MACINTYRE CARE

England & Wales · Charity number 250840

Details

Other names	MACINTYRE
Status	Registered
Legal form	Charitable company
Company number	00894054
Registered	1966-12-23
Register	View on the Charity Commission register

Contact

Address	Macintyre Care Seebeck House 1 Seebeck Place Knowlhill Milton Keynes MK5 8FR
Phone	01908230100
Email	director@macintyrecharity.org
Website	www.macintyrecharity.org

Activities

Objects: THE RELIEF OF PERSONS WHO HAVE A LEARNING DISABILITY AND OR A PHYSICAL DISABILITY.

Activities: MacIntyre provides services for adults and children with learning disabilities. These services include schools, colleges, adult learning centres, registered care homes, supported living and other individual support.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, Accommodation/housing
- **Who:** Children/young People, People With Disabilities

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£71,169,000	£71,180,000	£45,196,000	2061
2024-03-31	£69,282,000	£69,230,000	£45,346,000	2023
2023-03-31	£65,593,000	£66,617,000	£44,896,000	2078
2022-03-31	£65,883,000	£66,217,000	£39,518,000	2158
2021-03-31	£67,199,000	£64,138,000	£38,392,000	2344

Trustees

Name	Role	Appointed
Anna Claire Severwright		2024-08-01
Kyle Duke Holling		2024-12-01
MARTIN ZAHRA		
Matthew James Caine		2024-12-01
Monika Goel		2025-12-04
NEIL MACMILLIAN		
PAMELA MEEK		2017-02-01
RACHEL TAYLOR		2016-04-01
Ranjit Bhose		2020-03-01
Rosemary Diane Hart		
Ruth Smyth		2016-06-01

MACINTYRE CARE

England & Wales - Charity number 250840

Accounts

MacIntyre Care

Report and Financial Statements
Year Ended 31 March 2025

Registered Charity 250840

Company Registration Number 894054 (England and Wales)

MacIntyre
Providing support...your way

Contents

Legal & Administrative Details

MacIntyre Care Director Team

Sarah Burslem
Chief Executive

Claire Toombs
Finance Director and Company Secretary

Seb Moh
Quality & People Director

Laura Selby
Adult Services Director

Andrea Parr
Adult Services Director

Yvonne Nugent
Assistant Director, Children & Young People

Principal and Registered Office
Seebeck House, 1 Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR
www.macintyrecharity.org

Advisors to the Charity

Auditors

Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

Bankers

HSBC Bank plc, Level 6, Metropolitan House, CBX3, 321 Aylesbury Boulevard, Milton Keynes, MK9 2GA

Solicitors

Blake Morgan LLP, Seacourt Tower, West Way, Oxford, OX2 0FB
Anthony Collins LLP, 134 Edmund Street, Birmingham, B3 2ES

Welcome from Neil Macmillan, Chair

Reflections
My first year as Chairman of MacIntyre Care has been a wonderful experience and the support I have received has been much appreciated. We have been in challenging times for a few years now in both the Special Education and Social Care sectors. I am pleased with the contributions that we are making directly and with like-minded Partners to the SEND and Social Care Reform select committees and commissions. We believe that our response to children, families and disabled adults demonstrates our ability to deliver ambitious and sustainable education and social care in the most challenging of times.

There are many examples of the impact that MacIntyre has had as a charity in this Report and I am delighted to see that MacIntyre's DNA remains strong across both MacIntyre Care and MacIntyre Academies. Our financial result this year has been achieved against the continual cost challenges being faced across our sector. My thanks to all our management and staff for their great efforts in managing our cost base so well. I look forward to the coming year with immense pride and optimism in our ability to continue to deliver on our promises.

About MacIntyre Care
The MacIntyre Care Group comprises two charities, MacIntyre Care and MacIntyre Academies. MacIntyre Care was established in December 1966 as a company limited by guarantee. It is a registered charity governed by its Articles of Association, as amended by special resolution in September 2002. It is a Corporate Member and sponsor of MacIntyre Academies, a multi-academy trust and a company limited by guarantee, which was formed in 2012.

MacIntyre Care is a sector-leading national charity employing some 1,788 people providing learning, support, education and care to over 1,474 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies employs some 290 people and provides education to over 280 children with special educational needs.

The Trustee Board
We are fortunate to have a strong and highly skilled set of Trustees across both MacIntyre Care and MacIntyre Academies who work well together in ensuring that Governance is integral to the way we run our charity. We are fortunate in having a diverse blend of capabilities covering such areas as Legal, HR, Finance, Risk Management, Education, Health and Care. My thanks to all our Trustees for their commitment to their respective Boards, it is very much appreciated. Lastly, in October 2024 we were delighted to welcome Denise Cockrem as the incoming Chair of MacIntyre Academies and we wish her well going forward.

Neil Macmillan
Chair

Welcome from Sarah Burslem, CEO

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 collaboration is bearing fruit. MTAP is a group of six 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 programs 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.

Finally thank you to Neil Macmillan, who has now completed his first year as Chair and to all of our Trustees old and new who hold us to account we look ahead to another year of growth, learning, and impact.

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

Trustee Report including Strategic Report

About The MacIntyre Group

MacIntyre Care

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

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

Our Purpose
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 Academies

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn.

Our Vision
For all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.

About the Children, Young People and Adults who draw on our support

The MacIntyre Group comprises two organisations, MacIntyre Care and MacIntyre Academies. MacIntyre Care is a registered charity and a corporate member and sponsor and appoints a majority of the members of MacIntyre Academies, a multi-academy trust which was formed in 2012, set up to ensure we could expand our education provision to more children and young people.

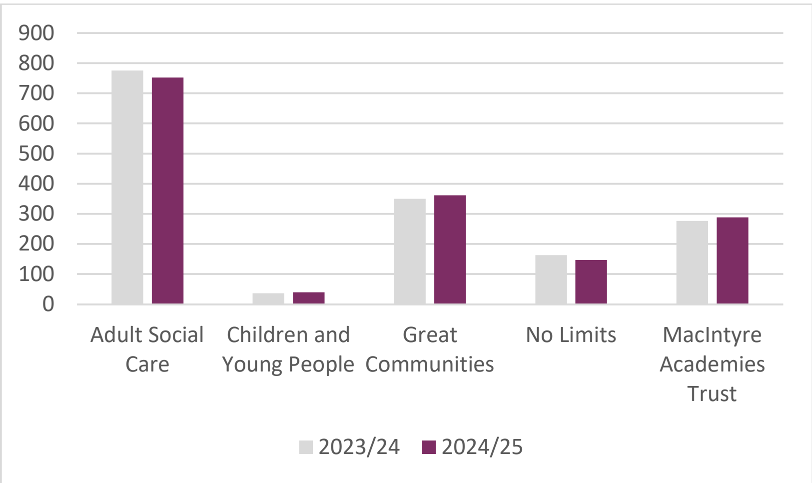
MacIntyre Care operates nationally in England and Wales. MacIntyre Academies presently operates in Oxford, Rugby, Nuneaton and Henley in Arden.

The MacIntyre Group remains unique with regards to the range of education and social care services that we provide. Our intention is to provide school based education experiences with curriculums and learning spaces that are as alternative as necessary to make sense to the children and young people. Our No Limits community based innovation further education programmes enable young people prepare for adulthood in geographical areas that are important to them and near to families and friends who they love. We strive to ensure that the disabled adults who draw on MacIntyre's support lead "gloriously ordinary lives" by "living in a place they call home, with the people and things that they love, in communities where people look out for one another, doing things that matter to them" (Social Care Future vision).

We choose to work in neighbourhoods where our purpose is valued by the commissioners and local people and where we can add impact and value.

We recognise that we are better and can achieve more when we work in partnership with others. For the year under review we pay particular thanks to the Social Care Future movement who have been instrumental in our DNA reflections; to Tricia Nichols who has helped shape our recruitment revolution and introduced us to the concept of Gloriously Ordinary Lives and to Sian Lockwood and Simon Stockton who have helped steer our Everyone Everywhere journey and our More Than a Provider partner organisations.

People supported by the MacIntyre Group



People and Communities

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

MacIntyre Strategy 2024-29

MacIntyre has been involved in the Social Care Future (SCF) movement since its conception and continue to be an active ally. For the year under review we have committed to coproducing our organisation wide strategy and updating our plan for adult social care. Both are being heavily influenced by the SCF 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 (SCF).

Together we are

#MoreThanAProvider

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

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

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

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

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

Children, Young People and their Education

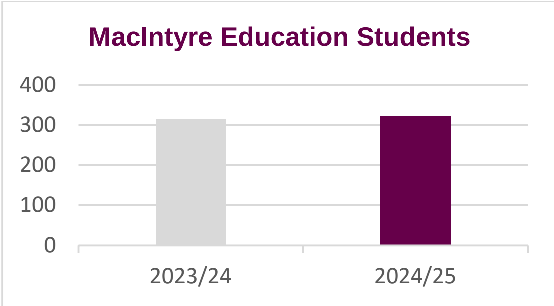
The MacIntyre Care Group prides itself in providing excellent education, care and support to children and young people aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

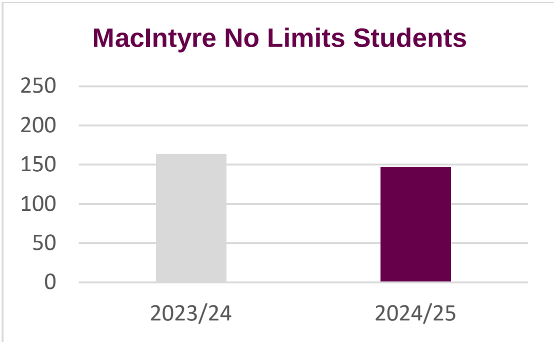
We deliver education, care and support to 323 school age children at our Independent special school in Buckinghamshire and at our four Academy schools in Oxfordshire and Warwickshire (314 in 2023/24).

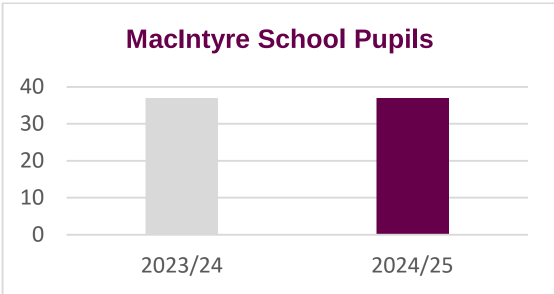
MacIntyre School was last inspected by Ofsted in February 2024 when it was rated 'Good' in all areas, with Personal Development rated as 'Outstanding'.

> 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

> The school's motto, 'Achieve above and beyond', is an intrinsic part of everyday life.
> Ofsted, MacIntyre School, February 2024



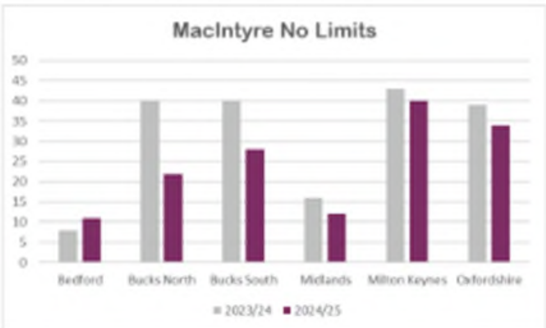




Young People and their Further Education: MacIntyre No Limits™

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 16-25 in Bedfordshire, Buckinghamshire, Leicestershire, Oxfordshire, Milton Keynes and Warwickshire.

Where college isn't the right fit, we also offer programmes of learning through 'No Limits Direct' our fully individualised approach delivered outside traditional education settings. These are funded by local authorities through 'EOTAS' (Education Other Than At School) funding, 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

> "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

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.

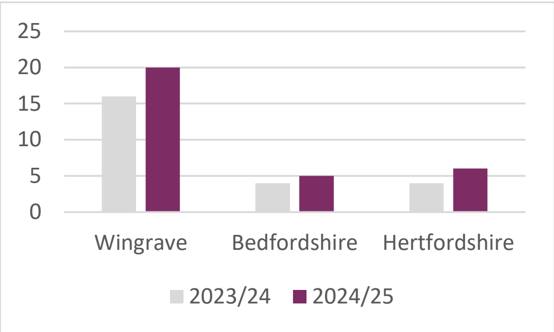
The answer? A partnership with Aylesbury Library in which we run Seasonal Sensory Sessions. These are aimed at people who have special education needs, but anyone can join in. We use the sensory room and other spaces to host multi-sensory activities and simple crafts. These sessions have proved popular 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."

Children drawing on Residential Care Support

MacIntyre Children's Homes

The mission of MacIntyre's children's homes is to support the children and young people in acquiring skills and experiences, so that they may take their rightful place in society, feel valued and are contributing members of society.



MacIntyre currently offers a therapeutic home environment to 31 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.

> Staff are exceptionally proactive in seeking the views of children. They interact with the children using a variety of communication methods that are tailored to each child's needs, helping and aiding them to have a voice in decision-making.
> Ofsted, MacIntyre Children's Home in Buckinghamshire, September 2024

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."

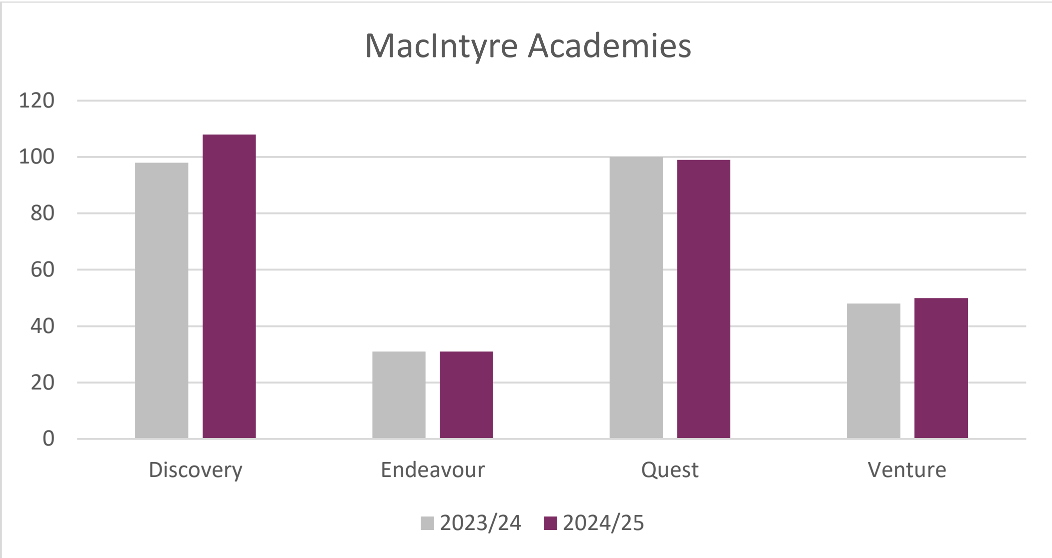
Local Manager Duane says: "Abdul loves nothing more than helping in the kitchen, keeping things clean and tidy and everything in its place. This is one way we are trying to be good neighbours and being visible in our local community!"

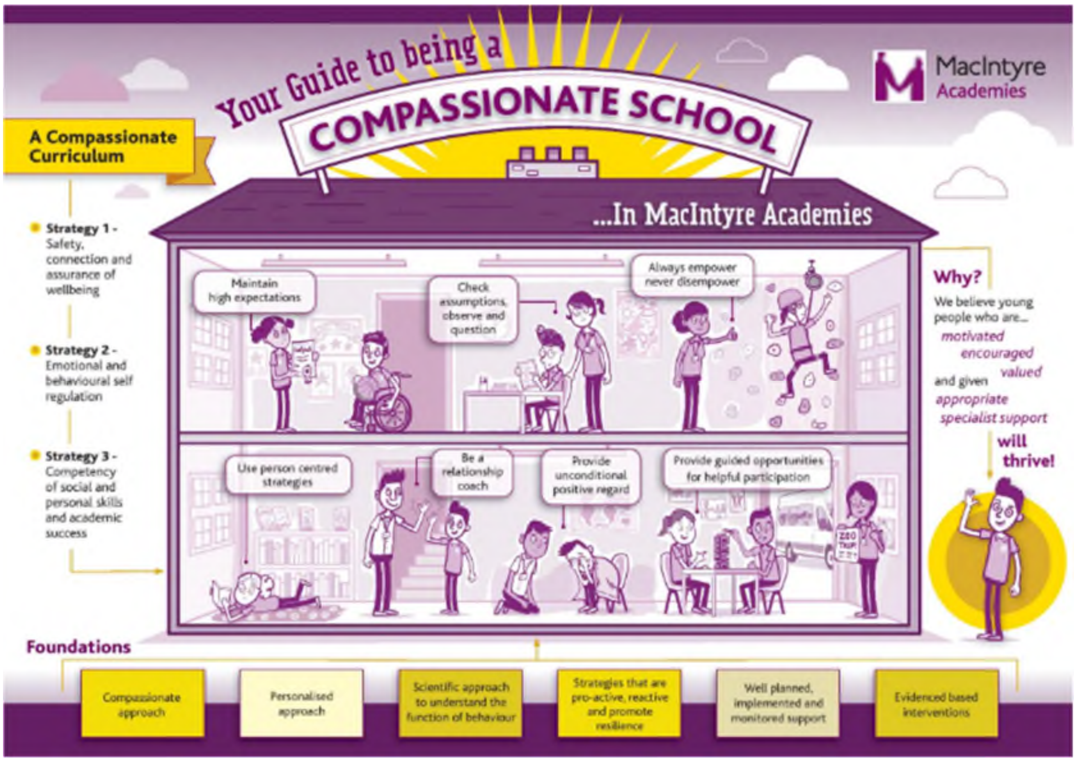
> Children are making progress and are helped to develop their social, communication, and independence skills. One parent said their daughter had come on 'leaps and bounds'. The young person has developed self-care skills and are well prepared for adulthood.
> Ofsted, MacIntyre Children's Home in Buckinghamshire, August 2024

MacIntyre Academies

Putting children and families first

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn. MacIntyre Academies currently comprises four Academies in Oxfordshire and Warwickshire.





Discovery Academy

Discovery offers education for over 90 children and young people aged 9 to 19. The overarching ambitions of Discovery Academy are to be:

- A place where everybody feels safe, valued and belongs
- A place with quality first provision
- A place that supports our pupils to be ready for life

The School was last inspected by Ofsted in January 2024 and was rated Good.

The inspectors said:
"Through the curriculum, pupils are taught about a wide range of important personal and social issues, including how to keep safe online and how to build positive and healthy relationships. This prepares pupils well for life in modern Britain."

The school are always looking for new and engaging activities and a new candle making class has been a huge success with pupils learning the process, working safely with warm wax and mixing their own scents and designs.

Endeavour Academy

Endeavour Academy is for children and young people aged between 8 and 19 with autism and severe learning difficulties who benefit from an autism specific environment. The curriculum is developed to provide children and young people with skills and opportunities that will equip them to live purposeful lives.

During the year:

- Some students worked on their Bronze Duke of Edinburgh, braving the elements on their 2-day expedition.
- World Book Day was celebrated across the school in March with classroom doors being decorated with book themes and staff and pupils dressing up
- Trips to local places have developed peer relationships
- In another class pupils have practiced relaxation skills with reflexology, yoga and Tacpac

Endeavour Academy was last inspected by Ofsted in November 2022 and is rated Good.

Quest Academy

Quest Academy is dedicated to providing a nurturing and inclusive educational environment for learners aged 7 to 19.

The mother of one student said that school support for her daughter is working, and that her daughter is very motivated to attend, is developing understanding of relationships and shares her successes at home.

During the year a group of learners saw a production of Romeo and Juliet, a contemporary retelling of the Shakespearean tragedy featuring a fusion of rap music and modern themes, making it a fresh and engaging experience. For many of the learners it was the first time seeing a live performance. Outings such as this provide valuable opportunities to explore new ideas, emotions and histories in a way that is both entertaining and educational.

Venture Academy

Venture Academy offers education for children aged 9 to 16. The School has capacity for 50 students and is based in Henley-in-Arden in Warwickshire.

The School values children as individuals and offer a personalised approach to learning that combines:

- the nurturing approach of Early Years and Primary School
- the range of curriculum, specialist teachers and specialist facilities of a Secondary School
- a close working relationship with families and other partners

The School is rated Good by Ofsted. At the Ofsted inspection in March 2025, the Inspectors said:

"Venture Academy is a place where staff have an unconditional positive regard for pupils. Pupils appreciate how understanding staff are, which make them feel happy, safe and settled. They know that staff have their best interests at heart and that they go above and beyond to help. One pupil summed this up beautifully, describing teachers that 'know "about" us, not just "of" us'. This is a school that is built on positive relationships along with compassion, ambition and partnership."

For Adults

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

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

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

> "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

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

A place called home

In 2024 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.

MacIntyre's manager, Roxanne, visited Daniel to get to know how he liked to be 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 up some of his favourite hobbies 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 own puzzle table with a comfy chair in the lounge.

What’s next for People and Communities

- Everyone drawing on our support will have the opportunity to access a self-advocacy group. CoPros 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.

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 2024-29

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. The team will identify the barriers and potential solutions, develop suitable resources and then hand over to the operational teams for implementation.

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

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

MacIntyre's Special Interest Groups on Autism and Dementia 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.

Compliance and Safeguarding

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

Regulation Facts & Figures:
MacIntyre has 27 CQC, 1 CIW, and 5 Ofsted registered locations.

80% of Ofsted locations rated Good
82% of CQC and CIW locations are rated Good or Outstanding

At MacIntyre No Limits we are committed to supporting young people to feel safe and in control; it's included in our DNA. When things don't go to plan we see it as an opportunity to learn, adapt, and improve the way we do things for everyone involved.

Jerry normally travels to College in a shared taxi, funded by the local authority. On one occasion, Jerry couldn't fasten his seatbelt. Concerned for his safety, Jerry asked the taxi driver for help. The driver told Jerry that wearing the seatbelt wasn't necessary for the journey to College.

Jerry was concerned, so he asked the No Limits team whether taxi passengers are legally required to wear seatbelts. The team worked closely with Jerry to research seatbelt laws and the responsibilities of both taxi drivers and passengers leading to Jerry understanding his rights and responsibilities as a passenger and created a guide on seatbelt use if it happened again.

Jerry was supported to complete a safeguarding report to document the incident. An email was sent to the SEN Transport team, who responded quickly and advised that Jerry would get a new vehicle and driver.

Jerry now travels in a new, larger vehicle and is more comfortable for his journey.

It was important to Jerry that he was actively involved in each step of the process, and felt supported in making decisions about his own safety and well-being. Jerry now has the confidence and knowledge to assert his right to wear a seatbelt.

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.

Workforce

"Our workforce vision is to be bold, innovative and ambitious in our national and local recruitment activity, that supports new ways of working, so that together we are able to attract and retain the best skilled and passionate people for today and the future. We will do this by ensuring every single person has a great recruitment experience and is warmly welcomed and valued from day one of their MacIntyre journey."

MacIntyre Strategy 2024-29

Introduction

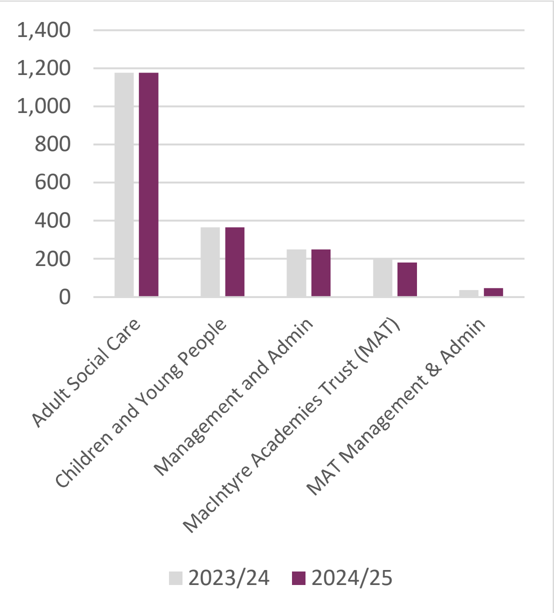
We believe that there is no better career than one within special education and social care. We are in a unique position, due to the diversity of what we do, to offer ambitious and creative career paths to our employees.

We are thankful to all employees who have chosen to work with us during the year and to those who have chosen to stay with us. Their passion, ambition and compassion helps us to remain true to our heritage and ideology.

MacIntyre's Workforce Strategy focusses on four key elements:

1. Recruitment and Retention
2. Learning & Development
3. Well-being
4. Career Pathways

Breakdown of Workforce



1. Recruitment and Retention

We remain focussed on our six Critical Success Factors relating to Vacancies; Candidate Journey; Reducing Agency spend; data; building our relief pool and improved employee retention.

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%)

For the year under review

- 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

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.

2. 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
In the last year 29 sessions were held, attended by 380 staff. 545 new staff joined in the last financial year, so 70% of new staff were able to attend face-to-face induction. Our aim is to ensure that 100% of new staff take up the opportunity. Everything flows from our MacIntyre DNA, including the newly relaunched staff Code of Conduct and the Five Tests from Gloriously Ordinary Lives.

eLearning
During the year 19,474 eModules were complete (24,540 in 2023/24), an average of 12.9 per person (12.48 in 2023/24). 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.

> "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."

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.

3. Well-being

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.

4. Career Pathways

Succession planning is the process of identifying and developing potential future 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.

Sustainability

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

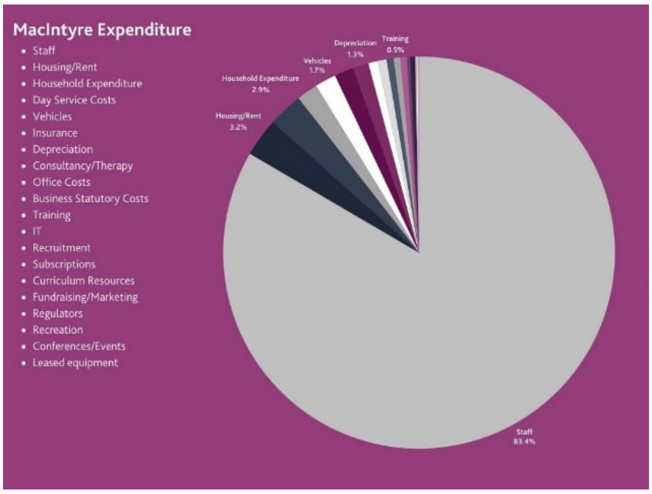
MacIntyre Strategy 2024-29

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

Following the budget announcements in 2024, we estimated that our costs increased by an average of 8%. We have taken steps to offset these 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.

Charitable Income

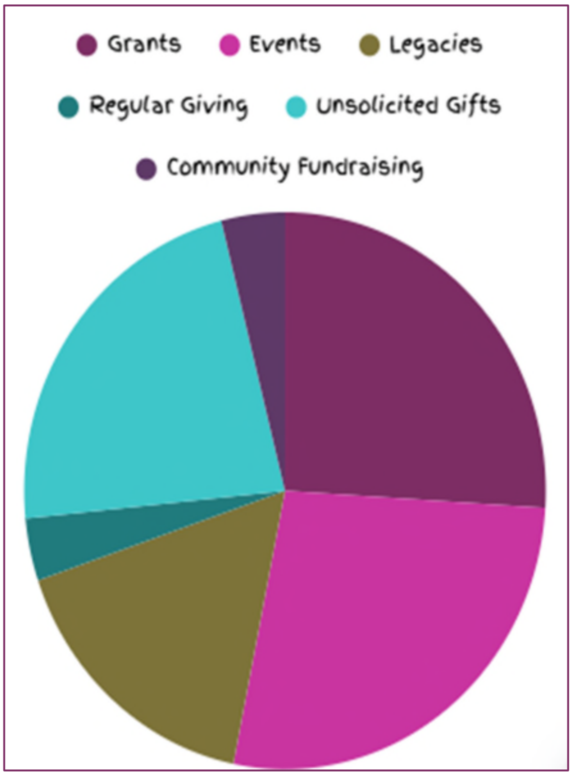
Fundraising enables us to invest in projects that support our strategic objectives and ultimately help us stand out as an innovative not-for-profit education and social care provider.
Funds are allocated to projects that have clear objectives and positive evidence performance through our quality framework 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

Charitable Income 2024-25



Registered with FUNDRAISING REGULATOR

What's next

We will raise more charitable income than spent on charitable project delivery per annum.

Financial Performance 2024-2025

Finances

The MacIntyre Care group had total incoming resources of £71m (2025), which compares to £69m (2024).

Sector funding remains challenging as public sector funders manage with budgets under pressure. We have always operated on fine margins and will no doubt continue to do so. The net incoming resources for the group can be seen in the statement of financial activities. The Trustees remain pleased with the unrestricted surplus of £221k and once adjusted for the restricted funds an overall loss of £11k compared to a small surplus of £52k in previous year.

The balance sheet continues to show a strong consolidated position with total group funds of £45.2m (£45.3m 2024) and a healthy level of liquid funds. We continue to place funds in cash deposits on fixed and short term arrangements to continue to meet our cash flow requirements.

Our Governance

Trustees' Responsibilities

The Trustees are legally Directors of MacIntyre Care and so are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires us as Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of MacIntyre Care and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities (Accounts and Reports) Regulations 2015 and the provisions of the trust deed.

The Trustees are also responsible for safeguarding MacIntyre Care's assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor - so far as the Trustees are aware, there is no relevant audit information of which the external auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Providing Public Benefit

Charity Trustees have a duty to carry out its purposes for the public benefit. We are required by the Charities Act 2011 to have regard to the guidance issued by the Charity Commission on the public benefit requirement in our decision making. We have referred to this guidance when reviewing our aims and objectives and in planning our activities. In particular, we consider how our activities will contribute to the aims and objectives which we have set.

The first principle in the public benefit guidance states that there must be an identifiable benefit. The second principle states that the benefit must be to the public or a section of the public. Perhaps most importantly in terms of public benefit, not all of MacIntyre Care's services are subject to fees. In addition to services fully supported by public funding, MacIntyre Care uses charitable income to provide free advice and information to people with disabilities and their families and to fund service innovation within the Special Educational Needs and Disability (SEND) and disability care sectors. There are therefore many services provided for the public by MacIntyre Care for which no fees are charged.

MacIntyre Care's Memorandum of Association states: "the object for which the Company is established is the relief of persons who have a learning disability and or a physical disability". This is an identifiable benefit and falls within the various descriptions of charitable purposes in the Charities Act 2011: the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

Specific examples of the services and benefits provided by MacIntyre Care to relieve the need of its beneficiaries include:

- the provision of care and housing support to people living in registered care homes, supported living schemes and within their own home
- the provision of vocational learning opportunities and further education
- the provision of residential special schools and college education
- the provision of transition support to school leavers and their families
- the provision of advice and information.

The beneficiaries of MacIntyre Care are without exception children and adults who have learning and/or physical disabilities and/or autism. There are no geographical or financial restrictions on beneficiaries, all of whom have a statutory entitlement for government benefits and/or local authority grants to meet the cost of their education and/or support.

While it is recognised that such funding is means-tested, all potential beneficiaries are able to access MacIntyre Care services, as their overall statutory entitlement for support services is not affected by their personal financial circumstances. MacIntyre Care has a welcome-all policy regardless of the nature of the disability of the person concerned and is fully inclusive in ensuring the widest uptake of its beneficiaries.

We are pursuing a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit.

The Trustee Board

We are fortunate to have a strong and highly skilled Director and Trustee team who work well together and dovetail very effectively. This is very helpful for the day to day running of MacIntyre Care and essential in times of adversity or challenge.

We have a diverse, well-balanced, experienced and thoughtful Board in MacIntyre Care. The Board is presently composed of 12 Trustees, with a near equal gender split. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, health, risk management, property, sales & marketing, digital, education, government, HR, social care and general management skills.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre Care. We supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Care Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles.

No Trustee receives remuneration or other benefit from their work with MacIntyre Care. No goods or services were purchased in the year from companies connected with the Trustees. MacIntyre Care maintains a register of Trustee interests which is updated on an annual basis and during the year as appropriate and our formal code of conduct, signed up to by all Trustees, sets out the expected standards of MacIntyre Care Trustee probity and behaviour.

Recruitment & Appointment of Trustees

The Governance Committee leads the process for Board and Trustee appointments. MacIntyre Care recruits new Trustees both through the network of our current Trustees and where appropriate through external agents. The comprehensive familiarisation, pre-appointment and induction process includes meeting with the Chair and other members of the board, the senior leadership team and visiting MacIntyre Care services.

The Senior Management Team

The Trustees delegate the day-to-day running of MacIntyre Care to the key management personnel of the charity, who are considered to be the Chief Executive, Sarah Burslem and her Director team.

The Directors are encouraged by Trustees to be involved in a range of complementary external activities. Many of our Directors are involved in the Voluntary Organisations Disability Group (VODG). Sarah Burslem is involved in a number of forum activities involving charity leaders, including More than a Provider, Learning Disability England (LDE) and #SocialCareFuture. She is increasingly a significant voice across the sector.

We see these external roles as an important opportunity for sharing, learning and establishing MacIntyre Care more widely in the minds of those with whom we work and to support the wider disability sector, transforming how others think about and deliver education and social care.

Our Governance Structures

We aim to create an environment that enables strong and effective teamwork between Trustees and Directors. The Board meets on a regular basis.

Important review responsibilities are delegated to Board committees, so that Trustees can better support management and also examine important issues in greater depth. There is an open invitation to any Trustee to attend and contribute to each Board committee. The Chief Executive or her designate attends each committee meeting unless the committee chair agrees otherwise. The committee activities are formally reported back to the Trustee Board by the committee chairs, supported by the relevant MacIntyre Care Director, so that all Trustees can probe and understand the committees' decisions.

The committees comprise of:

Finance, Audit & Risk
Remuneration & Wellbeing
Quality & Safeguarding
Digital
Education (jointly with MacIntyre Academy Trust)
Governance

The governance committee oversees regular self-reviews of our governance viewed against the Charity Commission Charity Governance Code. An internal review of governance has been undertaken since the date of the balance sheet. The Board is satisfied that MacIntyre Care is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code.

Local Advisory Boards for each school meet quarterly and are responsible for ensuring the good governance of the schools, including supporting the Principal, scrutinising student progress, monitoring the school's finances and the achievement, quality of teaching and behaviours and safety in the school. The terms of reference for all the schools mirror the governance terms of each other. The Advisory Boards are open to any Trustee to attend.

MacIntyre Academies has MacIntyre Care as its sponsor and MacIntyre Care is itself a corporate member of MacIntyre Academies, represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care, is the Company Secretary of both MacIntyre Care and MacIntyre Academies. Kevin Rodger, Group Director of Education and Children's Services, was the accounting officer of MacIntyre Academies during the year under review until 8th March 2025, at which date Claire Toombs assumed that role.

Finances - in terms of the finances of MacIntyre Care, the committee reviews MacIntyre Care's financial systems, controls, risk management and risk registers, including key risks, financial results and the balance sheet. It also reviews MacIntyre Care's budgets, cost management, cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the executive management and the Board of Trustees. A programme of internal audits is in place, derived from a comprehensive risk assessment.

The internal control systems are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews
- delegation of day-to-day management authority and segregation of duties; and
- identification and management of risks.

Risk management - the Trustees regularly review the risk register and consider the major risks to which MacIntyre Care is exposed and the systems which have been established to mitigate those risks. Board meetings include the monitoring of financial and operational performance and risk. The Board meets on a bi-monthly basis and Directors present to Trustees about their specific area of responsibility. Annually the full Director team meet Trustees to debate collectively MacIntyre Care's long term strategy.

Internal risks are minimised by the use of procedures for authorisation of all transactions and projects and to ensure the consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they still meet the needs of MacIntyre Care.

Our Investment Policy

The Trustees have considered the most appropriate policy for investing funds and have decided to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements. The generous donations received in the recent years are being used over the medium term for the wider charitable benefit. Trustees receive regular updates on the use of these donations.

Our Reserves Policy

The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre Care's reserves policy. MacIntyre Care is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

MacIntyre Care manages its financial performance to aim to deliver a small surplus to meet its investment and operational needs. Given the nature of MacIntyre Care's services, much of the investment is into fixed assets. The investment in our schools and care homes is an essential element in securing future revenue streams and ensuring that our services offer the best environments for all those who use them.

Going Concern

The Trustees have considered whether the use of going concern is an appropriate underlying basis for accounting. After making an assessment the Trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. These financial statements therefore have been prepared adopting the going concern basis.

Streamlined Energy & Carbon Reporting

We provide data in the table below of our UK Greenhouse gas emissions and energy use for each of the periods April 2024 to March 2025 and April 2023 to March 2024.

Quantification and Reporting Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2023 UK Governments Conversion Factors for Company Reporting.

Intensity Measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per person supported, the recommended ratio for the sector.

UK Greenhouse gas emissions and energy use data for the periods 1 April 2024 to March 2025 and April 2023 to March 2024		
	1 April 2024 to 31 March 2025	**1 April 2023 to 31 March 2024**
Energy consumption used to calculate emissions (kWh)	Total energy used in the period: 508,944 The energy consumed has been broken down by: • Gas = 289,035 Electricity = 196,522	Total energy used in the period: 508,944 The energy consumed has been broken down by: • Gas = 301,822 Electricity = 207,122
Scope 1 emissions in metric tonnes CO2e Gas consumption Company transport **Total scope 1**	289035kWh x 0.18316 = 58939 **(101tC02e)** 634,000 miles x 1.17682 = 746,103kWh 634000 = 1012032km Total 1012x 0.18315 = 186872 kgCo2e 186tCo2e 257tCo2e	552,181 kWh x 0.18316 = 101,137 **(101tC02e)** 530,002 miles x 1.17682 = 623,716kWh 530,002 = 852,953km Total 852,895 x 0.18315 = 156,218 kgCo2e 156tCo2e 257tCo2e
Scope 2 emissions in metric tonnes CO2e Purchased electricity	196522 kWh x 0.21233 = 41727 kgCO2e **477tCo2e**	207,122 kWh x 0.21233 = 107,672 kgCO2e **107tCo2e**
Scope 3 emissions in metric tonnes CO2e Business travel in employee owned vehicles	509699 x 0.18315 = 93351 kgCO2e **93tCo2e**	243,225 x 0.18315 = 44,546 kgCO2e **44tCo2e**
Total gross emissions in metric tonnes Co2e	**4971tCo2e**	**408tCo2e**
Intensity Ratio Tonnes CO2e per person supported	0.332tCO2e per person	0.272tCO2e per person

Energy efficiency actions taken this year

The group have taken actions to reduce our energy usage, including a review of office space and reducing to regional hubs with more agile working. Reviewing the transport and moving to reduce our business travel by using online meeting options and public transport more. The Charity are moving to engage an external energy consultant to review others ways we can continue to improve our energy efficiency in future years.

Approved on behalf of the board by Neil Macmillan, Chair

Date: 18 December 2025

Independent Auditor's report to the members of MacIntyre Care

Opinion

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 26 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's report to the members of MacIntyre Care

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Independent Auditor's report to the members of MacIntyre Care

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's group members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

19 December 2025

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Group Statement of Financial Activities (including Income and Expenditure Account) for the Year Ended 31 March 2025

	Notes	GROUP Unrestricted Funds £'000	Restricted Funds £'000	Total 2025 £'000	GROUP Unrestricted Funds £'000	Restricted Funds £'000	**Total 2024 £'000**
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	260	122	382	230	486	716
Charitable activities:							
Adult Support Services		43,436	-	43,436	42,040	-	42,040
Children and Young People Services		13,717	13,385	27,102	12,526	13,845	26,371
Investments		249	-	249	155	-	155
TOTAL INCOME		57,662	13,507	71,169	54,951	14,331	69,282
EXPENDITURE ON							
Raising Funds	3	71	-	71	62	-	62
Charitable activities:							
Adult Support Services		43,011	67	43,078	42,124	160	42,284
Children and Young People Services		14,359	13,672	28,031	13,292	13,592	26,884
TOTAL EXPENDITURE	3	57,441	13,739	71,180	55,478	13,752	69,230
NET EXPENDITURE/INCOME FOR THE YEAR		221	(232)	(11)	(527)	579	52
Transfers between funds		217	(217)	-	326	(326)	-
Other recognised gains and losses							
Actuarial (Loss/Gain) on Defined Benefit pension schemes		-	(139)	(139)	-	398	398
		438	(588)	(150)	(201)	651	450
Reconciliation of funds							
Funds brought forward	11	22,669	22,677	45,346	22,870	22,026	44,896
TOTAL FUNDS CARRIED FORWARD		23,107	22,089	45,196	22,669	22,677	45,346

The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

Consolidated Group and Charity Balance Sheets for the Year Ended 31 March 2025

		Group		Charity	
	Notes	2025	2024	2025	2024
		£'000	£'000	£'000	£'000
FIXED ASSETS					
Tangible Assets	6	30,672	31,537	13,065	13,557
NET CURRENT ASSETS					
Stocks	8	7	16	7	16
Debtors	9	12,083	12,046	10,644	9,647
Cash at bank and in hand	14	8,446	7,354	5,513	5,249
		20,536	19,416	16,164	14,912
CREDITORS:					
Within one year	10	(6,012)	(5,607)	(5,218)	(4,723)
NET CURRENT ASSETS		14,524	13,809	10,946	10,189
TOTAL ASSETS LESS CURRENT LIABILITIES		45,196	45,346	24,011	23,746
Defined benefit pension scheme liability	12	-	-	-	-
		45,196	45,346	24,011	23,746
Restricted Funds	11	22,089	22,677	904	849
Unrestricted funds					
Designated Funds	11	19,233	19,048	19,233	19,048
General Funds	11	3,874	3,621	3,874	3,849
		23,107	22,669	23,107	22,897
TOTAL FUNDS		45,196	45,346	24,011	23,746

The charitable company's surplus for the year is £265k (2024: deficit of £201k).

Approved on behalf of the board:

Neil Macmillan
Trustee

Rachel Taylor
Trustee

Company Number: 00894054

Date: 18 December 2025

Group Statement of Cash Flows for the Year Ended 31 March 2025

	2025 £'000	2024 £'000
Cash flows from operating activities	1,286	2,381
Cash flows from investing activities	(194)	(760)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	1,092	1,621
Cash and cash equivalents at 1 April	7,354	5,733
Cash and cash equivalents at 31 March	8,446	7,354
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	(11)	52
Adjusted for:		
Investment Income	(249)	(155)
Depreciation of tangible fixed assets	1,309	1,256
Defined benefit non cash movements	(139)	80
Decrease/(Increase) in debtors	(38)	951
Increase/(Decrease) in creditors	405	206
(Increase)/Decrease in stock	9	(9)
Net cash provided by/(used in) operating activities	1,286	2,381
Cash flow from investing activities		
Interest received	249	155
Purchase of tangible fixed assets	(443)	(915)
Net cash inflow/(outflow) from investing activities	(194)	(760)
Analysis of cash and cash equivalents		
Cash at bank and in hand	8,446	7,354

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The private company is a public benefit entity for the purposes of FRS 102 and a registered charity (charity number 250840) established as a company limited by guarantee (company number 00894054) and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011. The company was incorporated in the England and Wales with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR.

Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting data of the financial statement of MacIntyre Academies is 31 August as it is required by its Funding Agreement with the Secretary of State.

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charitable company has not been presented as part of these financial statements.

Going concern

The Trustees have assessed whether the use of going concern is an appropriate underlying basis for accounting. They have considered possible events or conditions that might cast significant doubt on the ability of MacIntyre Care to continue as a going concern. The Trustees have made this assessment for a period of one year from the date of the approval of these financial statements. In particular, the Trustees have considered MacIntyre Care’s forecasts and projections and have taken account of the key risks that the organisation faces. After making enquiries, the Trustees have concluded that there is a reasonable expectation that MacIntyre Care has adequate resources to continue in operational existence for the foreseeable future. MacIntyre Care therefore continues to adopt the going concern basis in preparing its financial statements.

Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Fee income is recognised in the period in which services are provided and the related fee income is receivable. Fees received in advance of care services provided are held within deferred income until the period to which they relate.

Donations and grants, including grants in respect of major items of refurbishment, improvements or the purchase of fixed assets and government grants, are recognised in the Statement of Financial Activities when receivable. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met.

Resources expended

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Charitable activities include expenditure associated with running the registered care and nursing homes.

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2025:

75% of costs were allocated to Adult Support Services (2024: 76%) and
25% of costs were allocated to Children and Young People Services (2024: 24%).

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fixed Assets

Equipment and furnishings are capitalised at inception of a service and depreciated in accordance with the rates below. The cost of replacements is written off during the period the expenditure is incurred. All fixed assets are initially recorded at cost.

Donated fixed assets are initially recognised at fair value. The gain is recognised as income from donations and a corresponding amount included in the appropriate fixed asset category as the cost of addition, and depreciated over the useful economic life in accordance with the depreciation policies below.

Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off each asset evenly over its expected useful life as follows:

Freehold land and buildings	-	2% per annum
Long term Leasehold	-	period of the lease or 2% per annum if lease longer than 50 years
Short term Leasehold	-	period of the lease
Equipment and furnishings	-	15 to 33% per annum

The carrying values of tangible fixed assets are reviewed for impairment each year if events or changes in circumstances indicate the carrying value may not be recoverable.

Freehold land and buildings

Freehold land and buildings are stated at their deemed cost being the valuation at the date of transition to FRS 102. The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any impairment losses. The company has adopted the transition exemption under FRS 102 paragraph 35.10(d) and has elected to use the previous revaluation as deemed cost.

Stocks

Stocks are stated at the lower of cost and net realisable value. Costs include all costs incurred to bring the goods to their present location and condition at the Balance Sheet date. Net realisable value represents anticipated selling price less any further costs expected to be incurred to disposal.

Leasing and hire purchase contracts

Rentals on operating leases are charged to revenue on a straight line basis.

Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, and other short-term liquid investments with original maturities of three months or less.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments. Financial Instruments are recognised in the charitable company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exception of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pensions

The company operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to revenue as they fall due. The company has no potential liability other than for the payment of those contributions.

Pension benefits to employees of the subsidiary are provided by the Teachers Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the employer in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 1, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period in which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the employer in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Fund accounting

General unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are also unrestricted funds but have been designated by the Trustees for a particular purpose. They include the net book value of tangible fixed assets used by the charitable company in its operational activities.

Restricted fund are funds which are to be used in accordance with specific restrictions imposed on donors or which have been raised by the charity for particular purposes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Trustees to have most significant effect on amounts recognised in the financial statements.

Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 March 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

Fees represent amounts invoiced to local authorities, individuals and other funding agencies in respect of the provision of care and support services.

Income is all attributable to the continuing activities of the charity, in accordance with its objects.

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year.
The income from donations and legacies was £382k (2024: £716k) of which £260k was unrestricted (2024: £230k) and £122k was restricted funds (2024: £486k).

(b) Grants received during the year which are included within charitable activities are as follows:

	Charity	
	2025	**2024**
	£’000	£’000
Warrington Borough Council (DSCR)	-	32
Hertfordshire County Council (User Voice)	-	10
Sport England		6
John E Burrows	40	
William Harding’s Charity	10	-
William Harding’s Charity	10	-
Flintshire County Council	10	-
University of Sheffield	5	-
Hertfordshire Community Foundation	10	-
The Oliver Ford Foundation	10	-
Women’s Health Community Fund	2	-
Total Grants Received	97	48

3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs £'000	Restricted Project £'000	Designated Expenditure £'000	Support & Other £'000	2025 Total £'000	2024 Total £'000
Adult Support Services	39,725	-	292	3,061	43,078	42,223
Children & Young People Services	13,337	13,672	-	1,022	28,031	26,945
Fundraising Costs	71	-	-	-	71	62
	53,133	13,672	292	4,083	71,180	69,230

3. (b) Analysis of Support Costs

	Adult Services £'000	Children and Young People Services £'000	2025 Total £'000	2024 Total £'000
Support Costs:				
Training	369	124	493	417
IT	289	96	385	349
Standards & Excellence	420	140	560	570
Management & Administration	1,058	353	1,411	1,410
Finance & HR	925	309	1,234	1,453
	3,061	1,022	4,083	4,200

3. (c) Surplus is stated after charging

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Depreciation	1,309	1,257	617	535
Operating Leases				
• Equipment & Vehicles	124	159	124	159
• Buildings	319	453	319	453
Audit remuneration				
• For statutory audit of the financial statements	71	68	51	48
• For non-audit services	19	18	9	5

4. EMPLOYEES

The average monthly number of employees during the year was as follows:

	Group		Charity	
	2025 No.	2024 No.	2025 No.	2024 No.
Adult Support Services	1,175	1,175	1,175	1,175
Children and Young People Services	591	563	365	365
Management and Administration	295	285	219	249
	2,061	2,023	1,759	1,789

Staff costs during the year amounted to:	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Wages and Salaries	48,066	45,266	40,120	37,655
Social Security Costs	4,396	3,883	3,737	3,230
Other Pension Costs	2,359	2,149	982	872
	54,821	51,298	44,839	41,757
Agency Staff Costs	3,483	4,757	2,189	4,051
	58,304	56,055	47,028	45,808

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £48,408 (2024: £31,976).

Employee emoluments

Employees receiving emoluments (including benefits in kind) in excess of £60,000 were as follows:-

	Group 2025 No.	Group 2024 No.	Charity 2025 No.	Charity 2024 No.
£100,001 - £110,000	2	1	1	1
£90,001 - £100,000	3	4	1	1
£80,001 - £90,000	5	4	4	3
£70,001 - £80,000	5	3	1	0
£60,000 - £70,000	10	8	2	2

The total employer's pension contributions for the above higher paid employees during the financial year was £301k (2024: £222k) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £454k (2024: £398k).

5. TRUSTEES' EMOLUMENTS

None of the Trustees or any person connected to them received any remuneration or reimbursement for expenses in the current or prior year.

6. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Motor Vehicles £'000	Total £'000 £'000
Cost:						
At 1 April 2024	18,846	20,177	672	9,126	21	48,842
Additions	47	178	-	218	-	443
Disposals						
At 31 March 2025	18,893	20,355	672	9,344	21	49,285
Depreciation:						
At 1 April 2024	6,147	2,726	672	7,742	17	17,304
Charge for the year	369	447	-	490	3	1,309
Disposals						
At 31 March 2025	6,516	3,173	672	8,232	20	18,613
Net Book value:						
At 31 March 2024	12,699	17,450	-	1,384	4	31,537
At 31 March 2025	12,377	17,182	-	1,112	1	30,672

The net book value of the assets of MacIntyre Academies included in the table above are made up as follows:

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	**Total £'000**
Net Book value as at 1 April 2024	17,362	4	613	17,980
Additions in the year	177	-	140	318
Depreciation charged in year	437	2	252	692
Net Book value as at 31 March 2025	17,102	2	501	17,606

7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2025 is as follows:

	Restricted Funds £'000	**Total 2025 £'000**	**Total 2024 £'000**
Income	13,385	13,385	13,845
Expenditure	13,647	13,647	13,592
Net income	(261)	(261)	253
Actuarial losses on defined benefit pension schemes	(139)	(139)	398
Net movement in funds	(400)	(400)	651

Balance Sheet	Restricted Funds £'000	**Total 2025 £'000**	**Total 2024 £'000**
Fixed Assets	17,606	17,606	17,980
Current Assets	4,372	4,372	4,503
Current Liabilities	(793)	(793)	(8,840)
Defined benefit pension scheme liability	-	-	(398)
Net assets	21,185	21,185	13,244
Restricted funds	3,579	3,579	4,736
Fixed asset funds	17,606	17,606	17,980
Pension reserve	-	-	-
Total Funds	21,185	21,185	13,244

8. STOCKS

	Group		**Charity**	
	2025 £'000	**2024** £'000	**2025** £'000	**2024** £'000
Stocks	7	16	7	16

9. DEBTORS

	Group		**Charity**	
	2025 £'000	**2024** £'000	**2025** £'000	**2024** £'000
Trade Debtors	10,246	9,627	9,975	8,205
VAT Recoverable	109	115	-	-
Other Debtors	13	7	-	-
Prepayments	780	1,043	660	923
Accrued Income	936	1,254	9	519
	12,083	12,046	10,644	9,647

A bad debt provision of £540k (2024: £438k) is included within the trade debtors above.

10. CREDITORS: amounts falling due within one year

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Trade Creditors	824	1,103	681	991
Other taxes and social security	867	807	721	658
Fees in advance – deferred income	1,225	928	879	692
Other creditors	597	416	591	253
Accruals	2,499	2,353	2,346	2,129
	6,012	5,607	5,218	4,723

In respect of deferred income:	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Deferred income brought forward	927	901	692	774
Released from prior year	(927)	(901)	(692)	(774)
Deferred in current year	1,225	927	879	692
Deferred income carried forward	1,225	927	879	692

Deferred income relates to fees received in advance of care services being provided.

11. RECONCILIATION OF MOVEMENT ON RESERVES

Designated funds have been set aside out of unrestricted funds by the Trustees for specific purposes.

a) Fixed Asset Designation – this fund represents fixed assets invested in buildings and equipment in which we provide services.

b) Specific Projects – including research and development within the sector.

Restricted funds represent the balance of funds donated for specific purposes which are being utilised by the charitable company in accordance with the donors' specific requests.

	Unrestricted		Restricted			
	General Funds £'000	Designated Funds £'000	Fixed asset Funds £'000	Restricted Funds £'000	Pension Fund £'000	Total Funds £'000
At 31 March 2024	3,621	19,048	17,980	4,697	-	45,346
Net Incoming Resources	253	185	(374)	(214)	-	(150)
At 31 March 2025	3,874	19,233	17,606	4,483	-	45,194

Purposes of Restricted Funds

The restricted fixed asset fund relates to government funded fixed assets of MacIntyre Academies.

The restricted funds balance includes the restricted revenue fund relating to MacIntyre Academies. This balance, included in restricted funds above is £3,578k at 31 March 2025 (2024: £3,803k).

The balance of the restricted funds at 31 March 2025 of £904k (2024: £894k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £12.3m (2024: £12.7m) of freehold property used by the charity for the provision of services.

The Trustees have agreed a policy on the use of non-specific donated funds: they will be designated for charitable benefits, over and above the core running costs of the charity. Over the next 2 years this will include:

Developing Practice

We will retain the leadership team associated with the dementia project as we extend this work to a more general health focus. We will continue to invest in the lead coaches supporting our PBS work and invest in a similar methodology to step up our workforce knowledge and skills in the area of Autism. The proposal is to invest £1.1m in developing practice over the next three years.

Technology

The Digital committee will enable management and interested Trustees to work collaboratively to develop a digital and technology strategy to be brought to the Board for approval and implementation. The strategy has moved forward to commission and implement a care management system (Nourish) and a staff rota system (Planday) which are at the early stages of implementation and we will continue to invest in these projects over the next three years with an expected project investment of £300k.

12. PENSIONS

a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and Teachers Pension Funds (TPS). The total pension cost for the charitable company during the year relating to this scheme was £840k (2024: £826k).

b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.

c. Under the TPS Agreement, employer contribution rates from April 2024 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.

d. The pension charge for the year includes contributions payable to the TPS of £138k (2024: £146k). At the year-end £16k (2024: £14k) was accrued in respect of contributions to this scheme.

e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.

f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2025.

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made in the year ended 31 March 2025 was £874k (2024: £794k), of which employer's contributions totalled £667k (2024: £655k) and employee's contributions totalled £207k (2024: 210k). The agreed contribution rates for future years are 19.5% (Oxfordshire) and 16% (Warwickshire) for employers, and employee rates as set by the LGPS Regulations, average being 6.6% (Oxfordshire) and 6.3% (Warwickshire).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy closure, outstanding Local Government Pension Scheme Liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

Principal Actuarial Assumptions	**At 31 March 2025**	**At 31 March 2024**
Rate of increase in salaries – Oxford	**2.70%**	**2.75%**
Rate of increase in salaries - Warwickshire	**3.70%**	**3.75%**
Rate of increase for pensions in payment/inflation	**2.70%**	**2.75%**
Discount rate for scheme liabilities	**5.85%**	**4.85%**

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement are 65:

	At 31 March 2025	**At 31 March 2024**
Retiring today:		
Oxfordshire		
Males	21.8	21.9
Females	24.5	24.5
Warwickshire		
Males	21.7	21.8
Females	18.9	18.9
Retiring in 20 years:		
Oxfordshire		
Males	21.8	21.9
Females	25.7	25.7
Warwickshire		
Males	21.2	21.3
Females	25.4	25.4

Sensitivity Analysis
The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below, showing the approximate monetary increase to the defined obligation given the following changes in assumptions:

	At 31 March 2025	**At 31 March 2024**
Change in assumptions	£'000	£'000
Discount rate -0.5%	885	1,135
Long term salary +0.5%	15	20
Pension increase +0.5%	905	1,140

MacIntyre Academies' share of the assets in the scheme were:

	Expected Fair value At 31 March 2025	**Fair value At 31 March 2024**
	£'000	£'000
Equity instruments	6,253	5,735
Debt instruments	1,931	1,413
Property	828	676
Cash	184	267
Total market value of assets	**9,196**	**8,091**

The actual return on scheme assets was £222k.

Amount recognised in the Statement of Financial Activities

	2025	2024
	£'000	£'000
Current service cost	552	640
Interest (income)/cost	(24)	18
Total amount recognised in the SOFA	**528**	**658**

Changes in the fair value of defined benefit obligations were as follows:

	2025	2024
	£'000	£'000
At 1 April	7,659	6,960
Current service cost	552	640
Benefit paid	(16)	(22)
Interest cost	389	350
Employee contribution	207	216
Actuarial gain	(2,293)	(485)
At 31 March	**6,498**	**7,659**

Changes in the fair value of MacIntyre Academies share of scheme assets:

	2025	2024
	£'000	£'000
At 1 April	8,091	6,565
Interest income	413	332
Employee contributions	207	216
Benefits paid	(16)	(22)
Employer contributions	667	655
Actuarial (loss)/gain	(166)	345
At 31 March	**9,196**	**8,091**

Net changes in MacIntyre Academies LGPS liability:

	2025	2024
	£'000	£'000
Opening (asset)/liability	(432)	395
Service Cost	552	640
Interest	(24)	18
Employer contributions	(667)	(655)
Actuarial gain	(2,127)	(830)
Closing (asset)/liability	**(2,698)**	**(432)**
Asset restriction	**2,698**	**432**
Closing (asset)/liability on the Balance Sheet	**-**	**-**

The LGPS surplus at the balance sheet date has been restricted to £nil as is it not considered likely that the trust is able to recover the surplus through reduced contributions in the future or through refunds from the plan.

	2025	2024
	£'000	£'000
Actuarial gain	2,127	830
Asset restriction increase	(2,266)	(432)
Total actuarial (loss)/gain recognised	**(139)**	**398**

13. OPERATING LEASES

The group has the following commitments under the non-cancellable operating leases at 31 March.

	2025		2024	
	Land & Buildings	Other	Land & Buildings	Other
Operating Leases Payable:	£'000	£'000	£'000	£'000
Within 1 Year	105	496	329	12
Within 2 to 5 Years	193	936	-	65
In over 5 years	-	3	-	-

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	Group			Charity		
	2025	Change in Year	2024	2025	Change in Year	2024
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	8,446	1,092	7,354	5,513	264	5,249
	8,446	1,092	7,354	5,513	264	5,249

15. RELATED PARTY TRANSACTIONS

There have been no related party transactions in the reporting period that require disclosure under FRS 102.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances as at 31 March 2025 are represented by:

	Unrestricted			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	13,066	17,606	30,672
Net Current Assets	3,874	6,167	4,483	14,524
Long Term Liabilities	-	-	-	-
Total Net Assets	3,874	19,233	22,089	45,196

Fund balances as at 31 March 2024 are represented by:

	Unrestricted			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	13,567	17,970	31,537
Net Current Assets	3,621	5,481	4,707	13,809
Long Term Liabilities	-	-	-	-
Total Net Assets	3,621	19,048	22,677	45,346

17. CAPITAL COMMITMENTS

At the date of the balance sheet there were no capital commitments.

MACINTYRE CARE

England & Wales - Charity number 250840

Accounts

MacIntyre
Providing support...your way

MacIntyre Care

Report and Financial Statements
Year Ended 31 March 2024

Registered Charity 250840

Company Registration Number 894054 (England and Wales)

MacIntyre
Providing support...your way

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Trustees' Report

Welcome from Neil Macmillan, Chair

I was delighted and honoured to be selected to succeed John Berriman as Chair of Trustees from 1st April 2024. I know MacIntyre intimately having been a Trustee of MacIntyre Care since November 2007 and Chair of MacIntyre Academies since its creation in December 2012. While I personally have no relative supported by MacIntyre, I feel the same close bond to the charity as other Trustees, both family and non-family, and look forward to overseeing MacIntyre for the foreseeable future.

I am pleased to welcome Denise Cockrem back into the MacIntyre family as Chair of MacIntyre Academy Trust with effect from 1st October 2024. Denise was previously a Trustee at MacIntyre so already knows us well.

I would like to take the opportunity on behalf of all the Board to thank John for his remarkable dedication and commitment to MacIntyre. He brought to his role both deep strategic thinking and grounded operational support to management and the Board. His compassion, care and concern for all the people we support, the people we employ and our Trustees has always shone through. We all learned from him through his patient and knowledgeable chairmanship. His Outgoing Chair Reflections later in this annual report and accounts is a demonstration of his deep knowledge of and personal affection for MacIntyre. We wish John all the best for the future.

We have been in challenging times for a number of years now in the Social Care sector and I don't see this abating any time soon but with a change of Government perhaps a fresh perspective will emerge. We continue to pride ourselves on ensuring the best care for all our people and staff whilst exercising strong financial control.

About MacIntyre Care

The MacIntyre Care Group comprises two charities, MacIntyre Care and MacIntyre Academies Trust. MacIntyre Care was established in December 1966 as a company limited by guarantee. It is a registered charity governed by its Articles of Association, as amended by special resolution in September 2002. It is a Corporate Member and sponsor of MacIntyre Academies Trust, a multi-academy trust and a company limited by guarantee, which was formed in 2012.

MacIntyre Care is a sector-leading national charity employing some 1,788 people providing learning, support, education and care to over 1,474 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust ("MacIntyre Academies") employs some 290 people and provides education to over 280 children with special educational needs.

The Trustee Board

We are fortunate to have a strong and highly skilled Trustee and Senior Management teams who work well together, which is very helpful for the day to day running of the MacIntyre Group.

We have a diverse, well-balanced, experienced and thoughtful Board in MacIntyre Care. The Board presently comprises of 11 Trustees. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, health, risk management, sales & marketing, digital, education, government, HR, social care and general management skills.

Trustees' Report

During the year, John Berriman, Nikki Williams-Ellis and Dr Dragana Josifova stood down from the Board. We owe them both a deep debt of gratitude for their collective advice, guidance, leadership and support of many years.

Three of our Trustees; Duncan Strachan, Pam Meek and Ruth Smyth, have relatives who are supported by MacIntyre Care. These close family links with MacIntyre Care have been ever-present for nearly 55 years and are an important feature in our development. It means that any family (or commissioner of service) that entrusts a loved one to us can rest assured that a number of Trustees are vested personally and connected intimately to our services.

Neil Macmillan
Chair

Date: 5th December 2024

Trustees' Report

I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31st March 2024.

Trustees' Responsibilities
The Trustees are legally Directors of MacIntyre Care and so are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires us as Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of MacIntyre Care and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Trustees are also responsible for safeguarding MacIntyre Care's assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- MacIntyre Care is operating efficiently and effectively
- all assets are safeguarded against unauthorised use or disposition and are properly applied
- proper records are maintained and financial information used within MacIntyre Care, or for publication, is reliable; and
- MacIntyre Care complies with relevant laws and regulations.

Providing Public Benefit
Charity Trustees have a duty to carry out its purposes for the public benefit. We are required by the Charities Act 2011 to have regard to the guidance issued by the Charity Commission on the public benefit requirement in our decision making. We have referred to this guidance when reviewing our aims and objectives and in planning our activities. In particular, we consider how our activities will contribute to the aims and objectives which we have set.

The first principle in the public benefit guidance states that there must be an identifiable benefit. The second principle states that the benefit must be to the public or a section of the public. Perhaps most importantly in terms of public benefit, not all of MacIntyre Care's services are subject to fees. In addition to services fully supported by public funding, MacIntyre Care uses charitable income to provide free advice and information to people with disabilities and their families and to fund service innovation within the Special Educational Needs and Disability (SEND) and disability care sectors. There are therefore many services provided for the public by MacIntyre Care for which no fees are charged.

Trustees' Report

MacIntyre Care's Memorandum of Association states: "the object for which the Company is established is the relief of persons who have a learning disability and or a physical disability". This is an identifiable benefit and falls within the various descriptions of charitable purposes in the Charities Act 2011: the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

Specific examples of the services and benefits provided by MacIntyre Care to relieve the need of its beneficiaries include:

- the provision of care and housing support to people living in registered care homes, supported living schemes and within their own home
- the provision of vocational learning opportunities and further education
- the provision of residential special schools and college education
- the provision of transition support to school leavers and their families
- the provision of advice and information.

The beneficiaries of MacIntyre Care are without exception children and adults who have learning and/or physical disabilities and/or autism. There are no geographical or financial restrictions on beneficiaries, all of whom have a statutory entitlement for government benefits and/or local authority grants to meet the cost of their education and/or support.

While it is recognised that such funding is means-tested, all potential beneficiaries are able to access MacIntyre Care services, as their overall statutory entitlement for support services is not affected by their personal financial circumstances. MacIntyre Care has a welcome-all policy regardless of the nature of the disability of the person concerned and is fully inclusive in ensuring the widest uptake of its beneficiaries.

We are pursuing a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit.

The Trustee Board

We are fortunate to have a strong and highly skilled Director and Trustee team who work well together and dovetail very effectively. This is very helpful for the day to day running of MacIntyre Care and essential in times of adversity or challenge.

We have a diverse, well-balanced, experienced and thoughtful Board in MacIntyre Care. The Board is presently composed of 11 Trustees, with a near equal gender split. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, health, risk management, property, sales & marketing, digital, education, government, HR, social care and general management skills.

Three Trustees stood down from the Board in the year including John Berriman after 20 years in the chair, together with longstanding Trustees Nikki Williams-Ellis and Dr Dragana Josifova. We owe them all a deep debt of gratitude for their collective advice, guidance, leadership and support.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre Care. We supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Care Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles.

Many of our Trustees invest their personal time in visiting MacIntyre Care services and their support is very much welcomed. Each of my fellow Trustees continue to give very generously of their time, both to Board and committee meetings as well as lending

Trustees' Report

their expert support and advice to management on a wide range of issues. I know that we will benefit from the expertise that both Liz Barter and Dr Anna Severwright, our most recent Trustee appointments, will bring to our deliberations.

No Trustee receives remuneration or other benefit from their work with MacIntyre Care. No goods or services were purchased in the year from companies connected with the Trustees. MacIntyre Care maintains a register of Trustee interests which is updated on an annual basis and during the year as appropriate and our formal code of conduct, signed up to by all Trustees, sets out the expected standards of MacIntyre Care Trustee probity and behaviour.

The senior management team
The Trustees delegate the day to day running of MacIntyre Care to the key management personnel of the charity, who are considered to be the Chief Executive, Sarah Burslem and her Director team.

The Directors are encouraged by Trustees to be involved in a range of complementary external activities. Many of our Directors are involved in the Voluntary Organisations Disability Group (VODG). Sarah Burslem is involved in a number of forum activities involving charity leaders, including More than a Provider, Learning Disability England (LDE) and #SocialCareFuture. She is increasingly a significant voice across the sector.

We see these external roles as an important opportunity for sharing, learning and establishing MacIntyre Care more widely in the minds of those with whom we work and to support the wider disability sector, transforming how others think about and deliver education and social care.

Our governance structures
We aim to create an environment that enables strong and effective teamwork between Trustees and Directors. The Board meets on a regular basis.

Important review responsibilities are delegated to Board committees, so that Trustees can better support management and also examine important issues in greater depth. There is an open invitation to any Trustee to attend and contribute to each Board committee. The Chief Executive or her designate attends each committee meeting unless the committee chair agrees otherwise. The committee activities are formally reported back to the Trustee Board by the committee chairs, supported by the relevant MacIntyre Care Director, so that all Trustees can probe and understand the committees' decisions.

Trustees have either been or currently serve as Board committee chairs. The minutes of all committee meetings are available to Trustees via an online portal.

In times of crisis or where urgent action is needed, we establish small fast-response taskforces. During the year there has been no requirement for a taskforce to be set up.

We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately.

The governance committee oversees regular self-reviews of our governance viewed against the Charity Commission Charity Governance Code. There are seven principles of the Code, and these relate to organisational purpose, leadership, integrity, decision-making, risk and control, board effectiveness, diversity and openness and accountability. The Code emphasises that it is important that Trustees discuss the Code's principles and recommended practice and make well-considered decisions about how these should be applied.

The Board is satisfied that MacIntyre Care is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code.

MacIntyre Care Board of Trustees

John Berriman (Resigned 31.03.2024)
Ranjit Bhose
Adam Goldstein
Rosemary Hart
Dragan Josifova (Resigned 28.08.2023)
Neil Macmillan
Pamela Meek
Ruth Smyth
Duncan Strachan
Rachel Taylor
Nicola Williams-Ellis (Resigned 31.12.2023)
Martin Zahra

MacIntyre Academy Trust Board of Trustees (MAT)

Sarah Burslem
Anthony Greenwood
Neil Macmillan
Amy Patel
Martin Zahra

Our schools
Our education committee oversees the strategic development of education services across both MacIntyre Care and MacIntyre Academies. The committee, chaired by Adam Goldstein, met once in the year under review, and its members include MacIntyre Care Trustees with a special education interest.

We aspire for all our schools to espouse and promulgate the MacIntyre Care philosophy of care and education for children with special learning needs. Our schools, which in the year under review were unchanged from the previous year, are Wingrave School in MacIntyre Care and four MacIntyre Academies schools in Oxford, Nuneaton, Rugby and Henley-In-Arden.

Our Academy schools are focused in a relatively tight geographical area to enable maximum collaboration and cross-fertilisation of ideas and for ease of management. Board reports on progress in all the schools are taken at the MacIntyre Care Board.

Local Advisory Boards for each school meet quarterly and are responsible for ensuring the good governance of the schools, including supporting the Principal, scrutinising student progress, monitoring the school's finances and the achievement, quality of teaching and behaviours and safety in the school. The terms of reference for all the schools mirror the governance terms of each other. The Advisory Boards are open to any Trustee to attend.

MacIntyre Academies has MacIntyre Care as its sponsor and MacIntyre Care is itself a corporate member of MacIntyre Academies, represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care, is the Company Secretary of both MacIntyre Care and MacIntyre Academies. Kevin Rodger, Group Director of Education and Children's Services, was the accounting officer of MacIntyre Academies during the year under review until 8th March 2024, at which date Claire Toombs assumed that role.

Recruitment, retention, reward and development
Our staff make the real difference to the day to day lives of the children, young people and adults who use our services. Our staff are aspirational for the people they support and interact with commitment and sensitivity. This expertise and positivity ensures that MacIntyre Care's DNA is brought to life and experienced by each person we support.

Our remuneration & wellbeing committee, which reviews remuneration and other workforce related matters, is chaired by Ruth Smyth, and met twice in the year. The committee reviews all recommendations on the remuneration of MacIntyre Care's staff, including key management personnel. The committee focusses on ensuring that the remuneration of all employees is competitive and fair within the current financial constraints that the sector faces. The Group invests more than 3% of its turnover in the development of the workforce.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement, welfare and training and development. The committee takes workforce reports, including pay and reward proposals, HR reports and a report from the diversity advisory group. The key focus areas in respect of diversity were neurodiversity, sexuality and ethnicity.

Recruitment and retention remained of critical importance and the committee, as well as the Board, was kept updated on the vital importance of focusing relentlessly on imaginative ways of recruiting people into MacIntyre Care, on reducing the level of staff vacancies and retaining our valued staff.

The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 75% of our staff. We are confident, due to our job evaluation process and salary bandings, that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2023) stood at 3.9%–(April 2022 4.1%) in favour of females.

MacIntyre Care is a *'Disability Confident Employer'* which helps to positively change attitudes, behaviours and cultures whilst making the most of the talents that people with disabilities can bring to our organisation. When working with employees who have a disability, we join together with our occupational health provider and *Access to Work* in order to implement reasonable adjustments, thereby ensuring staff are not disadvantaged in undertaking their role.

Quality and safeguarding
The quality and safeguarding committee, chaired by Trustee Pam Meek, a head teacher with extensive experience of safeguarding, met twice in the year. The committee took the annual quality report focussing on achieving best practice. It also took safeguarding and compliance reports. It further took an update on health and families and was briefed the continuing concerning disproportionate national death statistics for people with learning disabilities.

Quality - our vision for quality is that MacIntyre Care will be known as an ambitious and highly skilled provider with a particular way of working that has the voice of the children, young people, adults and their families at its heart. We will aspire to be outstanding in the eyes of our regulators and this will be achieved by the visibility, at all times, of our DNA and by our education, care and support practice being the very best. The committee reviewed the results of the CQC and Ofsted regulatory visits across MacIntyre Care and was updated on the CQC single assessment framework, including the requirement for providers to evidence their best practice ensuring the people they support are safe and healthy.

Safeguarding - we have an organisational culture in MacIntyre Care that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The working environment is not always easy and some of the people we support show challenging behaviours.

Trustees' Report

We have clear safeguarding policies, procedures and measures to protect people and these are shared and understood across the organisation. Additionally, we have an established reporting mechanism and a whistleblowing helpline that enables anyone with concerns to report incidents and concerns, with the assurance that they will be handled sensitively and properly.

Trustees and management take great care to fully assure themselves of our practice standards and to assure others as well. We recognise in particular that it is crucial that our people know how to act properly and do so at all times. We are clear as to how any incidents and allegations are to be handled, including reporting to the relevant authorities. History shows that organisationally we respond quickly, effectively, professionally and with transparency, on the rare occasion when any issues arise.

Harnessing digital technology
The remit of the digital committee is to investigate how best to harness and use technology; how MacIntyre Care can become more efficient and effective as a charity through the use of technology; how to enhance the lives of individuals with a learning disability; to communicate both internally and externally in new and more creative ways; and to ensure that our management information and reporting systems are innovative and meet our current and future needs.

The committee, chaired by Martin Zahra, met once in the year. In addition to receiving an update from the IT Manager, the committee focussed on the implementation of the *Nourish* care management system, which is an electronic solution for care planning and daily care notes. It is designed to enable MacIntyre adult services to move from paper and spreadsheet records to an interactive digital platform which every individual who draws on our support can have an active part to play in their data and recording.

We are delighted that Mike Saul has joined the Digital committee as an independent co-opted member.

Finance
Our finance committee, chaired by Rachel Taylor, oversees our finances, audit, risk, compliance and property and met twice in the year under review.

Finances - in terms of the finances of MacIntyre Care, the committee reviews MacIntyre Care's financial systems, controls, risk management and risk registers, including key risks, financial results and the balance sheet. It also reviews MacIntyre Care's budgets, cost management, cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the executive management and the Board of Trustees. A programme of internal audits is in place, derived from a comprehensive risk assessment.

The internal control systems are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews
- delegation of day-to-day management authority and segregation of duties; and
- identification and management of risks.

Trustees' Report

Risk management - the Trustees regularly review the risk register and consider the major risks to which MacIntyre Care is exposed and the systems which have been established to mitigate those risks. Board meetings include the monitoring of financial and operational performance and risk. The Board meets on a bi-monthly basis and Directors present to Trustees about their specific area of responsibility. Annually the full Director team meet Trustees to debate collectively MacIntyre Care's long term strategy.

Internal risks are minimised by the use of procedures for authorisation of all transactions and projects and to ensure the consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they still meet the needs of MacIntyre Care.

Compliance - the committee receives reports from the Compliance Manager, which includes the results from Ofsted and the Care Quality Commission's inspections of our services. It further receives reports from the Compliance Manager, which includes the results from the Health & Safety Manager, which covers the corporate health and safety objectives and the results of external audits.

The **whistleblowing policy** is subject to an annual review to ensure that it remains fit for purpose.

Our properties - the committee takes reports from the Chief Operating Officer and reviews the stock of MacIntyre Care group properties, property moves, new builds, major refurbishments and property funding.

External auditors - the committee receives a report in respect of the annual statutory audit from our external auditors, Moore Kingston Smith LLP. The committee also meets the external auditors annually without management present for a private discussion. During the year the committee oversaw a market testing exercise in respect of the appointment of the external auditors. The Board approved the committee's recommendation that Moore Kingston Smith LLP be re-appointed as auditors of the MacIntyre group.

Statement of disclosure to auditor - so far as the Trustees are aware, there is no relevant audit information of which the external auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Our investment policy
The Trustees have considered the most appropriate policy for investing funds and have decided to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements. The generous donations received in the recent years are being used over the medium term for the wider charitable benefit. Trustees receive regular updates on the use of these donations.

Our reserves policy
The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre Care's reserves policy. MacIntyre Care is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

MacIntyre Care manages its financial performance to aim to deliver a small surplus to meet its investment and operational needs. Given the nature of MacIntyre Care's services, much of the investment is into fixed assets. The investment in our schools and care homes is an essential element in securing future revenue streams and ensuring that our services offer the best environments for all those who use them.

Going Concern

The Trustees have considered whether the use of going concern is an appropriate underlying basis for accounting. After making an assessment the Trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. These financial statements therefore have been prepared adopting the going concern basis.

Streamlined Energy & Carbon Reporting

We provide data in the table below of our UK Greenhouse gas emissions and energy use for each of the periods April 2023 to March 2024 and April 2022 to March 2023.

Quantification and Reporting Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2023 UK Governments Conversion Factors for Company Reporting.

Intensity Measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per person supported, the recommended ratio for the sector.

UK Greenhouse gas emissions and energy use data for the periods 1 April 2022 to March 2023 and April 2023 to March 2024		
	1 April 2023 to 31 March 2024	**1 April 2022 to 31 March 2023**
Energy consumption used to calculate emissions (kWh)	Total energy used in the period: 508,944 The energy consumed has been broken down by: • Gas = 301,822 Electricity = 207,122	Total energy used in the period: 5,447,126 The energy consumed has been broken down by: • Gas = 4,001,216 Electricity = 1,445,910
Scope 1 emissions in metric tonnes CO2e Gas consumption	552,181 kWh x 0.18316 = 101,137 **(101tC02e)**	4,001,216 kWh x 0.18316 = **732,862** **(732tC02e)**
Company transport	530,002 miles x 1.17682 = 623,716kWh 530,002 = 852,953km Total 852,895 x 0.18315 = 156,218 kgCo2e 156tCo2e	588,912 miles x 1.17682 = 693,043kWh 588,912 = 947,759km Total 947,759 x 0.18315 = 173,582 kgCo2e 173tCo2e
Total scope 1	257tCo2e	905tCo2e
Scope 2 emissions in metric tonnes CO2e Purchased electricity	207,122 kWh x 0.21233 = 107,672 kgCO2e **107tCo2e**	144,5910 kWh x 0.21233 = 307,010 kgCO2e **307tCo2e**
Scope 3 emissions in metric tonnes CO2e Business travel in employee owned vehicles	243,225 x 0.18315 = 44,546 kgCO2e **44tCo2e**	256,005 x 0.18315 = 46,887 kgCO2e **46tCo2e**
Total gross emissions in metric tonnes Co2e	**408tCo2e**	**1315tCo2e**
Intensity Ratio Tonnes CO2e per person supported	0.272tCO2e per person	0.571739tCO2e per person

Approved on behalf of the board by Neil Macmillan, Chair

Date: 5th December 2024

Strategic Report

I am delighted to provide this Strategic report for the year ended 31st March 2024. The accompanying Impact report of Sarah Burslem, our Chief Executive (CEO), provides an insight into the strategic choices we made in the last year and the actions and outcomes that underpin them and crucially the impact we have made in the year. The Trustees' report which follows provides a comprehensive explanation of how we undertake our governance responsibilities in MacIntyre Care. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.

Strategy and Purpose

We seek regular external advice in formulating our strategic direction. Annually the Board and Directors are briefed by Cordis Bright, an organisation which provides research, evaluation and consultancy aimed at improving public services. The most recent comprehensive update received by Trustees from Cordis Bright covered the state of quality in social care, adult social care expenditure, local authority inspections and local authority finances. Section 114 notices have been and remain of particular concern to us.

Our strategy, which is reviewed regularly and widely communicated across MacIntyre Care, is styled "we are proud of our past and ambitious for the future". Our vision is for all people with a learning disability to live a life that makes sense to them. Our mission is to 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 values are shaped by the visionary belief of our founder of the learning potential of people with learning disabilities, their value as individuals, their right to equality and their importance to society. We define our values in the MacIntyre Care DNA which we regularly review to ensure that it remains relevant and is expressed in an accessible and meaningful way for all.

Our purpose statement reads: "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." We achieve this by making a positive contribution to the lives of children and adults with a learning disability and /or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships. We strive to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

Our strategic actions in this year included a review of our DNA, the creation of the Big Plan and significant focus on our growth. This laid the ground for our focus on *Everyone Everywhere*, a project to develop skills that lead to greater external connections for everyone who draws on our support and for us as an organisation to have a greater influence in the neighbourhoods where we work.

Our intention is to ensure that people drawing on our support are more connected to their local neighbourhoods, that our presence and profile locally is enhanced and that we contribute to the shaping of local neighbourhoods to be inclusive and ambitious places for disabled people in which to live and learn. Strategically we are looking to offer added value to our core contract provision. The early signs are that our *Everyone Everywhere* activity is having a highly positive impact.

Collaboration
We have for many years made the case alongside membership organisations such as the Voluntary Organisations Disability Group (VODG), ARC and Learning Disability England (LDE) for significant government investment in the social care sector. Disappointingly funding for children and adults with learning disabilities remains inadequate and local authorities continue to face significant funding pressures. It is to be hoped that a new government will prioritise such spending.

In a number of cases in recent years, including last year in Worcester, we have found it necessary to withdrew from service provision as the funding offer made has been uneconomic. We are not alone in taking this action. It is always as a last resort but we cannot jeopardise the ongoing quality and stability of MacIntyre for people drawing on our support or the financial wellbeing of the charity.

It is clear that there remains a significant appetite for the range of innovative specialist services that we provide and, more importantly, the way in which we provide them - the MacIntyre Care way. We continue to focus on whether, and if so how, to share resources or collaborate with other charities in the sectors in which we operate. We only choose to enter new collaboration arrangements with those with whom we share common values or where we can make an incremental difference by working together, or as a means of making sure that we can bring the MacIntyre Care way to a wider range of people who can draw on our support.

We have aligned ourselves with and are a leading force in #SocialCareFuture, a movement for social change. Its vision is that everyone should have the support, resources and opportunities 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 the things that matter to us. To achieve this, we believe that social care needs to be reimagined, reorganised and resourced differently. We are delighted that since the year end Dr Anna Severwright, a convenor of the Social Care Future movement, has joined the MacIntyre Board of Trustees.

We continue to work collaboratively with five other like-minded charitable organisations, collectively styled as *More Than a Provider*. This collaborative work first arose some two years ago as a result of us collectively wishing to get across a unified message to politicians, civil servants and think tanks about the vital importance of the reform of social care and the unique role of third sector providers.

MacIntyre Academies
Our vision is for all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live. As a Trust we have three core values that underpin all our ways across our schools. These are compassion (we focus on the positives), ambition (we challenge ourselves to go further) and partnership (we are better when we work together).

Since the year end we are delighted to have been advised that we were successful in our applications to take on two further Academies in Quorn in Leicestershire and Malvern in Worcestershire in September 2027. This will take to six the number of Academy schools under the Multi-Academy Trust umbrella. It fulfils the original growth strategic intent established at the time of the formation of MacIntyre Academies.

Recruitment and retention
Recruitment and retention of staff remain pivotal to our ongoing success. Our intent is to create a positive workplace culture where our staff are happy and connected to MacIntyre; to ensure that our DNA provides the foundation for local ambition and creativity to thrive and thereby ensure people who draw on MacIntyre's support have gloriously ordinary lives; and to develop a consistent approach to on-boarding and staff induction across MacIntyre.

The recruitment revolution, which is an enduring organisation-wide challenge, was launched two years ago and is going well with fresh thinking, new activities and MacIntyre people prepared to challenge the status quo. The focus strategically has now moved towards retention, including reducing agency hours and vacancy levels. We recognise how important it is that we ensure that our recruitment campaigns and internal communications highlight the multiple and diverse careers options that are available within MacIntyre. One of our unique qualities is our diverse portfolio of services which allows for our people to progress their careers up through the organisation and laterally across different organisational divisions.

Career development, succession planning and a focus on staff wellbeing are each important components of our retention strategy, as are our restructured onboarding and induction plans. These are designed to ensure that there is a locally led induction plan for each new starter and that each person is introduced to and understands the MacIntyre DNA and our purpose. Taken together we have a comprehensive set of programes and activities to seek to keep ahead of the game on recruitment and retention.

The Trustee Board

The Board of Trustees has the ultimate responsibility for governing MacIntyre Care and directing how it is managed and run. The accompanying Trustee report explains how we have discharged our responsibilities in the year.

Our People

Our people are our lifeblood and their commitment is truly inspirational. On behalf of those whom we support, I would like to thank our staff, directors, volunteers, Trustees and advisers for their personal contribution and for providing the environment in which our group can continue to flourish.

Strategic Report

Five year trend summary of finances
(expressed in £m to the nearest million)

	2024 £'m	2023 £'m	2022 £'m	2021 £'m	2020 £'m
Group Net Income Summary					
Income					
MacIntyre Care					
Adult Services Charitable Activities	42	38	40	43	41
Children's Services Charitable Activities	13	13	12	11	10
Donations and Legacies	1	1	1	-	-
MacIntyre Academies					
Children's Services Charitable Activities	14	14	13	11	10
Fixed Asset Donations	-	-	-	2	8
Total Income in the year	70	66	66	67	69
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(42)	(40)	(39)	(42)	(42)
MacIntyre Care Children's Services	(13)	(12)	(13)	(11)	(11)
MacIntyre Academies Children's Services	(14)	(15)	(14)	(12)	(10)
Net Income for the year	1	(1)	-	2	6
Group Balance Sheet Summary					
Fixed Assets	32	32	32	32	30
Cash and Equivalents	7	6	12	11	8
Other Net Assets	6	7	1	1	2
Defined Pension Scheme Liability	-	-	(5)	(5)	(2)
Net Assets	45	45	40	39	38
Restricted Funds	23	22	17	17	17
Designated Funds	19	19	19	19	19
General Funds	4	4	4	3	2
Total Funds	46	45	40	39	38
Summary of Group Cash Flows					
Operating Activities	(2)	(5)	2	4	(1)
Investing Activities	-	(1)	(1)	(1)	(1)
Change in Cash and Cash Equivalents	(1)	(6)	1	3	2

Strategic Report

Finances
The MacIntyre Care group had total incoming resources of £69m in 2024, which compares to £66m in the previous year. Generating sustainable growth has always been so important to retaining a sense of forward momentum and it is an increasingly challenging ambition when local authorities have major funding challenges. We have always operated on fine margins and will no doubt continue to do so.

The five year trend analysis shows how we have managed our core income in MacIntyre Care and sought to strongly build our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades. This growth has more recently been against the huge headwinds of local authorities reining in their budgets and, where necessary for our financial wellbeing, us transferring out uneconomic service contracts, overhead and energy cost inflation and rising national minimum wage levels.

MacIntyre Academies had total incoming resources of £14.3m in 2024 compared to £13.8m in 2023. Overall the group generated an unrestricted fund loss in the year of (£0.5m) (£0.2m in the previous year). MacIntyre Care generated a deficit in the year of (£0.3m) (£0.2m in the previous year) and utilised charitable funds of (£0.4m) in the year (£0.1m in the previous year). MacIntyre Academies Trust made a deficit of (£0.2m) (£0.8m in 2023) following actuarial adjustments to the defined benefit pension scheme as a result in changes in actuarial assumptions introduced in the year.

Our ongoing principal day to day financial challenges in MacIntyre Care are the minimisation of agency costs and empty place costs and the negotiation of fair and reasonable fee increases from commissioning bodies. Minimising agency spend remains an ongoing priority but is one that is a huge challenge in the context of staff shortages. In MacIntyre Academies our main financial challenge is to ensure that we sustain levels of fees which enable us to deliver outstanding education and maintain buildings, facilities, and equipment.

Date

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 5% (6% in 2023).

The level of overall reserves in MacIntyre Care has built up prudently over the decades and today we have unrestricted general reserves of £3.6m (£3.6m in 2023). We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £45.3m (£44.9m in 2023), and a healthy level of liquid funds. We continue to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements.

Approved on behalf of the Board:

Neil Macmillan
Chair of MacIntyre Care

Date: 5th December 2024

Reflections of Outgoing Chair

John Berriman with his brother James

I am delighted, as I stand down as the outgoing Chair of MacIntyre, to offer what I believe is my unique perspective on the development of MacIntyre over its nearly 55 years as a charity.

My brother James was diagnosed with Down's syndrome shortly after he was born in the late 1950s. As he took the first steps on the education ladder as a young teenager it became clear to our parents that the lifetime opportunities for him, and others with a learning disability like him, were incredibly limited. This was something they wanted to change.

Chance led to a meeting in 1969 between my father and Ken Newton-Wright, a visionary man who too had a young son, Andrew, of a similar age with Downs syndrome and who was determined to create a better future for his son and others. He had already incorporated a charity, MacIntyre, a few years earlier and soon after that meeting MacIntyre Schools started business, run by Ken Newton-Wright and overseen by a board of parent governors which included my father.

MacIntyre opened its first residential special needs school, Westoning, in 1970 for eight children at an old manor house in rural Bedfordshire. James, who by then had been living for several months with the Newton-Wright family, was the first student across the threshold, together with Richard Burrows, who drew for over 50 years on MacIntyre's support until very sadly he died in 2023.

James, who sadly now has dementia, continues to draw on the support of MacIntyre to this day. It was a great sadness that his wife Angela, to whom he was very happily married for nearly 25 years, died in April this year. They were, to our knowledge, one of the first couples with Downs syndrome in the UK to marry. It was wonderful that MacIntyre provided tremendous support to them both throughout their marriage.

I joined the governance of MacIntyre in 1986 at which time my father was the Chair of the group. At that time MacIntyre had two special needs schools and was increasingly providing support to young adults as the cohort of initial schoolchildren grew older. Annual turnover in terms of fees received at that time was just under £2m. Under an overarching Foundation, we then had a fundraising charity and a housing association as well as MacIntyre Schools, now known as MacIntyre Care.

The Trustees asked me to take on the Chair role of the group in late 2003 at which time we employed some 1,300 staff, our turnover was £28m and we had reserves of just under £6m. That one initial small school venture of MacIntyre had proved to be the springboard for great growth in terms of numbers of children, and later adults, supported by MacIntyre across the UK.

The MacIntyre group now comprises the main care charity MacIntyre and a fast growing multi academy trust, MacIntyre Academies, first established in 2012. The group remains faithful to its core today and currently operates five schools/academies, with two more in the pipeline, and supports adults in just under 100 care settings across the UK. The group has expanded across England and Wales and taken on a large number of people who were stuck in long stay hospitals and given them the opportunity to live ordinary and purposeful lives, supported by MacIntyre. This was one of my father's key objectives for the development of MacIntyre back in the late 1980s.

MacIntyre runs in the blood of those who are closely associated with it and there is a huge reservoir of affection for the group and its people and all that it does to make the lives of people with a learning disability and / or autism, better. MacIntyre is there to help people live their own fulfilled lives day to day.

Reflections of Outgoing Chair

In recent times we have aligned ourselves with #SocialCareFuture, a movement for social change. Its vision is that everyone should have the support, resources and opportunities 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 the things that matter to us. To achieve this, we believe that social care needs to be reimagined, reorganised and resourced differently.

I am delighted that today MacIntyre is working collaboratively with five other likeminded charitable organisations, collectively styled as *More Than a Provider*. This collaborative work arose because of us collectively wishing to get across a unified message to politicians, civil servants and think tanks about the vital importance of the reform of social care.

When our staff can leave social care work in MacIntyre and earn more money stacking shelves in a local supermarket it is easy to understand the challenges facing the sector and us in building a vibrant and committed workforce. And talk to anyone in MacIntyre and their pride in the organisation bursts through.

I have always been clear that the keys to success of MacIntyre from my Chair perspective have been the commitment of our workforce, my relationship as Chair with the Chief Executive, the strength of our finance director and her team and the breadth of the skills, knowledge and experience of my fellow Trustees.

I am proud to leave a vibrant and diverse Board. Work is ongoing as to how best to reflect the voice of the people we support with learning disabilities and / or autism at the board. I have always placed a significant premium on good governance. Pleasingly our last governance review, undertaken by an independent organisation, highlighted the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. This is a major contributory factor to ensuring the quality of our governance.

I have been fortunate to have been supported by two outstanding Chief Executives in my 20 years as Chair. Our current CEO, Sarah Burslem, is hugely well regarded in MacIntyre and by the Board and she and I have enjoyed a tremendous working relationship. She has been outstanding in her role and MacIntyre is very lucky to have her at the helm.

Her predecessor, Bill Mumford, led MacIntyre for 20 years and had a significant profile in and outside the charity. The government approached him in 2014 to take up a secondment as the Director of the Winterbourne Joint Improvement Programme, designed to help move patients from long stay assessment and treatment units into the community. This appointment was a great recognition of MacIntyre's increasingly leading position in the social care world and of Bill's stature in the sector.

Over the last 20 years, as one might expect, the boardroom has been a place of camaraderie, challenge, support and friendship and forensic analysis. As Trustees we have become good friends and the Directors and Trustees work highly effectively with each other, all with the common purpose of making life better for the children and adults that MacIntyre support.

Sometimes a presentation or a short video clip brings us all up short. It is emotional to hear first-hand from a young adult with severe mental challenges and learning disabilities who has been pushed as a youngster, and then a young adult, from one hospital to another over so many years. It still shocks me to hear of these dreadful experiences in this day and age. But set against that, the genuinely uplifting fact is that MacIntyre can and does make a truly life changing difference to the lives of the people it supports. And that is why we are all involved and remain so for years.

I would like to thank each and every member of staff, volunteer, Director and Trustee, past and present, for their incredible work and dedication to MacIntyre. And a big thank you to our generous donors and our funders.

I reflect that the founders of MacIntyre would surely be delighted that their original 1970 aim of providing "not only special education to the extent of each child's capability, but occupational training and employment in adulthood" has been delivered on so effectively and so broadly across England and Wales. I believe that they would be very proud of all that has so far been achieved and hopefully with so much more to come. It is a personal joy that my father at 96 years of age is still as interested in and proud of MacIntyre and his two sons as he was over 50 years ago.

Reflections of Outgoing Chair

I hand on the baton to Neil Macmillan as my successor and the Trustee Board in a time of great financial uncertainty for social care. I am delighted that Neil was the unanimous choice of the Trustees. He has already made a wonderful contribution to MacIntyre's development over the last 17 years and has demonstrated his chair capabilities in leading MacIntyre Academies Trust over more than a decade since its formation.

Successive government administrations have said they will address the funding issues connected to social care and they have not done so. The problems are exceedingly knotty and difficult to resolve. However kicking the can down the road does no one any favours and local authorities are then left juggling inadequate resources.

I leave knowing that under Sarah Burslem's outstanding stewardship MacIntyre will continue to use imagination and innovation to tackle seemingly intractable problems and provide empathy and support to deliver the very best social care and education services to all those who draw on its support. I know that MacIntyre will continue to work collaboratively, in particular with *More than a Provider* colleagues, to find a way of addressing the challenges and finding potential solutions to how we best look after such a vulnerable part of society – those who have learning disabilities and / or autism.

John Berriman
Chair of MacIntyre, December 2003 to March 2024

Sir David Berriman, James and John

Impact Report

Pride and ambition are important to us at MacIntyre. We are proud of all that we continue to achieve and proud that the legacy of our founders Ken and Marjorie Newton Wright remains palpable in the way that we do things (our DNA). Being ambitious at a time when the context for children, their families, and disabled adults has its challenges is for us a given. It is in our DNA to move forward with ambition and optimism to ensure that children and young people have belief in their potential and are well prepared for adulthood and to ensure that disabled adults drawing on our support live Gloriously Ordinary Lives. We have the passion, experience and drive to ensure this is a reality and remain determined to make a wider contribution to the much needed reform to the ideology and policy underpinning specialist education and adult social care in England and Wales. Both sectors have been at a crossroads for some time, with far too many children with special education needs being excluded from education and too many disabled adults being denied choice as to the lives they live. Our vision is that children with special educational needs will have access to an education curriculum that makes sense to them and that learning will take place in an environment that can meet every young person's learning style. Wherever possible this will be in a school, college or an alternative provision that is local to them and their families. We have been part of the Social Care Future Movement since its inception and share the Movement's vison that "we all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us". We pride ourselves on our ability to attract, recruit, develop and retain colleagues who are excited by this vision and who will work tirelessly to achieve it. Our experience and heritage gives us the know-how and our strategy (Proud of our Past, Ambitious for the Future 2024-2029) sets out in more detail how we will focus and behave to make as much impact as possible in the lives of disabled children, young people, their families and disabled adults. As a proud third sector provider we work with integrity alongside many talented partners, people drawing on our support, their families, our incredible workforce and other talented and likeminded people and organisations. We are very happy to share all that we do and reflect on the influence we have and the impact we make. We are clear that we have a role to play in shaping an ambitious narrative and delivering excellence that underpins great education and social care. When we get it right children and young people and adults live and learn in ways that are valued, connected and rooted in places that have real meaning and purpose and where everyone's skills gifts and talents are celebrated.

As we reflect on the past year and celebrate all the achievements as set out in this report I should like to extend my thanks to everyone who has played a role in our success. Particular thanks go to John Berriman, our outgoing Chair. John had provided expert stewardship to MacIntyre over many years and has been a great source of inspiration and support to me personally. I look forward to working more closely with Neil MacMillan and to all that we are going to achieve over the next exciting 12 months.

S A Burslem

Sarah Burslem
CEO

Date: 5th December 2024

About The MacIntyre Group

MacIntyre Care

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

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

Our Purpose
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 Academies

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn.

Our Vision
For all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.

Empowering People to Achieve

"Our vision is to ensure that everyone drawing on our education and support live lives that make sense. We want every child and young person to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.

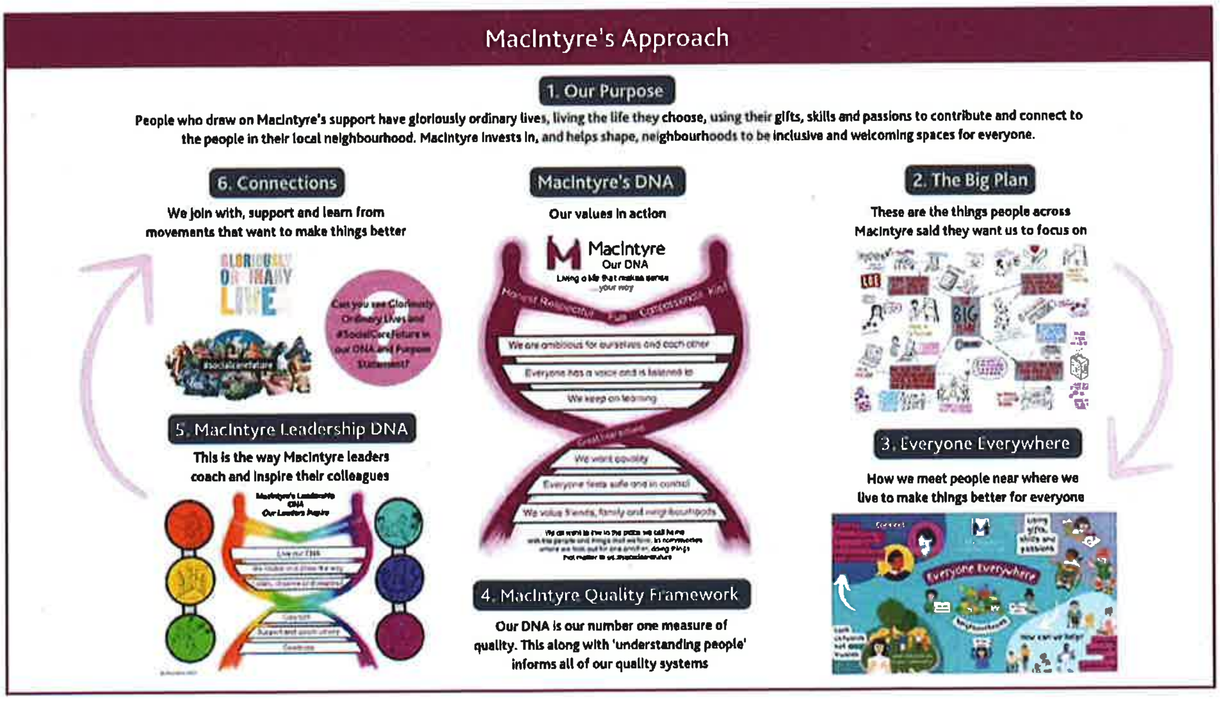
MacIntyre Strategy 2024–29

MacIntyre's DNA

The shared value base that we call our DNA defines all that we do and how we do it, it sets us apart. For the year under review we have continued our focus of aligning our DNA with all the activities that make up our approach and have invested time and focus in activity that brings the DNA to life.

The Our Approach Explainer graphic below illustrates how the different strands of MacIntyre's approach connect and lead to each person who draws on MacIntyre's support, access an education that makes sense to them and live a "Gloriously Ordinary" Life.

Work continues to embed The Big Plan, Our Compassionate schools approach, Everyone Everywhere and MacIntyre's Quality Framework and Leadership DNA.



Introduction to Co-Production: what, how and why

The Big Plan, launched in 2022 included four key areas of work

1. *Everyone to understand what Co-production (working together) is*
2. *How can we all meet people near where we live to make things better for everyone*
3. *How can we make sure all meetings and events help everyone to join in and be part of decision-making*
4. *How can we make person centred reviews better for everyone*

The Big Plan - Everyone to understand what Co-production is

The Big Plan Team have held Co-Production events this year in Buckinghamshire, Chesterfield, Milton Keynes, Shropshire, Warrington and Wigan. They have been co-designed and facilitated to groups of people who draw on our support and staff. The content includes raising awareness of the Big Plan and what co-production is and producing ideas and planning community-based projects. With the development of Everyone Everywhere during the year, these sessions have also begun to connect to and support this movement. The Co-Production Standards document and film will be used to support this work.

The Big Plan – How can we all meet people near where we live to make things better for everyone?

The development of Everyone Everywhere and review of the MacIntyre Purpose statement have really helped increase the effort that is being invested in strengthening connections to people's local neighbourhoods.

The Everyone Everywhere infographic, shown below, explains the key messages.

Weekly Everyone Everywhere stories help strengthen understanding of what good community connecting looks like. The Big Plan team will continue to support this work and ensure it is 'done with' and not 'done to.'

The Big Plan – How can we make Person Centred reviews better for everyone?

During the year co-produced and co-delivered Person-centred review training was offered across the organisation. The focus is on the practical skills needed to facilitate a review and groups were intentionally small to allow this. Local Managers identified who they felt should complete this training to ensure there are skills facilitators to deliver this across their area with the intention that participants would then facilitate a review and provide evidence to show that this met a high standard..

Good quality reviews are an important foundation for all of the following:

- Self-advocacy
- Co-Production

- Everyone Everywhere including gifts skills and passions matching and planning
- Good quality support plans
- Good quality support plans on Nourish

In addition to training, a priority for 2024 is to ensure that all areas have trained and signed off review facilitators and that the information from these reviews is captured to inform local and national decision-making.

The Big Plan – How can we make sure all meetings and events help everyone to join in and be part of decision making?

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

Several local 'Shout-Out' groups continue to go from strength to strength. Support for groups elsewhere is being provided by the "Best Practice" group who are using the learning from supporting these groups to develop a resource pack and method of support for groups elsewhere.

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

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

There have been 11 episodes this year, including interviews with Simon, Sebastian and Elmi from tAchieve Together team, Chris and Francesca from Made by Mortals, Jess Sutton talking about the Autism Network, Meg and Rachel from MacIntyre's Health Team and special episode to promote The Mag.

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

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

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

Everyone Everywhere

We have intentionally embedded our Everyone Everywhere approach during the year under review. At a simple level we know that good things happen when we connect with others around us, when we are able to follow our dreams and develop our skills, gifts and talents. Success for us is when people drawing on our support shift their view of themselves from someone needing help to someone who gives to others, when local communities become more inclusive and ambitious paces for disabled people to learn, live and work and when perceptions of special education and social care are changed.

June, who draws on MacIntyre's support, has a great example of connection in action:
"Before, I felt really secluded and unhappy. I love art and I wanted to meet people. With some help and support it expanded from just getting out and about again and meeting people to actually bringing people together to do art. I am getting out and helping others. I definitely want to continue and help more people with my group."

Beyond the college

In Aylesbury, our MacIntyre No Limits™ team and students are based on the local college premises. This is a great home base but it's important for us all to look beyond the college buildings and make connections in the local community. This both supports our Post-16 education programme and each student's individual learning path.

A challenge at the library

A staff member had been talking about the library and needing someone to do a work experience placement. We were aware that the library has a sensory room, filled with expensive equipment. One problem: library staff did not know how to use the equipment properly, so the room was a bit of a wasted opportunity.

No Limits steps in

We knew immediately this was something we could help with, as we have loads of experience with sensory equipment. 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.

A shared venture

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 on a Monday. 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 difficulties. In turn, it means that No Limits students have gained confidence in being able to make a contribution.

One student, Electra, says: *"It's 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. I do also enjoy playing some of the games on the projector myself mainly the Water and Star Ship games because they are fun and I can just focus on one thing."*

Village Life

In the village where MacIntyre School is located it became apparent that there were plenty of opportunities for our young people to contribute to their local village and we were keen to get involved wherever possible.

Wingrave Church

The church is very much at the centre of the village, hosting warm spaces and tea afternoons, Christmas tree festivals, plant sales and everything in between. Our school and young people have always been invited to join these activities and we attend where we can. A village email arrived giving details about a monthly Church clean, asking for any willing volunteers to come along and lend a hand so we put together a team of five young people all eager and willing to get stuck in. One young man in particular has a very keen interest in keeping areas well dusted so this was a perfect opportunity for him to show off his skills. The ladies at the church were warm and inviting, keen to learn and understand the young people who draw on our support and we deemed the initial clean up a success. The lead co-ordinator confirmed we would be welcome back to help anytime. So we continue to help clean the church on a monthly basis and our team of 5 look forward to dusting the pews and sweeping the leaves from the floor as well as having a chat with the lovely ladies, some of whom now visit our monthly Community Café and are familiar faces within the school.

Moving outside
One afternoon, another village email came through detailing a village litter-picking event that was coming up. The email was asking for additional volunteers to help and for any keen bakers to provide cakes for the litter-picking volunteers! Our Community Café offered to donate some homemade bakes for the event and we got straight to work identifying a team of young people who love to walk in the village and enjoy keeping their areas clean and tidy. There was a great turnout there was from villagers and MacIntyre young people alike, the event was a great success and our Community Café received great praise for the cakes and treats donated also.

Duke of Edinburgh Awards
Some of the young people involved are able to use these volunteering opportunities to help them achieve their Duke of Edinburgh awards and we continue to look for events and opportunities where we can give back to our local village and foster great community connections!

About the Children, Young People and Adults who draw on our support

The MacIntyre Group comprises two organisations, MacIntyre Care and MacIntyre Academies Trust .MacIntyre Care is a registered charity and a corporate member and sponsor of MacIntyre Academies Trust, a multi-academy trust which was formed in 2012, set up to ensure we could expand our education provision to more children and young people.

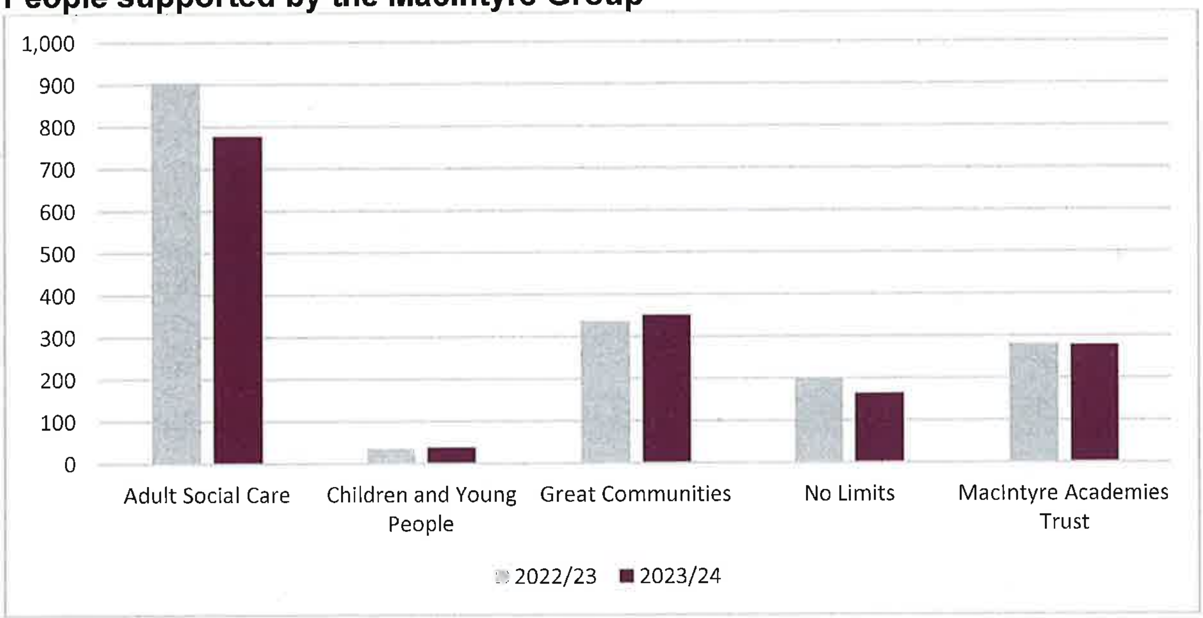
MacIntyre Care operates nationally in England and Wales. MacIntyre Academies presently operates in Oxford, Rugby, Nuneaton and Henley in Arden.

The MacIntyre Group remains unique with regards to the range of education and social care services that we provide. Our intention is to provide school based education experiences with curriculums and learning spaces that are as alternative as necessary to make sense to the children and young people. Our No Limits community based innovation further education programmes enable young people prepare for adulthood in geographical areas that are important to them and near to families and friends who they love. We strive to ensure that the disabled adults who draw on MacIntyre's support lead "gloriously ordinary lives" by "living in a place they call home, with the people and things that they love, in communities where people look out for one another, doing things that matter to them" (Social Care Future vision).

We choose to work in neighbourhoods where our purpose is valued by the commissioners and local people and where we can add impact and value.

We recognise that we are better and can achieve more when we work in partnership with others. For the year under review we pay particular thanks to the Social Care Future movement who have been instrumental in our DNA reflections; to Tricia Nichols who has helped shape our recruitment revolution and introduced us to the concept of Gloriously Ordinary Lives and to Sian Lockwood and Simon Stockton who have helped steer our Everyone Everywhere journey.

People supported by the MacIntyre Group



For the year under review the total number of people drawing on our support has reduced. This is in the main due to the very difficult decision we made not to enter into a new contracts with two Councils when our active contracts came to an end. Both decision were based on our views that the contractual arrangements did not afford the rights of disabled people as set out in the Care Act and as a result funding would not cover the true cost of care. The size of the funding deficit would, in our view, result in uncertainty for people drawing on the support and possibly destabilise the wider charity. Every effort was made to resolve this situation on behalf of the many people affected and their families.

Within this context and the very difficult economic position facing local Councils our preference is to work with those partners who understand the need to reimagine social care and who are working with providers and local communities to achieve this. We have long-standing relationships stretching decades with a number of Councils and are excited by our plans to reach out to more people over the next five years.

People joining MacIntyre during the year under review included 46 people accessing My Time (Life Long learning) in Bedfordshire, 26 people who we support in their own tenancies including 3 people who have moved away from secure settings such as assessment and treatment units and 6 people who we support in a registered care environment.

People drawing on Adult Social Care

MacIntyre has been involved in the Social Care Future (SCF) Movement since its conception and continue to be an active ally. For the year under review we have committed to coproducing our organisation wide strategy and updating our plan for adult social care. Both are being heavily influenced by the SCF 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 (SCF).

It is pleasing to see policy influencers such as the Fabian Society and politicians embrace the movement and make the commitment to its vison as they consider policy and legislation relating to social care. We will continue to make a contribution to the movement as they work with the new government on its plans for a national care service.

People drawing on our support
MacIntyre Care is commissioned by 65 Councils and Clinical Commissioning Groups (68 funders last year) to deliver support and care to 776 people (904 last year). We invest charitable funds to connect with 348 (336 last year) disabled people who are at risk of "falling through" the funding gap.

We support 230 (326) people living in their own home; 173 (178) people living in a registered care home; 300 (330) people access our lifelong learning centres and 73 (70) people supported through Shared Lives. A further 348 (336) people connect with MacIntyre through our local neighbourhood and Great Communities focus

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

- People
- Sustainability
- Workforce
- Best Practice
- Compliance

Russell's Story – A Social Care 'influencer'

Russell is a positive and approachable person, enthusiastic about sharing his journey and his lived experience since he moved into his own tenancy supported by MacIntyre.

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

Talking to Social Care Students
Russell has now extended his work in the community even further. We connected with the Health and Social Care team at Warrington and Vale Royal College and were invited to do a talk and Q&A session with the Year One students. Russell spoke passionately about how happy he is

and what a 'gloriously ordinary life' looks like for him. He also addressed perceptions of what social care is through his experience and the positive relationship he has with the staff who support him and his house-mate.

A successful outcome
The session was so successful that Russell has been asked to attend at the college again to talk to the second year students.

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

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

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

Stephen's story

Stephen is a man in his early 20s, kind, full of fun and energy. Following a period in an Assessment and Treatment Unit, MacIntyre supported Stephen to move into his own home tenancy in Greater Manchester where he is now enjoying some of his favourite hobbies – including computer games.

Looking for connection
But there's a wider world outside his home. Stephen was beginning to feel ready for more friendships and involvement. He wanted to find ways to help others. One of the staff team wondered whether Stephen would like to help out at the local Church, which has a lot of involvement with community cafés and food banks. Stephen went along for an informal meet and greet, which turned into a couple of induction days.

Volunteering
Stephen now volunteers at the Church, helping out at community breakfasts, visiting the local garden centre to do food pick-ups and becoming a familiar and popular local face. His staff team have noticed how much this work has improved his confidence in a very short time. His speech and communication have improved and he is generally more relaxed.

What it means
We asked Stephen what his volunteer work means to him. This is what he said: *"I like to help people it makes me feel good, I also like talking to people and get to know them."*

Since he moved into his own place, Stephen has turned from being a young man who was solitary, unsocial and would staying up late playing computer games to someone who is thoughtful of others, fun to be with, and who enjoys making connections.

MacIntyre's contribution to reimagining social care and shaping "Great Communities"

Our Everyone Everywhere approach brings a focus to the importance of people and connections for all of us including people who draw on social care.

Our Great Communities project goes one step further in intentionally turning those connections into community partnerships and activities that can in themselves make a valid contribution to the landscape that we call social care. In other words good social care is more about inclusive and nurturing communities rather than an hour of time and task delivery. This is how we would like policymakers, politicians, providers, commissioners and the wider public to think about, and invest in, the social care of the future.

Our Great Communities story in Warrington

MacIntyre has been a provider in Warrington for over 30 years. We currently have three formal contacts with the Local Authority, the first as part of the local Supported Living Framework agreement we provide care and support to over 40 people who have housing tenancy, the second focuses on "day time" activity for approximately 60 people. This second contract involves a number of people who are not in receipt of other eligible support. In addition we have a thriving Shared Lives agency that connects people for both long term living arrangements and for short break activity. The total income from the council is approximately £4.2m per annum. Our relationship with the Council is exceptionally positive and we are well connected with other organisations, with community networks and groups.

The Need

The story that sparked the Warrington "Great Communities Project" involved a homeless young woman who was asking for money outside King's Cross Station. Sian Lockwood (then CEO of Community Catalysts) who happened to be at the station spent time with her to understand her story. The woman had Downs Syndrome and had been evicted from her tenancy (private landlord) after her formal support was stopped. An assessment had concluded that she was no longer eligible for public funding and support. This sparked a national debate and real concern that this could be a story that would be repeated. It also shone a light on the physical and emotional trauma faced by disabled people who may fall through the funding gap. MacIntyre in partnership with Community Catalysts chose to respond in a way that would not only support people who were danger of falling through this gap but would be ambitious for the role that disabled people play in the shaping of vibrant and inclusive neighbourhoods. Ultimately our vision was to play a role in shaping inclusive and connected communities where disabled people were true participants and contributors and less dependent on more formal and traditional social care "services". We chose to focus on Warrington as our presence and existing connections gave us confidence that we could secure maximum impact. We intentionally considered the number of disabled people already drawing on our support who could make a contribution and ultimately benefit from this approach.

The Impact

MacIntyre has used charitable funds to develop a project that is strengths based and led by people for people. Great Communities intentionally reaches out to disabled adults in Warrington who have a learning disability or are autistic who are not eligible currently for social care support or who access less than 6 hours paid support a week. The ripple impact of the connections made and the activity initiated are there to benefit all local people including those who draw on larger packages of social care support. In time the ambition is that these people can grow their informal networks, foster interests skills and talents and increase their contributions to their local neighbourhoods – all of which reducing the amount of traditional social care support. Great Communities principles fit into the wider context within Warrington with the focus on community-led support and strengths and asset based approaches. The Great Communities work has ensured

Warrington has been recognised as a creative, connected community.

The Future - We are 'More Than a Provider

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

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

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

Who are the partner organisations?

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

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

Together we are

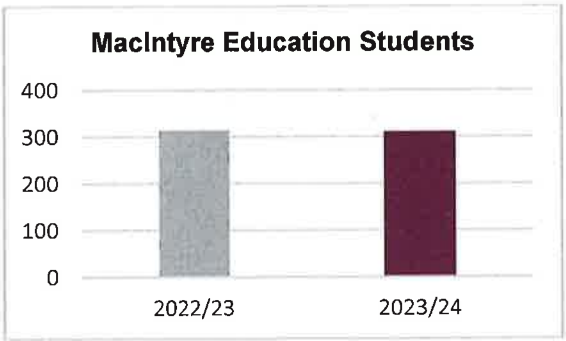
#MoreThanAProvider

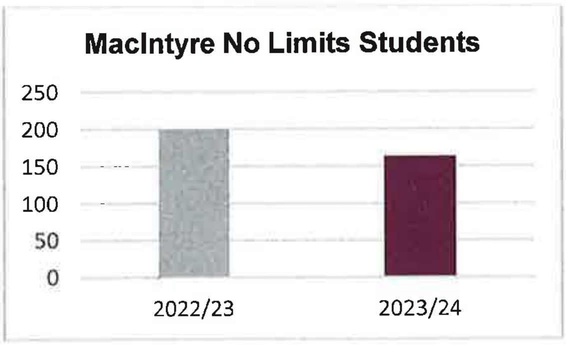
Children, Young People and their Education

The MacIntyre Care Group prides itself in providing excellent education, care and support to children and young people aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

We deliver education, care and support to 314 school age children at our Independent special school in Buckinghamshire and at our four Academy schools (312 in 2022/23).

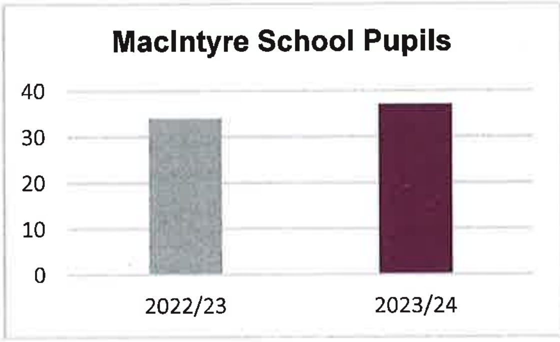
In May 2024 we were delighted to share the news that we have been successful in our application for two new special schools where we will be working alongside Leicestershire and Worcestershire local authorities to open new schools in Quorn and Malvern respectively in September 2027.





MacIntyre School, Wingrave

At MacIntyre School we believe that potential is limitless and that every young person can and will 'Achieve Above and Beyond'. We currently provide person centred, individualised education to 31 children aged between 8 and 19 with severe learning difficulties, autism and other complex needs.



At the most recent Ofsted inspection in February 2024 MacIntyre School was rated 'Good' in all areas, with Personal Development rated as 'Outstanding'.
In the inspection, Ofsted stated that:

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

The report also highlighted how positively parents and carers spoke about the advice and resources provided. One parent said: *"This school is a lifeline for our child and the family."*

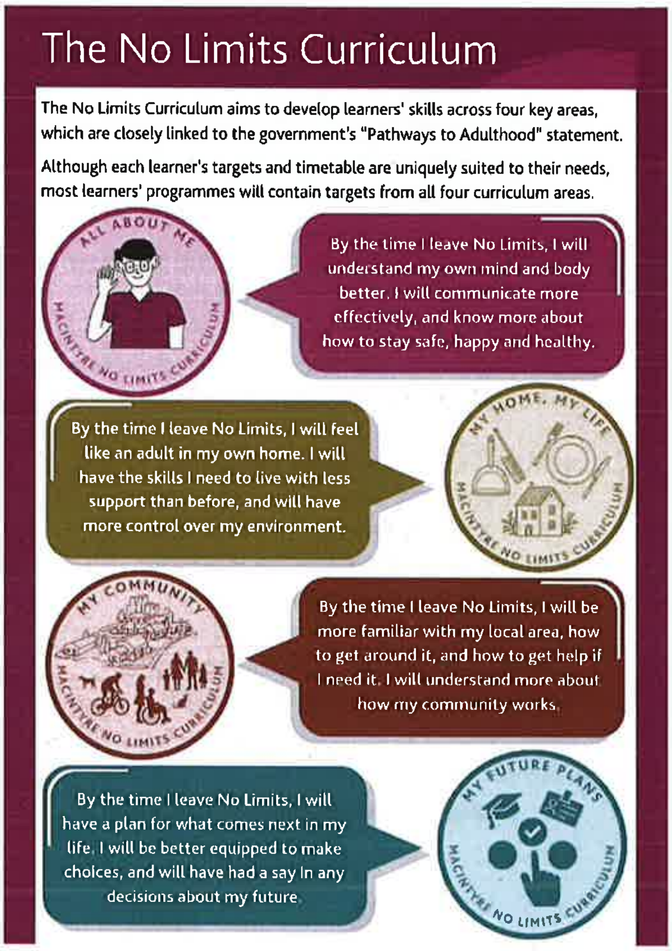
Young People and their Further Education: MacIntyre No Limits™

We work in partnership with further education and independent specialist colleges to provide an inclusive and flexible No Limits education programme for young people aged 16 and over. The unique MacIntyre No Limits™ approach enables young people with autism, learning disabilities, specific learning difficulties and social, emotional and mental health needs to continue their education and develop skills in preparation for adulthood. We currently offer further education opportunities in a range of locations across the UK, including Buckinghamshire, Oxfordshire, Milton Keynes, Bedfordshire and the East Midlands.

In the year under review, No Limits developed relationships with local authorities to offer programmes of learning direct through 'EOTAS' (Education Other Than At School) funding.

Our Vision - MacIntyre No Limits aims to be a sector leader in providing bespoke post-16 education for young people with complex needs. We believe that all young people can thrive in learning settings where their preferences, interests and strengths are placed at the centre of their programme. Working closely with young people and their families and carers, highly qualified No Limits staff will develop individual learning packages which meet learners' environmental, emotional, communication and sensory needs, enabling them to develop the skills for greater independence in adulthood.

The MacIntyre No Limits Curriculum



Jay's Story

When Jay (not his real name) first came to MacIntyre No Limits, he was in a state of high anxiety. Transitioning to college was his first change of setting in twelve years, and it coincided with his older brother moving away to university. Although he seemed interested in the new car and new people who had come into his life, everything was a struggle: getting out of the house took hours, and getting out of the car in the community was nearly impossible. His communication was limited, and for the first few weeks almost all his staff team heard was "no" as Jay declined every experience and activity offered to him. When he did come out of the car, it was very briefly, and fraught with anxiety for both Jay and his staff.
At this point everyone was concerned – No Limits staff, college staff, Jay's parents, other professionals – that the placement would not be right for him and that the provision would be withdrawn.

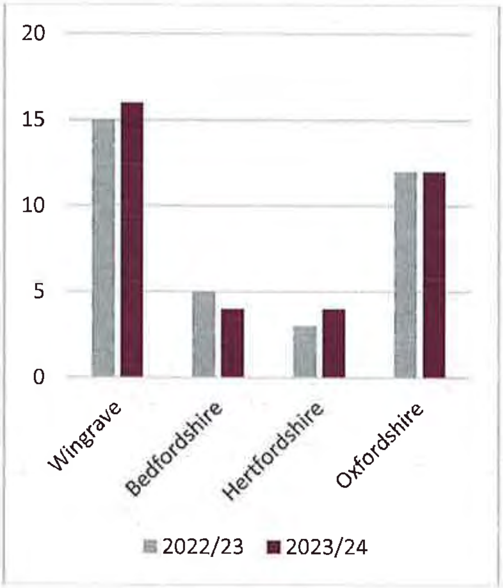
Thankfully, a combined approach of psychiatric input and hard work from No Limits staff began to turn things around. Christmas songs, a favourite of his, began to bring him out of his shell and we discovered that he had a fantastic memory for both lyrics and tune. Staff used this interest to begin Intensive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

Over the subsequent two years, Jay's communication skills blossomed. He began to spontaneously use full sentences, jokes and banter, and clear statements of what he wanted and needed. He developed the skills to access the community safely and successfully, and began to enjoy interacting with his peers. He even accessed work experience, combining his love of churches with his love of cleaning to take on the role of dusting a local parish church.

Instead of "no", Jay's key phrase by the time he left No Limits was "Can I come in?" He became eager to explore and comfortable to engage with activities, make choices, and take steps towards independence such as making his own hot drinks and participating in cooking.
Jay's progress, from a disengaged and unhappy young man to a lively and active participant in his programme, was wonderful to watch. Jay's No Limits programme enabled him, once he left us, to make sense of, and decisions about, his adult daily life.

Children drawing on Residential Care Support

MacIntyre Children's Homes



The mission of MacIntyre's children's homes is to support the children and young people in acquiring skills and experiences, so that they may take their rightful place in society, feel valued and are contributing members of society.

MacIntyre currently provides a therapeutic home environment to 24 children and young people across 4 homes in Bedfordshire, Buckinghamshire and Hertfordshire. Twenty of these young people attend our independent special school in Wingrave. Twelve children are supported at Endeavour House in Oxfordshire on either a short breaks or respite basis.

Mary's story

Prior to MacIntyre, Mary* had not left home for nearly two years, had not been receiving any form of education and was completely nocturnal - sleeping all day and awake all night. Her independence skills were minimal. This is Mary's story.

Mary moved to MacIntyre School and Children's Homes 18 months ago. As with all the young people we support, we have put a whole team around Mary to make sure we really understand what makes sense for her: we have looked at her therapy input; her communication needs; what motivates her and really built a relationship with her.

At MacIntyre we use a technique called "Intensive Interaction". This involves really understanding the fundamentals of communication for Mary, then mirroring what she does, and coming down to Mary's level and engaging with her. Just through these changes we have been able to build a relationship with Mary.

Mary now baths twice a day, she goes to bed at night; she is using lots of different forms of communication, including objects of reference. The development of her communication skills has increased her independence - she will go and get it herself, pictures, and Intensive Interaction continues to be a huge part of her life.

Mary has come on so far - you may see her out for a walk, going to the supermarket and choosing her own shopping, or you may see her enjoying messy play.

She has become more independent - she will get herself a drink and will be involved in making her dinner. She goes to school. She goes out.

Mary's story tells itself – such phenomenal progress which is directly due to the commitment of our staff, the value of the therapeutic input, and the MacIntyre staff team working to understand what makes sense to Mary and making sure that we put that in place. Mary's family remain involved and enjoy spending time together.

**Name changed*

During the year under review all of the Children's homes were rated as Good by Ofsted.

Wingrave, Buckinghamshire
The last Ofsted inspection at the children's homes was in February 2021, at which time it was rated 'Good'.

In the year under review, the children's homes at Wingrave were split to fall under two registered managers. The first inspection under this new registration will take place in the second half of 2024.

Hillside, Bedfordshire, 'Good', February 2024
"The children enjoy a wide range of positive experiences that support their individual preferences. This includes regular trips out, bowling, rugby, going out for food and helping in the local community by taking the bins out for neighbours. This helps children to build their confidence and social skills.

Staff encourage the children to go to school. They all have very good attendance records and are making progress from their starting points. When the children talk about school, they are enthusiastic about their experiences."

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

Woodland View, Hertfordshire, 'Good', July 2023
"Children were observed to be happy, playful and relaxed with the staff. Staff have meaningful relationships with children, and they show children genuine care and interest. Children feel secure, valued and loved."

"Children take part in a range of activities, including day trips to local festivals, theme parks and theatre productions. One child said, 'Staff take me to the library often, because it is my favourite activity.' Parents are welcomed to participate in activities in and out of the home. Children thoroughly enjoy these fun and enriching experiences and can enjoy them with family."

Endeavour House, Oxfordshire, 'Requires Improvement' September 2024
We are confident, now that a permanent Registered Manager is in place that we will return to a 'Good' assessment from Ofsted at their next visit.

"Children have made progress. One parent reports that their child is doing 'amazingly well'. Staff have helped their child to develop independence skills. The child can use the bus and go shopping with staff's support."

"High levels of attentive staff help children build good relationships with other children. Staff have a good understanding of the children's routines and needs."

Endeavour House, Oxfordshire, Good, August 2022
"Children receive good-quality individualised care from a skilled and caring staff team. Children make recognisable progress from their individual starting points and staff capture all the milestones using photos and producing written reports. Children's health needs are met.

Children's views about their care are well sought. There has been an introduction of new children's surveys that are designed based on the specific communication needs of the child to ensure that everyone has a say. The introduction of a new 'our lives, our choices' photo board further demonstrates this and helps children to see the impact of their choices.

Children participate in a variety of leisure opportunities that are based on their individual choices. There are clear plans for the summer holiday so that all children have a different activity each day. This ranges from trips to the park, beach and theme parks"

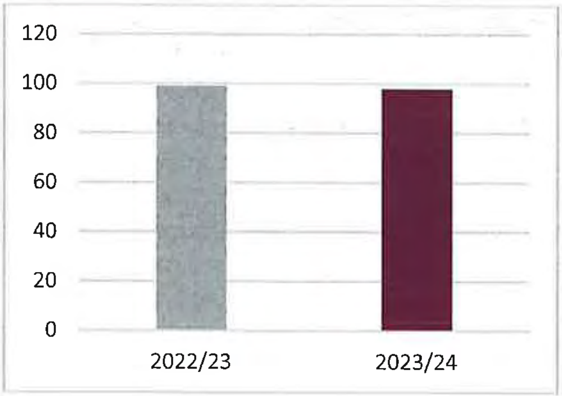
MacIntyre Academies Trust

Putting children and families first

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn

MacIntyre Academies currently comprises four Academies in Oxfordshire and Warwickshire. In May we were delighted to share the news that we have been successful in our application for two new special schools where we will be working alongside Leicestershire and Worcestershire local authorities to open new schools in Quorn and Malvern respectively in September 2027.

Discovery Academy

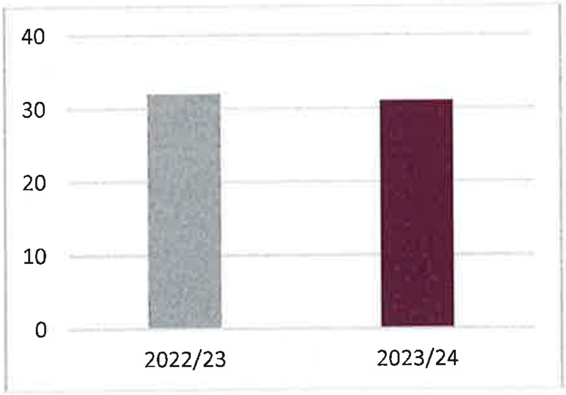


In the year 2023-24 Discovery Academy has focussed on embedding our curriculum, expanding the range of enrichment we have on offer for pupils in and out of lessons and gaining the silver award as a 'Rights Respecting School'. We were delighted to retain a strong 'Good' Ofsted report that highlighted the hard and effective work of our team and its leaders. There have been challenges in terms of budget and recruitment, but the team are continuing to focus on these areas and have developed a relationship with 'Step into Teaching' to focus on having more graduate level recruits to support us with 12 month fixed term contracts linked to limited funding agreements for 1:1 support.

Ofsted, January 2024:
"Everyone is made to feel welcome at this school. Leaders want the best outcomes for all pupils. Staff work hard to build positive relationships with pupils and to help them feel welcome within the school community. Pupils speak positively about the support and guidance that staff provide. This helps them to overcome barriers to learning."

Leaders cater for pupils' personal development particularly well. Pupils have access to many opportunities. These include sports, mindfulness, arts, coding, drumming sessions and outdoor activities such as forest school. Pupils benefit from trips and visits to, for example, museums and theatres. These experiences enhance their understanding of the curriculum. Pupils enjoy taking part in leadership responsibilities, including being student councillors or being part of the LGBTQ group. All of this helps pupils to play an active role in school life."

Endeavour Academy



We were delighted to be awarded the Attachment and Trauma Sensitive Schools Silver Award. The awarding letter states:

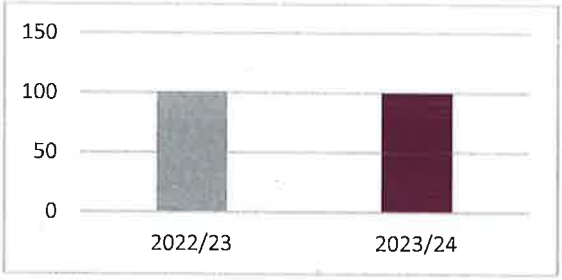
"What really shone through in today's verification is that an attachment and trauma sensitive approach is increasingly interwoven into strategy, policy and practice. It is no longer a 'tick box' of things to do, but a rich tapestry which is organic and dynamic, responding to children's needs in each developmental area. Staff hold shared values which are expressed through a common narrative. Themes around trust, relationships, empathy, commitment and compassion emerged in each conversation I had today. These shared values are the 'golden thread' running through the whole culture and life of the school".

We have also trained seven members of staff to be Mental Health First Aiders, of whom two are also trained as Youth Mental Health First Aiders and two are trained on Menopause Awareness.

We continue to offer as many opportunities as possible to young people to enhance their experience of school with regular visits and trips which have included two pantomimes, Singing Hands and a visit from CBeebies star Nick Cope alongside our regular work with high quality offsite providers. Six pupils successfully completed their Silver Duke of Edinburgh Award alongside a further five who have completed their Bronze Award. Our outdoor learning offer continues to expand through Forest School and ASDAN awards in horticulture and small animal care. All our pupils in Year 14 have completed a wide range of ASDAN qualifications across a diverse range of subjects to support their next steps when they leave Endeavour.

Photo: young people engaging in sports day parachute games, Summer 2023

Quest Academy



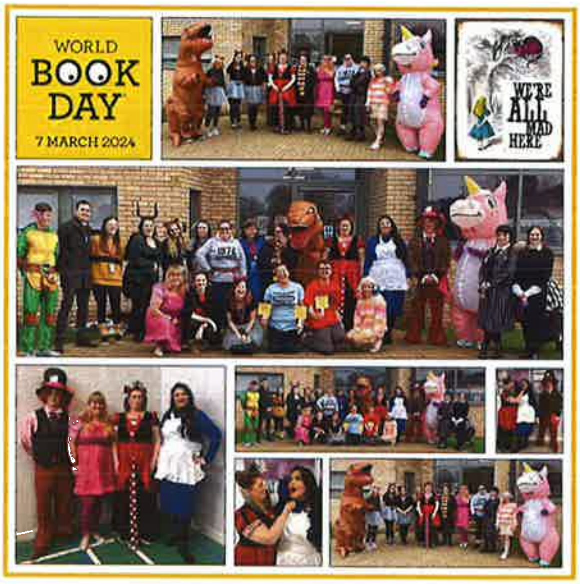
In January 2024, Quest Academy welcomed a new Principal.

The school has since made quality improvement within the classroom a top priority by implementing a coaching and developmental observation process. This initiative ensures consistency in classroom practices across the school while also providing evidence to support the school's quality of education profile.

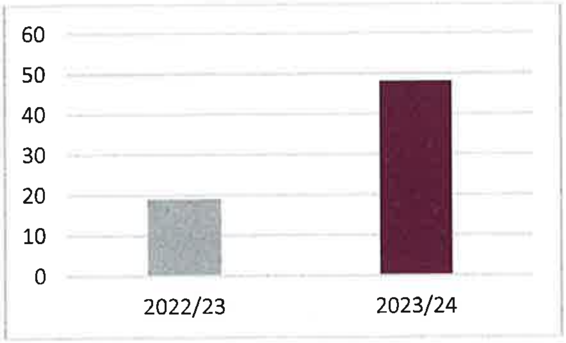
Additional priorities have included strengthening the extended leadership team, enhancing staff professional development, and raising expectations of all learners. Looking ahead, there are exciting projects planned, such as the development of the school's Forest School Area and Library, set to come to fruition in the coming year.

Ofsted Rating: Good (February 2022)
"Everything that happens at Quest Academy helps pupils to be ready to learn and to be 'ready for life'. This results in tangible benefits, both personal and academic, for all pupils. Pupils are very well supported to help develop their self-confidence and self-belief. The pupils spoken to told inspectors how much better they are doing at this school. One pupil summed this up by saying, 'I feel good about the future.' Parents and carers wholeheartedly agree with this view."

Photo: World Book Day 2024



Venture Academy



In the year 2023-24, Venture Academy has been focussed on embedding our work around how are curriculum is sequenced and further developing the quality of subject knowledge of our staff delivering, at times, a number of subjects.

We have also gained the Rights Respecting Award at Bronze level and we are now hoping to work towards the Silver Level. We have further improved our practice in early reading testing and support for pupils in order to better inform planning and delivery. We have also had our first ever cohort of pupils undertake their Duke of Edinburgh Bronze award.

The building at Venture remains a limiting factor in aspects of our support and provision, particularly for pupils with a more acute presentation of unsafe behaviours. We have a number of ambitious plans for the year ahead including further developing our vocational offer and increasing our range of work experience opportunities.

Photo: The 2023 leavers "Glamp" at Venture Academy. Pizza was enjoyed, FIFA was played, some karaoke and a film were enjoyed.

Building a Culture of Excellence

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

MacIntyre Strategy 2024-29

Families

MacIntyre continues to have a committed focus on family engagement. "We value friends, families, and neighbourhoods"

Let's Come Together national family meetings
A monthly commitment to invite families and circle of support to an evening meeting. Having a mix of staff and families has made this meeting feel inclusive and supportive with a vast amount of knowledge in the room.

"Let's Come Together is so important, for me it is the sharing of knowledge between parents and staff. It is a place where if you are feeling a bit lost and lonely there is someone who knows how you are feeling" – Jo, Parent

MacIntyre Family Podcasts releases
Our podcasts are available on several platforms and have had over 800 downloads and have collaborated with some external organisations such as Books Beyond Words and ARC England.

MacFamilies X (formerly Twitter)
600 followers and a platform to network which allows MacIntyre to develop new relationships and open opportunities to work externally.

Working with family workshops
163 employee attendees.

National Family Engagement Group
Led by MacIntyre but inclusive of other providers have met twice during the year under review.

Preparing to Support pack
During the year under review our support pack for siblings was developed and launched. We are grateful to people who draw on support, their families and our critical friend Debs Aspland for the support they have given us in the design and implementation of this and other family support resources.

Debs says: *"As we reflect on this past year, it's truly heartening to be involved with a company that not only values the suggestions from family carers but acts upon them with a commitment to positive change. The invaluable work I am involved in through my consultancy, especially in strengthening MacIntyre's relationships with families, continues to make a profound impact. Looking ahead, we're excited to launch 'Prepare to Support,' a project that empowers siblings to care for their loved ones when parents may not be able to. This came from families telling us this was one of their biggest fears. The continued support and engagement from senior leadership ensures the organisation can make a real difference in the lives of people with SEND and their families!"*

Health

Improving the health outcomes for people who draw on our support remain a key focus for us. We understand that there are potential risks to people as profound changes are made to the way primary and secondary health is structured and delivered across England and Wales.

We have introduced a roll out of Nourish (a digital social care recording system) during the year under review. We believe this alongside the focus of our dedicated operational teams and our health advisors will support our health equality vision.

Health Equality

Achieving health equality remains high up on the health team's agenda. The Learning from Lives and Deaths of People with Learning Disabilities (LeDeR) report shares the findings of why people with learning disabilities and autistic people are dying from preventable deaths. The health team responds to the report and ensures that prevention workshops and education are provided that link to the findings. By doing this we are helping raise awareness and supporting people to live longer, healthier lives.

We have run accessible workshops on health inequalities, dementia, breast care and constipation during the year under review and retained a consistent focus on the promotion of annual health checks. Our workshops are always co-delivered by a person with lived experience. MacIntyre has committed to delivering the Oliver McGowan Mandatory Training in Learning Disabilities and Autism which has a significant focus on health inequalities.

Health Recording

Health Recording has been a continued mandatory requirement for MacIntyre's adult social care where all 24-hour support services are required to use the Health Calendar.

The Health Calendar captures rich data that supports people with a learning disability to have the right care and pathways of support that sadly are commonly not given access to due to health professionals making incorrect judgments which lead to people who draw on MacIntyre's support having delayed care or at times returning home with no pathway of support which can lead to preventable deaths.

We have been working closely with Nourish to ensure when the transition from the paper version of the recording goes to digital via Nourish, we are still confident we are recording rich data. We continue to support the local health recording trainers to lead local workshops across adult services.

Training data from our LMS shows that 1,124 out of 1,419 allocated staff have completed Health Calendar training.

"Knowing that MacIntyre has such an in-depth health recording process to support people who draw on support is so reassuring. I know that when this is done well it really can open doors to an earlier and a timelier diagnosis"
Nicola Payne, Health Manager

End of Life Care (Dying to Talk)
Since the end of the funded Dying to Talk project, the Health Team has continued to champion the work to support people to feel more comfortable in approaching the topic of death and dying, ensuring the work of the Dying to Talk project continues. Running workshops and accessible workshops to start conversations and preparing to plan for the future has been successful and well-received.

"It has been difficult to have conversations about death and dying with a person I'm supporting. They are in their mid-70s and have significant anxieties about death and dying. Their mother became progressively unwell and died when the person was young. This had a big impact on them. In the past I have had to be very cautious about talking about end-of-life planning because anything to do with funerals, hospitals or ambulances are triggers for this person's anxiety. I revisited this person's advance care plan after the Dying to Talk training and had a breakthrough moment. I began a conversation around music that they might want at their funeral. They weren't as anxious as they had been previously, and it ended up being a positive conversation. Applying the tips from training helped me have better conversations."

MacIntyre Support Worker

Collaborations
Collaborations with people who have lived experience and with other influencing organisations in the design and delivery of excellent training is important to us. During the year our collaborations have included:

Loss and Bereavement – external workshops delivered to external audiences in collaboration with ARC England.

"ARC worked with MacIntyre to develop the first co-produced training course we have offered in England and Wales, which was inspired by MacIntyre's existing Dying to Talk course. The training was co-delivered by someone with experience of a learning disability, loss, and bereavement and as we progressed with the work, it became clearer and clearer that our values, approach, and aims were perfectly aligned with those of MacIntyre. This led to the production of a highly successful Loss and Bereavement training course and the decision to move towards this model of training course development and delivery in the future for all ARC programmes. We are excited about the new opportunities that will surely come from our partnership with MacIntyre and we are confident that the work we do together will make a real difference in the lives of people that learning disability and autistic people."
Clive Parry – Director, ARC England

The Victoria and Stuart Project -MacIntyre was a co-applicant in the Victoria & Stuart Project – funded by the National Institute of Health Research. The Victoria and Stuart Project is about finding the best ways to help people with learning disabilities and autistic people understand and/or plan for the end of their life. We want to make sure that people with learning disabilities and autistic people get the right care and support when they are ill and going to die. We want to ensure that staff feel empowered and confident using this toolkit with people who draw on their support.

From January to June we worked in co-production with, health professionals, support workers, policy makers, families, experts by experience, nurses, and researchers to create the toolkit.

From October to December we facilitated 16 sessions with the Victoria & Stuart Project team, with 21 members of staff signing up to participate in the project. This resulted in 14 members of staff completing the training and are in the phase now of testing the toolkit with a person who draws on their support. The feedback will inform how the toolkit is finalised.

From January to March 2024 (when the project funding ended), our focus is to ensure that everyone who participated in the training tries out the toolkit and provides feedback. Staff members also have the opportunity to join a final focus group.

"It's been an absolute privilege to work with a variety of people from different backgrounds with varying skill sets. I am proud of what we have achieved so far and what we will continue to do in 2024."
Meg Wilding, Victoria & Stuart Project Lead at MacIntyre"

Dementia Support
MacIntyre are recognised externally for their dementia support and continues to work with external organisations to showcase the person-centred approach we use. We continue to work closely with Beth Britton, our external consultant., Beth supports our approach and provides support to local services is something Beth has great expertise in, and her visits are beneficial to teams.

"It has been wonderful to work with the MacIntyre Health Team again this year as we've delivered two insightful and industry-leading Dementia Special Interest Groups (on environments and dementia risk-reduction and prevention), continuing to show how MacIntyre are pioneering in the world of dementia and learning disability.
I've also been very privileged to work with Nicky and Jess as we've co-designed and co-delivered Loss and Bereavement training for ARC England - an educational experience that I believe is ground-breaking in social care.
Finally, a personal highlight has been working with Nicky to provide specific support for several people who have dementia. This is always complex work with many different strands of need and difficulty to unpick, but so rewarding to be able to support teams to provide optimal care and work on improvements to their practice. Documenting some of the wider themes of this work in this blog https://www.macintyrecharity.org/news-blogs/supporting-people-living-with-dementia-to-lead-their-best-lives/ *has also ensured that other MacIntyre services and external health and social care colleagues can benefit from this learning.*
As ever, it has been a true privilege to work with such a dedicated, person-centred team. Thank you MacIntyre Health Colleagues!"
Beth Britton Award-winning Content Creator; Consultant; Trainer & Mentor; Campaigner & Speaker.

We continue to host the Dementia Special Interest Group (DSIG) twice a year, opening the event up externally (connected with 40 new external health professionals) to ensure we are connecting and sharing what we do well. The team always invites guest speakers and has a good relationship with Dementia UK which has a platform at every DSIG.

The MacIntyre Memory Cafés in Milton Keynes has been running since 2015 and this year we opened up the doors and welcomed 226 people. The purpose of the Memory Café is to connect with the community and offer our support and knowledge to those who are impacted by dementia. Where possible we want to have a Dementia UK Admiral Nurse at each café in 2024. We want to ensure that all of the Memory Cafés have the same framework so we can confidently know we are providing the best possible support.

We were approached by NHS England and Dementia UK to co-produce a film about living with Dementia and a Learning Disability. Rosie Joustra, expert by experience, was delighted to be involved. This film is now hosted in the Dementia Resource Suite on the LeDeR website. You can watch the film **here**

"As part of the work I am doing for NHS England, I needed to create a short film to talk about living with dementia. We wanted it to be about someone living with a learning disability and dementia and having worked with MacIntyre before on a number of things, for me the obvious perfect fit was to work with Rosie and MacIntyre. It was a pleasure to work on this film. I think we have created something that is inspirational, motivating, educational, and importantly very real"
Vic Lyons, Head of Digital & Dementia, Dementia UK

MacIntyre had a platform at the 2023 Dementia Congress where Rosie Joustra shared the importance of navigating dementia when you have a learning disability, and we showcased the new NHS and Dementia UK film. One delegate posted on X (formerly Twitter):
"Yes Rosie! Your talk was excellent and brought so clear a well-needed message to #UKDC2023 today about inclusivity, challenging stigma and not forgetting that people with a learning disability and dementia are people first with gifts and aspirations. Keep going!"

Conferences and Networks
During the year the Health Team have represented MacIntyre at a number of events:

- Following an approach by Learning Disability England the team were asked by the Coalition for Personalised Care to present at an online webinar.
- The Team facilitated a session on the Health Inequalities that people who draw on our support face, this was a brand-new opportunity for us to present this content as previously we have only been approached for our Project work around Dementia (Dementia Project) and End of Life Care (Dying to Talk Project)
- The team presented at VODG's Joint Operations Directors' and Quality & Safeguarding Professional Network Meeting. We presented the End-of-Life Care work and our involvement in the Victoria & Stuart Project.
- We were invited to the Oliver McGowan Mandatory Training celebration event which took place in London. One of our co-trainers met Paula McGowan and shared with her how good it was to have a paid role at MacIntyre.

Positive Behaviour Support

Since 2015, when MacIntyre first began our PBS journey the support needs of those to whom we provide support for, and their teams has become more complex and ensuring we remain in a position to provide the right level of specialist and impactful support has been the focus for this year. Whilst undoubtedly MacIntyre has always supported individuals with behavioural support needs, it was in 2015 that our journey to ensuring people were being supported in the most ethical and informed way possible really began with the introduction of the Positive Behaviour Support (PBS) Policy. Unquestionably MacIntyre's commitment to this approach has made a lasting impact on those who draw on us for support. However, to ensure we are continuing to provide the very best support we can, it was clear that a review was needed.

During the year we reviewed and unpacked our own position and offer. Reviewed through the lens of current evidence-based best practice in the field of PBS and complex support; this involved reflecting over past years' successes and taking learning from aspects that have not worked well. The review aimed to ensure we avoid the potential for delivering 'poor PBS' within MacIntyre, to clarify what PBS is now within MacIntyre and to plan how we can remain and be recognised as market leaders in this area.

This work resulted in our ability to define what PBS is and is not; within a wider national context but most importantly this definition supported us to understand and identify areas for improvement and development within MacIntyre.

This work led to the development of our 'Compassion First' Positive Behaviour and Complex Support Approach. It is an approach underpinned by five 'Compassion First' action statements, setting out how we will work with compassion to ensure that the support we provide is kind, ethical and respectful.

Measurable impacts comparable to 2022 figures have been a:

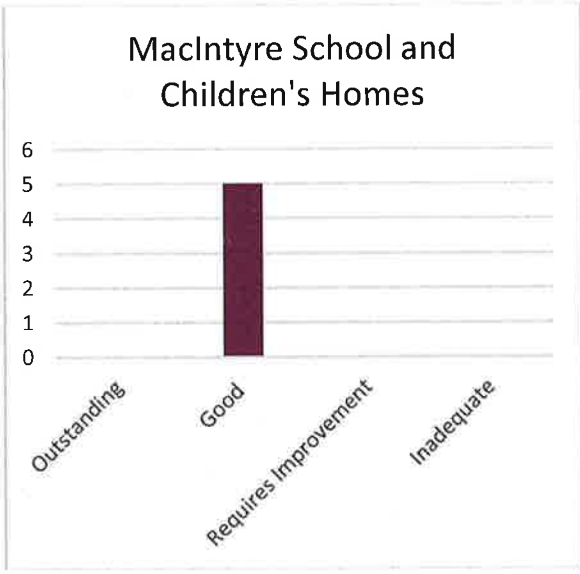
- 48% reduction in staff injuries related to incidents involving behaviours of concern
- 50% reduction in relation to injuries to people who draw on us for support (non -self-injurious)
- 48% reduction in harm occurring from self – injurious or self-harm behaviour.

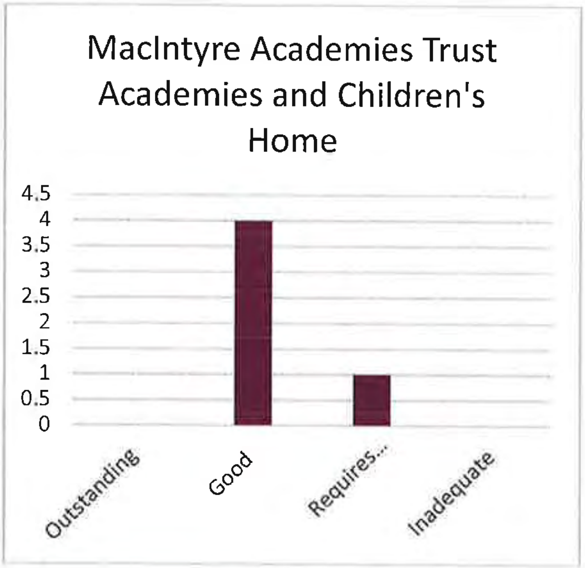
Compliance & Safeguarding

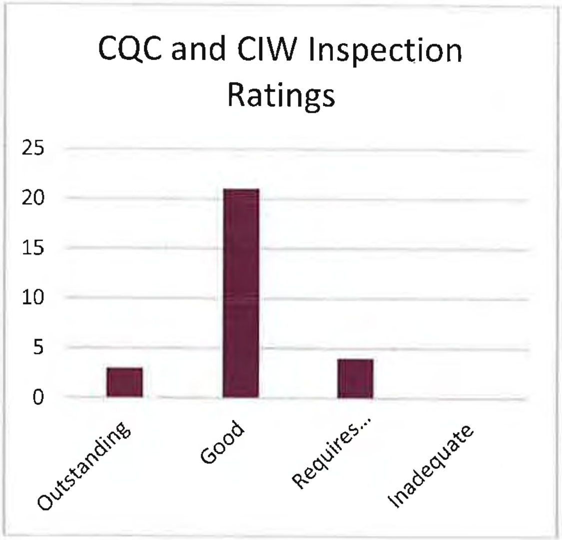
We are committed to evidencing all that we do to our stakeholders, including our regulators and to the safeguarding of the children, young people and adults who draw on our support across the organisation. We encourage openness and transparency in everything we do.

The Regulation Facts & Figures:
MacIntyre has 29 CQC, 1 CIW and 5 Ofsted registered locations. MacIntyre Academies Trust has an additional 5 Ofsted registered locations.

Ofsted
Good Provider







Data and Systems

The NHS Capacity Tracker is an online system that holds data about every location registered with CQC to provide a regulated activity.

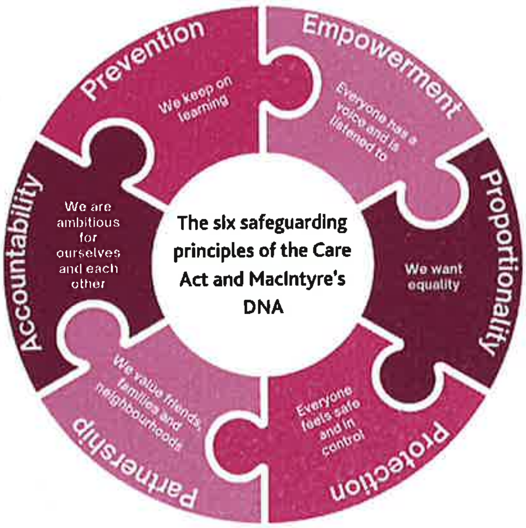
This system requires an update every month; and this submission has been mandatory since August 2022. Providers can be financially penalised, to the sum of their CQC fee, if submission is not made within the mandatory seven day window. To date we have a 100% on time submission rate.

The Data Security and Protection Toolkit (DSPToolkit) is a self-assessment that evidences that the organisation is meeting NDG standards (National Data Guardian). It is a requirement for all organisations that are accessing NHS data to complete the toolkit, demonstrating that they are putting into practice the 10 security standards recommended by the NDG.
It is an annual submission with a firm deadline (typically end of June), however the evidence that is uploaded into the toolkit is worked on all year round as part of our standard data protection and data security accountability protocols, for example MacIntyre's Record of Processing Activities, Training Dashboards and Training Needs Analysis, Consent Reviews, Cyber Security requirements, Retention Schedule etc.
To date we have submitted our self-assessment, on time and reaching "Standards Met" every year since the toolkit has been active (Version 1: 2018-2019). This is very important, as there is a risk to the access MacIntyre has to NHS data is we do not submit the assessment on time, and achieving the minimum requirements.

Safeguarding Workplan 2024-2027

MacIntyre is committed to the safeguarding of the adults, young people and children who draw on our support across the organisation. We are dedicated to the continuous improvement our processes and practice.

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



Safeguarding Committee

The year has seen the committee membership numbers and attendance increase, resulting in greater focus, engagement, and involvement from local areas and central teams. The CEO of the Ann Craft Trust continues to be an active member of the committee in his role as 'critical friend', but additionally now provides professional mentorship to the Head of Compliance and Safeguarding. This partnership working has aided the steering of the organisation to be keep safeguarding as a priority.

As a result of the work and analysis done by the committee, we have made the decision to introduce Area Safeguarding Leads into each adult social care operational area, in line with our CYP Designated Safeguarding Lead structure. Trained by the Ann Craft Trust, the Leads will be instrumental for us to achieve the goal of Making Safeguarding Personal for each and every person that draws on our support.

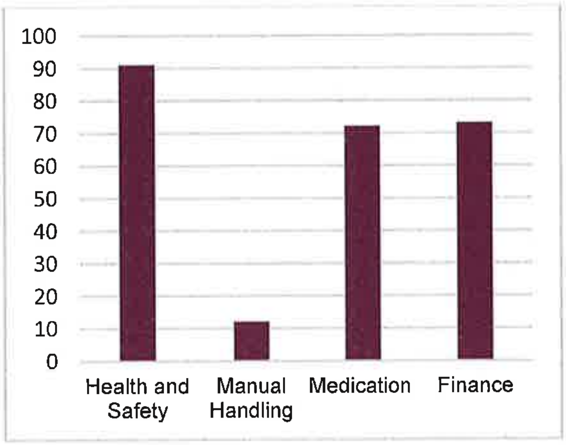
Health and Safety, including audit

We see health and safety as a positive to ensure we do our utmost to enable people to live gloriously ordinary lives, achieving their hopes and dreams in a safe and healthy way.

Over the last twelve months, the Health and Safety team has gone through a period of transition with full integration now embedded within the wider Compliance team.

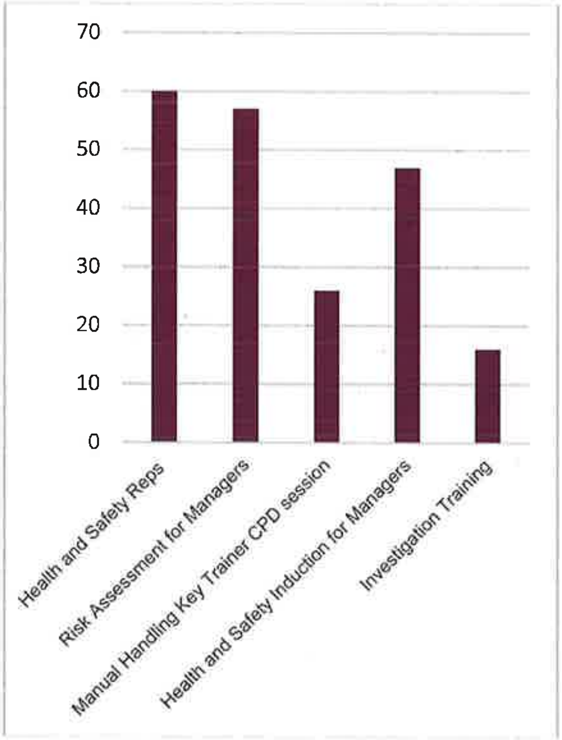
Auditing is a key area of focus for the team, to support operations to evaluate and improve in all aspects of health and safety, to ensure people who draw on support, staff and visitors have a safe experience with MacIntyre. The team has worked diligently to review and update the audit templates for health and safety, manual handling, medication and finance.

Audit Completion 2023/24



Our Health and Safety Advisors have delivered a range of online sessions to 206 colleagues covering topics including Health and Safety Reps training, Health and Safety Induction for Managers, RIDDOR Investigations, Manual Handling Key Trainer CPD, and Risk Assessments for Managers.,

Training Breakdown 2023/24



Looking to the year ahead, the team are commissioning an external audit with Royal Society for the Prevention of Accidents (RoSPA) for a corporate oversight of how we as an organisation are meeting our legal and moral duties, and what improvements we can make to the auditing process. This will be an exciting area of reflection and future development for MacIntyre, concentrating on Key Risks and transforming the future of audits and support given directly to our operational teams.

Inspiring and Engaging our Staff for Today and for the Future

"Our workforce vision is to be bold, innovative and ambitious in our national and local recruitment activity, that supports new ways of working, so that together we are able to attract and retain the best skilled and passionate people for today and the future. We will do this by ensuring every single person has a great recruitment experience and is warmly welcomed and valued from day one of their MacIntyre journey."

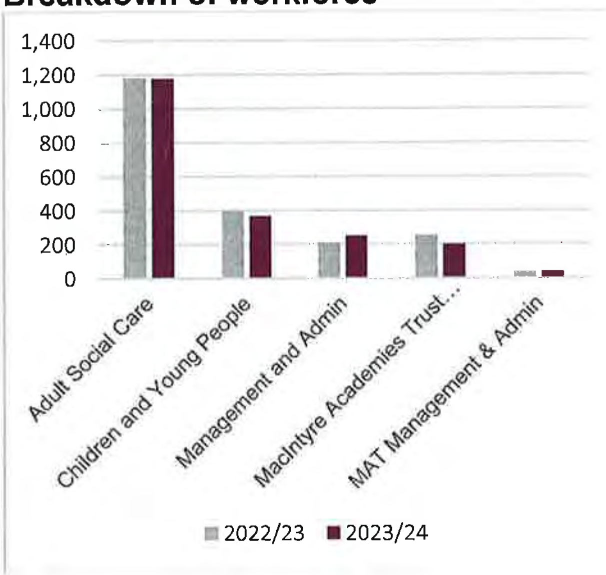
MacIntyre Strategy 2024-29

Introduction
Our workforce strategy was finalised during the year under review. We are delighted with the success of our recruitment revolution and proud of our plans to ensure that all colleagues feel valued and invested in during their employment with us.

We believe that there is no better career than one within special education and social care. We are in a unique positon, due to the diversity of what we do, to offer ambitious and creative career paths to our employees.

We are thankful to all employees who have chosen to work with us during the year and to those who have chosen to stay with us. Their passion, ambition and compassion helps us to remain true to our heritage and ideology.

Breakdown of workforce



Recruitment and Retention
We remain focussed on our Six Critical success factor relating to vacancies; candidate experience; increasing Relief staff; improving data; reducing agency usage and improved employee retention.

We continue our approach to purposefully **connect with local people** and intentionally target people for recruitment purposes. We recognise that such activity is a win-win in terms of people drawing on support being better contributors to the neighbourhoods where they live and in terms of us intentionally creating a recruitment pipeline of local people who genuinely align with our values and are therefore more likely to remain with MacIntyre long-term.

Over the past year we have benchmarked our recruitment **processes** against similar organisations and streamlined our approach. These changes have enabled us to maintain safe recruitment practice and reduce the time that the candidates have to wait between the interview and start date.

Our **Refer a Friend** channel continues to be a good source for new candidates, accounting for 100 new starters during this period. Previous analysis indicates that 88% of staff joining through this route continue to work for MacIntyre for 12 months after joining.

Forty new colleagues have joined via the International Recruitment (**sponsorship**) route, and a further 18 existing colleagues have been retained on working visas.

At the time of the report, vacancies in our Adult Social Care areas have dropped to 5.1% (11.8%) against a target of <10%. For Children and Young People our vacancy levels are currently at 8.4% against a target of <15% We recognise the changes of staff in our Children and Young People teams is impacted by the age and career paths which result in turnover trends that align with academic years and cohorts of students. At MacIntyre Academies vacancies were 31.23% (28.46%) for the year.

Retention
Along with a continued focus on recruitment, we are equally working on our approach to retention and a renewed focus on maximising all employee touch points. Initiatives include Welcome Packs for new starters; celebrating work anniversaries; internal conferences and events; empowering staff led groups; opportunities for professional development and communicating effectively with our staff teams. The Welcome Packs include a partnership with Stand Out Socks, a business owned and run by an individual with Downs Syndrome.

All parts of MacIntyre have shown improvements in retention, with 52 fewer leavers overall compared to last year. Voluntary Turnover for the year was 24.93% (36%).

At MacIntyre Academies Voluntary Turnover for the year was 23.86% (28.68%)

Agency Spend
A deliberate and strategic effort is underway to reduce the reliance on agency workers. As well as the associated cost, we believe the use of consistent staffing through MacIntyre's permanent or relief staff teams provides a better level of support.
In the first six months of this approach, weekly agency hours had decreased significantly with some weeks recording under 1,000 (a reduction from over 3,500 earlier in the year).

Tied to this approach, is the activity to increase the pool of Relief Staff. For the year under review the increase in relief hours is 22.08%.

At the time of this review, a 58.29% reduction in agency spend has been recorded for the 2024/25 year to date.

Well-being
Support for our staff forms part of our wider approach to retention and to staff well-being.

Internal staff networks, including the Diversity Advisory Group, Dementia and Autism Special Interest Groups, Dyslexia Network enable staff to build expertise in areas of interest. A fortnightly online 'Best Practice' started in 2020 and open to all staff has continued to share information and examples of best practice. 'Here to Hear' events with Directors have enabled colleagues to speak directly with senior management and raise any queries they may have. A special 'Here to Hear' event was hosted for all new sponsored colleagues.

MacIntyre's Staff Council continues to be the representative group with MacIntyre management.

During the year, Wellbeing Groups have been established in several parts of MacIntyre. In addition, over 50 staff have completed Mental Health First Aider training.

Staff Engagement and Communication
Digital Staff Surveys to capture feedback of the entire process from application to early training is now gathered and feedback provided to MacIntyre's management teams.

- **Interview Process**: 84.6% rated it "Very Positive," showing effectiveness in creating a positive first impression.
- **Role Adverts**: 96.2% found job adverts clear and accurate, reflecting successful communication of roles.
- **Interview Scheduling**: Most experienced timely interviews, though some delays occurred in July, needing attention.
- **Involvement of Supported Individuals**: Mixed involvement; a

consistent approach could better align with MacIntyre's values.
- **Onboarding & Training**: 71.2% had a buddy, and 96.2% felt well-prepared through training;

The introduction of a Monthly Briefing on the Intranet which provides a summary of key information each month has been well received.

A change to the structure of MacIntyre's Marketing team now means that one person's role includes a remit around internal communications. Work will continue to develop strategies for different approaches, in conjunction with local operational managers who will know what could work in their areas.

A new series of stories from our staff called Humans of MacIntyre was launched in 2023. This is one example:

Rory's Story

I'm Rory, a Support Worker in Shropshire, providing support on a daily basis to one person, Jess. I had never previously worked within the social care sector and I find this job so rewarding. After many years of running my own business in textile recycling, I sold the business and decided to go travelling in my campervan, spending time touring around Europe.

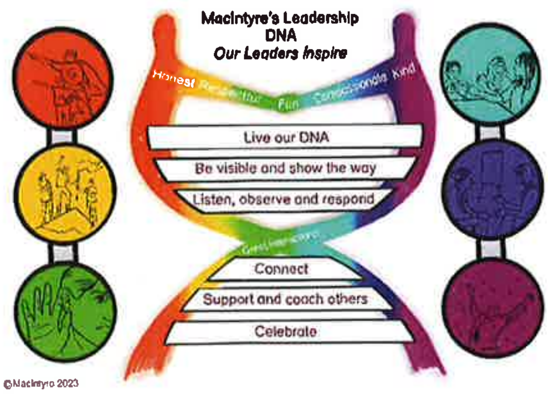
A career change
Two years ago I decided I needed to do something completely different, and after a conversation with a family friend whose son has an acquired brain injury, it sparked my interest to look within the social care sector. I started looking and saw an advert for MacIntyre, applied and joined. It was great that I didn't need any experience and got the training I needed.

Living a life that makes sense
The person I support has an extremely busy working and social life and my role is to make sure that I support her to do what she wants in her life. We go to the cinema and theatre and we both take part in drama club on a Monday evening. We dance once a month at the local disco and take part in social events at her home and in the wider community, just enjoying daily life - whether that's cooking at the local food hub, cooking at home, shopping, the list is endless.

Supporting Jess to make a difference
Jess works hard promoting her signing, and teaching others about disability so we drive around the country attending events so Jess can impart her life experiences with the audience. Seeing Jess so happy and knowing she is enjoying herself gives me enormous pleasure and job satisfaction, but at the same time I am enjoying myself too.

Reflections on learning
Within this role I have learnt so much about social care and myself. It's caused me to reflect back on my family life. I lost my brother 20 years ago and I wonder if I'd known then what I know now whether I could have supported him more. This new career has been challenging at times but it is such a rewarding job and at nearly 58 years of age I didn't know I could make such a difference in somebody's life.

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



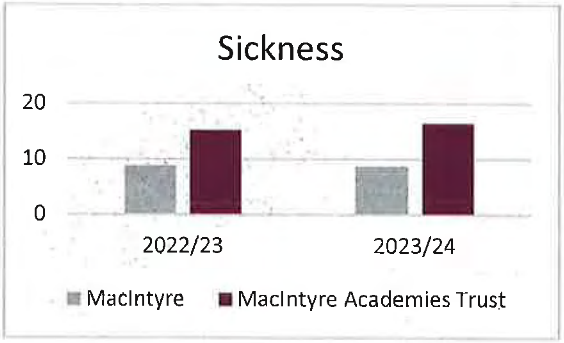
At MacIntyre we recognise that as human beings we are all unique and have a rich variety of knowledge, skills, abilities and passions. We all have the potential to overcome barriers and shine brightly. The role of a MacIntyre leader can be visualised through our DNA song metaphor, 'The spark that puts the shine in the star'.

"Everyone is a leader at MacIntyre, you don't need the job title, so it is important we all understand the most effective ways to lead and inspire others".
MacIntyre Leadership DNA 2023

We will continue to invest in, and support our leaders through support and supervision, learning and development and coaching and mentoring so they are equipped with knowledge, skills and practices to be the best they can be, to lead the way, demonstrating the behaviours as set out with in the Leadership DNA.

Sickness and Absence
MacIntyre is committed to supporting the health, wellbeing and attendance of all employees and recognises the value of the contribution of employees to its success. Healthy and engaged employees are more likely to make a positive contribution to MacIntyre which improves the working environment and improves the quality of service provided to the people that draw on our support.

Through 2023 to 2024 we saw a significant decrease in absence due to Covid-19 but, in common with other organisations, days lost due to mental health remains high. Mental health training has therefore remained a priority and this continues to be delivered. We have seen a decrease in long term absence as the year has progressed and whilst around 5% of the workforce were long term absent for some period of time during the financial year ending 31 March 2024, we supported 60 employees to return to work following periods of long term absence. Our absence levels have remained steady with a small decrease to 8.7 days per employee on average at the end of the financial year (8.8 days in 2022/2023). We have continued to provide absence management training and HR advice for our frontline managers providing them with the tools they need to supportively manage employees and signpost them to professional services and sources of support where appropriate.



Encouraging employees to take responsibility for their own health is important in helping them to keep themselves well. We have therefore promoted the use of our Employee Assistance Programme (EAP) as a free 24/7 available by telephone and online, with the EAP reporting an increase in the numbers of our employees making use of the services offered.

MacIntyre Care Salary Reviews
Our salary reviews for the financial year maintained pay rates above the National Living Wage (NLW) (£10.42 for ages 23 years and above) for all our employees. The charity continues to operate both local and organisation-wide recognition schemes, both for individuals and teams of employees. Our My Rewards voucher scheme provides financial recognition and are proud that nearly a fifth of our permanent employees have been employed by MacIntyre for over 10 years.

MacIntyre Academies Salary Reviews
Attracting and retaining top talent and creating a great place to work is a priority for MacIntyre Academies Trust. Ensuring our salaries and total rewards offer are competitive and attractive is key to our approach. In 2023/24, the Academies mirrored the Government's recommended teacher pay increases of 6.5% and all other staff received 5% cost of living increase.

Case Study – A supportive HR approach from a MacIntyre colleague

"I joined MacIntyre No Limits as a Community Teaching Facilitator in September 2021, just ahead of the academic year starting. The job was something a bit different to what I had done previously but seemed to require the perfect mix of skills and requirements which suited what I was looking for at the time. Whilst the role has its challenges, it's amazing and I love the variety it gives me every day and the awesome experiences we provide for the young people that we work with. That being said, I never could have imagined the challenges that would go alongside this in my personal life and then indeed how much I would need to lean on my "MacIntyre Family".

In June 2023, my family's world was turned upside down following a change in my wife's health - she was diagnosed with a brain tumour. Quite naturally this led to a whirlwind of appointments, treatment and meeting a million and one professionals in a very short period of time. Trying to balance this with the need to still go to work and pay the bills was presenting a massive challenge and I needed some support, I needed to ask for help.

As a "bloke" (a proud London lad and West Ham fan!) it isn't the easiest thing in the world to need to do asking for help and I can't exactly say it came naturally to me. Fortunately, we have a really supportive environment in MacIntyre and we do all know that the door is open to go and speak to the managers if we need to, or sit and have a cry as the case ended up being! Knowing what I know now and having fought through this last year or so, I'm certainly not ashamed to admit that.

I feel indebted to the management team throughout this period, especially my line manager, as they have been a great source of support for me. Whether it has been allowing time off for appointments, changing shifts last minute, allowing me a safe space to rant and cry or simply just checking in and asking how I am doing; they have been amazing. They also looked at additional sources of support for me, offering support through the Employee Assistance Programme. This was appreciated as an offer, but for me I found the best therapy was being able to talk to my colleagues and managers face to face; knowing work was a safe space to do that. It was great to know there was a support network in place if I needed it."

Learning & Development

MacIntyre has a valued reputation for the quality of the learning and development opportunities that are available to the workforce. We understand that the acquisition of knowledge and skills are crucial to an employee feeling confident about being able to deliver excellent education, care and support. For the year under review we have included strategically important content to our informal and formal learning offer, this has included Gloriously Ordinary Lives and Everyone Everywhere content. Our approach to learning and development is a blended one with recognition given to work based learning eLearning and face to face training.

Despite the challenging economic funding context we continue to invest at least 3% of our income in this informal and formal learning and development activity. Our small Learning and Development team are instrumental in developing and supporting this activity. They ensure that we retain our open learning culture and that all employees have access to the learning and development opportunities that meet our very high standards as well as the standards set by our regulators.

Members of the Learning and Development team are also trainers for the Oliver McGowan Mandatory Training, Safeguarding, Link Working, Recording and Observation as well as any other bespoke specific training as required.

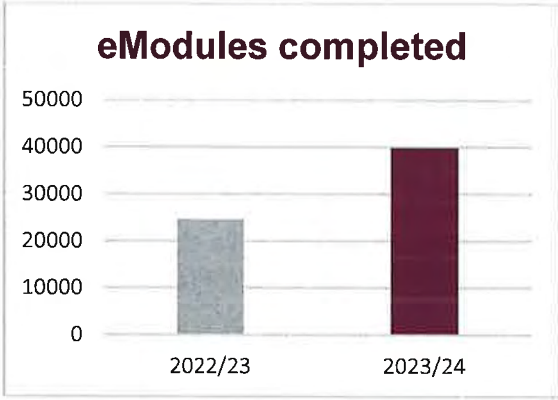
ELearning

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

The following eModules have been created during the year and released:

- Education and Training Standard (Level 3) – Assessment Module 1
- Education and Training Standard (Level 3) – Assessment Module 2
- Education and Training Standard (Level 3) – Assessment Module 3
- Education and Training Standard (Level 3) – Assessment Module 4
- Education and Training Standard (Level 3) – Assessment Module 5
- Education and Training Standard (Level 3) – Assessment Module 6

During the year 39,834 mandatory eModules were completed (24,540 in 2022/23), an average of 19.2 per person (12.48 in 2022/23).



The increase from the previous year is due to the Grey Matter subscription. The Grey Matter courses are made up of two modules (a learning module and an assessment module), for many of the Grey Matter training subjects we previously had one module, the learning and assessment were built into one eModule.

Internal Training Delivered

The face to face induction programme continues to be very successful. This has recently been reviewed and the focus remains to welcome our new recruits on board, explain what their first 6 months will include and also the opportunities available to them post-probation, in addition the sessions provide an opportunity for our new recruits to explore, articulate and be able to implement MacIntyre's DNA, with the emphasis being on our approaches, Big Plan, Everyone Everywhere, Gloriously Ordinary Lives etc as means to achieving this.

The sessions have been well received and take place often in most areas, the Learning & Development team, along with the Area Manager and people we support have been involved in the review, development and delivery of these programmes.

Course name	Number of Sessions	Staff Completed
Accredited Medicines	9	79
Supervision and Appraisal	5	58
Induction (Face to face)	29	380
Recording and observation	10	98
Link working	3	21
Lead to Inspire	6	69
PDP Support Workshops	21	68
Rota Planning	2	21
Total	**85**	**794**

Qualifications Completed

The development of 3 Leadership programmes for Adult Social Care commenced in June 2023, each programme is 6 days and delivered over a 6 month period, so far only 2 days have been delivered with really positive feedback.

Qualification	Staff Registered	Staff completed
Level 2 Adult Care	1	7
Level 3 Adult Care	6	3
Level 3 CYP	30	20
Level 3 CYP Unit route	8	7
Level 5 Leadership	3	3
EAT	45	37
DET	0	5
Accredited medicines	67	72
Total	**160**	**154**

Quote from Community Learning Facilitator who recently completed the Education and Training Standard (EAT)
"One of the main topics that influenced change and development in my practice was the amount of varied teaching styles and approaches; due to this course I have been able to reflect on other styles I can use that are diverse and inclusive. The focus on embedding English, Maths and Functional skills was very good as I always struggled to think of ways to embed maths within learning and I was then realising I was actually already using it without realising, through timers and countdowns.."

Quote from Community Learning Facilitator re the support she received from Rachel Sanders throughout her Education and Training Standard programme
"Rachel was an amazing support from beginning to end, always responsive to

emails or any questions I had. Rachel always made time to ensure everyone fully understood the logs. Rachel taught us in a way that was inclusive to everyone and made me feel at ease throughout the course."

Quote from Programme Co-ordinator who recently completed the Level 5 Diploma in Education and Training Standard (DET)

"The theories of learning - log 2 opened my eyes to the concepts of why learning can be impacted by the methods of the teacher - we know it can, but this really helped me understand why. Log 5 on assessment made me evaluate my own practice and gaps in my skill set. Log 9 regarding resources made me consider my own creativity and how accessible my own resources are."

Quote from Programme Co-ordinator re the support she received from Jackie Lynch throughout her Level 5 Diploma in Education and Training (DET)

"Jackie is such an effective teacher and communicator. She is passionate about her work and creates enthusiasm even when we are flagging in energy. She was able to respond professionally to my requests for help with compassion, but also kept me on track. She is pragmatic and realistic."

Quote from a Registered Manager who recently completed the Level 5 Diploma in Leadership and Management for Residential Childcare

"Leadership & Management - Many aspects involved in this, I feel it supported me to look at the whole picture and look at each aspect in depth. Underpinning theories behind what we do and why. Opening my thoughts to the whole picture and looking at staff practice more in depth."

Quote from a Registered Manager re the support he received from Jackie Lynch throughout her Level 5 Diploma in Leadership and Management for Residential Childcare

"Jackie Amazing support! Kept faith in ability and knowledge, and kept me going through the long and difficult journey."

Quote from an Area Manager who recently completed Level 5 Diploma in Leadership and Management for Adult Care (England)

"I am really proud to have achieved this. It has been challenging as I have had to do 90% of this in my own time due to work commitments, but ultimately worth this to feel the sense of achievement and support personal and professional development. I have found that it has supported my knowledge in my role with many aspects from legislation to leadership and has supported me to reflect on my management and leadership styles. It has also supported me to reflect on what we are achieving well as an area, what we need to improve on and what I am achieving and need to improve on. Sarah's support and guidance has been amazing and has kept me on track throughout to support completion. I could not have done this without her support.

Sarah has worked above and beyond to support me and I cannot thank her enough for everything. Sarah provided both positive and constructive feedback and had faith in me at times I did not have faith in myself which supported to drive me.

As this was a qualification I had to have for my role I think my thought was on just getting it done as I had to. I do not see myself as academic. I really did not factor in the sense of achievement and the pride I feel after completion and this makes all the hard work worth it."

Growing an Organisation with Integrity and Robust Financial Planning

"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.

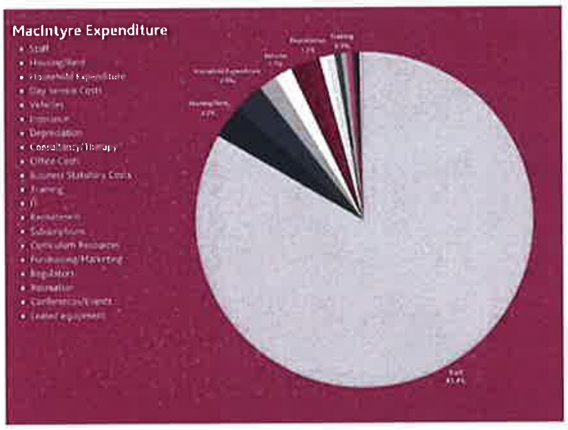
We anticipate a difficult economic environment during the period of this strategy and we are committed to ensure that we offer value for money, operate with financial effectiveness and efficiency. We believe this is best achieved by open and honest consultation with people who draw on support, their families, the workforce, funders and other stakeholders. We are confident that we can achieve robust financial management with sufficient resource to secure future sustainability."

MacIntyre Strategy 2024-29

It is without doubt a difficult funding environment as councils struggle to balance their budgets. We pride ourselves on the positive relationships that we have with the majority of our funds across education, children and adult social care contracts.

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

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



Growth

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

"We will increase the number of young people we support each year from 215 to at least 300 by September 2029. This will be achieved through the retention of existing services alongside the development of children's homes and the expansion of No Limits to new areas. Our core client group will remain young people aged 9 to 25 with severe and moderate learning disabilities and/or autism" CYP growth plan 2024 - 2029.

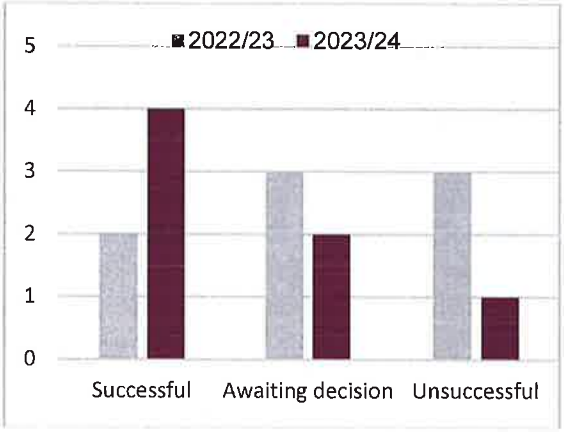
For Adult Social Care, key areas of growth have been identified where we have

- strong relationships with our commissioners, who are also financially stable and committed to providing quality support;
- a good reputation for the quality of the support we can offer
- strong local infrastructure

Operational teams are supported by our Head of Business Development who leads on the development of business plans and the submission of formal tenders.

In MacIntyre Academies, we were delighted with the announcement in early 2024 that we have been awarded two new Schools in Leicestershire and Worcestershire and that they will be operational at the start of the 2027 academic year.

Bid Success



Charitable Income

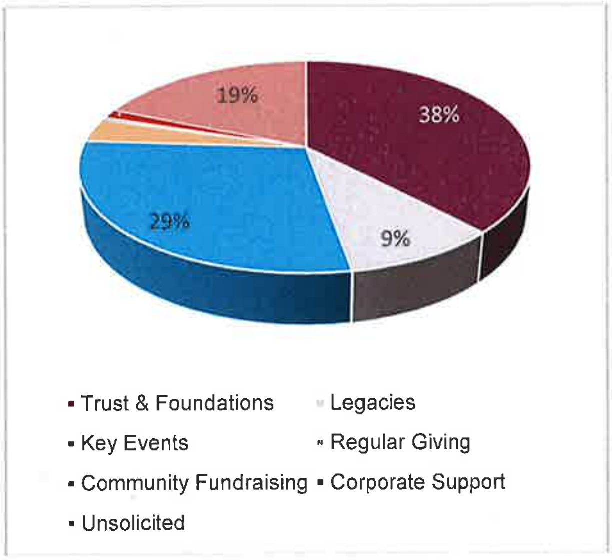
Fundraising enables us to invest in projects that support our strategic objectives and ultimately help us stand out as an innovative not-for-profit education and social care provider.

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

The investment of charitable funds is agreed by our Trustees and accounted for through our accounting cycle, and regular reports on outcomes and expenditure through our governance committees.

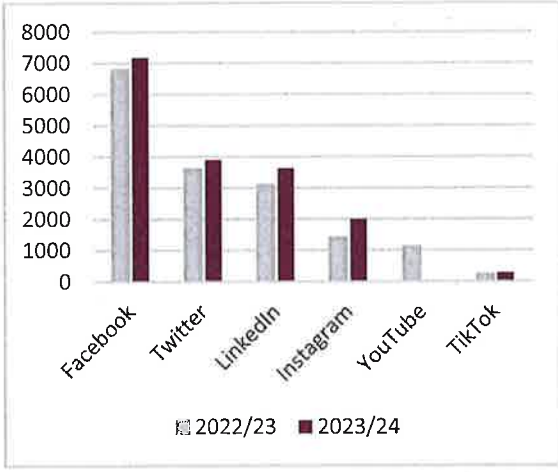
Charitable Income 2023-24



Marketing and Social Media

Social media remains a key tool to reach existing and new audiences. A particular area of focus over the past year has been the development of local Facebook pages in each area where we work, and the development of local 'Brand Champions' to run and manage these pages. This is proving to be a successful approach, with good, regular content being presented in a consistent way which best reflects MacIntyre's approach.

Social Media Followers on MacIntyre's main accounts



Website and Intranet

The MacIntyre website continues to be the 'shop window' for all that MacIntyre can offer. Working with local and specialist support teams we are regularly reviewing and renewing content on the static pages and continue to produce news and blogs items several times a week.

Website Statistics

Following a change in the reporting mechanism for website activity, engagement and bounce rates are based on the six months of April to September 2023 compared with April to September 2024:

- **Engagement** on the website increased by 8.2%
- **Average engagement time** per user: 3 minutes 50 seconds, an increase of 6.83%
- **Page views** increased by 29.06%
- The overall **Bounce Rate** on the MacIntyre website of 29.68%, an increase of 8.11%.

Digital and Technology Solutions

The previous Government set out the aim for 80% of CQC registered providers to have Digital Social Care Records by March 2024, and life-long, joined up health and social care records by March 2025. In response to this MacIntyre have chosen and invested in the **Nourish** digital social care recording system. Implementation of a complex system of this scope and scale is a new challenge and untrodden territory for MacIntyre, calling on collaboration and partnership working across central support teams and operational teams.

While there is a long way to go before we can say that Nourish is embedded and used for all adults drawing on our support, we have reached a point where by the end of July 2024 all adult operational areas (approximately 200 staff across 17 geographical areas) have received introductory training to Nourish devices and to be able to write 'Gold Standard' support plans. They are receiving ongoing support to write these plans, and to use and embed Nourish.

Rota Management
During the year under review, plans have been developed to implement a rota management system for MacIntyre's Adult Social Care sites. This has now been piloted and will be fully implemented in the coming year.

Group Statement of Financial Activities (including Income and Expenditure Account) for the Year Ended 31 March 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	230	486	716	230	20	250
Charitable activities:	2(b)						
Adult Support Services		42,040	-	42,040	38,029	-	38,029
Children and Young People Services		12,526	13,845	26,371	13,368	13,814	27,182
Investments		155	-	155	132	-	132
TOTAL INCOME		54,951	14,331	69,282	51,759	13,834	65,593
EXPENDITURE ON							
Raising Funds	3	62	-	62	56	-	56
Charitable activities:							
Adult Support Services		42,124	160	42,284	39,481	-	39,481
Children and Young People Services		13,292	13,592	26,884	12,468	14,612	27,080
TOTAL EXPENDITURE	3	55,478	13,752	69,230	52,005	14,612	66,617
NET EXPENDITURE/INCOME FOR THE YEAR		(527)	579	52	(246)	(778)	(1,024)
Transfers between funds		326	(326)	-	121	(121)	-
Other recognised gains and losses							
Actuarial (Loss/Gain) on Defined Benefit pension schemes		-	398	398	-	6,402	6,402
		(201)	651	450	(125)	5,503	5,378
Reconciliation of funds	11	22,870	22,026	44,896	22,995	16,523	39,518
TOTAL FUNDS CARRIED FORWARD		22,669	22,677	45,346	22,870	22,026	44,896

The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

Consolidated Group and Charity Balance Sheets for the Year Ended 31 March 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
FIXED ASSETS					
Tangible Assets	6	31,537	31,876	13,557	13,665
NET CURRENT ASSETS					
Stocks	8	16	7	16	7
Debtors	9	12,046	12,996	9,647	11,404
Cash at bank and in hand	14	7,354	5,733	5,249	3,536
		19,416	18,736	14,912	14,947
CREDITORS:					
Within one year	10	(5,607)	(5,321)	(4,723)	(4,677)
NET CURRENT ASSETS		13,809	13,415	10,189	10,270
TOTAL ASSETS LESS CURRENT LIABILITIES		45,346	45,291	23,746	23,935
Defined benefit pension scheme liability	12	-	(395)	-	-
		45,346	44,896	23,746	23,935
Restricted Funds	11	22,677	22,026	849	786
Unrestricted funds					
Designated Funds	11	19,048	19,204	19,048	19,204
General Funds	11	3,621	3,666	3,849	3,945
TOTAL FUNDS		45,346	44,896	23,746	23,935

The charitable company's deficit for the year is £201k (2023: £226k).

Approved on behalf of the board:

Neil Macmillan
Trustee

Rachel Taylor
Trustee

Company Number: 00894054

Date: 5th December 2024

Group Statement of Cash Flows for the Year Ended 31 March 2024

	2024 £'000	2023 £'000
Cash flows from operating activities	2,381	(4,479)
Cash flows from investing activities	(760)	(1,398)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	1,621	(5,877)
Cash and cash equivalents at 1 April	5,733	11,610
Cash and cash equivalents at 31 March	7,354	5,733
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	52	(1,024)
Adjusted for:		
Investment Income	(155)	(132)
Depreciation of tangible fixed assets	1,256	1,393
Defined benefit expense	80	1,152
Decrease/(Increase) in debtors	951	(5,389)
Increase/(Decrease) in creditors	206	(488)
(Increase)/Decrease in stock	(9)	9
Net cash provided by/(used in) operating activities	2,381	(4,479)
Cash flow from investing activities		
Interest received	155	132
Purchase of tangible fixed assets	(915)	(1,530)
Net cash inflow/(outflow) from investing activities	(760)	(1,398)
Analysis of cash and cash equivalents		
Cash at bank and in hand	7,354	5,733

Accounting Policies

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The private company is a public benefit entity for the purposes of FRS 102 and a registered charity (charity number 250840) established as a company limited by guarantee (company number 00894054) and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011. The company was incorporated in the England and Wales with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR.

Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting data of the financial statement of MacIntyre Academies is 31 August as it is required by its Funding Agreement with the Secretary of State.

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charitable company has not been presented as part of these financial statements.

Going concern

The Trustees have assessed whether the use of going concern is an appropriate underlying basis for accounting. They have considered possible events or conditions that might cast significant doubt on the ability of MacIntyre Care to continue as a going concern. The Trustees have made this assessment for a period of one year from the date of the approval of these financial statements. In particular, the Trustees have considered MacIntyre Care's forecasts and projections and have taken account of the key risks that the organisation faces. After making enquiries, the Trustees have concluded that there is a reasonable expectation that MacIntyre Care has adequate resources to continue in operational existence for the foreseeable future. MacIntyre Care therefore continues to adopt the going concern basis in preparing its financial statements.

Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Fee income is recognised in the period in which services are provided and the related fee income is receivable. Fees received in advance of care services provided are held within deferred income until the period to which they relate.

Donations and grants, including grants in respect of major items of refurbishment, improvements or the purchase of fixed assets and government grants, are recognised in the Statement of Financial Activities when receivable. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met.

Resources expended

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Charitable activities include expenditure associated with running the registered care and nursing homes.

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2024:

76% of costs were allocated to Adult Support Services (2023: 76%) and
24% of costs were allocated to Children and Young People Services (2023: 24%).

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fixed Assets

Equipment and furnishings are capitalised at inception of a service and depreciated in accordance with the rates below. The cost of replacements is written off during the period the expenditure is incurred. All fixed assets are initially recorded at cost.

Donated fixed assets are initially recognised at fair value. The gain is recognised as income from donations and a corresponding amount included in the appropriate fixed asset category as the cost of addition, and depreciated over the useful economic life in accordance with the depreciation policies below.

Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off each asset evenly over its expected useful life as follows:

Freehold land and buildings	-	2% per annum
Long term Leasehold	-	period of the lease or 2% per annum if lease longer than 50 years
Short term Leasehold	-	period of the lease
Equipment and furnishings	-	15 to 33% per annum

The carrying values of tangible fixed assets are reviewed for impairment each year if events or changes in circumstances indicate the carrying value may not be recoverable

Freehold land and buildings

Freehold land and buildings are stated at their deemed cost being the valuation at the date of transition to FRS 102. The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any impairment losses. The company has adopted the transition exemption under FRS 102 paragraph 35.10(d) and has elected to use the previous revaluation as deemed cost.

Stocks

Stocks are stated at the lower of cost and net realisable value. Costs include all costs incurred to bring the goods to their present location and condition at the Balance Sheet date. Net realisable value represents anticipated selling price less any further costs expected to be incurred to disposal.

Leasing and hire purchase contracts

Rentals on operating leases are charged to revenue on a straight line basis.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments. Financial Instruments are recognised in the charitable company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exception of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits

Pensions

The company operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to revenue as they fall due. The company has no potential liability other than for the payment of those contributions.

Pension benefits to employees of the subsidiary are provided by the Teachers Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the employer in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 1, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period in which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the employer in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Fund accounting

General unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are also unrestricted funds but have been designated by the Trustees for a particular purpose. They include the net book value of tangible fixed assets used by the charitable company in its operational activities.

Restricted fund are funds which are to be used in accordance with specific restrictions imposed on donors or which have been raised by the charity for particular purposes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Trustees to have most significant effect on amounts recognised in the financial statements.

Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2024. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

Fees represent amounts invoiced to local authorities, individuals and other funding agencies in respect of the provision of care and support services.

Income is all attributable to the continuing activities of the charity, in accordance with its objects.

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £716k (2023: £250k) of which £230k was unrestricted (2023: £230k) and £486k was restricted funds (2023: £20k).

(b) Grants received during the year which are included within charitable activities are as follows:

	Charity	
	2024	**2023**
	£'000	£'000
Donations made in memorial	-	5
Warrington Borough Council (DSCR)	32	21
Fund Raising by Services	-	17
Hertfordshire County Council (User Voice)	10	-
Sport England	6	-
Warrington Learning Centre	-	38
Total Grants Received	48	81

	Subsidiary	
	2024	**2023**
	£'000	£'000
ESFA grants	3,299	3,352
Local authority grants	10,435	9,150
Total Government Grants Received	13,734	12,502

3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2024 Total	2023 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	38,548	-	544	3,131	42,223	39,481
Children & Young People Services	12,174	13,592	172	1,007	26,945	27,080
Fundraising Costs	-	-	-	62	62	56
	50,722	13,592	716	4,200	69,230	66,617

3. (b) Analysis of Support Costs

	Adult Services	Children and Young People Services	2024 Total	2023 Total
	£'000	£'000	£'000	£'000
Support Costs:				
Training	317	100	417	262
IT	266	83	349	384
Standards & Excellence	434	137	571	234
Management & Administration	1,072	338	1,410	1,615
Finance & HR	1,104	349	1,453	1,611
	3,193	1,007	4,200	4,106

3. (c) Surplus is stated after charging

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Depreciation	1,257	1,392	535	686
Operating Leases				
• Equipment & Vehicles	159	474	159	474
• Buildings	453	510	453	510
Audit remuneration				
• For statutory audit of the financial statements	68	60	48	45
• For non-audit services	18	8	5	-

4. EMPLOYEES

The average monthly number of employees during the year was as follows:

	Group		Charity	
	2024	2023	2024	2023
	No.	No.	No.	No.
Adult Support Services	1,175	1,180	1,175	1,180
Children and Young People Services	563	651	365	400
Management and Administration	285	247	249	208
	2,023	2,078	1,789	1,788

Staff costs during the year amounted to:	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Wages and Salaries	45,266	40,418	37,655	34,128
Social Security Costs	3,883	3,382	3,230	2,777
Other Pension Costs	2,149	2,955	872	803
	51,298	46,754	41,757	37,708
Agency Staff Costs	4,757	5,705	4,051	4,652
	56,056	52,459	45,808	42,360

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £31,976 (2023: £29,484).

Employee emoluments

Employees receiving emoluments (including benefits in kind) in excess of £60,000 were as follows:-

	Group 2024 No.	Group 2023 No.	Charity 2024 No.	Charity 2023 No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	4	2	1	1
£80,001 - £90,000	4	4	3	2
£70,001 - £80,000	3	3	0	1
£60,000 - £70,000	8	3	2	2

The total employer's pension contributions for the above higher paid employees during the financial year was £222k (2023: £137k) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £287,261 (2023: £449,000).

5. TRUSTEES' EMOLUMENTS

None of the Trustees or any person connected to them received any remuneration or reimbursement for expenses in the current or prior year.

6. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Motor Vehicles £'000	Total £'000 £'000
Cost:						
At 1 April 2023	18,829	19,282	672	9,119	21	47,923
Additions	18	246				915
At 31 March 2024	18,846	20,176	672	9,126	21	48,842
Depreciation:						
At 1 April 2023	(5,881)	(2,288)	(672)	(7,193)	(13)	(16,047)
Charge for the year	(266)	(438)	-	(549)	(4)	(1,257)
At 31 March 2024	(6,147)	(2,726)	(672)	(7,742)	(17)	(17,304)
Net Book value:						
At 31 March 2023	12,948	16,994	-	1,926	8	31,876
At 1 March 2024	12,699	17,450	-	1,384	4	31,537

The net book value of the assets of MacIntyre Academies included in the table above are made up as follows:

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	Total £'000
Net Book value as at 1 April 2023	17,545	8	661	18,214
Additions in the year	246	-	244	490
Depreciation charged in year	(428)	(4)	(288)	(720)
Net Book value as at 31 March 2024	17,363	4	617	17,984

7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowhill, Milton Keynes, MK5 8FR. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2024 is as follows:

	Restricted Funds £'000	**Total 2024 £'000**	**Total 2023 £'000**
Income	13,845	13,845	13,814
Expenditure	13,592	13,592	(14,621)
Net income	253	253	(807)
Actuarial losses on defined benefit pension schemes	398	398	6,402
Net movement in funds	651	651	5,595

Balance Sheet	Restricted Funds £'000	**Total 2024 £'000**	**Total 2023 £'000**
Fixed Assets	17,980	17,980	18,211
Current Assets	4,503	4,503	3,789
Current Liabilities	(884)	(884)	1,030
Defined benefit pension scheme liability	(398)	(398)	(6,402)
Net movement in funds	13,244	13,244	16,628
Restricted funds	13,244	13,244	13,814
Fixed asset funds	17,980	17,980	17,545
Pension reserve	-	-	(6,402)
Total Funds	31,224	31,224	**24,957**

8. STOCKS

	Group		**Charity**	
	2024 £'000	**2023** £'000	**2024** £'000	**2023** £'000
Stocks	16	7	16	7

9. DEBTORS

	Group		**Charity**	
	2024 £'000	**2023** £'000	**2024** £'000	**2023** £'000
Trade Debtors	9,627	9,871	8,205	9,544
VAT Recoverable	115	167	-	-
Other Debtors	7	7	-	5
Prepayments	1,043	895	923	777
Accrued Income	1,254	2,057	519	1,078
	12,046	12,997	9,647	11,404

A bad debt provision of £438k (2023: £46k) is included within the trade debtors above.

10. CREDITORS: amounts falling due within one year

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Trade Creditors	1,103	643	991	511
Other taxes and social security	807	700	658	563
Fees in advance – deferred income	928	901	692	774
Other creditors	416	436	253	289
Accruals	2,353	2,641	2,129	2,540
	5,607	5,321	4,723	4,677

In respect of deferred income:	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Deferred income brought forward	901	1,022	774	1,022
Released from prior year	(901)	(1,022)	(774)	(1,022)
Deferred in current year	927	901	692	774
Deferred income carried forward	927	901	692	774

Deferred income relates to fees received in advance of care services being provided.

11. RECONCILIATION OF MOVEMENT ON RESERVES

Designated funds have been set aside out of unrestricted funds by the Trustees for specific purposes.

a) Fixed Asset Designation – this fund represents fixed assets invested in buildings and equipment in which we provide services.

b) Specific Projects – including research and development within the sector

Restricted funds represent the balance of funds donated for specific purposes which are being utilised by the charitable company in accordance with the donors' specific requests.

	Unrestricted			Restricted		
	General Funds £'000	Designated Funds £'000	Fixed asset Funds £'000	Restricted Funds £'000	Pension Fund £'000	Total Funds £'000
At 31 March 2023	3,666	19,204	18,211	4,210	(395)	44,896
Net Incoming Resources	(45)	(156)	(231)	487	395	450
At 31 March 2024	3,621	19,048	17,980	4,697	-	45,346

Purposes of Restricted Funds

The restricted funds balance includes the restricted pension fund provision relating to MacIntyre Academies. This balance, included in restricted funds above is £0k at 31 March 2024 (2023: £395k).

The balance of the restricted funds at 31 March 2024 of £894k (2023: £786k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £12.7m (2023: £12.9m) of freehold property used by the charity for the provision of services.

The Trustees have agreed a policy on the use of non-specific donated funds: they will be designated for charitable benefits, over and above the core running costs of the charity. Over the next 2 years this will include:

No Limits and Transforming Care

We plan to invest £150k in a Transforming Care leader over the next 12 months with an ongoing cost of £100k per annum for a further two years, totalling £350k.

Developing Practice

We will retain the leadership team associated with the dementia project as we extend this work to a more general health focus. We will continue to invest in the lead coaches supporting our PBS work and invest in a similar methodology to step up our workforce knowledge and skills in the area of Autism. The proposal is to invest £1.1m in developing practice over the next three years.

Technology

The Digital committee will enable management and interested Trustees to work collaboratively to develop a digital and technology strategy to be brought to the Board for approval and implementation. The strategy has moved forward to commission and implement a care management system (Nourish) and a staff rota system (Planday) which are at the early stages of implementation and we will continue to invest in these projects over the next three years with an expected project investment of £300k.

12. PENSIONS

a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and Teachers Pension Funds (TPS). The total pension cost for the charitable company during the year relating to this scheme was £826k (2023 £803k).

b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.

c. Under the TPS Agreement, employer contribution rates were 23.68% during the year, increasing to 28.68% from 1 April 2024, with employee rates varying between 7.4% and 11.7%.

d. The pension charge for the year includes contributions payable to the TPS of £146k (2023: £536k). At the year-end £13,922k (2023: £8,080) was accrued in respect of contributions to this scheme.

e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.

f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2024.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made in the year ended 31 March 2024 was £794k (2023: £806k), of which employer's contributions totalled £584k (2023: £605k) and employee's contributions totalled £210k (2023: £201k). The agreed contribution rates for future years are 19.5% (Oxfordshire) and 16% (Warwickshire) for employers, and employee rates are set by the LGPS Regulations, average being 6.6% (Oxfordshire) and 6.3% (Warwickshire).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy closure, outstanding Local Government Pension Scheme Liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, The Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK

Principal Actuarial Assumptions	**At 31 March 2024**	**At 31 March 2023**
Rate of increase in salaries – Oxford	**2.75%**	**2.95%**
Rate of increase in salaries - Warwickshire	**3.75%**	**3.95%**
Rate of increase for pensions in payment/inflation	**2.75%**	**2.95%**
Discount rate for scheme liabilities	**4.85%**	**4.75%**

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement are 65:

	At 31 March 2024	**At 31 August 2023**
Retiring today:		
Oxfordshire		
Males	21.9	22.0
Females	24.5	24.7
Warwickshire		
Males	21.8	21.5
Females	18.9	19.1
Retiring in 20 years:		
Oxfordshire		
Males	21.9	22.1
Females	25.7	25.9
Warwickshire		
Males	21.3	21.5
Females	25.4	25.6

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below, showing the approximate monetary increase to the defined obligation given the following changes in assumptions:

Change in assumptions	£'000	£'000
Discount rate -0.5%	1,135	1,050
Long term salary +0.5%	20	35
Pension increase +0.5%	1,140	1,030

MacIntyre Academies' share of the assets in the scheme were:

	Expected Fair value At 31 March 2024	**Fair value At 31 August 2023**
	£'000	£'000
Equity instruments	5,735	4,156
Debt instruments	1,413	1,432
Property	676	845
Cash	267	131
Total market value of assets	**8,091**	**6,565**

The actual return on scheme assets was £638k.

Amount recognised in the Statement of Financial Activities:

	2024	2023
	£'000	£'000
Current service cost	640	1,565
Interest cost	18	168
Total amount recognised in the SOFA	**658**	**1,733**

Changes in the fair value of defined benefit obligations were as follows:

	2024	2023
	£'000	£'000
At 1 April	6,960	10,987
Current service cost	640	1,565
Benefit paid	(22)	(18)
Interest cost	350	326
Employee contribution	216	210
Actuarial loss/(gain)	(485)	(6,110)
At 31 March	**7,659**	**6,960**

Changes in the fair value of MacIntyre Academies share of scheme assets:

	2024	2023
	£'000	£'000
At 1 September	6,565	5,339
Interest income	332	158
Employee contributions	216	210
Benefits paid	(22)	(18)
Employer contributions	655	584
Actuarial gain/(loss)	345	292
At 31 March	**8,091**	**6,565**

Net Changes in MacIntyre Academies LGPS liability:

	2024	2023
	£'000	£'000
Opening liability	395	5,648
Service Cost	640	1,565
Interest	18	168
Employer contributions	(655)	(584)
Actuarial gain	(830)	(6,402)
Closing (asset)/liability	**(432)**	**395**
Asset restriction	**432**	-
Closing (asset)/liability on the Balance Sheet	-	**395**

The LGPS surplus at the balance sheet date has been restricted to £nil as it is not considered likely that the trust is able to recover the surplus through reduced contributions in the future or through refunds from the plan.

	2024	2023
	£'000	£'000
Actuarial gain	830	6,402
Asset restriction	(432)	-
Total actuarial gain recognised	**398**	**6,402**

13. OPERATING LEASES

The group has the following commitments under the non-cancellable operating leases at 31 March.

	2024		2023	
	Land & Buildings	Other	Land & Buildings	Other
Operating Leases Expiring:	£'000	£'000	£'000	£'000
Within 1 Year	329	12	329	12
Within 2 to 5 Years	-	65	-	46

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

		Group			Charity	
	2024	Change in Year	2023	2024	Change in Year	2023
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	7,354	1,621	5,733	5,249	1,713	3,536
	7,354	1,621	5,733	5,249	1,713	3,536

15. RELATED PARTY TRANSACTIONS

There have been no related party transactions in the reporting period that require disclosure under FRS 102.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances as at 31 March 2024 are represented by:

	Unrestricted			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	13,567	17,970	31,537
Net Current Assets	3,621	5,481	4,707	13,809
Long Term Liabilities	-	-	-	-
Total Net Assets	3,621	19,048	22,677	45,346

17. CAPITAL COMMITMENTS

At the date of the balance sheet there were no capital commitments.

Independent Auditor's report to the members of MacIntyre Care

Opinion

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 5 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Independent Auditor's report to the members of MacIntyre Care

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's group members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

18 December 2024

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

MACINTYRE CARE

England & Wales - Charity number 250840

Accounts

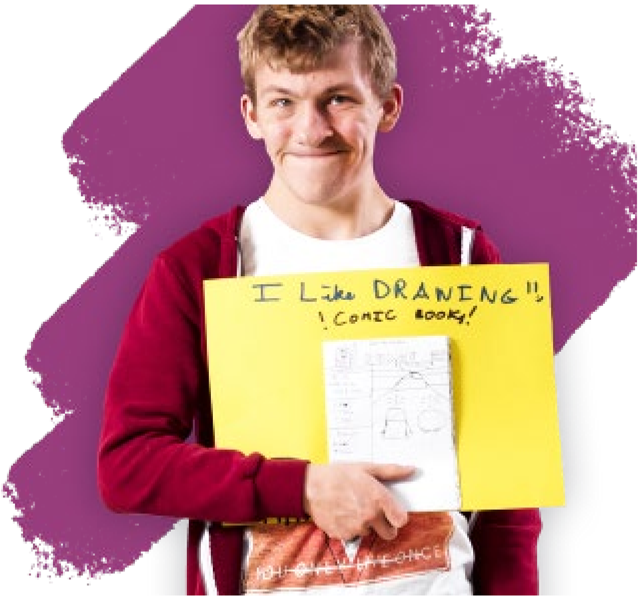
MacIntyre
Providing support...your way

MacIntyre Care

Report and Financial Statements
Year Ended 31 March 2023

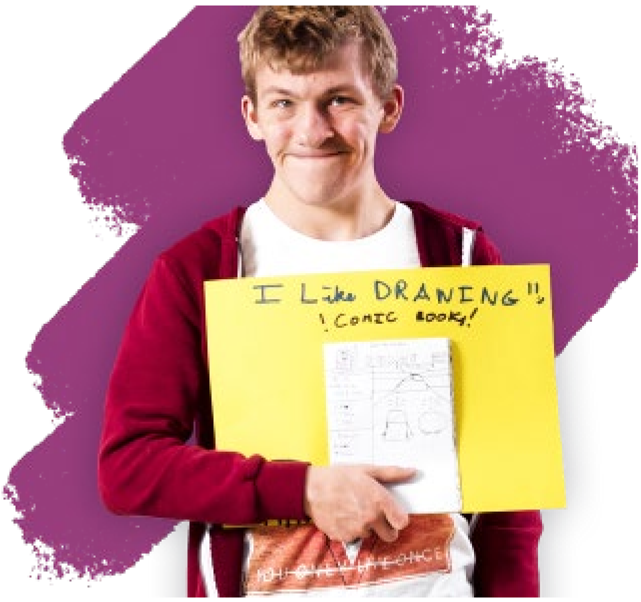
Registered Charity 250840

Company Registration Number 894054 (England and Wales)



MacIntyre
Providing support...your way

Contents



Legal & Administrative Details

Trustees

Each Trustee listed served for the whole of the year ended 31st March 2023. Dr Dragana Josifova stepped down as a Trustee after the year end, on 28th August 2023.

MacIntyre Care Director Team

Sarah Burslem
Chief Executive
sarah.burslem@macintyrecharity.org

Claire Toombs
Chief Operating Officer, Finance Director and Company Secretary
claire.toombs@macintyrecharity.org

Seb Moh
Quality & People Director
seb.moh@macintyrecharity.org

Laura Selby
Adult Services Director
laura.selby@macintyrecharity.org

Andrea Parr
Adult Services Director
andrea.parr@macintyrecharity.org

Kevin Rodger
Group Director of Education and Children's Services
kevin.rodger@macintyreacademies.org

During the year our former Workforce Director, Helen Bass, left MacIntyre Care. Seb Moh, who was formerly Adult Services Director for the South, assumed a new role as Director of Quality and People and Andrea Parr was appointed as Adult Services Director for the South. All other members of the MacIntyre Care Director team listed above served for the whole of the year ended 31st March 2023.

Board Committees at 31st March 2023

Finance
(incorporating audit, risk, compliance and property)
Rosemary Hart
Duncan Strachan
Rachel Taylor *

Digital
(incorporating technology and cyber security)
Adam Goldstein
Martin Zahra *

Education
(including children's services)
Adam Goldstein *
Dragana Josifova
Neil Macmillan
Pam Meek

Governance
(incorporating nominations)
John Berriman
Ranjit Bhose
Rosemary Hart *
Rachel Taylor
Martin Zahra

Quality & Safeguarding
(including health and safety)
Rosemary Hart
Dragana Josifova
Pam Meek *
Ranjit Bhose

Remuneration & Wellbeing
(including retention, equality, engagement and development)
Ruth Smyth *
Duncan Strachan
Nikki Williams-Ellis MBE

* denotes committee chairs

The Trustees listed served on the Board committees for the whole of the year ended 31st March 2023. Faisal Uddin, formerly a co-opted member of the Digital committee, stepped down from the committee on 30th April 2022.

MacIntyre Academies Trustees
Sarah Burslem (representing MacIntyre)
Tony Greenwood MBE
Amy Patel
Neil Macmillan (Chair)
Charlotte May (Vice Chair) Resigned 17th February 2023
Martin Zahra

Principal and Registered Office
Seebeck House
1 Seebeck Place
Knowlhill
Milton Keynes
Buckinghamshire MK5 8FR
Telephone: 01908 230100
Website: www.macintyrecharity.org

The registered office changed on 7th March 2023 to Seebeck House following the move from 602 South Seventh Street Central Milton Keynes Buckinghamshire MK9 2JA

Company Registration No: 00894054 (England and Wales)
Registered Charity No: 250840

Advisors to the Charity

Auditors

Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

Bankers

HSBC Bank plc, Level 6, Metropolitan House, CBX3, 321 Aylesbury Boulevard, Milton Keynes, MK9 2GA

Solicitors

Blake Morgan LLP, Seacourt Tower, West Way, Oxford, OX2 0FB

Anthony Collins LLP, 134 Edmund Street, Birmingham, B3 2ES

Strategic Report

I am delighted to provide this Strategic report for the year ended 31st March 2023 in my role as Chair of MacIntyre Care. The accompanying Impact report of our Chief Executive (CEO) provides an insight into the strategic choices we have made and the actions and outcomes that underpin them and crucially the impact we have made in the year. The Trustees' report which follows provides a comprehensive explanation of how we undertake our governance responsibilities in MacIntyre Care. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.

An Historical Perspective
We have been providing education, care and support services to children and adults since the late 1960s. We are relatively unusual amongst our peer group for providing a full range of services across the age groups, from children to adults and the elderly.

We started with one small Independent Special School in Westoning, Bedfordshire. At the time of its opening, MacIntyre Care stated that "it was expected that the children will be with us for their lifetimes, for our purpose is to provide not only special education to the extent of each child's capability, but occupational training and employment in adulthood". So, the concept of children's education and care and adult care, training and employment have been core central tenets of MacIntyre Care from day one and remain to this day.

We are however sadly not able to guarantee lifetime care as that is in the hands of commissioning authorities. But we can and indeed do our very best to deliver the highest quality education, care and support and seek to persuade those who commission us that we should be and continue to be a trusted service provider.

In the case of the late Richard Burrows, his commissioning authority continued to ensure that he could enjoy a lifetime of education, care and support at MacIntyre. Richard was one of the first two students across the threshold when we first opened. We supported him in Westoning, both as a child at the school and later as young adult, before he moved to Milton Keynes. Latterly he lived at Crosby Close in St Albans. Very sadly Richard died in February 2023 having led a long and fulfilling life, spending over 50 years with MacIntyre. I knew Richard well and for many years he shared a house with my brother, James. Richard leaves an indelible mark on MacIntyre and on all those who supported him and counted him as a friend.

Strategy and Purpose
We seek regular external advice in formulating our strategic direction. Annually the Board and Directors are briefed by Cordis Bright, an organisation which provides research, evaluation and consultancy aimed at improving public services. The most recent comprehensive update received from Cordis Bright covered the 2022 Autumn Statement and the funding of social care, workforce pressures, the Health and Social Care Act, restructuring of the NHS, White papers on social care reform and integration and regulation of social care.

Our strategy, which is reviewed regularly and widely communicated across MacIntyre Care, is styled "we are proud of our past and ambitious for our future". Our vision is for all people with a learning disability to live a life that makes sense to them. Our mission is to 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 values are shaped by the visionary belief of our founder of the learning potential of people with learning disabilities, their value as individuals, their right to equality and their importance to society. We define our values in the MacIntyre Care DNA which we regularly review to ensure that it remains relevant and is expressed in an accessible and meaningful way for all.

During the year we updated our purpose statement to better reflect the wishes of people who draw on our support and to align our thinking with the Social Care Future Movement. Our statement reads: “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.” We achieve this by making a positive contribution to the lives of children and adults with a learning disability and /or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships. We strive to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

Collaboration

We have for many years made the case alongside membership organisations such as the Voluntary Organisations Disability Group (VODG), ARC and Learning Disability England (LDE) for significant government investment in the social care sector. Disappointingly funding for children and adults with learning disabilities remains inadequate and local authorities continue to face significant funding pressures. In a number of cases we have found it necessary to withdrew from service provision as the funding offer made has been wholly uneconomic. We are not alone in taking this action. It is always as a last resort but we cannot jeopardise the ongoing quality and stability for people drawing on our support or the financial wellbeing of the charity.

It is clear that there remains a significant appetite for the range of innovative specialist services that we provide and, more importantly, the way in which we provide them - the MacIntyre Care way. We continue to focus on whether, and if so how, to share resources or collaborate with other charities in the sectors in which we operate. We only choose to enter new collaboration arrangements with those with whom we share common values or where we can make an incremental difference by working together, or as a means of making sure that we can bring the MacIntyre Care way to a wider range of people who can draw on our support.

We have aligned ourselves with and are a leading force in #SocialCareFuture, a movement for social change. Its vision is that everyone should have the support, resources and opportunities 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 the things that matter to us. To achieve this, we believe that social care needs to be reimagined, reorganised and resourced differently. We are presently working collaboratively with five other like-minded charitable organisations, collectively styled as *More Than a Provider*. This collaborative work arose as a result of us collectively wishing to get across a unified message to politicians, civil servants and think tanks about the vital importance of the reform of social care and the unique role of third sector providers.

Our Recruitment Revolution

Strategically it remains vital that we continue to raise awareness of the opportunities within MacIntyre Care and change attitudes of people toward working in our sector. Our future pipeline needs to include significant numbers of people who are not currently working in our sector. Our recruitment investment plans are designed to ensure that MacIntyre Care is well connected in all geographical communities and neighbourhoods where we work. This connectivity is designed to raise our profile and enable us to attract new pools of local candidates.

The recruitment revolution we launched in the previous year is going well with fresh thinking, new activities and MacIntyre people prepared to challenge the status quo. It is an organisation-wide challenge and we have encouraged each person who works with us, including Trustees, to act as an ambassador for MacIntyre Care and to recognise that every action we undertake has a potential recruitment impact.

Our investment in Community Connectors is designed to connect with local people and to facilitate a match in terms of interests, skills and talents with new recruits and people who draw on our support. Outcomes from this work have already demonstrated that the benefits are wider than just recruitment with potential for influencing our evolving co-production, supporting our fundraising and business development activity and expanding work experience opportunities for people who draw on our support.

Governance
The Board of Trustees has the ultimate responsibility for governing MacIntyre Care and directing how it is managed and run. The accompanying Trustee report explains how we have discharged our responsibilities in the year. We have enjoyed remarkable stability at the Board for several years. Since the year end Dr Dragana Josifova has stepped down as a Trustee having served for more than seven years. She has provided invaluable advice, guidance and support to MacIntyre, in particular during the *Covid-19* pandemic, for which we are all most grateful. Nikki Williams-Ellis has indicated that she too will step down as a Trustee at the end of the 2023 calendar year. We are therefore currently focussed on finding new Trustees to ensure we retain the richness and diversity of skills at the Board that we need.

Our People
Our people are our lifeblood and their commitment is truly inspirational. Last year I highlighted in the strategic report the exceptional leadership of Sarah Burslem, our Chief Executive. This year I would like to recognise the outstanding contribution that Nikki Williams-Ellis has made to MacIntyre and to thank her.

Nikki, Duncan Strachan and I, all current Trustees, each joined MacIntyre in governance roles just under 40 years ago as the next generation of family member involvement. We each had a sibling in the care of MacIntyre. Nikki, a property expert, later chaired and developed the then newly created MacIntyre Housing Association from its formation in 1993 until its transfer to Aragon Housing Association in 1998. Nikki has advised management and the MacIntyre Care Board on a myriad of property and other matters, from the routine to the complex. She chaired our former property committee and more recently has been a valued member of our People and Wellbeing Board committee, always pushing for our people to be recognised and rewarded as best as our finances permitted. She has also been a strong advocate for MacIntyre to assess how best how we can best provide high quality end of life care support, as those who draw on our support grow older and in many cases frailer.

Nikki has been a fearless and deeply committed Trustee, a true friend, and has given countless amounts of her time and advice over the decades. She symbolises all that is great about the governance culture we have fostered in MacIntyre. She leaves with our great thanks and there will be a big void when she steps down.

Five year trend summary of finances

(expressed in £m to the nearest million)

	2023 £'m	2022 £'m	2021 £'m	2020 £'m	2019 £'m
Group Net Income Summary					
Income					
MacIntyre Care					
Adult Services Charitable Activities [1]	38	40	43	41	38
Children's Services Charitable Activities	13	12	11	10	11
Donations and Legacies [2]	1	1	-	-	2
MacIntyre Academies					
Children's Services Charitable Activities [3]	14	13	11	10	8
Fixed Asset Donations [4]	-	-	2	8	-
Total Income in the year	66	66	67	69	59
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(40)	(39)	(42)	(42)	(38)
MacIntyre Care Children's Services	(12)	(13)	(11)	(11)	(11)
MacIntyre Academies Children's Services [3]	(15)	(14)	(12)	(10)	(8)
Net Income for the year	(1)	-	2	6	2
Group Balance Sheet Summary					
Fixed Assets [4]	32	32	32	30	22
Cash and Equivalents	6	12	11	8	10
Other Net Assets	7	1	1	2	2
Defined Pension Scheme Liability [5]	-	(5)	(5)	(2)	(2)
Net Assets	45	40	39	38	32
Restricted Funds	22	17	17	17	9
Designated Funds	19	19	19	19	20
General Funds	4	4	3	2	2
Total Funds	45	40	39	38	32
Summary of Group Cash Flows					
Operating Activities	(5)	2	4	(1)	3
Investing Activities	(1)	(1)	(1)	(1)	(1)
Change in Cash and Cash Equivalents	(6)	1	3	2	2

[1] We currently contract in MacIntyre Care with 99 people who manage their own budget, 55 Local Authorities, 13 Clinical Commissioning Groups (CCGs) and 5 college partners.

[2] Donations and legacies include £6m over the last seven years from the estate of a parent of a lady whom we supported over several decades. These donations are being used to support our wider charitable activities. We are most grateful to all our donors for their generosity.

[3] All the activities of MacIntyre Academies are classified as being restricted for the purposes of the group accounts. Funds shown as either designated or general are unrestricted in nature.

[4] The fixed asset donations to MacIntyre Academies were represented by the gifts of school buildings at our Quest and Venture Academies in 2019/2020 and 2020/2021 respectively.

[5] The defined pension scheme liability relates to employees of MacIntyre Academies who belong to two principal multi-employer defined benefit schemes, being the Teachers' Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff.

Finances

The MacIntyre Care group had total incoming resources of £66m in 2023, which compares to £67m in the previous year. Generating sustainable growth has always been so important to retaining a sense of forward momentum in MacIntyre and we operate on fine margins. The five year trend analysis shows how we have carefully managed our growth in MacIntyre Care and sought to build strongly our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades. This growth has more recently been against the huge headwinds of *Covid-19,* overhead and energy cost inflation, rising national minimum wage levels, local authorities reining in their budgets and in some cases us transferring out uneconomic service contracts.

MacIntyre Academies grew 11% (12% in the previous year), with total incoming resources of £13.8m in 2023 compared to £12.8m in 2022. The group generated an unrestricted fund loss in the year of £0.2m (£0.9m in the previous year). MacIntyre Care generated a small deficit in the year of £0.2m (£0.4m surplus in the previous year) and utilised charitable funds of £0.1m in the year (£0.3m in the previous year). The MacIntyre Academies Trust made a deficit of £0.8m following actuarial adjustments to the defined benefit pension scheme as a result in changes in actuarial assumptions introduced in the year.

Our ongoing principal day to day financial challenges in MacIntyre Care are the minimisation of agency costs and empty place costs and the negotiation of fair and reasonable fee increases from commissioning bodies. It was disappointing that agency spend ran at substantially higher levels than in the previous year. Minimising agency spend remains an ongoing priority but is one that is a huge challenge in the context of staff shortages. In MacIntyre Care our main financial challenge is to ensure that we sustain levels of fees which enable us to deliver outstanding education and maintain buildings, facilities, and equipment.

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 6% (6% in 2022) and remains in the best quartile compared to the charitable sector as a whole.

The level of overall reserves in MacIntyre Care has built up prudently over the decades and today we have unrestricted general reserves of £3.6m (£3.7m in 2022). We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £44.9m (£39.5m in 2022), and a healthy level of liquid funds. We continue to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements.

Conclusion

On behalf of those whom we support, I would like to thank our staff, Directors, volunteers, Trustees and advisers for their personal contribution and for providing the environment in which our group can continue to flourish.

Approved on behalf of the Board:

John Berriman
Chair of MacIntyre Care
Date: 15th December 2023

Trustees Report

As Chairman of the Board of the MacIntyre Care Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31st March 2023.

About MacIntyre Care

The MacIntyre Care group comprises two charities, MacIntyre Care and MacIntyre Academies Trust. MacIntyre Care was established in December 1966 as a company limited by guarantee. It is a registered charity governed by its Articles of Association, as amended by special resolution in September 2002. It is a Corporate Member and sponsor of MacIntyre Academies Trust, a multi-academy trust and a company limited by guarantee, which was formed in 2012.

MacIntyre Care is a sector-leading national charity employing some 1,780 people providing learning, support, education and care to over 1,470 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust (“MacIntyre Academies”) employs some 250 people and provides education to over 280 children with special educational needs.

Trustees’ Responsibilities

The Trustees are legally Directors of MacIntyre Care and so are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires us as Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of MacIntyre Care and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Trustees are also responsible for safeguarding MacIntyre Care’s assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- MacIntyre Care is operating efficiently and effectively
- all assets are safeguarded against unauthorised use or disposition and are properly applied
- proper records are maintained and financial information used within MacIntyre Care, or for publication, is reliable; and
- MacIntyre Care complies with relevant laws and regulations.

Providing Public Benefit

Charity Trustees have a duty to carry out its purposes for the public benefit. We are required by the Charities Act 2011 to have regard to the guidance issued by the Charity Commission on the public benefit requirement in our decision making. We have referred to this guidance when reviewing our aims and objectives and in planning our activities. In particular, we consider how our activities will contribute to the aims and objectives which we have set.

The first principle in the public benefit guidance states that there must be an identifiable benefit. The second principle states that the benefit must be to the public or a section of the public. Perhaps most importantly in terms of public benefit, not all of MacIntyre Care's services are subject to fees. In addition to services fully supported by public funding, MacIntyre Care uses charitable income to provide free advice and information to people with disabilities and their families and to fund service innovation within the Special Educational Needs and Disability (SEND) and disability care sectors. There are therefore many services provided for the public by MacIntyre Care for which no fees are charged.

MacIntyre Care's Memorandum of Association states: "the object for which the Company is established is the relief of persons who have a learning disability and or a physical disability". This is an identifiable benefit and falls within the various descriptions of charitable purposes in the Charities Act 2011: the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

Specific examples of the services and benefits provided by MacIntyre Care to relieve the need of its beneficiaries include:

- the provision of care and housing support to people living in registered care homes, supported living schemes and within their own home
- the provision of vocational learning opportunities and further education
- the provision of residential special schools and college education
- the provision of transition support to school leavers and their families
- the provision of advice and information.

The beneficiaries of MacIntyre Care are without exception children and adults who have learning and/or physical disabilities and/or autism. There are no geographical or financial restrictions on beneficiaries, all of whom have a statutory entitlement for government benefits and/or local authority grants to meet the cost of their education and/or support.

While it is recognised that such funding is means-tested, all potential beneficiaries are able to access MacIntyre Care services, as their overall statutory entitlement for support services is not affected by their personal financial circumstances. MacIntyre Care has a welcome-all policy regardless of the nature of the disability of the person concerned and is fully inclusive in ensuring the widest uptake of its beneficiaries.

We are pursuing a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit. We have set aside and are expending funds to invest in business development, growth and innovation and in further developing our practice expertise. Our focus is on supporting more people to move away from Assessment & Treatment Units (ATUs) under the government's *Transforming Care* agenda, developing our knowledge and skill in key practice areas across both our children and young people and adult services, including the further development of alternative curriculums, the continuation of our health and Positive Behaviour Support (PBS) work, and the implementation of our autism strategy across both our education and social care services. We are also seeking a step change in how self-advocacy is developed across the organisation, working more effectively with families and continuing to make a contribution to the shaping of the local communities where we work. Finally, we have invested non-specific funds in developing new approaches to recruitment.

The Trustee Board
We are fortunate to have a strong and highly skilled Director and Trustee team who work well together and dovetail very effectively. This is very helpful for the day to day running of MacIntyre Care and essential in times of adversity or challenge, such as we have experienced through *Covid-19*.

We have a diverse, well-balanced, experienced and stable Board in MacIntyre Care. During the year there were no changes in the Board composition, which was made up of 12 Trustees, with an equal gender split. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, risk management, property, sales & marketing, digital, education, government, HR, genetics and general management skills. Since the year end Dr Dragana Josifova, consultant in clinic genetics, has stepped down from the Board.

Presently five of our Trustees, myself included, have relatives who are supported by MacIntyre Care. Those close family links with MacIntyre Care have been an ever-present for over 55 years and an important feature in our development. It means that any family (or commissioner of service) that entrusts a loved one to us can rest assured that Trustees are vested personally and connected intimately to our services. We believe this marks us out and is an essential part of our governance DNA.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre Care. We supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Care Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles.

I am very grateful to each of my fellow Trustees who continue to give very generously of their time, both to Board and committee meetings as well as lending their expert support and advice to management on a wide range of issues. Many of our Trustees also invest their personal time in visiting MacIntyre Care services and all this support is very much welcomed.

No Trustee receives remuneration or other benefit from their work with MacIntyre Care. No goods or services were purchased in the year from companies connected with the Trustees. MacIntyre Care maintains a register of Trustee interests which is updated on an annual basis and during the year as appropriate and our formal code of conduct, signed up to by all Trustees, sets out the expected standards of MacIntyre Care Trustee probity and behaviour.

The senior management team
The Trustees delegate the day to day running of MacIntyre Care to the key management personnel of the charity, who are considered to be the Chief Executive, Sarah Burslem, and her Director team.

Helen Bass, our former Workforce Director, left MacIntyre Care in October 2022. We are grateful to Helen for all she did to drive forward our workforce agenda for over seven years. Seb Moh, formerly Adult Services Director for the South, subsequently assumed a new role as Director of Quality and People and Andrea Parr was appointed as Adult Services Director for the South.

As part of their continued training and ongoing development, the Directors are working individually with Cranfield School of Management, with whom MacIntyre Care has a long-standing relationship. The Directors are receiving a combination of Cranfield existing executive programmes of learning, bespoke material commissioned by MacIntyre Care and mentoring and coaching support. The Directors have also worked with Cranfield in the development of our Adult Services growth strategy and associated business and marketing plans.

We are indebted to the late Baroness Margaret McDonagh, the co-founder of The Pipeline, who sadly died in June 2023. She consistently supported the MacIntyre leadership and helped us secure places on her Pipeline development programme for our Directors.

The Directors are encouraged by Trustees to be involved in a range of complementary external activities. Many of our Directors are involved in the Voluntary Organisations Disability Group (VODG). Sarah Burslem is involved in a number of forum activities involving charity leaders, including Learning Disability England (LDE) and #SocialCareFuture. She is increasingly a significant voice across the sector.

We see these external roles as an important opportunity for sharing, learning and establishing MacIntyre Care more widely in the minds of those with whom we work and to support the wider disability sector, transforming how others think about and deliver education and social care.

Our governance structures

I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly in-person Board meetings. The Board now meets in London four times a year for its regular meetings and twice a year in Milton Keynes for extended meetings, giving the Board the opportunity to spend time with many of our senior staff, hearing at first-hand about their priorities, plans, challenges and successes.

Important review responsibilities are delegated to Board committees, so that Trustees can better support management and also examine important issues in greater depth. There is an open invitation to any Trustee to attend and contribute to each Board committee. The Chief Executive or her designate attends each committee meeting unless the committee chair agrees otherwise. The committee activities are formally reported back to the Trustee Board by the committee chairs, supported by the relevant MacIntyre Care Director, so that all Trustees can probe and understand the committees' decisions.

Ten of our Trustees have been or currently serve as committee chairs, so we have a real depth of experience within our ranks and a great sense of support and teamwork. The minutes of all committee meetings are made available to Trustees via a Board portal. This enables Trustees to access past and present meetings and decisions from one single, secure digital platform. This helps improve further our governance and compliance, enhances information confidentiality and security and facilitates Board administration.

In times of crisis or where urgent action is needed, I establish small fast-response taskforces. Pleasingly there has been no recent requirement for a taskforce to be set up. The last taskforce operated in the first six months of 2020 to help support and advise management and staff in handling MacIntyre Care's early month response to *Covid-19*.

We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately. A previous external report by the independent organisation *Optimum Support for Charities* commented on the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. We value this highly and it is a major contributory factor to ensuring the quality of our governance and for monitoring our culture and approach.

The governance committee oversees regular self-reviews of our governance viewed against the Charity Commission Charity Governance Code. There are seven principles of the Code, and these relate to organisational purpose, leadership, integrity, decision-making, risk and control, board effectiveness, diversity and openness and accountability. The Code emphasises that it is important that Trustees discuss the Code's principles and recommended practice and make well-considered decisions about how these should be applied.

The committee met once in the year with Rosemary Hart in the chair and satisfied itself with the results of the most recent and comprehensive governance self-review. The governance committee agreed the Trustee training plan and reviewed the current MacIntyre suite of policies. The committee further reviewed and proposed changes to language in our articles of association, ensuring they meet modern requirements. The committee is considering the optimal means of recruiting future Trustees, ensuring that we continue to operate a diverse and appropriately skilled Board.

The Board is satisfied that MacIntyre Care is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code.

Our schools
Our education committee oversees the strategic development of education services across both MacIntyre Care and MacIntyre Academies. The committee, chaired by Adam Goldstein, met twice in the year under review, and its members include MacIntyre Care Trustees with a special education interest.

The committee approved the formal response of MacIntyre Care to the March 2022 SEND Green Paper. It took an update on the status of each MacIntyre School and *No Limits* provision, including a particular focus on the *No Limits* services in Bedford. It also assessed how we are delivering our advertised offer and the requirements of young people's Education, Health and Care Plans in the area of therapeutic / health support.

The committee is attended by the Group Director of Education and Children's services, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

We aspire for all our schools to espouse and promulgate the MacIntyre Care philosophy of care and education for children with special learning needs. Our schools, which in the year under review are unchanged from the previous year, are Wingrave School in MacIntyre Care and four MacIntyre Academies schools in Oxford, Nuneaton, Rugby and Henley-In-Arden. Our Academy schools are focused in a relatively tight geographical area to enable maximum collaboration and cross-fertilisation of ideas and for ease of management. Board reports on progress in all the schools are taken at the MacIntyre Care Board.

Local Advisory Boards for each school meet quarterly and are responsible for ensuring the good governance of the schools, including supporting the Principal, scrutinising student progress, monitoring the school's finances and the achievement, quality of teaching and behaviours and safety in the school. The terms of reference for all the schools mirror the governance terms of each other. The Advisory Boards are open to any Trustee to attend.

MacIntyre Academies Directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are currently two independent Directors. Charlotte May, a former deputy Head Teacher, stepped down as Vice Chair from the Board of MacIntyre Academies in February 2023.

MacIntyre Care, as sponsor, is itself a corporate member of MacIntyre Academies and is represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care is the Company Secretary of both MacIntyre Care and MacIntyre

Academies. Kevin Rodger, Group Director of Education and Children's Services, was the accounting officer of MacIntyre Academies during the year under review.

Recruitment, retention, reward and development

Our staff make the real difference to the day to day lives of the children, young people and adults who use our services. Our staff are aspirational for the people they support and interact with commitment and sensitivity. This expertise and positivity ensures that MacIntyre Care's DNA is brought to life and experienced by each person we support.

The nominations committee activities form part of the governance committee remit, chaired by Rosemary Hart. The committee leads the process for Board and Trustee appointments. MacIntyre Care recruits new Trustees both through the network of our current Trustees and also where appropriate through the advice of external professional agents. There were no appointments made in the year under review. The comprehensive familiarisation, pre-appointment and induction processes for Trustees includes meeting the chairman and two other Trustees individually, visiting MacIntyre School, Wingrave and MacIntyre Care Central Office in Milton Keynes and meeting the school management, the Chief Executive and members of the Director team.

I formally appraise the performance of the Chief Executive annually, taking input from Trustees and the senior leadership team. I make recommendations on her performance and remuneration. The Chief Executive makes recommendations on the performance and remuneration of her Director team.

Our remuneration & wellbeing committee, which reviews remuneration and other workforce related matters, is chaired by Ruth Smyth, and met twice in the year. The committee reviews all recommendations on the remuneration of MacIntyre Care's staff, including key management personnel. The committee focusses on ensuring that the remuneration of all employees is competitive and fair within the current financial constraints that the sector faces. The Group invests more than 3% of its turnover in the development of the workforce.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement, welfare and development. The committee takes an annual workforce report, including pay and reward proposals, an annual HR report and a report from the diversity advisory group. During the year workforce vacancy rates across both the adult social care and education sectors rose to their highest levels ever. So recruitment remained of critical importance and the committee, as well as the Board, was kept updated regularly on the vital importance of focusing relentlessly on imaginative ways of recruiting people into MacIntyre Care, on reducing the level of staff vacancies and retaining our valued staff.

The committee reviewed the staff survey results. This was the first full survey since before the *Covid-19* pandemic and just under 40% of staff participated from across the MacIntyre group. The results were encouraging with 85% of respondents saying that they were proud to tell people about the job that they do and 82% of respondents agreed that MacIntyre has strong values and operates to high ethical standards. As might be expected, pay and reward showed the lowest scores with 41% of respondents feeling they are rewarded fairly for the contribution they make in their particular job. This figure is similar to that of the previous survey response and to the benchmark median.

The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 74% of our staff. We are confident, due to our job evaluation process and salary bandings that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2022) stood at 4.1% (2021 7.6%) in favour of females.

MacIntyre Care is a '*Disability Confident Employer*' which helps to positively change attitudes, behaviours and cultures whilst making the most of the talents that people with disabilities can bring to our organisation. When working with employees who have a disability, we join together with our occupational health provider and *Access to Work* in order to implement reasonable adjustments, thereby ensuring staff are not disadvantaged in undertaking their role.

Quality and safeguarding
The quality and safeguarding committee, chaired by Trustee Pam Meek, a head teacher with extensive experience of safeguarding, met twice in the year. The committee took the annual quality report focussing on achieving best practice. It also took safeguarding and compliance reports. It undertook a review of successes and learnings set out in the *Dying to Talk* project, designed to ensure that the people we support, their families and our staff feel comfortable talking about death, so people can plan for the future without feeling worried or afraid.

Quality - MacIntyre Care's vision for quality is that MacIntyre Care will be known as an ambitious and highly skilled provider with a particular way of working that has the voice of the children, young people, adults and their families at its heart. We will aspire to be outstanding in the eyes of our regulators and this will be achieved by the visibility, at all times, of our DNA and by our education, care and support practice being the very best.

Safeguarding - we have an organisational culture in MacIntyre Care that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The working environment is not always easy and some of the people we support show challenging behaviours.

We have clear safeguarding policies, procedures and measures to protect people and these are shared and understood across the organisation. Additionally, we have an established reporting mechanism and a whistleblowing helpline that enables anyone with concerns to report incidents and concerns, with the assurance that they will be handled sensitively and properly.

Trustees and management take great care to fully assure themselves of our practice standards and to assure others as well. We recognise in particular that it is crucial that our people know how to act properly and do so at all times. We are clear as to how any incidents and allegations are to be handled, including reporting to the relevant authorities. History shows that organisationally we respond quickly, effectively, professionally and with transparency, on the rare occasion when any issues arise.

Harnessing digital technology
The remit of the digital committee is to investigate how best to harness and use technology; how MacIntyre Care can become more efficient and effective as a charity through the use of technology; how to enhance the lives of individuals with a learning disability; to communicate both internally and externally in new and more creative ways; and to ensure that our management information and reporting systems are innovative and meet our current and future needs.

The committee, chaired by Martin Zahra, met twice in the year. For the second consecutive year there has been a significant level of technology-related activity in MacIntyre Care. The work to increase our use of digital systems across the organisation continues to gather momentum. The digital committee was focussed on our IT plans and strategy and in overseeing management progress on key projects.

These projects include the implementation of a new care management system (Nourish), moving online expenses from an old system onto the payroll system, migration to a new version of finance software, a new recruitment applicant system, and the roll out of the customer relationship management system across operational managers. All these projects have common objectives to give an improved user interface, more accessible and intelligent data and externally hosted (cloud) data storage to ensure that we reduce the need for internal server infrastructure and enhance the security of our data.

The Nourish care management system is an electronic solution for care planning and daily care notes. It will enable MacIntyre adult services to move from paper and spreadsheet records to an interactive digital platform which every individual who draws on our support can have an active part to play in their data and recording. We are drawing on the funding provided by the NHS Digitising Social Care Team to support CQC registered adult social care providers to adopt technologies that can transform care, as part of the integrated care system landscape.

We are appreciative of the insights and advice of Faisal Uddin, who was co-opted to the digital committee in July 2020. He sadly found it necessary to step back from the committee at the end of April 2022 due to the pressures of his external executive work commitments.

Finance
Our finance committee, chaired by Rachel Taylor, oversees our finances, audit, risk, compliance and property and met twice in the year under review.

Finances - in terms of the finances of MacIntyre Care, the committee reviews MacIntyre Care's financial systems, controls, risk management and risk registers, including key risks, financial results and the balance sheet. It also reviews MacIntyre Care's budgets, cost management (including agency costs and empty place costs), cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the executive management and the Board of Trustees. A programme of internal audits is in place, derived from a comprehensive risk assessment.

The internal control systems are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews
- delegation of day-to-day management authority and segregation of duties; and
- identification and management of risks.

Risk management - the Trustees regularly review the risk register and consider the major risks to which MacIntyre Care is exposed and the systems which have been established to mitigate those risks. Board meetings include the monitoring of financial and operational performance and risk. The Board meets on a bi-monthly basis and Directors present to Trustees about their specific area of responsibility. Annually the full Director team meet Trustees to debate collectively MacIntyre Care's long term strategy.

Internal risks are minimised by the use of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they still meet the needs of MacIntyre Care.

Compliance - the committee receives reports from the Compliance Manager, which includes the results from Ofsted and the Care Quality Commission's inspections of our services. It further receives reports from the Compliance Manager, which includes the results from the Health & Safety Manager, which includes the corporate health and safety objectives and the results of external audits.

The **whistleblowing policy** is subject to annual review by the committee to ensure that it remains fit for purpose.

Our properties - the committee takes reports from the Chief Operating Officer and reviews the stock of MacIntyre Care group properties, property moves, new builds, major refurbishments and property funding. Grand Union Housing undertake property condition surveys and generate cyclical reports and MacIntyre Care commission contractors to undertake necessary property maintenance. The key areas of focus in the year for the committee included the search for and successful move to a new central office location in Milton Keynes and the preparations for the proposed sale of three houses previously forming part of the Wingrave provision.

External auditors - the committee receives a report in respect of the annual statutory audit from our external auditors, Moore Kingston Smith LLP. The committee also meets the external auditors annually without management present for a private discussion.

Statement of disclosure to auditor - so far as the Trustees are aware, there is no relevant audit information of which the external auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Our investment policy
The Trustees have considered the most appropriate policy for investing funds and have decided to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements. The generous donations received in the recent years are being used over the medium term for the wider charitable benefit.

Our reserves policy
The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre Care's reserves policy. MacIntyre Care is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

MacIntyre Care manages its financial performance to aim to deliver a small surplus to meet its investment and operational needs. Given the nature of MacIntyre Care's services, much of the investment is into fixed assets. The investment in our schools and care homes is an essential element in securing future revenue streams and ensuring that our services offer the best environments for all those who use them.

Going Concern
The Trustees have considered whether the use of going concern is an appropriate underlying basis for accounting. After making an assessment the Trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. These financial statements therefore have been prepared adopting the going concern basis.

Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data for the periods 1 April 2021 to March 2022 and April 2022 to March 2023		
	1 April 2022 to March 2023	1 April 2021 to March 2022
Energy consumption used to calculate emissions (kWh)	Total energy used in the period: 5,447,126 The energy consumed has been broken down by: • Gas = 4,001,216 Electricity = 1,445,910	Total energy used in the period: 5,745,254 The energy consumed has been broken down by: • Gas = 4,301,263 Electricity = 1,443,991
Scope 1 emissions in metric tonnes CO2e Gas consumption Company transport **Total scope 1**	4,001,216 kWh x 0.18316 = **732,862 (732tC02e)** 588,912 miles x 1.17682 = 693,043kWh 588,912 = 947,759km Total 947,759 x 0.18315 = 173,582 kgCo2e 173tCo2e 905tCo2e	4,301,263 kWh x 0.18316 = **787,819 (787tC02e)** 598,260 miles x 1.17682 = 704,044kWh 598,260 = 962,803km Total 962,803 x 0.18315 = 176,347 kgCo2e 176tCo2e 903tCo2e
Scope 2 emissions in metric tonnes CO2e Purchased electricity	144,5910 kWh x 0.21233 = 307,010 kgCO2e **307tCo2e**	144,3991 kWh x 0.21233 = 306,602 kgCO2e **306tCo2e**
Scope 3 emissions in metric tonnes CO2e Business travel in employee owned vehicles	256,005 x 0.18315 = 46,887 kgCO2e **46tCo2e**	239,455 x 0.18315 = 43,856 kgCO2e **43tCo2e**
Total gross emissions in metric tonnes Co2e	**1315tCo2e**	**1255tCo2e**
Intensity Ratio Tonnes CO2e per person supported	0.571739tCO2e per person	0.534043tCO2e per person

Quantification and Reporting Methodology
We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2023 UK Government's Conversion Factors for Company Reporting.

Intensity measurement
The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per person supported, the recommended ratio for the sector.

Measures taken to improve energy efficiency
Alongside environmentally friendly approaches to travel and meeting arrangements the charity has begun to consider efficient heating systems in our properties.

Approved on behalf of the Board:

John Berriman
Chair of MacIntyre Care

Date: 15/12/2023

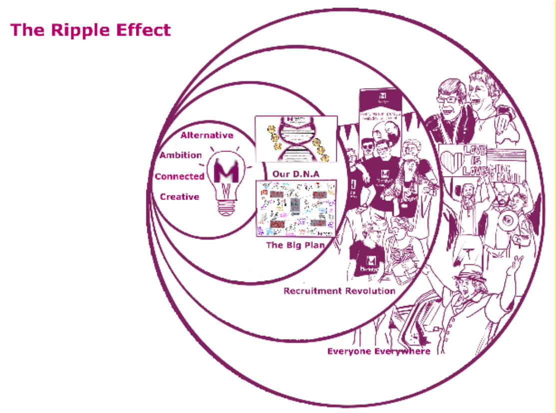
Impact Report

There is much to celebrate as we reflect on the year under review (2022/23). Learning to live with Covid has been a natural evolution and one made easier by the resilience and commitment of people who draw on our support and the workforce. Our drive has been to emerge from the pandemic stronger and with enthusiasm for increasing our impact on the lives of disabled people and having greater influence in the neighbourhoods were we work. We are not complacent about the ongoing risks of Covid and we continue to ensure that we place people's safety as a high priority. We do though recognise that the political, social and economic context in which we operate requires us to be courageous, imaginative and capable of providing creative solutions to people who draw on education and social care, to commissioners, the workforce and local communities.

As the risk of Covid infections reduced we continued to plan strategically for the future. We built on our reviewed DNA (our shared value base) and aligned further with the vision of the Social Care Future Movement. We strengthened our Recruitment Revolution by working with Tricia Nichols, a social care consultant and invested further in our Community Ambassadors and Connectors. This activity has created what we term the "ripple effect" where our focus on connections ripple into all areas of the organisation and has a momentum that flows through all that we do. Most importantly the ripple effect has given us the confidence to be even more ambitious than we were for ourselves a confidence that underpins our revised purpose statement

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.



The number of total beneficiaries of the MacIntyre Group has increased slightly during the year under review to 1754 (1579 last year). Student numbers in MacIntyre Academies have increased to 280 (273 in 2021/22) as have the number of people directly benefiting from our Great Communities work to 336 (117 in 2020/21). The number of people who connect with MacIntyre for eligible adult social care has increased slightly to 904 (870 last year). The number of students accessing Wingrave and MacIntyre No Limits has remained stable at 234 (238 in 2021/22).

The workforce demographics and market conditions underpinning both the special education and social care sectors remain challenging. As our Recruitment Revolution continues we are confident of our ability to attract new pools of talented colleagues and to offer them an excellent induction and ongoing career pathway. We have continued to invest charitable funds in people and resources that strengthen our recruitment and community connecting activity in neighbourhoods where we have a presence. It is exciting and positive to see the ripple effect of our community connecting activity not only with regard to the introduction of new staff but the contribution we are able to make to ensure local neighbourhoods are thriving places for disabled people to live, learn and work.

We continue to invest income from our funders into the direct operational delivery of our services. While an increasing number of councils are making unprecedented levels of savings we have had to work with focus to ensure that all of our contracts are sustainable. This enables us to deliver the number of hours as determined by each person's assessed needs and to pay our workforce a competitive salary. Where this is not the case we will always endeavour to work in partnership to consider positive solutions but ultimately if a commissioning Council or CCG is not able to cover the real cost of care and fulfil their statutory responsibility MacIntyre will cease contracts with these funding bodies. We never take this decision lightly and we are grateful for the advice and support made available to people drawing on support, their families and ourselves from Access Charity (www.accesscharity.org) and Cascaidr (www.cascaidr.org.uk).

As noted in previous years despite many years of financial pressures brought about by real term cuts to our funding we have not reduced the money that we spend on the development of the workforce. We continue to recognise that our workforce are our greatest asset and we are dependent on their knowledge and skill to ensure that our value is fully recognised to all of our beneficiaries. For the year under review Trustees have agreed further investment of our finite charitable funds in key practice areas. This includes a continued focus on coproduction, health equality, family engagement, recruitment and neighbourhood connectivity.

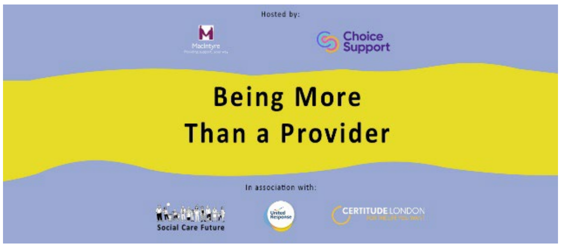
It is important to us that we continue to grow as an organisation to ensure our impact is as far reaching as possible and to ensure that we have a sustainable operating model for our schools, our FE partnerships and for our adult social care provision. For the year under review we commissioned Cranfield Business School to work with us to develop an ambitious growth plan for our adult social care provision and we are in the process of aligning our children and young people's services (CYP) growth activity to this plan. Our targets are rightly ambitious to ensure that we enable more people to leave inappropriate secure hospital settings and to support more people to access outstanding support in their own homes and neighbourhoods.

Critical Success Factors, Adult Services Growth

We can add additional value when we work in partnership. During the year under review we have strengthened our alignment with the Social Care Future Movement and are delighted with the impact that this movement is having on the thinking and policy development of the main political parties.

We are one of six not for profit organisations who have come together as part of the Social Care Future Movement to represent providers and to articulate the role that we play in reimagining the future of social care. We have coined the phrase "More Than a Provider" to give us an identity and our intention is to influence the policy development of the government of the day.

MacIntyre
Providing support...your way



We continue to be active members of VODG, ARC and LDE and NATSPEC. We were delighted with the coproduced and delivered training alongside ARC and with the BILD collaboration to develop and deliver The Oliver McGowan Mandatory Training.

We work in an unpredictable political environment with uncertainty for disabled children, adults and their families. There is a widening attainment gap for children with special educational needs, significant health inequality and systemic discrimination faced by disabled adults. We will continue to work alongside others to ensure we can fulfil our purpose as creatively as possible to address this inequality and to close gaps. We will continue to drive change through influencing the policy agendas. We maintain the view that we all have to commit to an ambitious vision and move forward through a lens of aspiration on behalf of disabled children and adults.

I should like to take this opportunity to thank everyone for their shared energy for such a vision and for the part they have played in another extraordinary year.

S.A. Burslem

Sarah Burslem
CEO
MacIntyre

15/12/2023

About The MacIntyre Group

MacIntyre Charity

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

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

Our Purpose
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 Academies

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn.

Our Vision
For all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.

MacIntyre
Providing support...your way

Empowering People to Achieve

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

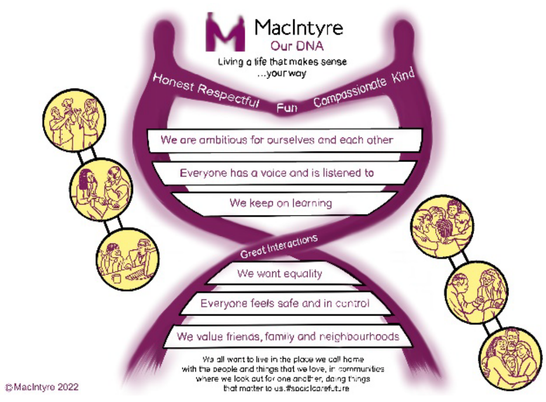
Building on this reputation by embedding genuine co-production is fundamental to our integrity and critical to our future success. We believe that our DNA underpins all that we do so it is deserving of continued focus and investment. As we grow and become more diverse it is important that we build up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

MacIntyre Strategy 2020 – 2023

MacIntyre's DNA

The shared value base that we call our DNA defines all that we do and how we do it, it sets us apart. It is important to us that we constantly reflect and refine how we articulate the DNA and how we ensure it remains the driving force in all that we do.

For the year under review we have aligned our DNA with the vision of the Social Care Future Movement and invested time and focus in activity that brings the DNA to life.



The Big Plan

MacIntyre's way of working, as described in our DNA, includes the key elements of ambition, everyone having a voice, learning, equality, safety and control and valuing friends, family and neighbourhoods.

To achieve this universally it is important for us to plan how the people who draw on support, their families and our staff work together in ways where everyone is valued for the contributions they make, are true equals, and their voices are heard.

The "Big Plan", aims to achieve this and to ensure that true co-production (working together) is possible and is a reality across the organisation and beyond in the neighbourhoods where people live.

Work has continued on the Big Plan during the year under review. Co-Production training has been delivered in a number of areas including Warrington, Wigan, Flackwell Heath, Aylesbury and Chesterfield.

This training is co-developed, co-facilitated and participants are a mix of people who draw on our support and staff.

Local Big Plan events have been organised by local staff and held in St Albans, London and Wrexham and have brought together people who draw on our services, families and staff.

A number of themes have evolved from the Big Plan and we are delighted with progress made in the following areas:

Employment

It is clear that people drawing on support are seeking employment opportunities both within MacIntyre and with other employers. The Lead Self Advocate Group has extended its reach to provide peer support to those seeking employment opportunities, ensuring they have the right advice and support to secure work. Peer support has also been offered to people who draw on our support and also our employees who work as a MacIntyre Checker (6), an Easy Read Creator (8), a training facilitator (12) or a MacIntyre Dancer (8).

- **MacIntyre Dancers -** The MacIntyre Dancers continue to flourish and have developed a reputation as a talented group of artists who are catalysts for real change. They are a group with purpose and capable of bringing joy and focus to whatever event they attend. The group facilitate weekly rehearsal classes in collaboration with our Lifelong Learning colleagues.

  The MacIntyre Dancers have actively participated in various events during the year under review, including the MacIntyre school fete, No Limits Graduation, and Oswestry Public Living Room. They facilitate an after schools club and a community dance social club.

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

  The team work alongside Photosymbols and are to be featured in photographs on the Photosymbols' website.

- **Training Facilitators -** MacIntyre employs 12 facilitators who have lived experience of drawing on social care. For the year under review these facilities alongside out training and development team delivered The Oliver McGowan Mandatory Training;

Supporting People with a Learning Disability and Dementia; and Loss and Bereavement Training with ARC.

Personal Relationships and Sexuality

The Relationships and Sexuality Working Group are a group of people who have lived experience and or are employed by MacIntyre.

The Group's main aims, as identified by the Group, are to:

- Develop a structure and process of support and training across the organisation to include peer support.
- Create a "library" of resources for people to access for support, training and teaching.
- Review and update current policy and guidance.

Ambitious and Connected Neighbourhoods

People drawing on our support are ambitious for themselves and for the neighbourhoods where they live. It is our aim to support these ambitions by focusing on our role in ensuring that people with learning disabilities and autistic people are well connected, active, and respected within their local neighbourhoods.

Inspiring and Sharing
This year we have been focussed on supporting cultural change across the organisation demonstrating, encouraging and inspiring our staff to see the many benefits of working in a way that is more externally focused. The intention is for all our staff to be more connected and outward- facing.

Community Ambassadors
The Community Ambassador role began as a response to trying to support our staff and people who draw on our support to be confident and intentional in connecting with their neighbourhoods.

Examples from our Ambassadors:

- Connecting with a fully accessible sailing experience in Milton Keynes
- Making connections at the Flitwick Family Fun Day and the Ampthill Summer Gala
- Hosting a weekly Public Living Room at the Oswestry Market
- Organising a stall at the Oswestry Games and World Disability Week event
- Attending job fairs at Shrewsbury and Telford and Milton Keynes
- Hosted a St Patrick's and St David's Day afternoon tea and pop-up shop, which raised £300
- Helping our neighbours, Warrington Visually Impaired People aka Warrington Blind Society, to tidy up and transform the sensory garden and water feature
- Hosting a new fortnightly Public Living Room in Warrington
- Speaking at local schools about the journey of people connected to MacIntyre into paid employment
- Setting up a Community Garden in Bedfordshire
- Working with a local rugby club to provide mixed ability sessions

Case Study Public Living Room, Oswestry

Our friends, the Camerados, had talked about Public Living Rooms as a way of meeting people and contributing to our neighbourhoods by creating a space for people of all kinds to come together.

MacIntyre's Community Ambassador Katie, and Jess who draws on MacIntyre's support, wanted to set one up in Oswestry to meet new people, help people out and raise MacIntyre's profile in the town. The events have been happening weekly.

Katie said: *"I only moved to Oswestry in June 2022 and have been wanting to meet people and make friends. Jess is new to the area too and loves to meet new people and socialise. I went to see the market manager and talked to the Camerados about setting one up in the town. Each week we've met people in a space where they can come and feel* *they can be themselves with have no judgement. The feedback has been very positive with, with one inspirational quote saying "We are who we are as individuals but stronger together."*

Jess said *"I really enjoy doing the Public Living Room talking to all different people of different ages, I feel it is a good idea to bring people together and make new friends and make the community a better place."*

Public Living Rooms
As well as the Public Living Room in Oswestry, other pop-up Public Living Rooms have been hosted in a number of other towns, with further events planned for the coming year.

Community Roasts
In Chesterfield the Community Roasts have been taking place once a month since April 2022 hosting an average of 80 people at each event. The Roast is open to all with the purpose of connecting and supporting the local community.

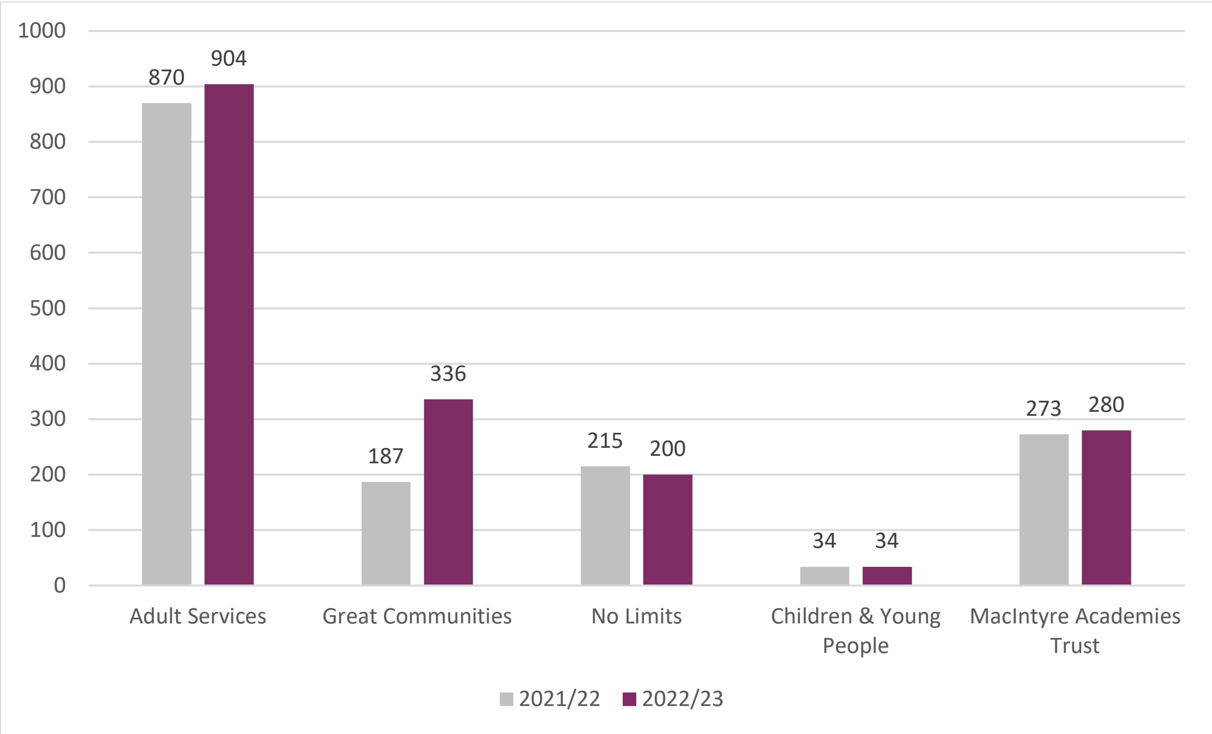
About the Children, Young People and Adults who draw on our support

The MacIntyre Group remains unique with regards to the range of education and social care services that we provide.

Our intention is to provide education experiences that are as alternative as necessary to make sense to the children and young people, to provide safe, compassionate and ambitious places to live that enable the children and adults who draw on our support to lead "gloriously ordinary lives".

We choose to work in neighbourhoods where our purpose is valued by the commissioners and local people and where we can add impact and value.

People supported by the MacIntyre Group



People drawing on Adult Social Care

MacIntyre Care is commissioned by 68 Councils and Clinical Commissioning Groups (67 funders last year) to deliver support and care to 904 people (870 last year). We invest charitable funds to connect with 336 (187 last year) disabled people who are at risk of "falling through" the funding gap.

We have been involved with the Social Care Future Movement since its conception and representatives across MacIntyre are active Movement members. In 2022 we aligned our DNA to the 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 one another, doing things that matter to us."

Number of people supported

We support 326 (306) people living in their own home; 178 (182) people living in a registered care home; 330 (326) people access our lifelong learning centres and 70 (56) people supported through Shared Lives. A further 336 (187) people connect with MacIntyre through our local neighbourhood and Great Communities focus.

Shared Lives

In Warrington and Central Bedfordshire 49 Shared Lives carers (38 in 2021/22) offer support to 70 (56 in 2021/22) people in their own homes, either to live, to stay for short breaks or for day support.

Spare room in your home?
Spare room in your heart?

In Summer 2023 MacIntyre was confirmed to be the sole provider of Shared Lives in Warrington.

Homes not Hospitals

MacIntyre has developed a bespoke model of support that we believe best supports people as they leave secure/inpatient setting and set up a home and a life that makes sense to them.

The model has MacIntyre's DNA at its heart and includes Positive Behaviour Support (PBS), a framework of support that is evidence based and empirically strong at its core. This is a tried and tested model and we have successfully supported many people who are stuck in secure settings when they should be "living in a place they call home, surrounded by the things and people they love, in communities where they are doing what matters to them."
(Social Care Future)

For the year under review we have supported two more people to move from secure settings into their new homes in the Greater Manchester area. We are committed to continuing this fundamental approach and have ambitious plans for the next 36 months.

Case Study
Peter's story ...
in his own words

My name is Peter, I am 65 years old. I've recently moved to Bury with MacIntyre in late 2022.

Before I moved, I had lived independently on the other side of Greater Manchester in my little flat, there I used to ride my bike a lot sometimes all day and even most evening and night. I used to clean and cook by myself in my flat and life was good. I however I got detained and put in a mid-secure hospital in Whalley.

I spent 11 years of my life in Whalley with so many restrictions, This meant I could not go bike riding when I wanted; I could not cook every day. Instead I batch cooked every fortnight and froze my food. All I ever made and lived on for the 11 years was hotpot. I lost physical contact with my family for the 11 years. At some point I thought my life was over and I would never leave hospital ever again. In the hospital I spent most of my time in my bedroom I rarely came out to sit in the communal areas or interact with other patients. The only time I went out was every two weeks to do my food shopping. The little time I rode my bike was around the hospital grounds when staff could spare a few minutes to facilitate it. My life was miserable and hopeless - until MacIntyre came along.

I moved from the hospital into my new bungalow in the last quarter of 2022; I have been loving it ever since. I can now go bike riding to different areas with staff, I have freedom to cook and bake whenever I want including cooking and baking my own choice of meals and cakes. I have loads of space to do gardening and have started getting ready for summer. I enjoy tidying up inside and around my bungalow. My bungalow is in a very nice and quiet area which is central to Bolton, Radcliffe and Bury. I love showing visitors inside and outside my bungalow I always take them on a tour of the property, which is from the kitchen through the sitting room, out the back door, around the garden and back through the kitchen then the inside rooms my bedroom, bathroom, exercise room and the staff room.

I have re-established contact with my family and my sister has been to visit me for the first time in 11 years. I made lunch for her and her husband. She has reassured me she will be coming down more often. I'm so happy I've got my life back again; I can go shopping to different places and different markets.

It is so amazing how so much has changed in the last 11 years and I'm so glad I'm out and living the community with the support of MacIntyre.

Great Communities

We have continued with great success our Great Communities work within the Warrington area this year. Great Communities is for people who have a learning disability or are autistic, and who access less than six hours' paid support a week.

Our intention is for people to build rich and reciprocal networks and make positive contributions to shaping inclusive neighbourhoods. Both of these elements should result in reducing dependency on paid traditional support and encouraging the emergence of new and innovative social care solutions.

MacIntyre
Providing support...your way

Impact to date:
- 127 people feeling better connected
- A further 109 people who have benefited through the ripple effect
- 124 organisations supported to work more inclusively

Achievements for the year under review:

Co-produced
- Friendship Group steering group shaping future meetings and concepts (big push on meeting with NHS, Police and Fire Service to support independent living.
- Supported people to grow the North West Autism Steering Group to 15 plus members some real key issues raised.
- Presented a workshop on "agents for change" in our communities at the Autism Show in Manchester.
- Developed Soup & Chat alongside Warrington Voluntary Action based on the skills of five members and also people telling us they are struggling with the cost of living
- June's Art Group started in October – a response to her loving art but feeling lonely so holding an arts and crafts space
- Warrington Borough Council asked the Friendship Group to support development of their autism strategy
- Supported development of a Public Living Room by two people collaborated with Keyring, the Old School and Camerados

Contributed
- Connected three of our Great Communities members with the "bread and butter thing" community member food pantry at The Old School hub in Warrington.
- Attended Rugby League World Cup volunteer launch at the Halliwell Jones Stadium and connected two Great Communities people up with the volunteer programme
- Completion of the HAF funding project working with Families United for our Friday group at the Puddle. The group led and supported on activities/games and guided tours at the facility for the families and also provided drinks and snacks.
- Connected and worked with the eco/green team to demolish and clear a space at Sandy Lane nursery after a request from a staff member who saw our work from our social media and external links (Puddle Project).
- Volunteer group working with Warrington Rowing Club on fifth community outreach programme
- People connected attended special school during careers week to tell students about their work and lives and inspired them

Collaborated
- Information sharing and support to Options Liverpool, Land Trust, ASDA Warrington, Keyring, Livewire, Community Repaint, Wolves Foundation, WVR College, Co-Op, Made by Mortals.
- Social media connections and marketing: further developed the Facebook page, Twitter account and linked with MacIntyre in Warrington to share information
- Worked alongside the Community Co-ordinators to support and link with recruitment
- Worked alongside the Community Co-ordinators to support and link with recruitment
- £6,088.12 from various funding streams used for gardening materials, rental costs

Celebrated
- North West in Bloom Royal Horticulture Society competition
- Dimensions Leaders Awards
- BBC Make A Difference Award

"It's amazing to see so many former students doing so well after they have left school and working in both paid jobs and working voluntary in the community."
Lynne Ledgard, local teacher after meeting with people who work

"I never dreamt I would help write a song and then go to a proper recording studio where some famous people have made songs."
Andy, who connects with Great Communities– after the song creation and studio recording sessions with Made by Mortals

Case Study
June's Arts & Crafts Group

June enjoys art and crafts and spends a lot of her time creating and making.

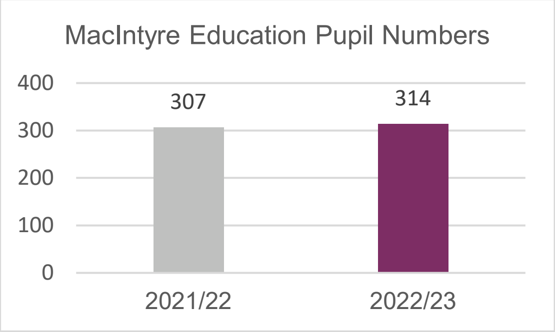
June told us she was feeling lonely and would like to meet other people but she didn't have much money or confidence. Thinking about what she cared about and enjoyed, we connected her with a local artist who has a studio in a local community centre. The studio isn't used on a Thursday afternoon and he offered it to June. June promoted that people could come to the studio, with their art projects to craft together. June's confidence has increased and she has talked to Warrington Borough Council commissioners about the group and how it's helped her feel that she's making a difference.

MacIntyre
Providing support...your way

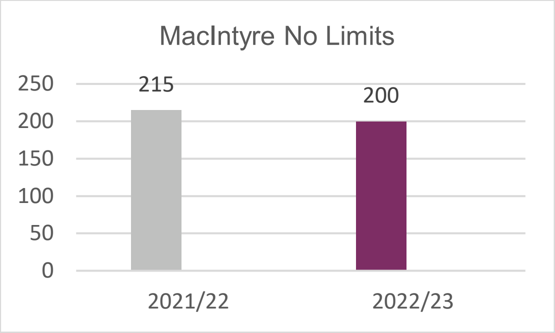
Children, Young People and their Education

The MacIntyre Care Group prides itself in providing excellent education, care and support to children and young people aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

We deliver education, care and support to 312 school age children at our Independent special school in Buckinghamshire and at our four Academy schools (311 in 2021/22).



We also deliver further education programmes of learning to 186 young people via our partnership arrangements with five colleges (215 in 2021/22).

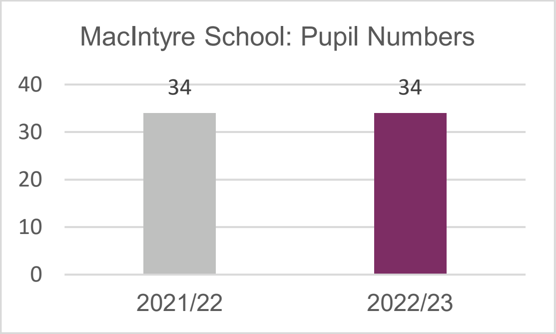


MacIntyre School, Wingrave

At MacIntyre School we believe that potential is limitless and that every young person can and will 'Achieve Above and Beyond'.

We currently provide person centred, individualised education to 31 children aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

Our school is currently rated as 'Good' by Ofsted (January 2020).



MacIntyre
Providing support...your way

MacIntyre School and Children's Homes

'My Life, My Choice, My Dreams, My Voice'

Our DNA

Case Study
Maurice – a personalised approach

Maurice (not his real name) is a young person who came to MacIntyre School in September 2022 aged 12 with a diagnosis of autism and associated learning difficulties. He lives at home with his family and attends as a day student.

Prior to MacIntyre, Maurice attended a local authority special school where he was in a busy class of 15 children, all following an adapted national curriculum. Maurice was reported to be very disruptive, finding it difficult to settle or engage. He was supported 2:1 at all times, sometimes 3:1, to keep himself and others safe. Maurice struggled to engage in lessons and with the transition to and from school which was difficult for his parents.

When we met Maurice we believed that he would benefit from a more autism specific learning environment and approach, a curriculum focused on areas functional and relevant for him in preparation for adulthood and a holistic therapeutic approach to support his communication and sensory needs.

At MacIntyre School, Maurice is in a class of five young people. The environment is managed effectively to prevent the young people from impacting on each other, whilst also enabling social interaction and communication and shared learning when appropriate. The curriculum has been adapted and personalised to focus on Maurice's learning priorities which initially focused on communication and sensory and emotional regulation but, with input and support from the therapy team, has been expanded to include all curricular subjects and offsite learning too, where he has been able to apply the skills learnt in school in a practical context meaningful to him.

Initially supported 2:1 at all times when he started at MacIntyre School, by Christmas this support level was reduced to 1:1, only requiring additional support when going swimming at the local leisure centre.

Maurice enjoys school and engages happily in all activities, with regular and positive interactions with adults and peers alike. These activities now include 1:1 table-top activities, joint attention activities and group activities with his classmates. Transitions to school, around the site and going offsite are smooth and positive. Maurice understands his routine and expectations and enjoys the activities presented to him. He is now participating in a wide range of offsite learning activities and his timetable includes four offsite trips each week including swimming, shopping, visits to the library and parks and local walks.

Maurice has completed two ASDAN accreditations this year, more than usually expected for a new student, and has made expected, or better than expected, progress in all areas of his learning. Parents have stated that he is now happy to go to school and when he comes home, which has been a significant improvement for the whole family.

MacIntyre
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Young People and their Further Education: MacIntyre No Limits™

Overview

MacIntyre No Limits™ provides community-based bespoke education packages to young people aged 16-24. Working as sub-contractors to both mainstream and special needs Further Education (FE) colleges, No Limits is often the only education option available to young people due to the complex nature of their disabilities and the barriers to learning that arise from them.

Acting as a bridging service between school and adulthood, we aim to improve the independence skills of the young people we work with, regardless of their starting point. We set and work towards aspirational goals based on learners' Education and Health Care Plans, taking into account their individual needs and destinations.

MacIntyre No Limits
Post-16 Education – Your Way
Onwards to Your Future

Learners at No Limits work to individual education timetables, working 1:1, 2:1 or 3:1 with highly-trained Community Teaching Facilitators (CTF) who develop and deliver challenging learning programmes built around the learner's personal learning goals, hobbies and interests. The CTF teams are supported by Programme Managers and Co-ordinators who are responsible for setting, planning and assessing learners' Individual Learning Plans.

This year No Limits has undergone a period of rapid growth and development, with a new provision opened in Bedfordshire and a complex overhaul of the curriculum completed and delivered.

MacIntyre No Limits					
Provision	Base	Partner College/s	Year Opened	Number of Learners	Number of Staff
Bedfordshire	Cotton End, near Bedford	Milton Keynes College	2022	8	13
Bucks North	Aylesbury	Buckinghamshire Colleges Group	2012	40	30
Bucks South	Flackwell Heath, near High Wycombe	Buckinghamshire Colleges Group	2012	40	37
East Midlands	Thurmaston, Leicester	Homefield College, Warwickshire College Group	2012	16	18
Milton Keynes	Great Holm, Milton Keynes	Milton Keynes College	2012	43	52
Oxford/MAP	Abingdon	Abingdon & Witney College	2011	39	57

MacIntyre
Providing support...your way

Our Approach

The MacIntyre No Limits curriculum aims to provide learners with the skills they need to develop into more independent adults, regardless of the level of independence they may have when they join us. Our new curriculum has been streamlined to make it more accessible for both staff and learners.

The MacIntyre No Limits Curriculum			
	"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."		"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."
	"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."		"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."

Alongside the curriculum, No Limits uses four pathways to help learners, staff, parents/carers, partner colleges, and other stakeholders, to understand the purpose and intended outcomes of each learner's education programme. Learners are assigned to a pathway based on their EHCP and Baseline Assessment, but they are able to change pathways at any time if it becomes clear that a different one would be a better fit for them.

The MacIntyre No Limits Pathways			
	**Onwards to Engagement** "My aim at No Limits is to become more engaged with the world around me."		**Onwards to Independence** "My aim at No Limits is to improve my independence skills across the curriculum."
	**Onwards to Employment** "My aim at No Limits is to gain the personal and vocational skills I need to enter paid employment."		**Onwards to Further Education** "My aim at No Limits is to gain the personal and study skills I need to progress on to a college course."

Each of the four pathways covers most of the No Limits Curriculum, with different levels of emphasis depending on the learner's needs. The table below demonstrates how this can look.

MacIntyre No Limits Curriculum and Pathways Focus 'Heat Map'				
	Learners on the **Onwards to Engagement** pathway 	Learners on the **Onwards to Independence** Pathway 	Learners on the **Onwards to Employment** Pathway 	Learners on the **Onwards to Further Education** Pathway 
Skills in the **All About Me** curriculum 	Key focus: many objectives drawn from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP
Skills in the **My Home, My Life** curriculum 	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP
Skills in the **My Community** curriculum 	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum
Skills in the **My Future Plans** curriculum 	No focus: learners on this pathway are unlikely to have any objectives from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum

Case Study
Jay's journey to being a "lively and active participant"

When Jay (not his real name) first came to MacIntyre No Limits™ he was in a state of high anxiety.

Transitioning to college was his first change of setting in twelve years, and it coincided with his older brother moving away to university. Although he seemed interested in the new car and new people who had come into his life, everything was a struggle: getting out of the house took hours, and getting out of the car in the community was nearly impossible. His communication was limited, and for the first few weeks almost all his staff team heard was 'no' as Jay declined every experience and activity offered to him. When he did come out of the car it was very briefly and fraught with anxiety for both Jay and his staff.

At this point everyone was concerned – No Limits staff, college staff, Jay's parents, other professionals – that the placement would not be right for him and that the package would be withdrawn.

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

Over the subsequent two years, Jay's communication skills blossomed. He began to spontaneously use full sentences, jokes and banter, and clear statements of what he wanted and needed. He developed the skills to access the community safely and successfully, and began to enjoy interacting with his peers. He even accessed work experience, combining his love of churches with his love of cleaning to take on the role of dusting a local parish church.

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

Jay's progress from a disengaged and unhappy young man to a lively and active participant in his programme was wonderful to watch. Jay's No Limits programme enabled him, once he left us, to make sense of, and decisions about, his adult daily life.

Compliments – "The best thing I have seen at MacIntyre No Limits this year is…"

- *"seeing how the students have progressed, some on to different courses, some from not engaging to attending the site regularly, which is a credit to the provision."* Partner College Staff Member, Oxfordshire
- *"positive and person-centred care and aspirations for service user I am involved with."* Associated Professional, East Midlands
- *"their consistency in their approach at improving the lives of those who attended No Limits."* Parent/Carer, Bucks North

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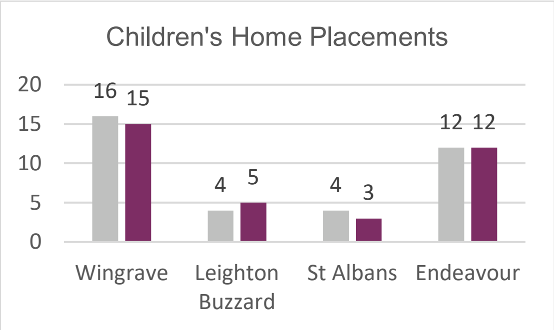
Children drawing on Residential Care Support

MacIntyre's Children's Homes



MacIntyre currently provides a therapeutic home environment to 23 children and young people across 6 homes in Bedfordshire, Buckinghamshire and Hertfordshire. Twenty of these young people attend our independent special school in Wingrave.

The mission of MacIntyre's children's homes is to support the children and young people in acquiring skills and experiences, so that they may take their rightful place in society, feel valued and are contributing members of society.

We aim to stabilise the lives of young people who come to live with us, and support them to develop to their full potential. We offer a stable, secure and supportive environment, in which the children we care for can develop the skills and confidence necessary to help them fulfil their potential. We provide individualised and child centred approaches, and work with each young person to build an individual package of care that makes sense to them.
Each home is led by a Registered Manager, with additional specialist support provided by our Therapy team including, Speech and language, Occupational Therapy, Intensive Interaction, Positive Behaviour Support and Health.

After a year of consolidation and planning for growth, we are pleased to report that we have successfully increased the capacity for residents at our children's homes from 26 to 30 with clear plans to expand our provision further next year. All homes are currently rated as 'Good' by Ofsted, with one inspection undertaken in 2023 and a further two due.

Case study
Charles – preparing for adulthood

Charles (not his real name) is a young person who came to MacIntyre aged 14 with a diagnosis of autism, ADHD, PICA and SLD.

We have been supporting Charles at our children's home and independent special school in Wingrave for five years. He is due to leave this summer so his focus this year has been around independence and community access.

Less than a year ago Charles would only go out two days a week. He was stuck in an anxious cycle, particularly between the hours of 16:00 and 18:00 which resulted in high levels of incidents, presenting with self-injurious behaviours, a high level of damage, and physical behaviours towards staff resulting in physical injuries to those providing support. His anxieties would be triggered by watching Tipping Point and The Chase.

The team around Charles supported him to open up his world using his focuses around Emmerdale, Coronation Street and Disney to give him other options and remove his focus. We started small, using these times of heightened anxieties to complete his sensory diet implemented and supported by our Occupational Therapist, adding pictures of actors from the shows or Disney characters for him to find on site. We supported Charles to be in control, supporting him to remove himself from watching these shows and to choose other activities to do.

Charles now goes out to enjoy a variety of activities including swimming, shopping, trampolining and mini golf. He engages daily in other activities such as messy play, painting, 'helping out'.

Charles has gained valuable independent skills like making his bed, washing his clothes, vacuuming and making meals. Charles still needs very consistent structure, however his incidents are now few and far between. He loves watching Disney films and engages in socialising with staff about what he enjoys. Charles' staff team have been described by both Charles' family and Local Authority as 'heroes'. They have prepared Charles to go into his adult life with strategies that work for him, and to help manage his amenities and skills in which will support him in everyday life.

Photo: Jake, one of Charles' peers

Quotes from Ofsted

Wingrave, Buckinghamshire – Good, June 2021

"Children continue to make good progress. There are indicators of substantial progress for some children. For example, one child had a starting point of low activity, poor self-care and presentation. The same child is now accessing activities, maintaining basic care skills and has improved health. This is as a result of the care and support provided by dedicated and inventive staff."

Hillside, Bedfordshire - Good, January 2023

"Staff provide nurturing care to the children. Good relationships between staff and children are evident. Children are happy. They like their daily routines and enjoy spending quality time with staff"

"Each child has a good placement plan, which details their individual needs and their preferred methods of communication. The children enjoy spending dedicated time with staff, who understand their communication styles. Staff recognise each child's progress. They praise children verbally and award certificates to celebrate their achievements".

"The staff help the children to learn a range of age-appropriate independence skills. These include general housekeeping tasks, daily personal hygiene, and learning how to cook. Children's confidence grows as they learn these valuable life skills"

Woodland View, Hertfordshire – Good, April 2022

"Staff are creative in how they help children to understand their rights and entitlements. One child made a video with staff to demonstrate what his rights are. On one occasion, staff made a complaint on behalf of a child; the child was happy with the outcome. Staff encourage children to have a voice and are good advocates for children".

"The manager and staff benefit from the input of a positive behaviour support coach. The coach oversees children's behaviour plans and gives staff good guidance. The children's plans focus on positive behaviour reinforcement and include the children's, parents' and school staff's views. Children are developing coping strategies to manage their emotions and behaviour".

Endeavour House, Oxford, Good, August 2022

"Children receive good-quality individualised care from a skilled and caring staff team. Children make recognisable progress from their individual starting points and staff capture all the milestones using photos and producing written reports. Children's health needs are met.

Children's views about their care are well sought. There has been an introduction of new children's surveys that are designed based on the specific communication needs of the child to ensure that everyone has a say. The introduction of a new 'our lives, our choices' photo board further demonstrates this and helps children to see the impact of their choices.

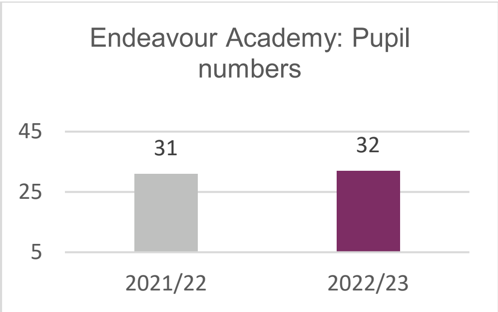
Children participate in a variety of leisure opportunities that are based on their individual choices. There are clear plans for the summer holiday so that all children have a different activity each day. This ranges from trips to the park, beach and theme parks."

MacIntyre
Providing support...your way

MacIntyre Academies Trust

Putting children and families first

Endeavour Academy



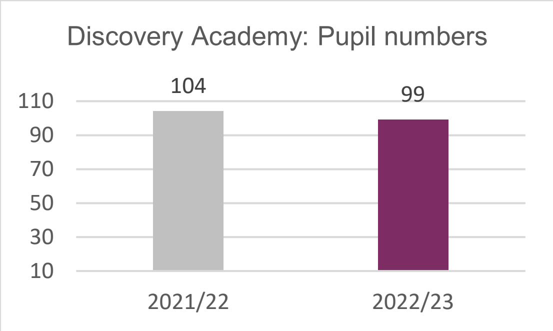
Ofsted Rating: Good (January 2023)
"Pupils are highly valued at Endeavour Academy. Staff go out of their way to understand and support every pupil's unique characteristic and needs. Positive relationships make this a school where staff and pupils want to be. Adults' ready smiles and 'high fives' reassure pupils across the day, fostering an ethos of success."

Endeavour Academy received two nationally recognised awards in 2022/23:

- UNICEF UK Silver: Rights Aware School status our focus was on raising staff's awareness of the rights of each young person and supporting our young people to have a voice across their school day.
- The Attachment & Trauma Sensitive Schools Bronze Award; the report mentioned the personalised individual approach to all our pupils & the multi-levelled support to protect Mental Health & Wellbeing for staff.

Pupils have had many opportunities to enhance their wellbeing this year, ranging from the Pantomime, to singing hands visiting the school, theses were well received and enjoyed by all. The Duke of Edinburgh scheme was a huge success and provided our students with the opportunity to enjoy outdoor learning.

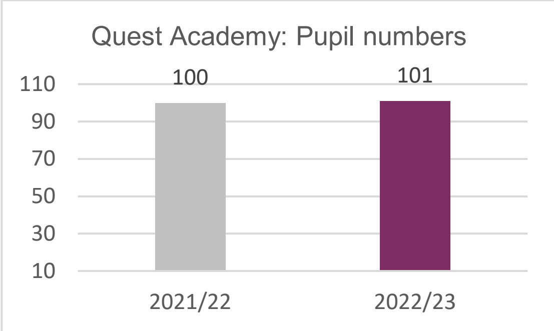
Discovery Academy



Ofsted Rating: Good (July 2018)
"Pupils, staff, parents and carers all agree that the school is a safe place in which to be. All aspects of safeguarding arrangements are strong."

This year, Discovery Academy has been working exceptionally hard to realign its curriculum and make it fit the needs of an increasingly diverse student body. It ran its first residential triple since the Covid pandemic, which was a huge success. Discovery has also delivered the national schools breakfast programme and the national tutoring programme to good effect to benefit the school's most vulnerable learners.

Quest Academy

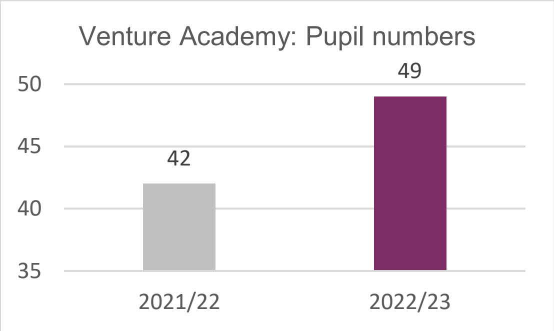


Ofsted Rating: Good (February 2022)
"Everything that happens at Quest Academy helps pupils to be ready to learn and to be 'ready for life'. This results in tangible benefits, both personal and academic, for all pupils. Pupils are very well supported to help develop their self-confidence and self-belief. The pupils spoken to told inspectors how much better they are doing at this school. One pupil summed this up by saying, 'I feel good about the future.' Parents and carers wholeheartedly agree with this view."

Quest is a well-established school that continues to be committed to its vision of "working together, nurturing individuals, celebrating uniqueness, unlocking potential, friendships and memories; "*Ready for Life*".

This year, Quest achieved the UNICEF UK Silver Rights Respecting Schools Award.

Venture Academy



Ofsted Rating: Requires Improvement (September 2022)
"Relationships between staff and pupils are a strength of the school. Pupils are well cared for. Staff do all they can to make sure that pupils are happy and feel safe. Pupils say that there is always an adult to talk to if they have any worries or need help to manage their feelings. One pupil summed up the views of others by saying that staff have a 'unique way' of helping them."

Venture Academy joined MacIntyre Academies Trust in September 2020. It had previously been rated Inadequate. The school received good judgements for behaviour and attitudes and Personal development, both key areas it had been working on.

This year, Venture Academy has expanded its delivery of land-based learning and outdoor and adventurous activities. We have also focussed on achieving the Gatsby benchmarks, which define what world class careers provision in education looks like, though world of work activities and work experience opportunities.

Building a Culture of Excellence

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

MacIntyre Strategy 2020 – 2023

It is important to us that we are ambitious for ourselves and for others and that we strive for excellence.

Ambition and excellence are non-negotiable in our view as we navigate the current landscape and play our role in reimagining what outstanding education and care looks like.

We invest charity funds in areas of knowledge and skill in areas of practice that makes a real difference to the speed and depth by which we can achieve our ambitions.

We understand the need to demonstrate the impact of what we do to all stakeholders including our regulators.

Health Team

We recognise the importance of good health and believe that every person with a learning disability and/or autism has the right to equal access to health care.

In the year under review,

- The Health team were invited to an afternoon tea at the House of Lords under the umbrella of 'Women Achieving Greatness' in social care (WAGS). The invitation came from the Health team's nomination for the Girl Power Award for the Dying To Talk project. Providing support in creative ways for people in loss and bereavement
- The Health team continues to support all of MacIntyre in an area where there is difficulty talking and thinking about death and dying and this focus sits as one of the team's many objectives
- The Health team makes visits, in person or virtually to ensure that the health concerns of everyone is known, understood and the right support is provided and that everyone has access to the right path way of care
- Working with a family member to co-produce training content to upskill staff teams knowledge
- Working with No Limits around death and dying support, this has led to the work of co-production and job opportunities for a Beyond Words Book Club which is taking place from October 2023
- The Health team is ensuring there are opportunities for staff to co-produce training content to share wider with teams across all of MacIntyre.
- Working with local hubs across all of MacIntyre to support knowledge on health screenings.
- Conferences in person and virtually: a highlight was being joined by a person living with dementia sharing her experiences in a virtual workshop alongside our external consultant Beth Britton.
- Continuing to fly the flag for people living with dementia and a learning disability, staying closely connected with Dementia UK, and running our Dementia Special Interest Group (DSIG) which is available for internal and external audiences
- Successfully finished co-design groups in the Victoria & Stuart project looking forward to the next stages of trialling the toolkits and the positive impact it will have on staff and people who draw on MacIntyre's support
- Working towards Health Recording to be on the digital platform of Nourish

will support the wealth of knowledge that the Health team will have for all of the people that draw on MacIntyre's support Having this knowledge will help provide the bespoke support

- MacIntyre's health team have become involved in the Oliver McGowan Mandatory Training and this is supporting other work to tackle health inequalities for people with learning disabilities and autistic people.

Case Study
Breaking Down Barriers in Training

In partnership with ARC England, MacIntyre has co-designed and co-delivered interactive and accessible Loss and Bereavement training.

Co-designing and co-delivering training

Jess Hiles, who draws on our support and is also employed by MacIntyre, has worked with two co-trainers, Nicola Payne and Beth Britton, to design this training.

The partnership has enabled us to use the expertise we've gained from the Dying to Talk Project, and really live the principles of our Big Plan for the benefit of the whole social care sector.

Learning from each other

Jess, Nicky and Beth said "We've loved working on this training together. We've learnt from each other, debated and decided on what to include in our training, and tried really hard to give our participants the best possible experience so that, in Jess's words 'It will help them to learn what it's like when you lose someone.'"

Before and after every training session we've refined the training to ensure it best meets Jess's needs. Jess's confidence has grown immensely throughout this period as we've overcome barriers and been creative in our thinking and approaches. Jess says of working with ARC on the training "It's been good and I've really enjoyed it."

Working hard… and having fun

Working on the training sessions has been a positive experience. Individuals from different organisations and backgrounds have joined our Zoom sessions, with many participants sharing their personal experiences alongside everything we contribute when talking about our own bereavements. Jess says of meeting lots of new people on the training: "I've been nervous, scared… and happy."

Feedback from our participants

- "It was lovely to hear the perspective from Jess and her experiences."
- "This was a great course, very relaxed and very informative. It was presented brilliantly and Jess was an absolute star. Thank you all very much for making something that is usually uncomfortable to talk about very easy."

Families

MacIntyre was founded by the parents of a young boy with a learning disability. The importance of supporting families to have their voices heard remains a key part of our DNA.

We have continued to open up our monthly family meetings and invite guest speakers to share knowledge, including Franklins Solicitors and Access Charity who shared information on benefits.

One family member said:

"The Let's Come Together meetings have been undeniably helpful to us as a family - not only helping our loved one, but us too. They are hosted and attended by committed MacIntyre staff who share their knowledge, guidance and reassurance with us family members/friends of loved ones using the service. Everyone is friendly and open and we all benefit greatly from the varied topics/speakers which are chosen by us the family members. On numerous occasions the meetings have helped our family when in a situation where we just did not know which way to turn. Let's Come Together meetings are the help and direction we all need during those stressful times."

All MacIntyre staff learn about MacIntyre's Family Charter during their DNA induction module 'We value families, friends and neighbourhoods'. They then have access to attend a CPD workshop called Working with Families which allows staff to really start to understand and have empathy on what families may go though and for MacIntyre to have a good and welcoming approach when working alongside families. This workshop is facilitated by Nicola Payne MacIntyre's Family Engagement lead and Debs Aspland an external advisor and family member who talks from the heart about her reality.

MacIntyre continues to mark a week each year to "Celebrate Families" and is about to launch a resource called WISH (When I Support Him/Her). WISH was created alongside families to ensure families felt confident that all information regarding their loved one wasn't forgotten once a family member dies and, importantly, shared and understood by siblings and circles of support in the future.

Positive Behaviour Support (PBS) and Complex Support

MacIntyre's PBS approach always starts with building trust and rapport with the person, their family and their support team.

The PBS and Complex Support Team goes from strength to strength. During the year under review we have welcomed new colleagues into the team adding a wealth of professional experience and qualification both in the field of clinical psychology and behaviour analysis.

The team continues to work directly with operational teams to build on our DNA foundations, develop bespoke evidence based support for people drawing on our support and to create bespoke and enabling environments.

Our commitment to living our DNA is strengthen by our new Compassion First commitment within PBS. This lays out the ethical responsibilities that come with behaviour change supports, that we as a team commit to in our practice and that we expect of others in the delivery of positive behavioural supports.

We are committed to ensuring we remain at the forefront of this specialist area, meaning we remain or become first choice for commissioners, providers, people and their families

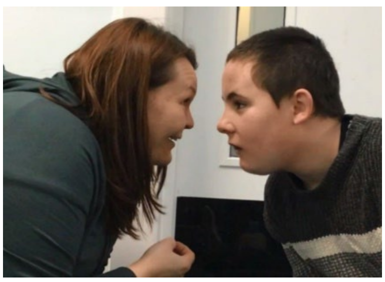


Photo: Joanna and Elvin, Intensive Interaction

Compliance and Safeguarding

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

The regulation Facts & Figures:
MacIntyre has 32 CQC, 1 CIW and 4 Ofsted registered locations. MacIntyre Academies Trust has an additional 5 Ofsted registered locations.

Inspections:

Name of Service	Current Overall Judgement	Date of Inspection
Anvil Close, London	Good	8 November 2022
Southview Close, London	Good	16 March 2023
Jenkins Court (Wingrave)	Good	August 2022
Hillside Children's Home	Good	January 2023

84% of MacIntyre's adult social care services are rated as Good or Outstanding by CQC.

Ofsted continued to inspect our children's homes and education settings as normal, 100% of our education and children's services are rated as Good.

The NHS Capacity Tracker is an online system that holds data about every location registered with CQC to provide a regulated activity.

This system requires an update every month; and this submission has been mandatory since August 2022. Providers can be financially penalised, to the sum of their CQC fee, if submission is not made within the mandatory seven day window. To date we have a 100% submission rate. The Capacity Tracker holds data about the number of people supported, the size of our staff teams, Covid cases and vaccination information, contracted hours, overtime, absence and agency hours.

In the period of April 2022 to March 2023 we reported 1,032 Covid cases (288 people supported and 744 staff) in comparison to 1,047 (227 people supported and 820 staff) in April 2021 to March 2022.

Changes to services:
Most of our Hampshire Supported Living services moved to another provider in March 2022; however the MacIntyre Hampshire DCA did not close until May 2022. The remaining Supported Living Property in Emsworth moved to sit under MacIntyre Central England.

We transferred our two Essex services to another provider. We lost three other Supported Living Services and opened three new services in the North West. MacIntyre No Limits Bedford opened in September 2022.

Health & Safety

We see health and safety in a positive light and we do our utmost to enable people with learning disabilities to live a meaningful life and to achieve their hopes and dreams.

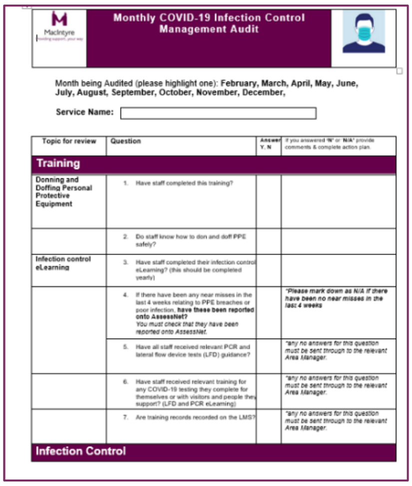
Over the past twelve months the Health & Safety Advisors have delivered online courses on topics including Risk Assessment for Managers, Health & Safety Representatives and Manual Handling Key Trainer CPD sessions.

We have introduced a new Health and Safety Induction training for new managers which has been well received as it offers an overview to all H&S related documents required in services and supports managers to prepare for audits.

Investigation training for Managers has also continued for Frontline Manager and Area Managers new to completing an investigation following a RIDDOR. In total, we have trained 173 staff members up from the 86 staff members trained last year.

> Compliance and Health & Safety audits:
>
> 80 Finance audits
> 84 Medicine audits
> 125 Health & Safety audits
> 20 Hoist audits

Some face-to-face training programmes are being offered and delivered as an alternative to virtual training in areas where there is demand or preference. In addition, we have provided a number of face to face courses in Manual Handling People to staff teams in areas where there was no key trainer.


Monthly COVID-19 Infection Control Management Audit

Month being Audited (please highlight one): **February, March, April, May, June, July, August, September, October, November, December,**

Service Name:

Topic for review	Question	Answer Y, N	If you answered 'N' or 'N/A' provide comments & complete action plan.
Training			
Donning and Doffing Personal Protective Equipment	1. Have staff completed this training?		
	2. Do staff know how to don and doff PPE safely?		
Infection control eLearning	3. Have staff completed their infection control eLearning? (this should be completed yearly)		
	4. If there have been any near misses in the last 4 weeks relating to PPE breaches or poor infection, **have these been reported onto AssessNet?** *You must check that they have been reported onto AssessNet.*		**Please mark down as N/A if there have been no near misses in the last 4 weeks*
	5. Have all staff received relevant PCR and lateral flow device tests (LFD) guidance?		**any no answers for this question must be sent through to the relevant Area Manager.*
	6. Have staff received relevant training for any COVID-19 testing they complete for themselves or with visitors and people they support? (LFD and PCR eLearning)		**any no answers for this question must be sent through to the relevant Area Manager.*
	7. Are training records recorded on the LMS?		**any no answers for this question must be sent through to the relevant Area Manager.*
Infection Control			

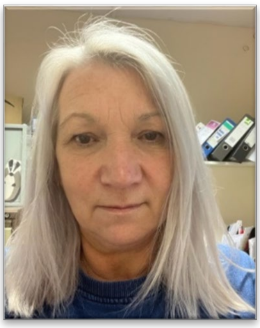
The Compliance and Health & Safety Team have attended regular Covid-19 planning and management calls since February 2020 to date. MacIntyre guidance has been regularly reviewed and updated in line with changes to Government guidance. The Covid-19 Infection Control Management Audit has continued to be completed on a quarterly basis during 2022-23, and is now under review with a plan to retire the form.

> **Health and Safety**
> Stronger Together
> Committee

The Health & Safety Team are relaunching its organisation-wide Safety Committee with key members across MacIntyre's operational divisions. The Committee focuses on policy/procedure implementation, key risks and sharing best practice/knowledge throughout MacIntyre.

The Health and Safety Team launched its 'Stronger Together' Committee at the end of 2022, which brings together H&S Reps and people who draw on our support nationwide to ensure inclusion on designing accessible paperwork, sharing best practices and creating supporting training movie clips. Some areas have shared easy read pictorial forms they have created so other services and areas can also use them. People who draw on our support have been active members of this committee and sessions are always well attended and everyone participates.

Case Study
H&S Audits: Joanna's story



"I became a Front Line Manager in May 2022 and had my first audit in January this year. This made me quite anxious and nervous as it was the first one on my own and didn't want to let anyone down.

I had shadowed my previous manager when he completed a health and safety audit so I knew what to expect. This is an idea that I think Front Line Managers could take up as senior support workers can help with the audit and they get an insight what needs to be in place.

I was still very anxious about this but on the day it all went well; the internal auditor was really friendly and approachable and went through everything she needed. She also helped me with many things giving me tips to make it easier and how to collate everything together. Trying to help with risk assessment so we didn't have too many when things could be added to the same risk assessments.

I also emailed her beforehand to get advice about risk assessments and about signatures and dates.

My experience is that the central Health & Safety team are there to help not criticise: they want MacIntyre to be the best and have the best services and made me feel like no question is a daft question as we are all learning on the job as things constantly change."

Joanna Booth, Warrington

Inspiring and Engaging our Staff for Today and for the Future

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

MacIntyre Strategy 2020 – 2023

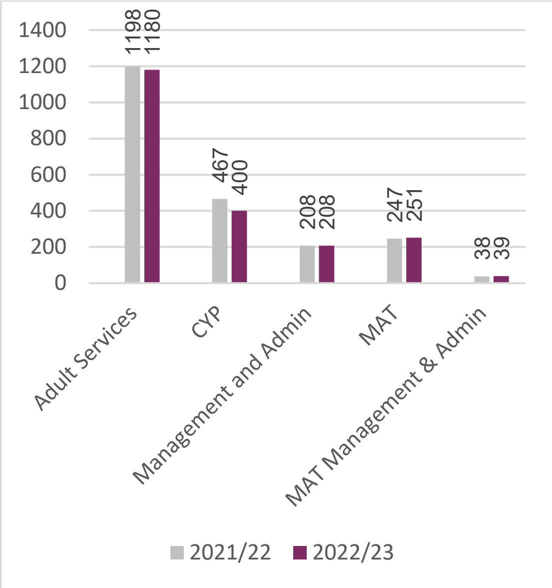
We have a diverse workforce across the Group including support workers, connectors, ambassadors, teachers, managers and leaders all of whom are bound together by our DNA and more specifically by an ambition to be the very best.

We understand the importance of attracting the right people for these diverse roles and of providing the very best employee experience for everyone. It is clear given the diversity of role that a "one size" approach to recruitment and retention would be limited and restricting.

We ensure that all employees have the knowledge, skills and support that is unique to them and their role. This may include mandatory training and formal qualifications.

We are supportive of innovation and enterprise and believe that any changes in legislation and regulation of education and social care services has to recognise the role that such innovation and enterprise plays in developing the future and delivering to our vision and purpose.

Breakdown of Workforce



Recruitment
Over the last year we have built on the learning of our *Recruitment Revolution*. The process of involving Tricia Nicoll, an external consultant and critical friend to challenge some of our entrenched views and methods to recruitment, proved extremely beneficial. This process, along with several key changes within the central recruitment team has allowed us to think differently about recruitment. We have engaged in local neighbourhoods to raise the profile of what we do and match local people's interests, skills and talents with those of people drawing on our support locally. The introduction of community-based colleagues to support recruitment has seen a transformation of hearts and minds, enabled us to create a strong culture of a positive candidate experience and resulted in the development of an exciting and efficient on boarding process.

In line with our DNA, we have ensured that people who draw on support have a voice and are actively listened to by co-producing events or taking advantage of events in our local communities. Ensuring people we support are involved in their local neighbourhoods has led to an increase in locally sourced staff without a background in social care.

Case Study
Setting up a Mixed Ability Rugby Programme

An example of our approach was developing links with a local rugby club in Bedfordshire, where we were supporting a person with an interest in rugby.

We supported the club to develop a mixed abilities rugby programme, which has now grown with several people taking part each week, including now organising matches with neighbouring counties.

Aside from the huge benefit this has had on several people drawing on our support, this relationship with a local rugby club has produced several recruitment and volunteer opportunities, as a direct consequence of the relationships developed on the pitch.

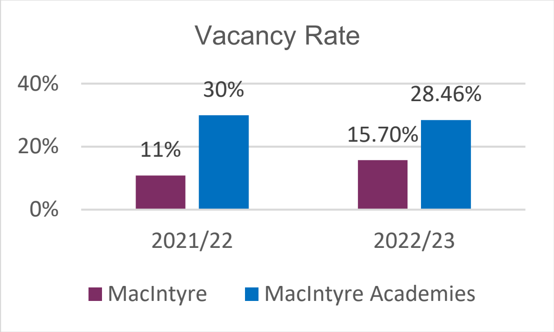
We are exploring the deployment of UK sponsorship visas as a further avenue for filling vacancies. After an initial allocation of ten sponsorship licenses from the Home Office, we have expanded this to twenty licences and have utilised ten sponsorship licences on existing MacIntyre staff with visas due to expire, and recruited a further ten external candidates. The intention is to keep this process under review and monitor the current cohort for six months, before determining whether to continue expanding our pool of sponsored workers.

We set out five critical success factors to measure our effectiveness and continue to track and monitor progress in the following areas:

- Decrease overall vacancies to Under 10%
- Improved candidate experience
- Increase relief staff pool in key hotspot areas
- Reduce agency spend by 50%
- Improved data and KPIs tracking / monitoring

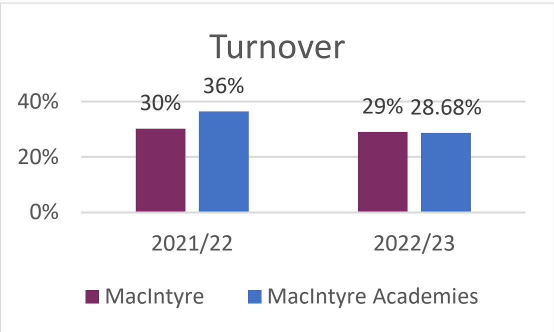
We have successfully reduced vacancies across Adult Services to 11.8% (14.5%) which, given our range of services and wide geographical areas and variance, is extremely positive.

Within our Children & Young People (CYP) services, vacancies also reduced from 21% (24.3%) in the same period. There is an academic year cycle with both student numbers and staff flexing the impact of workforce demographics in our education and children services.



Retention
According to Skills for Care data, 4 out of 5 jobs in the UK economy pay more than jobs in social care, therefore we have had to appeal to different motivating factors other than pay when attracting and retaining staff. As already detailed within this report, we have prioritised attracting people within our local communities, without a background in social care, as a key component for filling our vacancies, along with the standard methods.

Along with our drive to ensure we recruit the right candidates in the quickest time possible, we are also keen to ensure that we retain our colleagues for years to come. It's extremely important to MacIntyre that we address and remove any barriers to retaining staff long term. We know, based on sector research from Skills for Care and our internal staff leaver data, that staff wellbeing plays a significant role in ensuring retention. In addition, recent staff surveys have also highlighted effective communication and value / recognition post Covid as key areas for us to get right.



Staff Wellbeing
We are therefore prioritising staff wellbeing initiatives, both within our operational services and within our central offices. This includes a renewed focus on engagement and involvement of central staff teams through the recently established Wellbeing Group, which has adopted a Five Ways to Wellbeing approach. Initiatives include walking clubs; social activities; learning & sharing activities both in person & virtually, with the aim of enhancing staff morale and thereby improving retention.

In addition, over the coming months we will be exploring the roll-out of a Mental Health First Aider scheme across MacIntyre, as well as reviewing our formal support offer to colleagues with Dyslexia in order to improve staff mental health and overall wellbeing.

Staff Communication
In relation to improving staff communication, we completed a specific staff survey on the best way to communicate with staff across our various divisions. The key findings and corresponding action plan will shortly be communicated. In the months ahead, we intend to:

- Ensure a consistent induction and welcome to all new staff in line with our DNA. This will include the roll-out of Personal Development Portfolios, earlier access to eLearning whilst awaiting start date and revised MacIntyre welcome pack
- Reinvigorate the work of the Staff Council and the Diversity Advisory Group, ensuring our recognised staff forums are consulted appropriately and used constructively as a platform for expressing staff views
- Consult on changes to celebrating, valuing and recognising the contributions of long-standing staff, including inspiring others by sharing these stories more widely.

Development
We know, based on sector research and internal staff surveys, that the likelihood of staff leaving decreases by up to 10% if workers had more training and access to recognised qualifications.

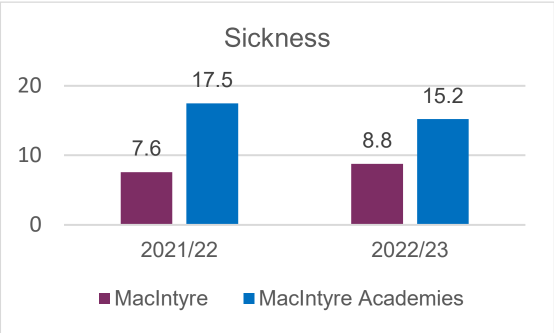
MacIntyre offers a mixed and varied blend of learning and development opportunities, which consists of both in-person and eLearning training. Over the last year, we have spent time ensuring that our approach to staff inductions is standardised, with all new starters receiving access to face to face induction training. This training incorporates MacIntyre's DNA, ensuring all staff understand the importance of our values. Training also includes a locally led induction, highlighting the local area specifics that will differ from region to region. This revised induction format has received very positive feedback from both those in attendance, as well as those facilitating sessions.

In addition we have streamlined mandatory / required training, to ensure staff prioritise the training required in their specific place of work, whilst also being able to select from a wider range of personal development courses of their choice. The introduction of a separate continuous professional development (CPD) module via Grey Matters will contribute to individual self-study and development. We are exploring new ways to highlight the diverse career pathways that exist within MacIntyre, whether vertical or horizontal in addition to introducing alternative ways of cascading learning. This includes internal coaching support for new or inexperienced managers, as well as '*Lunch & Learn*' approach to workshops, where staff can attend and receive bite size practical advice on dealing with a range of issues.

Leadership
Following the refresh of our DNA last year, we have turned our attention to our MacIntyre Leadership Behaviour Charter, which was last issued in 2019. This was reviewed with colleagues from across all divisions and has resulted in a renewed **Leadership DNA**, which was launched at MacIntyre's Inspiring Leaders Conference in September 2023. The new Leadership DNA re-emphasises our values and the behaviours critical for all MacIntyre leaders to exemplify. The Leadership DNA will form the basis for manager supervisions, appraisals and 360s, ensuring a continuous feedback loop on how they embody MacIntyre's DNA. The Leadership DNA will be reinforced by MacIntyre's existing six month Leadership Programme, designed to support leaders and future leaders maximise their potential. This investment in leaders, is central not only to the career development of our leaders, but will positively impact our staff retention objectives, as well as the quality of support provided to those who draw on support.

Sickness and Absence
We continue our commitment to support the health, wellbeing and attendance of all employees. We continued at the start of the financial year to be cautious in our approach as the restrictions of the pandemic were lifted and the vaccination programme helped us to return to normal activities. Our staff continued with the wearing of PPE and regular Covid-19 testing to provide a safe and healthy environment, protect those that draw on our support and to protect their colleagues. We have continued to provide support and training focused on physical and mental wellbeing. Managers and their teams have been supported through individual and group counselling services as well as being supported by the HR Team, our Employee Assistance Programme, occupational health services and our rehabilitation services.

We continue to see an impact from the Covid-19 pandemic with many of our employees having experienced difficulties and delays in accessing treatment and care they need from the NHS to assist their recovery and return to work. This has meant that employees are absent for longer periods than they or we would have previously expected. Consequently, whilst our shorter term period of absence have reduced with less absence due to Covid-19 our longer term absence periods have increased. This means that our absence levels have increased to 8.8 days per employee (7.6 days in 2021/2022) and we are focused on ensuring our employees can access the support available from MacIntyre to assist their earlier recovery including reasonable adjustments to help them in their return to work.



MacIntyre Care Salary Reviews
We reviewed our salary levels ahead of the start of the financial year and from April 2022 were able to continue paying above the National Living Wage (NLW) (£9.50 for ages 23 years and above) for all our employees. We remain committed to attracting, recognising and rewarding our employees and where affordable will pay above the published NLW as well as rewarding our employees for their work and long service through our My Rewards voucher scheme and making other employee benefits available. A further salary review was undertaken and salaries increased for our Children and Young People Services in September 2022 and for office based staff in October 2022 to ensure we remain as competitive as we can within what is affordable.

MacIntyre Academies Salary Review
Attracting and retaining top talent and creating a great place to work is a priority for MacIntyre Academies Trust. Ensuring our salaries and total rewards offer are competitive and attractive is key to our approach. In 2022/23, the Academies mirrored the Government's recommended teacher pay increases of between 5% and 8.9%. In addition, following an extensive benchmarking exercise, the Academies introduced a discretionary special school allowance for teaching assistants and other support roles to recognise the important work they do and additional responsibilities they hold. We also introduced a regional allowance for Oxfordshire based employees to compensate for the additional cost of living in comparison to other areas of the UK.

Case Study
Making Reasonable Adjustments

"I joined MacIntyre in 2021 in a full-time position. While working with people at this service, I felt a sense of achievement and I was good at it. The Queen's Jubilee was coming up and we were all working together to make a real celebration for everyone. We organised decorations, food, and entertainments. Then unfortunately I felt my mental health go into decline. Life, like for so many of us, is challenging yet coming to work and supporting the people made things better. Unfortunately I had a big setback with my health and found myself unable to cope as I had done previously. In September 2022 I was too ill for work; I needed specialist treatment and support.

MacIntyre were very understanding and kept in touch through my road to recovery. I was provided with sources of external support and check-ins from my Manager and a member of the HR team. Working with my area manager, line manager, and the HR team through treatment, progress, and occupational health assessment, I slowly recovered and after six long months I returned to work slowly and on a part-time basis. It's been tough and, although I don't work full time anymore, I know that I make a difference to the people that live there and in turn this helps me keep a sense of perspective.

MacIntyre
Providing support...your way

> *I thank MacIntyre for their patience and support and giving light at the end of tunnel."*
>
> Employee preferred to remain anonymous

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 that are required by our regulators and by our aspirations of achieving excellence in all that we do.

Our small Learning and Development team are instrumental in developing in supporting our open learning culture as well as focusing on the design and delivery of our mandatory training and formal qualifications as required for some posts.

Two of the Learning & Development team have been identified to deliver The Oliver McGowan Mandatory Training across the organisation and have completed the 'Train the Trainer' training and are now working with the Best Practice team to agree roll out of the programme

ELearning

The following eModules have been created during the year under review:

- Education and Training Standard (Level 3) – knowledge learning resource to cover the Legislation aspects
- Education and Training Standard (Level 3) – knowledge learning resource to cover the Professional standards aspects
- Dying to Talk – eModule 1
- Legionella eModule

The following modules have been created, and will be released imminently:

- Education and Training Standard (Level 3) EAT – Assessment Module 1
- Education and Training Standard (Level 3) – Assessment module 2 currently creating to launch with Module 1 as a set

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

This reduction in completing learning this way is due to some training returning to the face-to-face model of delivery following the relaxing of Covid restrictions.

Internal Training Delivered

The face to face induction programme commenced in September of last year has been very successful. The primary focus is to welcome our new recruits on board, letting them know what their induction will entail and also the opportunities available to them post probation, as well as the implementation of the DNA.

The sessions have been well represented in most areas, the Learning & Development team, along with the Area Manager and people we support have been involved in the development and delivery of these programmes.

Course name	Number of Sessions	Staff Completed
Accredited Medicines	6	92
Supervision	8	95
Induction (Face to face)	20	229
Induction (Zoom)	9	272
Recording and observation	8	40
Link working	2	8
Lead to succeed	6	25
PDP Support Workshops	39	75
Rota Planning	4	51
Total	**102**	**887**

Qualifications Completed

The development of 3 Leadership programmes for Adult Services commenced in June 2023. Each programme is 6 days and delivered over a 6 month period and so far only 2 days have been delivered with really positive feedback.

Qualification	Staff Registered	Staff completed
Level 2 Adult Care	8	2
Level 3 Adult Care	3	3
Level 3 CYP	24	13
Level 3 CYP Unit route	13	13
EAT	39	26
DET	6	2
Accredited medicines	82	74
Total	**175**	**133**

Quote from Community Learning Facilitator who recently completed the Education and Training Standard (EAT)

"This programme has been successful for me and can be seen in my day-to-day work with MacIntyre. Now in my daily planning for learners I have tried embed the main core as English/ literacy, communication, Maths and new technologies and I think my Evidence of learning reports are more structured by putting aims and objectives of the learning processes.

I am also aware to plan and to present engaging and inclusive teaching approach in my learning sessions.

Indeed, I have learnt about relevant legislations and their meaning, for example the meaning of the equality was previously standing for me to act in the same way for everyone which is slightly different in education as is not about treating everyone the same but about giving everyone an equal opportunity to access the learning process.

I have also learnt that a professional standard for teachers and trainers existed; the teachers and trainers professional standards, and I should refer and comply with it and check that my teaching approaches is compliant with this standard.

Moreover, I have learnt about the role and responsibilities of a teacher in relation to teaching, for example the teaching process 'cycle' (identify needs, plan and design, deliver, assess and evaluate)."

Quote from Community Learning Facilitator re the support she received from Rachel Sanders throughout her Education and Training Standard programme

"I thought Rachel was an outstanding tutor, she had an abundance of patience and knowledge and managed well with a wide variety of learners. I felt that Rachel always had time to offer support and her feedback was always fair and balanced. Looking back on the course as a whole, Rachel is a great role model and I feel very lucky that she was our tutor throughout the programme."

Growing an Organisation with Integrity and Robust Financial Planning

"While celebrating the success of today it has been our intention to put in place the building blocks for a sustainable future"

MacIntyre Strategy 2020 – 2023

Growth

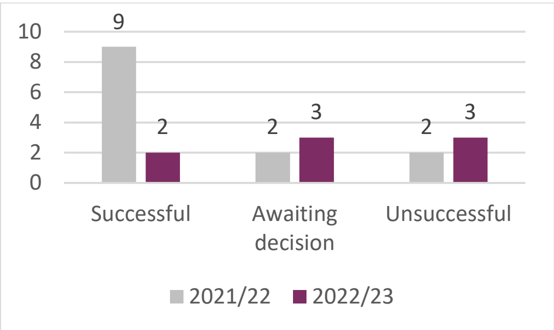
In 2022 we commissioned Cranfield School of Management to work with us to develop our ambitious Adult Services Growth Plan for 2023 to 2025. These workshops were attended by all Directors, presented to MacIntyre's Trustees and shared with all MacIntyre's managers in autumn 2022.

We are in the processing of finalising our growth strategy for our education and children and young people services with an implementation start date of January 2024.

We have a separate growth plan for the MacIntyre Academies Trust which for the next 2 academic years includes a target for one new school. We await the 2023 Wave of free school opportunities.

Following the promotion of Andrea Parr to Operational Director (South) we have recruited Sara Parkinson as our Head of Head of Business Development. Sara will work alongside operational directors for Adult Services and Children and Young People in the delivery of our growth plans that in the man focus on ten geographic areas.

Bid Success

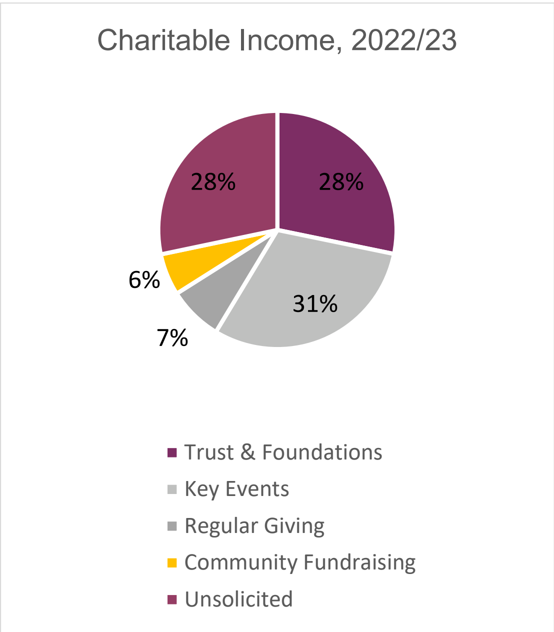


Charitable Income

Charitable income continues to be an important source of funding for those areas of our activity which are not covered by core funding.

MacIntyre Trustees agreed to invest £1.2m over three years in the continued design and delivery of key practice areas that represent excellence and in activity which we believe makes MacIntyre different; to deliver to our purpose; to embed ourselves as a local organisation where we shape communities. This has included our investment in the role of Community Co-ordinators who are leading our Recruitment Revolution and working with teams to map local community connections.

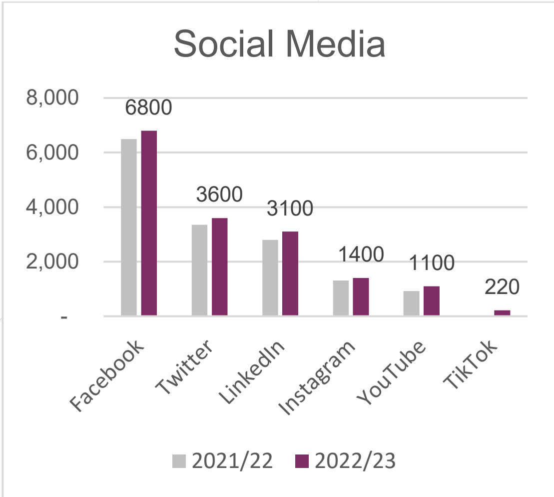
MacIntyre's biggest fundraising event of the year, the MacIntyre Golf Day, made a record profit of over £65,000 which benefitted one of our registered care houses in Bedfordshire. We are immensely grateful to all those who support us so generously each year at the Golf Day.



Marketing and Social Media

Our use of social media continues to be an effective way to reach new audiences, and to support our recruitment activity. In addition to our main Facebook account, and linked to our Recruitment Revolution, the number and use of these local accounts has increased during the year under review as a means to promote our local community engagement, events and stories.

During the year under review we established a small presence on TikTok which we intend to develop further in the coming year.



Website and Intranet

The MacIntyre website remains a key tool in providing information about MacIntyre's offer to our different audiences.

A review of the content of the website is underway to better reflect our approach to community connecting.

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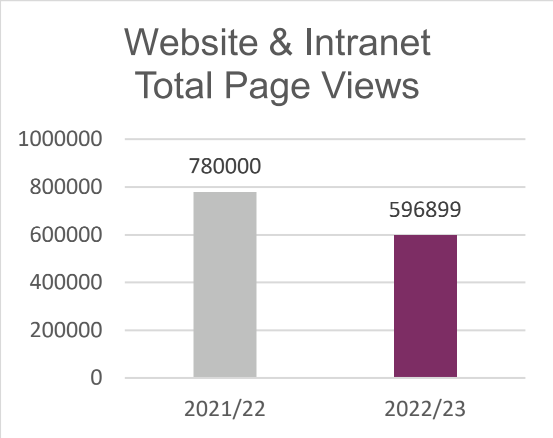


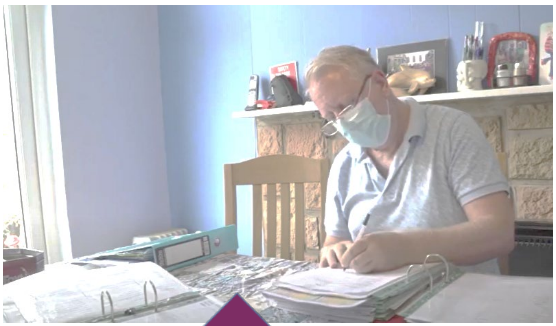
Digital and technology solutions

Nourish Digital Care Management System
During the year under review, MacIntyre made the decision to adopt a digital care management system across all our Adult Services. Following a thorough process, Nourish was the system chosen based on the functionality and ease of use.

The Nourish digital care management system will enable MacIntyre to:

- enable people who draw on our support to actively contribute to the recording of plans and activities
- capture and record care planning and needs assessments
- capture real-time, auditable, records, notes and observations that can be accessed at the point of care
- support task planning, allocation, management and completion
- access the data contained within the system
- produce reports for individuals, sites and services
- enable family members to access information about their loved ones

Funding
The Government have set the adoption of digital care systems as a priority and have therefore made funding available through the Integrated Care Boards. We are ensuring we access this funding to offset the costs of introducing the system.



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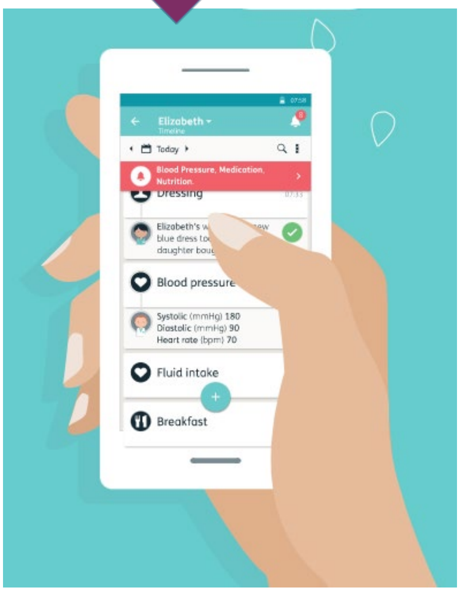

Independent Auditor's report to the members of MacIntyre Care

Opinion

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's group
members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

20/12/2023

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

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GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	230	20	250	773	275	1,048
Charitable activities:	3						
Adult Support Services		38,029	-	38,029	39,875	-	39,875
Children and Young People Services		13,368	13,814	27,182	12,163	12,789	24,952
Investments		132	-	132	8	-	8
TOTAL INCOME		51,759	13,834	65,593	52,819	13,064	65,883
EXPENDITURE ON							
Raising Funds	3	56	-	56	53	-	53
Charitable activities:							
Adult Support Services		39,481	-	39,481	39,267	-	39,267
Children and Young People Services		12,468	14,612	27,080	12,642	14,255	26,897
TOTAL EXPENDITURE	3	52,005	14,612	66,617	51,962	14,255	66,217
NET EXPENDITURE FOR THE YEAR		(246)	(778)	(1,024)	857	(1,191)	(334)
Transfers between funds		121	(121)	-	197	(197)	-
Other recognised gains and losses							
Actuarial gains on Defined Benefit pension schemes		-	6,402	6,402	-	1,460	1,460
		(125)	5,503	5,378	1,054	72	1,126
Reconciliation of funds	11	22,995	16,523	39,518	21,941	16,451	38,392
TOTAL FUNDS CARRIED FORWARD		22,870	22,026	44,896	22,995	16,523	39,518

The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

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CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
FIXED ASSETS					
Tangible Assets	6	31,876	31,742	13,665	13,878
NET CURRENT ASSETS					
Stocks	8	7	16	7	16
Debtors	9	12,996	7,607	11,404	7,057
Cash at bank and in hand	14	5,733	11,610	3,536	8,544
		18,736	19,233	14,947	15,617
CREDITORS:					
Within one year	10	(5,321)	(5,809)	(4,677)	(5,343)
NET CURRENT ASSETS		13,415	13,424	10,270	10,274
TOTAL ASSETS LESS CURRENT LIABILITIES		45,291	45,166	23,935	24,152
Defined benefit pension scheme liability	12	(395)	(5,648)	-	-
		44,896	39,518	23,935	24,152
Restricted Funds	11	22,026	16,523	786	887
Unrestricted funds					
Designated Funds	11	19,204	19,382	19,204	19,382
General Funds	11	3,666	3,613	3,945	3,883
TOTAL FUNDS		44,896	39,518	23,935	24,152

The charitable company's deficit for the year is £226k (2022: £1,213k).

Approved on behalf of the board:

John Berriman
Trustee

Rachel Taylor
Trustee

Company No. 00894054

15/12/2023

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GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023 £'000	2022 £'000
Cash flows from operating activities	(4,479)	2,004
Cash flows from investing activities	(1,398)	(1,090)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	(5,877)	914
Cash and cash equivalents at 1 April	11,610	10,696
Cash and cash equivalents at 31 March	5,733	11,610
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	(1,024)	(334)
Adjusted for:		
Investment Income	(132)	(8)
Depreciation of tangible fixed assets	1,393	1,326
Defined benefit expense	1,152	1,694
(Increase)/Decrease in debtors	(5,389)	(1,596)
Increase in creditors	(488)	934
(Increase) in stock	9	(12)
Net cash provided by/(used in) operating activities	(4,479)	2,004
Cash flow from investing activities		
Interest received	132	8
Purchase of tangible fixed assets	(1,530)	(1,098)
Net cash inflow/(outflow) from investing activities	(1,398)	(1,090)
Analysis of cash and cash equivalents		
Cash at bank and in hand	5,733	11,610

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The private company is a public benefit entity for the purposes of FRS 102 and a registered charity (charity number 250840) established as a company limited by guarantee (company number 00894054) and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011. The company was incorporated in the England and Wales with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR.

Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting data of the financial statement of MacIntyre Academies is 31 August as it is required by its Funding Agreement with the Secretary of State.

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charitable company has not been presented as part of these financial statements.

Going concern

The Trustees have assessed whether the use of going concern is an appropriate underlying basis for accounting. They have considered possible events or conditions that might cast significant doubt on the ability of MacIntyre Care to continue as a going concern. The Trustees have made this assessment for a period of one year from the date of the approval of these financial statements. In particular, the Trustees have considered MacIntyre Care’s forecasts and projections and have taken account of the key risks that the organisation faces. After making enquiries, the Trustees have concluded that there is a reasonable expectation that MacIntyre Care has adequate resources to continue in operational existence for the foreseeable future. MacIntyre Care therefore continues to adopt the going concern basis in preparing its financial statements.

Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Fee income is recognised in the period in which services are provided and the related fee income is receivable. Fees received in advance of care services provided are held within deferred income until the period to which they relate.

Donations and grants, including grants in respect of major items of refurbishment, improvements or the purchase of fixed assets and government grants, are recognised in the Statement of Financial Activities when receivable. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met.

Resources expended

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Charitable activities include expenditure associated with running the registered care and nursing homes.

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2023:

76% of costs were allocated to Adult Support Services (2022: 75%) and
24% of costs were allocated to Children and Young People Services (2022: 25%).

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fixed Assets

Equipment and furnishings are capitalised at inception of a service and depreciated in accordance with the rates below. The cost of replacements is written off during the period the expenditure is incurred. All fixed assets are initially recorded at cost.

Donated fixed assets are initially recognised at fair value. The gain is recognised as income from donations and a corresponding amount included in the appropriate fixed asset category as the cost of addition, and depreciated over the useful economic life in accordance with the depreciation policies below.

Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off each asset evenly over its expected useful life as follows:

Freehold land and buildings	-	2% per annum
Long term Leasehold	-	period of the lease or 2% per annum if lease longer than 50 years
Short term Leasehold	-	period of the lease
Equipment and furnishings	-	15 to 33% per annum

The carrying values of tangible fixed assets are reviewed for impairment each year if events or changes in circumstances indicate the carrying value may not be recoverable.

Freehold land and buildings

Freehold land and buildings are stated at their deemed cost being the valuation at the date of transition to FRS 102. The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any impairment losses. The company has adopted the transition exemption under FRS 102 paragraph 35.10(d) and has elected to use the previous revaluation as deemed cost.

Stocks

Stocks are stated at the lower of cost and net realisable value. Costs include all costs incurred to bring the goods to their present location and condition at the Balance Sheet date. Net realisable value represents anticipated selling price less any further costs expected to be incurred to disposal.

Leasing and hire purchase contracts

Rentals on operating leases are charged to revenue on a straight line basis.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS102 to all its financial instruments. Financial Instruments are recognised in the charitable company’s balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exception of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pensions

The company operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to revenue as they fall due. The company has no potential liability other than for the payment of those contributions.

Pension benefits to employees of the subsidiary are provided by the Teachers Pension Scheme (‘TPS’) and the Local Government Pension Scheme (‘LGPS’). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees’ working lives with the employer in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 1, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period in which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the employer in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Fund accounting

General unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are also unrestricted funds but have been designated by the Trustees for a particular purpose. They include the net book value of tangible fixed assets used by the charitable company in its operational activities.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Trustees to have most significant effect on amounts recognised in the financial statements.

Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2023. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

Fees represent amounts invoiced to local authorities, individuals and other funding agencies in respect of the provision of care and support services.

Income is all attributable to the continuing activities of the charity, in accordance with its objects.

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £250k (2022: £929k) of which £230k was unrestricted (2022: £690k) and £20k was restricted funds (2022: £239k).

(b) Grants received during the year which are included within charitable activities are as follows:

	Charity 2023 £'000	2022 £'000
Department for Work and Pensions (Access to Work)	-	6
Association FOWDF Funds	-	5
Dementia UK Admiral Nurse	-	44
Dying to Talk	-	50
DSCR	21	-
Inclusive Approach	-	15
Fund Raising by Services	17	-
Donations made in memorial	5	-
The Screwfix Foundation (Stony Stratford Coffee Shop)	-	1
Warrington Learning Centre	38	-
Total Grants Received	81	121

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3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2023 Total	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	36,036	-	408	3,037	39,481	39,267
Children & Young People Services	11,399	14,612	-	1,069	27,080	26,897
Fundraising Costs	56	-	-	-	56	53
	47,491	14,612	408	4,106	66,617	66,217

3. (b) Analysis of Support Costs

	Adult Services	Children and Young People Services	2023 Total	2022 Total
	£'000	£'000	£'000	£'000
Support Costs:				
Training	193	69	262	214
IT	284	100	384	138
Standards & Excellence	173	61	234	101
Management & Administration	1,195	420	1,615	1,661
Finance & HR	1,192	419	1,611	1,999
	3,037	1,069	4,106	4,113

3. (c) Surplus is stated after charging

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Depreciation	1,392	1,297	686	667
Operating Leases				
• Equipment & Vehicles	474	506	474	466
• Buildings	510	413	510	413
Audit remuneration				
• For statutory audit of the financial statements	98	112	40	40

4. EMPLOYEES

The average monthly number of employees during the year was as follows:

	Group		Charity	
	2023	2022	2023	2022
	No.	No.	No.	No.
Adult Support Services	1,180	1,198	1,180	1,198
Children and Young People Services	651	716	400	467
Management and Administration	247	244	208	206
	2,078	2,158	1,788	1,871

Staff costs during the year amounted to:	Group 2023	2022	Charity 2023	2022
	£'000	£'000	£'000	£'000
Wages and Salaries	40,418	42,953	34,128	36,566
Social Security Costs	3,382	3,291	2,777	2,770
Other Pension Costs	2,955	1,999	803	851
	46,754	48,243	37,708	40,187
Agency Staff Costs	5,705	3,228	4,652	2,633
	52,459	51,471	42,360	42,820

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £29,484 (2022: £42,818).

Employee emoluments:
Employees receiving emoluments (including benefits in kind) in excess of £60,000 were as follows:-

	Group 2023	2022	Charity 2023	2022
	No.	No.	No.	No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	2	3	1	3
£80,001 - £90,000	4	3	2	1
£70,001 - £80,000	3	1	1	-
£60,000 - £70,000	3	1	2	-

The total employer's pension contributions for the above higher paid employees during the financial year was £137k (2022: £115k) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £449,000 (2022: £449,000).

5. TRUSTEES' EMOLUMENTS

None of the Trustees or any person connected to them received any remuneration or reimbursement for expenses in the current or prior year.

6. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Motor Vehicles £'000	Total £'000
Cost:						
At 1 April 2022	18,686	18,428	672	8,586	21	46,393
Additions	143	854	-	533	-	1,530
Disposals	-	-	-	-	-	-
At 31 March 2023	18,829	19,282	672	9,119	21	47,923
Depreciation:						
At 1 April 2022	5,490	1,924	672	6,559	9	14,654
Charge for the year	391	364	-	634	4	1,393
Disposals	-	-	-	-	-	-
At 31 March 2023	5,881	2,288	672	7,193	13	16,047
Net Book value:						
At 31 March 2022	12,840	17,009	-	1,876	15	31,740
At 1 March 2023	12,948	16,994	-	1,927	9	31,878

The net book value of the assets of MacIntyre Academies included in the table above are made up as follows:

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	Total £'000
Net Book value as at 1 April 2022	17,152	13	698	17,863
Additions in the year	755	(4)	300	1,051
Depreciation charged in year	(363)	-	(337)	(700)
Net Book value as at 31 March 2023	17,544	9	661	18,214

7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowhill, Milton Keynes, MK5 8FR. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2023 is as follows:

	Restricted Funds £'000	**Total 2023 £'000**	Restricted Funds £'000	**Total 2022 £'000**
Income	13,814	13,814	13,411	13,411
Expenditure	(14,621)	(14,621)	(11,500)	(11,500)
Net income	(807)	(807)	1,911	1,911
Actuarial losses on defined benefit pension schemes	6,402	6,402	(2,624)	(2,624)
Net movement in funds	5,595	5,595	(713)	(713)

Balance Sheet	**2023 £'000**	**2022 £'000**
Fixed Assets	18,211	17,864
Current Assets	3,789	3,606
Current Liabilities	1,030	(458)
Defined benefit pension scheme liability	(6,402)	(5,402)
Net Assets	16,628	15,610
Restricted funds	13,814	3,148
Fixed asset funds	17,545	17,864
Pension reserve	(6,402)	(5,402)
Total Funds	**24,957**	**15,610**

8. STOCKS

	Group		**Charity**	
	2023 £'000	**2022** £'000	**2023** £'000	**2022** £'000
Stocks	7	16	7	16

9. DEBTORS

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Trade Debtors	9,871	6,442	9,544	6,243
VAT Recoverable	167	159	-	-
Other Debtors	7	69	5	17
Prepayments	895	635	777	635
Accrued Income	2,057	301	1,078	162
	12,997	7,606	11,404	7,057

A bad debt provision of £46k (2022 £46k) is included within trade debtors above.

10. CREDITORS: amounts falling due within one year

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Trade Creditors	643	734	511	593
Other taxes and social security	700	855	563	694
Fees in advance – deferred income	901	1,022	774	1,022
Other creditors	436	519	289	356
Accruals	2,641	2,677	2,540	2,678
	5,321	5,809	4,677	5,343

In respect of deferred income:	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Deferred income brought forward	1022	1,196	1022	1,196
Released from prior year	(1,022)	(1,196)	(1,022)	(1,196)
Deferred in current year	901	1,022	774	1,022
Deferred income carried forward	901	1,022	774	1,022

Deferred income relates to fees received in advance of care services being provided.

11. RECONCILIATION OF MOVEMENT ON RESERVES

Designated funds have been set aside out of unrestricted funds by the Trustees for specific purposes.

a) Fixed Asset Designation – this fund represents fixed assets invested in buildings and equipment in which we provide services.

b) Specific Projects – including research and development within the sector.

Restricted funds represent the balance of funds donated for specific purposes which are being utilised by the charitable company in accordance with the donors' specific requests.

	Unrestricted			Restricted		
	General Funds £'000	Designated Funds £'000	Fixed asset Funds £'000	Restricted Funds £'000	Pension Fund £'000	Total Funds £'000
At 31 March 2022	3,613	19,382	17,861	4,310	(5,648)	39,518
Net Incoming Resources	53	(178)	350	(100)	5,253	5,378
At 31 March 2023	3,666	19,204	18,211	4,210	(395)	44,896

Purposes of Restricted Funds

The restricted funds balance includes the restricted pension fund provision relating to MacIntyre Academies. This balance, included in restricted funds above is £395k at 31 March 2023 (2022: £5.6m).

The balance of the restricted funds at 31 March 2023 of £786k (2022: £887k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £12.9m (2022: £13.9m) of freehold property used by the charity for the provision of services.

The Trustees have agreed a policy on the use of non-specific donated funds: they will be designated for charitable benefits, over and above the core running costs of the charity. Over the next 2 years this will include:

No Limits and Transforming Care

We plan to invest £150k in a Transforming Care leader over the next 12 months with an ongoing cost of £100k per annum for a further two years, totaling £350k.

Developing Practice

We will retain the leadership team associated with the dementia project as we extend this work to a more general health focus. We will continue to invest in the lead coaches supporting our PBS work and invest in a similar methodology to step up our workforce knowledge and skills in the area of Autism. The proposal is to invest £1.1m in developing practice over the next three years.

Families

A family liaison post has been created to work with families who have had a traumatic experience going through the social care system. This post has been created to work with families to help them navigate their way through transition services, working with local authorities, health services etc.

Technology

The Board Digital committee will enable management and interested Trustees to work collaboratively to develop a digital and technology strategy to be brought to the Board for approval and implementation. The current proposal is to invest £480k over the next three years to develop capacity to work in new ways. This amount excludes what might be needed by way of the digital and technology investment element of that work.

12. PENSIONS

a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and NHS Pension Funds. The total pension cost for the charitable company during the year relating to this scheme was £803k (2022 £851k).

b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.

c. Under the TPS Agreement, employer contribution rates from September 2019 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.

d. The pension charge for the year includes contributions payable to the TPS of £536k (2022: £609k). At the year-end £8,080 (2022: £6,428) was accrued in respect of contributions to this scheme.

e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.

f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2023.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made in the year ended 31 March 2023 was £806k (2022: £847k), of which employer's contributions totalled £605k (2022: £633k) and employee's contributions totalled £201k (2022: £214k).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy closure, outstanding Local Government Pension Scheme Liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal Actuarial Assumptions	**At 31 March 2023**	**At 31 March 2022**
Rate of increase in salaries – Oxford	**2.95%**	**3.15%**
Rate of increase in salaries - Warwickshire	**3.95%**	**3.95%**
Rate of increase for pensions in payment/inflation	**2.95%**	**3.15%**
Discount rate for scheme liabilities	**4.75%**	**2.75%**

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement are 65:

	At 31 March 2023	At 31 August 2022
Retiring today:		
Oxfordshire		
Males	22.0	22.2
Females	24.7	24.5
Warwickshire		
Males	21.5	21.6
Females	19.1	24.1
Retiring in 20 years:		
Oxfordshire		
Males	22.1	23.1
Females	25.9	26.1
Warwickshire		
Males	21.5	22.7
Females	25.6	25.9

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below, showing the approximate monetary increase to the defined obligation given the following changes in assumptions:

Change in assumptions	£'000	£'000
Discount rate -0.5%	1,050	385
Long term salary +0.5%	35	440
Pension increase +0.5%	1,030	363

MacIntyre Academies' share of the assets in the scheme were:

	Expected Fair value At 31 March 2023	**Fair value At 31 August 2022**
	£'000	£'000
Equity instruments	4,156	3,366
Debt instruments	1,432	1,191
Property	845	675
Cash	131	107
Total market value of assets	**6,565**	**5,339**

Changes in the fair value of defined benefit obligations were as follows:

	2023	**2022**
	£'000	£'000
At 1 September	10,987	8,797
Current service cost	1,565	1,908
Benefit paid	(18)	(10)
Interest cost	326	228
Employee contribution	210	205
Actuarial loss/(gain)	(6,110)	(141)
At 31 March	**6,960**	**10,987**

Changes in the fair value of MacIntyre Academies share of scheme assets:

	2023	2022
	£'000	£'000
At 1 September	5,339	3,395
Interest income	158	93
Employee contributions	210	205
Benefits paid	(18)	(10)
Employer contributions	584	617
Actuarial gain/(loss)	292	1,039
At 31 March	**6,565**	**5,339**

13. OPERATING LEASES

The group has the following commitments under the non-cancellable operating leases at 31 March.

	2023		2022	
	Land & Buildings	**Other**	**Land & Buildings**	**Other**
Operating Leases Expiring:	£'000	£'000	£'000	£'000
Within 1 Year	329	12	352	236
Within 2 to 5 Years	-	46	-	487

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	2023	Group Change in Year	2022	2023	Charity Change in Year	2022
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	5,733	(5,877)	11,610	3,536	(5,008)	8,544
	5,733	(5,877)	11,610	3,536	(5,008)	8,544

15. RELATED PARTY TRANSACTIONS

There have been no related party transactions in the reporting period that require disclosure under FRS 102.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances as at 31 March 2023 are represented by:

	Unrestricted			
	General Funds	**Designated Funds**	**Restricted Funds**	**Total Funds**
	£'000	£'000	£'000	£'000
Tangible Assets	-	13,667	18,211	31,876
Net Current Assets	3,666	5,537	4,210	13,415
Long Term Liabilities	-	-	(395)	(395)
Total Net Assets	3,666	19,204	22,026	44,896

17. CAPITAL COMMITMENTS

At the date of the balance sheet there were no capital commitments.

MACINTYRE CARE

England & Wales - Charity number 250840

Accounts

MacIntyre
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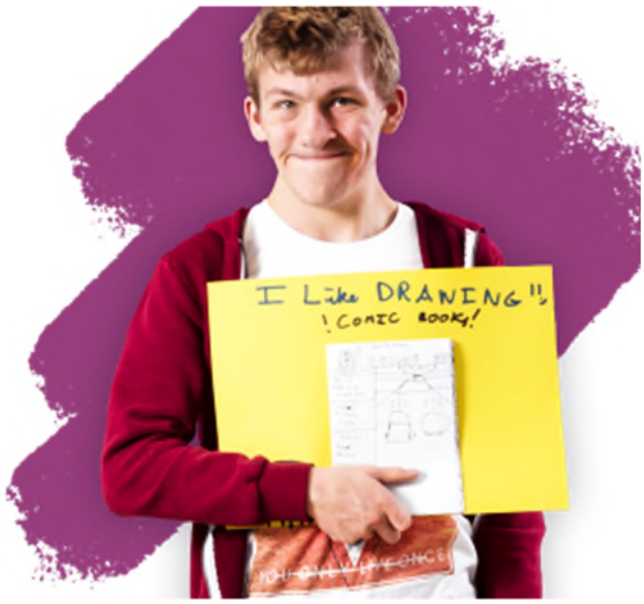
MacIntyre Care

Report and Financial Statements
Year Ended 31 March 2022

Registered Charity 250840

Company Registration Number 894054 (England and Wales)



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Contents

Legal & Administrative Details

Each Trustee served for the whole of the year ended 31st March 2022

MacIntyre Care Director Team

Sarah Burslem
Chief Executive
sarah.burslem@macintyrecharity.org

Claire Toombs
Chief Operating Officer, Finance Director and Company Secretary
claire.toombs@macintyrecharity.org

Seb Moh
Quality & People Director
seb.moh@macintyrecharity.org

Laura Selby
Adult Services Director
laura.selby@macintyrecharity.org

Andrea Parr
Adult Services Director (Interim)
andrea.parr@macintyrecharity.org

Kevin Rodger
Group Director of Education and Children's Services
kevin.rodger@macintyreacademies.org

The MacIntyre Care Director team in place at 1st April 2021 served for the whole year ended 31st March 2022. Since the year end our former Workforce Director, Helen Bass, has left MacIntyre Care. Seb Moh, who was formerly Adult Services Director for the South, has assumed a new role as Director of Quality and People and Andrea Parr has been appointed as interim Adult Services Director for the South.

Board Committees in the year ended 31st March 2022

Finance
(incorporating audit, risk, compliance and property)
Rosemary Hart
Duncan Strachan
Rachel Taylor *

Digital
(incorporating technology and cyber security)
Adam Goldstein
Faisal Uddin **
Martin Zahra *

Education
(including children's services)
Adam Goldstein *
Dragana Josifova
Neil Macmillan
Pam Meek

Governance
(incorporating nominations)
John Berriman
Ranjit Bhose
Rosemary Hart *
Rachel Taylor
Martin Zahra

Quality & Safeguarding
(including health and safety)
Rosemary Hart
Dragana Josifova
Pam Meek *
Ranjit Bhose
Ruth Smyth

Remuneration & Wellbeing
(including retention, equality, engagement and development)
Ruth Smyth *
Duncan Strachan
Nikki Williams-Ellis MBE

* denotes committee chairs
** Faisal Uddin was co-opted to the Digital committee on 15th July 2020. He stepped down from this role on 30th April 2022

Principal and Registered Office
602 South Seventh Street
Central Milton Keynes
Buckinghamshire MK9 2JA
Telephone: 01908 230100
Website: www.macintyrecharity.org

Company Registration No: 00894054 (England and Wales)
Registered Charity No: 250840

Advisors to the Charity

Auditors

Moore Kingston Smith LLP, 9 Appold Street, London, EC2A 2AP

Bankers

HSBC Bank plc, Level 6, Metropolitan House, CBX3, 321 Aylesbury Boulevard, Milton Keynes, MK9 2GA

Solicitors

Blake Morgan LLP, Seacourt Tower, West Way, Oxford, OX2 0FB

Anthony Collins LLP, 134 Edmund Street, Birmingham, B3 2ES

Strategic Report

I am delighted to provide this Strategic report for the year ended 31st March 2022 in my role as Chair of MacIntyre Care. The accompanying Impact report of our Chief Executive (CEO) provides an insight into the strategic choices we have made and the actions and outcomes that underpin them and crucially the impact we have made in the year. The Trustees' report which follows provides a comprehensive explanation of how we undertake our governance responsibilities in MacIntyre Care. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.

An Historical Perspective

We have been providing education and care services to children and adults since the late 1960s. We started with one small residential school in Bedfordshire and we continue to this day to support a number of people who were educated at the school when it first opened, including both my brother and the brother of Trustee Nikki Williams-Ellis. We are relatively unusual amongst our peer group for providing a full range of services across the age groups, from children to adults and the elderly.

At the time of first opening, MacIntyre Care stated that "it was expected that the children will be with us for their lifetimes, for our purpose is to provide not only special education to the extent of each child's capability, but occupational training and employment in adulthood". So, the concept of children's education and care and adult care, training and employment have been core central tenets of MacIntyre Care from day one and remain to this day. We are however sadly not able to offer lifetime care as that is in the hands of commissioning authorities. But we can and indeed do our very best to deliver the highest quality services and seek to persuade those who commission us that we should be and continue to be a trusted service provider.

Strategy and Purpose

Our strategy, which is reviewed regularly and widely communicated across MacIntyre Care, is styled "we are proud of our past and ambitious for our future". Our vision is for all people with a learning disability to live a life that makes sense to them. Our mission is to 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 values are shaped by the visionary belief of our founder of the learning potential of people with learning disabilities, their value as individuals, their right to equality and their importance to society. We define our values in the MacIntyre Care DNA. The Impact report of our Chief Executive comments on the DNA refresh exercise that was carried out across MacIntyre Care in the year under review, ensuring that the DNA remains relevant and is expressed in an accessible and meaningful way for all.

Our purpose is to achieve excellence in everything we do. Our primary purpose is to make a positive contribution to the lives of children and adults with a learning disability and /or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships. Our secondary purpose is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

Social Care

We have for many years made the case alongside membership organisations such as the Voluntary Organisations Disability Group (VODG) and Learning Disability England (LDE) for significant government investment in the social care sector. Funding for children and adults with learning disabilities remains inadequate and local authorities continue to face immediate and significant funding pressures, made worse by the *Covid-19* pandemic.

It is clear that there remains a significant appetite for the range of innovative specialist services that we provide and, more importantly, the way in which we provide them - the MacIntyre Care way. We continue to focus on whether, and if so how, to share resources or collaborate with other charities in the sectors in which we operate. We only choose to enter into new collaboration arrangements with those with whom we share common values or where we can make an incremental difference by working together, or as a means of making sure that we can bring the MacIntyre Care way to a wider range of people whom we can support.

Over the last two years we have been taking an increasing role in #socialcarefuture, a growing movement of people with a shared commitment to bring about major positive change in what is currently called social care. It's for those who want to take part in imagining, communicating and creating together a future where social care makes a major contribution to everyone's wellbeing and which, as a result, will enjoy high levels of public and political support. Those coming together in this growing movement include people whose insight and expertise comes from drawing on social care, families, professionals, managers, support providers, user-led organisations, politicians, commissioners, community groups and others. We are attracted by the vision and recognise that it will require significant change in what social care does and how it works, moving away from institutional practices by shifting power to people and communities.

Covid-19

The *Covid-19* pandemic continued to impact on the people drawing on our support, our workforce and our practice, making it another challenging year both strategically and operationally. The changing stance of the government in the year over the mandatory vaccination of all health and social care workers added additional complexity and naturally unsettled many of our staff. We maintained an intense focus on ensuring the wellbeing of both those we support and our staff. At the time of this report, it is just over 32 months since the UK government first instituted a national lockdown to help combat the spread of *Covid-19*. We had imposed our own tough restrictions a few weeks earlier.

Over that 32-month period, six people we support and two of our staff members died within 28 days of a positive *Covid-19* diagnosis. There is deep sadness in MacIntyre Care about each death, but we also know that we did all that we could to keep everyone we support and employ as safe as possible during the pandemic. The importance of protecting all those we support is emphasised by research from the universities of Manchester and Warwick which reveals that over 2,600 people with a learning disability in England have died of *Covid-19*. Research has also shown that people with learning disabilities are twice as likely to get *Covid-19* and between three and four times more likely to die of *Covid-19*.

Over the course of the year under review we were able to progressively return to a more normal way of supporting people and we were able to embed our *Covid-19* procedures into business as usual.

Although we saw the same spikes in infections as were seen nationally, pleasingly no one we support or employ died from *Covid-19* in the year under review. Managing in the context of *Covid-19* has served to prove our resilience in a crisis. Trustees acknowledge the quality of the working relationships that management have established with our funding commissioners, whom we also thank for their ongoing support.

Recruitment
As *Covid-19* restrictions have eased, there has been an increase in job vacancies across all industries, resulting in a tight labour market in the UK. Labour shortages are reported (by the Institute for Employment Studies) to have arisen largely due to the growing number of people who are economically inactive, meaning that they are not in work and not looking for work. They also reflect a decline in foreign workers in the UK who, because of a combination of *Covid-19* and Brexit, have returned to their countries of origin. It is further reported (by the Institute for Fiscal Studies) that in some industries vacancy levels have been driven by unappealing pay packages in low paying occupations. In MacIntyre Care we have experienced these challenges and view recruitment as our current number strategic priority and challenge.

Strategically it is vital that we continue to raise awareness of the opportunities within MacIntyre Care and change attitudes of people toward working in our sector. Our future pipeline needs to include significant numbers of people who are not currently working in our sector. Our recruitment investment plans are designed to ensure that MacIntyre Care is well connected in all geographical communities and neighbourhoods where we work. This connectivity is designed to raise our profile and enable us to attract new pools of local candidates.

We have encouraged each person who works with us, including Trustees, to act as an ambassador for MacIntyre Care and to recognise that every action we undertake has a potential recruitment impact. One key activity to support our recruitment goals is the investment that we have made in three new Community Connector roles. The remit of the Community Connector is to connect with local people and to facilitate a match in terms of interests, skills and talents with new recruits and people who draw on our support. To do this the Connectors take the lead from people drawing on our support and local teams, make new connections within their local community, engage with potential candidates and forge collaborative working relationships. Outcomes from this work have already demonstrated that the benefits are wider than just recruitment with potential for influencing our evolving co-production, supporting our fundraising and business development activity and expanding work experience opportunities for people who draw on our support.

Milton Keynes
In the 1960s the UK government decided that a further generation of new towns in the South East of England was needed to relieve housing congestion in London. Milton Keynes was chosen as a site located equidistant from London, Birmingham, Leicester, Oxford and Cambridge. MacIntyre Care, then based in Bedfordshire, was approached with a view to establishing learning disability services in Milton Keynes and in 1987 we started the first phase of development of our long-standing services at Great Holm. We moved our central office headquarters from Bedfordshire to Milton Keynes in 1991 and we continue to view our relationship with Milton Keynes as a pivotal one.

Our central office facilities have met our needs over the years but we have concluded that strategically now is the time to move to new premises that are fit for MacIntyre Care's needs in the next decade and more. We have reaffirmed our commitment to Milton Keynes and we are delighted that it was granted City status in

August 2022. We have secured a new central office location since the end of the financial year and the premises review has coincided with a strategic review of the local MacIntyre Care offer and our further education and adult services provision to the local community.

Technology

During the year MacIntyre Care, in common with numerous other organisations within and outside our sectors, was subject to a cyber attack, which we reported to the regulatory authorities and to Thames Valley Police.

We suffered a limited data breach but no financial loss. We were transparent about the attack with our staff, the people we support and their families and with commissioning authorities. As explained in the Trustees' Report, the Information Commissioner's Office have since confirmed that they are satisfied with our response to the attack and they regard the matter as closed from their regulatory perspective. It is a sad indictment of society at large that the attackers chose as their target a not-for-profit social care and education charity whose primary purpose is to make a positive contribution to the lives of children and adults with a learning disability and /or autism.

MacIntyre
Providing support...your way

Five year trend summary of finances

(expressed in £m to the nearest million)

	2022 £'m	2021 £'m	2020 £'m	2019 £'m	2018 £'m
Group Net Income Summary					
Income					
MacIntyre Care					
Adult Services Charitable Activities [1]	40	43	41	38	36
Children's Services Charitable Activities	13	11	10	11	11
Donations and Legacies [2]	1	-	-	2	-
MacIntyre Academies					
Children's Services Charitable Activities [3]	13	11	10	8	7
Fixed Asset Donations [4]	-	2	8	-	-
Total Income in the year	67	67	69	59	53
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(39)	(42)	(42)	(38)	(36)
MacIntyre Care Children's Services	(9)	(11)	(11)	(11)	(11)
MacIntyre Academies Children's Services [3]	(17)	(12)	(10)	(8)	(6)
Net Income for the year	2	2	6	2	1
Group Balance Sheet Summary					
Fixed Assets [4]	32	32	30	22	21
Cash and Equivalents	12	11	8	10	8
Other Net Assets	1	1	2	2	2
Defined Pension Scheme Liability [5]	(5)	(5)	(2)	(2)	(1)
Net Assets	40	39	38	32	30
Restricted Funds	16	16	17	9	9
Designated Funds	19	19	19	20	19
General Funds	3	3	2	2	2
Total Funds	38	38	38	32	30
Summary of Group Cash Flows					
Operating Activities	4	4	(1)	3	3
Investing Activities	(1)	(1)	(1)	(1)	(1)
Change in Cash and Cash Equivalents	3	3	(2)	2	2

[1] We currently contract in MacIntyre Care with 99 people who manage their own budget, 55 Local Authorities, 12 Clinical Commissioning Groups (CCGs) and 5 college partners.
[2] Donations and legacies include £5m over the last six years from the estate of a parent of a lady whom we supported over several decades. These donations are being used to support our wider charitable activities. We are most grateful to all our donors for their generosity.
[3] All the activities of MacIntyre Academies are classified as being restricted for the purposes of the group accounts. Funds shown as either designated or general are unrestricted in nature.
[4] The fixed asset donations to MacIntyre Academies were represented by the gifts of school buildings at our Quest and Venture Academies in 2019/2020 and 2020/2021 respectively.
[5] The defined pension scheme liability relates to employees of MacIntyre Academies who belong to two principal multi-employer defined benefit schemes, being the Teachers' Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff.

Finances

The MacIntyre Care group had total incoming resources of £65.9m in 2022, which is in line with the previous year (of £67.2 m) once adjusted for the £2.1m fixed asset transfer in. This follows strong growth in the previous three years. MacIntyre Care reduced its overall income by 0.5% this is the net impact of growth of £2m set against the reduced income of £2.7m as a result of the transferring out contracts in Cheshire and Hampshire. MacIntyre Academies grew 12% (18% in the previous year), with total incoming resources of £12.8m in 2022 compared to £11.6m in 2021.

The group generated an unrestricted fund surplus in the year of £0.9m (£0.9m in the previous year). MacIntyre Care generated a surplus in the year of £0.4m, utilised charitable funds of £0.3m in the year (£0.5m in the previous year).

MacIntyre Care operates on fine margins and so it was disappointing that agency spend levels rose again after having fallen in the previous year. We experienced a significant spike in agency cost during December 2021 and January 2022 when *Covid-19* isolation numbers were particularly high nationally. Minimising agency spend remains an ongoing priority but is one that is a huge challenge in the context of staff shortages.

Generating sustainable growth has always been so important to our future. The five year trend analysis shows how we have carefully managed our growth in MacIntyre Care and sought to build strongly our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades.

Our ongoing principal day to day financial challenges in MacIntyre Care are the minimisation of agency costs and empty place costs and the negotiation of fair and reasonable fee increases from commissioning bodies. In MacIntyre Care Academies our main financial challenge is to ensure that we sustain levels of fees which enable us to deliver outstanding education and maintain buildings, facilities, and equipment.

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 6% (6% in 2021) and remains in the best quartile compared to the charitable sector as a whole.

The level of overall reserves in MacIntyre Care has built up prudently over the decades and today we have unrestricted general reserves of £3.6m (£3.2m in 2021). We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £39.5m (£38.4m in 2021), and a healthy level of liquid funds. We continue to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements.

Governance

The Board of Trustees has the ultimate responsibility for governing MacIntyre Care and directing how it is managed and run and the accompanying Trustee report explains how we have discharged our responsibilities in the year. We restructured our Board committees at the start of the year and changed several of the committee chairs. A periodic refresh enables us to ensure that we always focus on the key issues and we introduce fresh ideas and thinking to the leadership of the committees. The main change introduced at the start of the year under review was to establish a separate Quality & Safeguarding committee, so intensifying the focus on these crucial areas.

Our People
Our people are our lifeblood and their commitment is truly inspirational. The leadership of her team from our Chief Executive has been exceptional and she has consistently demonstrated her personal and MacIntyre Care's organisational strengths in a crisis. May I also pay tribute to our special cadre of volunteers for their selfless help and commitment to MacIntyre Care. On behalf of those whom we support, the Trustees and I would like to thank everyone associated with MacIntyre Care for their personal contribution and for providing the environment in which our group can flourish.

Approved on behalf of the Board:

John Berriman
Chair of MacIntyre Care
Date:

Impact Report

I am delighted to be able to share information and celebrate our achievements for the year under review (2021/22). The MacIntyre Care Group has a strong legacy that is characterised by ambition, resilience and innovation. All of these qualities are vital as we navigate some extremely challenging dynamics associated with the Special Education and Adult Social Care sectors. We understand in the current climate that as a not-for-profit specialist education and care provider and as a Mutli-Academy Trust (MAT) we have a role to play in designing new models of education and support. We also understand that continuity of education, care and support is vital to the children and adult who draw on our support and their families. We remain committed to do this in ways that represent the very best practice and to influence the reform and funding agendas across both sectors.

First and foremost I would like to give credit and thanks to everyone drawing on our support and the workforce for their unwavering resilience during the pandemic. The restrictions placed on disabled adult and children were profound and it is important to recognise that for many the consequences will be felt for some time to come. Our schools remained open throughout all periods of lockdown; however for some children learning was blended and for some increased periods of time was spent out of the classroom, a situation that for many has had education, social and emotional consequences. It has become clear that the pandemic exposed widening gaps in health equality for disabled people, characterised by the fact that in the early stages of the pandemic people with a learning disability were twice as likely to get *Covid-19* and between 3 and 4 times more likely to die from the virus ("The impact of the COVID-19 pandemic on the health of adults with intellectual impairment: evidence from two longitudinal UK surveys", report produced by Journal of Intellectual Disability Research, co-authored by Chris Hatton: https://bit.ly/ImpactOfCovid19).

There were significant changes in the patterns of work for employees across the MacIntyre Care Group. We remain grateful to all of our colleagues who worked tirelessly to keep others safe quite often with selfless regard to their personal and home situations. Some of these changes in working practice remain through choice or because of continued government restrictions. As we learn to live with *Covid-19* and variants of the virus it is a constant challenge to balance our quest for ensuring the equality of opportunity for the children and adults who draw in our support with our desire to keep people safe. We tackle this balance with integrity drawing on the views of people who draw on our support, their families and our workforce and by remaining fully engaged with the Department for Health and Social Care and Department for Education guidance and with sector membership organisations.

I noted in this report last year just how important our values and culture were as we navigated the pandemic. It seemed timely as we adapt to living with Covid, and as we reflect on our future, that we celebrate and strengthen the values that underpin what we do and how we do it. To this end during the year under review we have refreshed our shared value base (DNA), developed new ways of articulating this and created a real momentum for cultural change through co-production. The discussions and consultations associated with these activities have injected a sense of purpose and energy that will ensure we continue to have impact in what are very difficult times.

Our ability to succeed and to strengthen our resolve continues to lie in the connections we have and in relationships we create. We have seen a determination in enabling our representative groups to have greater influence and impact on what we do and how we do it. Our Co-Production group (Co-Pros), made up of people who draw on our support has continued to work alongside Learning Disability England (LDE) in the development of confidence, knowledge and skills. Nicola Payne continues to facilitate our Family Representative Group and we have a new Chair for our increasingly effective Staff Council Group.

The number of total beneficiaries of the MacIntyre Care Group has increased during the year under review. Our student numbers in MacIntyre Academies have increased to 277 (273 in 2020/21) as have the number of people we connect with via our Great Communities work to 287 (117 in 2020/21). The number of people who connect with MacIntyre Care for eligible adult social care has however decreased slightly, while the number of students accessing Wingrave and No Limits has remained stable at 245 (253 in 2020/21). This is representative that, sadly, there are a very small number of Councils that are unable to pay MacIntyre Care the full cost of providing care and support. Where this is the case and after tireless negotiations we have been left with no choice but to end our contractual arrangements with those Councils. We never underestimate the impact that this has on the people who have been drawing on our support and families and will always ensure that the transition from one provider to another is as positive and seamless as possible. We appreciate the severe economic strain that Councils are under but it is important that we retain a commitment to the highest possible standards across all areas of our delivery.

I am grateful to all of the people who joined MacIntyre Care as employees during the pandemic. The majority of these people were new to education and social care having joined us from a variety of other industries. We have been delighted with the rich pool of experiences, talents and gifts that these new recruits have brought and shared with people who draw on our support and colleagues. This simple but effective principle of recruiting new talent underpins our intentional “recruitment revolution”. The workforce demographics and market conditions underpinning both the education and social care sectors are unprecedented in their complexities and pose real issues across the country for wider sector and market stability. It is within this context that we continue to be focused on attracting and retaining the very best people recognising that this is critical to achieving our full impact and delivering to our ambitious agenda.

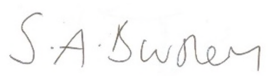
Despite the financial pressures brought about by real term cuts to our funding over a prolonged period of time, we have not reduced the money that we spend on the development of the workforce. We recognise that our workforce are our greatest asset and we are dependent on their knowledge and skill to ensure that our value is fully recognised to all of our beneficiaries. In support of this quality agenda Trustees have agreed further investment of our finite charitable funds in key practice areas. Of particular note is the focus that this investment has enabled us to have in terms of addressing the health inequality experienced by disabled people and in working with disabled people and their local neighbourhoods to ensure these communities are as inclusive as possible.

Working in collaboration with others remains important to us especially where there are reciprocal benefits. We are grateful for the support that our membership organisations such as VODG, ARC, LDE and NATSPEC provided during the pandemic and hope that our engagement strengthened their influence with the government and policy makers. There is undoubtedly mutual benefit from a practice perspective in our key partnerships such as Community Catalysts, LDE, BILD, TLAP, Dementia UK and the Social Care Future Movement.

MacIntyre Care has been a member of the Social Care Future Movement since its conception. The Movement is made up from people who draw on social care, and other interested parties and have created a vision for social care. The Movement is committed to delivering to the reality and MacIntyre Care alongside Certitude, United Response and Choice Support are playing a particular role as to defining the contribution that third sector organisations can play in building the momentum and delivering to new models of care and support.

The Government's levelling up ideology is particularly pertinent for disabled children, adults and their families. We continue to see a widening attainment gap for children with special educational needs, significant health inequality and systemic discrimination faced by disabled adults. It remains to be seen as to whether the recent legislation and policy underpinning special education and adult health and social care achieves the intended outcomes. MacIntyre Care's view is that we all have to commit to an ambitious vision and move forward through a lens of aspiration on behalf of disabled children and adults.

I should like to take this opportunity to thank everyone for their shared energy for such a vision and for the part they have played in another extraordinary year.



Sarah Burslem
CEO
MacIntyre Care

About The MacIntyre Group

MacIntyre Charity

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

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

Our Purpose
To achieve excellence in everything we do.

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

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

MacIntyre Academies

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn.

Our Vision
For all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.

Empowering People to Achieve

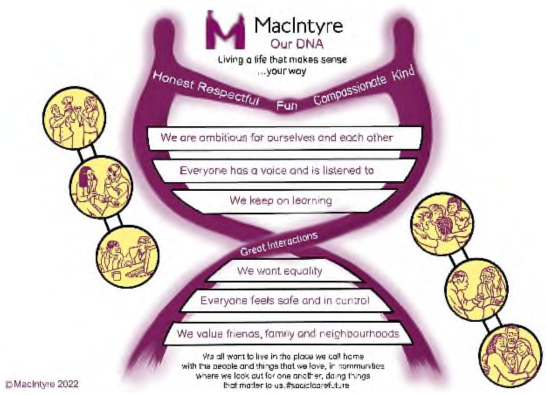
"We are proud of our reputation as a provider that innovates in order to meet the needs of disabled children and adults; excels in a number of key practice and technical areas and who invests in the training and development of an increasingly diverse workforce.

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

MacIntyre Care Strategy 2020 - 2023

Our DNA
It is important to us that we continually evolve as an organization and we remain mindful of the need to strengthen the commitment to and the understanding of our shared value base (our DNA). During the year under review we have reviewed what we say about our values and how we say it. There have been several stages to this review including asking people who draw on our support and our employees what is important to them. The final DNA was then co-produced by Paul Payne (Self-Advocacy and Co-Production), Sarah Burslem (CEO), Sui-Ling (Best Practice team Advocate), Catherine Farrell (Best Practice Manager – Co-Production) and Belinda Bradley (Head of Best Practice). It has been a huge pleasure to launch this refreshed DNA in fully accessible formats to all stakeholders over the summer months.

The MacIntyre Care DNA



During the year under review we have significantly strengthened our central support teams in support of our compliance, quality and people agendas.

Our Best Practice team act as the guardians of our DNA and as catalysts for innovation and excellence. Their focus over the past 12 months has been:

1. Developing a culture, working protocols and forums that ensures that **co-production** is a genuine way of working across the MacIntyre Care Group.

Embedding co-production within our culture:

- We have increased the number of employees and contributors to MacIntyre Care who have lived experience of drawing on social care.
- We have offered training to people who draw on our support to further develop their self-advocacy and co-production skills.
- We have involved more people with lived experience in the co-delivery of training.
- We have aligned our co-production activity with like-minded movements such as Social Care Future
- We have co-produced an organisation-wide co-production strategy that we call the Big Plan

2. Contribution to **external co-production** and self-advocacy forums. We have hosted the first face-to-face ARC self-advocates forum and the face-to-face Supported Loving network in Milton Keynes. MacIntyre Care's role in the Social Care Future movement has also been gaining momentum with plans for Provider focused gatherings later in the year. We also continue to be part of the BILD Build for the Future Group.

3. **Employing and establishing partnerships with** a range of specialists, clinicians, experts by experience and sector experts to ensure that our education and support for disabled children and adults is excellent and represents the very best practice. Our aim is to be recognised as sector leading specialists in health, PBS, autism, mental health, dementia and trauma-informed support.

4. Continuing to increase the numbers of disabled people we connect with who are **not accessing formal social care** support. For the year under review the number of people increased from 117 to 187. Our purpose is to work alongside these people as they connect with local employers, local businesses and community groups exploring the roles they can play to collectively improve the inclusivity of local neighbourhoods

"The Big Plan is important and it's to have a lot of people involved from all around MacIntyre Care.

There are things that people need help with like reviews and some people don't understand voting or what co-production means. So we need to explain to people what co-production is.

I have enjoyed Iain's ice breaker, I've enjoyed doing my presentation in front of everybody and having a laugh and a chat and meeting lots of people in the hall."

Sui-Ling Tang

5. Strengthening our commitment to **working with families.** We have continued to support the staff teams in gaining more awareness of how best to work alongside families and provide the best support to ensure relationships stay on track. We have created and introduced a Family Charter as a support tool to use in day to day life as well as a reflective tool.

10 Working with Families Induction Workshops

12 "Let's Come Together" Family Forums

25 episodes of our Families Podcast

Development of our MacIntyre Family Pack

6. Ensuring that all of our documentation is accessible. **Easy Read Creators and The Checkers** are employees with lived experiences who meet regularly as part of a team.

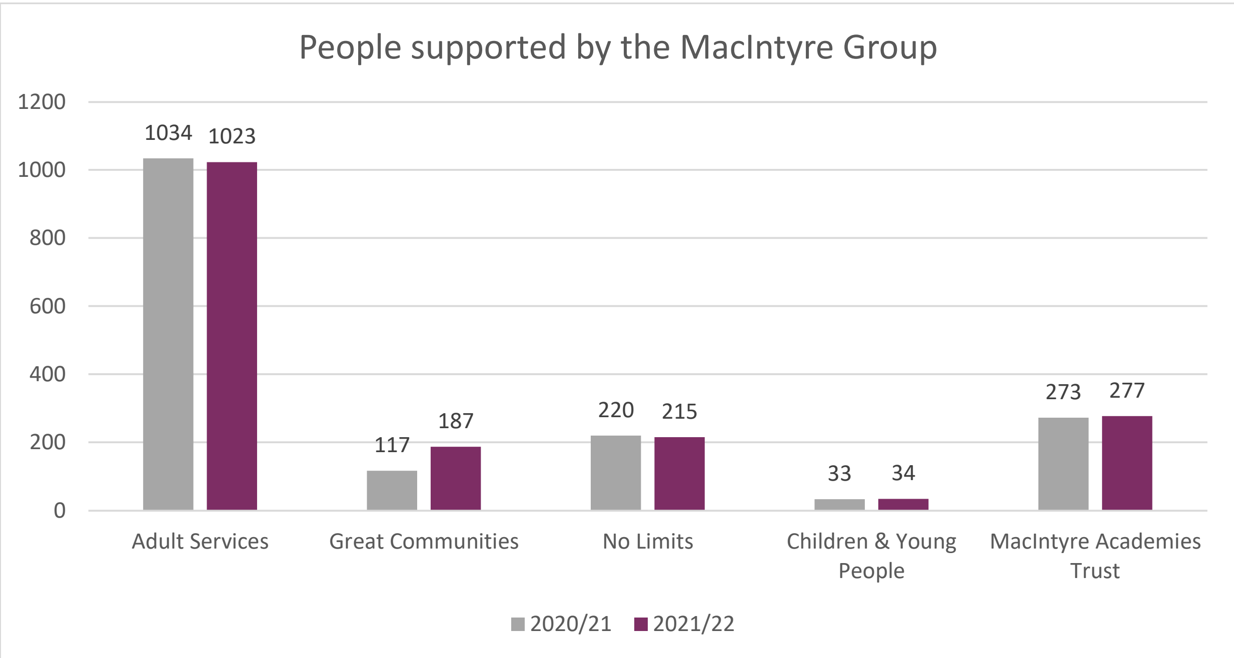
The **Sui-Ling Show** continues to go from strength to strength each month and is now up to its 24th episode. In addition to talking to people across MacIntyre Care, Sui-Ling also interviews people from outside the organisation where they share their work and interests.

About the Children, Young People and Adults who draw on our support

Our intention across the MacIntyre Group is to connect with as many disabled children, young people and adults as we can and to have the greatest impact on their lives as possible. It is important to us to make a difference and we recognise that the best outcomes are secured when we work in a collaborative way.

During the year under review we were joined by disabled adults living in Greater Manchester, Shropshire, Wrexham. The total number of adults eligible for social care and supported by MacIntyre Care decreased in the year under review form 1034 to 1023. The numbers of learners accessing our No Limits Further Education (FE) programmes of learning decreased from 220 to 215 and the number of children supported across our children services and MacIntyre Academies increased from 273 to 277.

MacIntyre Care's secondary purpose is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice. We are proud of our connectivity activity at the heart of the neighbourhoods were we work and have seen "beneficiaries" of this work increase from 117 to 187.



People drawing on Adult Social Care

67 Councils and Clinical Commissioning Groups (78 funders last year) commission MacIntyre Care to deliver support and care to 1,023 (1,034 last year) disabled adults. Irrespective of a person's disability, it is important to us to have impact in support of each person living a rich life that makes sense to them. We remain very much part of the Social Care Future (SCF) Movement, a Movement made up of people with lived experience, providers, commissioners and other stakeholders, all of whom have a passion for social care reform. We have intentionally aligned our ambitions and refreshed DNA to reflect the Movement's vision.

We support 306 (399) people living in their own home, 182 (234) people living in a registered care home and 326 (332) people access our lifelong learning centres and 56 (69) people supported through Shared Lives. A further 187 people connect with MacIntyre Care through our local neighbourhood and Great Communities focus.

We understand the current financial and welfare challenges facing disabled people. For those drawing on our care and support we have ensured that the fees paid by local councils and CCGs are of the appropriate level to meet a person's need as assessed under the Care Act. This has become increasingly challenging during the year under review as Councils struggle to balance their budgets. We have proactive and positive relationships with our funders and in the main work collaboratively for creative solutions. It is a sad reality however that in some areas the level of funding set by Councils is not sufficient to cover the true cost of care. Where this relates to Councils that we currently contract with we have to make some difficult decisions to prevent financial instability of the wider charity. As a founding sponsor of the Access Charity people drawing on our support can access legal advice ensuring their rights under The Care Act are not compromised.

Donna's story

Donna is Manchester born and bred, a fan of Manchester United with all her family roots in and around the Salford area. Following her mum's death Donna became trapped in a cycle of; living in a service, experiencing service breakdown, sectioning under the mental health act and returning to a new "service". Donna is Autistic and has a learning disability. Her only way of really being able to communicate her needs because of her learning history as an adult trapped in this cycle is to use behaviours labelled as "concerning".

When we first met Donna in February 2021, we already had worked in partnership with NHS England and the local CCG, and she had a Salford located home being adapted for her. We were able to support her transition even through the tougher days and uncertainty of the pandemic. Each week someone from Donna's dedicated team were able to visit and spend time with her in Grimbsy.

The team were able to get a hire vehicle of her own to use, so that when they visited she was able to out with them, without having to wait for a pool car from the hospital to be available, something that caused her a great deal of distress. Going out in the car, visiting the beach, walking and jumping in puddles and simply experiencing a sense of freedom is something that, we have discovered, holds great meaning for Donna.

In April 2022, nearly three years from first being known to us, Donna left the hospital and came to live in her new home. She really enjoys being the centre of her world and loves to choose who she wants to spend time with. The most important thing at this early stage is that her team are simply just spending the time to get to know her and she is learning to trust them.

MacIntyre Care has an open and honest relationship with the local CCG team and work in partnership to plan next steps and problem solve if ever needed. Donna still uses her behaviour to communicate, as this is the only way she knows how and this causes anxiety to Donna and to all those around her. However, over time with a steady and graded approach to her PBS plan and good practice leadership, we are confident that she will explore new ways of communication. Donna's father now visits regularly having barely been able to see his daughter for two years. He says all the time, he has never seen her this happy.

Matty's Story

There is growing evidence that *Covid-19* and, more specifically, the extended periods of lockdown have had an impact on the mental health and wellbeing of significant numbers of people. Matty's story so far demonstrates just how impactful the pandemic was for him and his family and how the MacIntyre Care team, alongside our PBS team, and a now engaged and responsive community team are now supporting his recovery after a very difficult few years.

School was closed for Matty in March 2020. This change and the lockdown became a real struggle for him and his family. Matty is autistic and the struggle we all faced with the change and the constant worry of the unknown was heightened and he became unwell and this led to some real concerns around his actions and thinking. After a short stay in an acute ward Matty moved into his own flat at Lane End House with the full support of his family as it was agreed that returning home was not the best option for him. However, this next step at 17 years was again another big change and he struggled to cope. The impact on his mental health meant that sadly shortly after moving into his own home he needed another stay as an inpatient in a specialist provision.

Matty, his family and MacIntyre Care took this as an opportunity to develop external relationships with the health teams at the hospital and externally in the community and putting a robust and creative support plan in place for when he returned home, where his tenancy was kept open for him.

Working closely as a team, staff where trained and coached both in positive behavioural support approaches, focusing on creating a low arousal environment, as well as having external training and support to understand Matty's mental ill health from a holistic view. The relationship with him was nurtured through visits to the hospital and visits home for short periods of time.

A year on and Matty is making great progress, he is growing in confidence and coping well. He is coping well with living away from his family home and sharing time and space with others who live in the same block of flats. Matty sees his home as a place to relax and feel safe when sometimes things may start to overwhelm him and he chooses when to involve his support team and how he wants to spend his day. Good relationships are being developed between himself and his team and they can often be found playing computer games together, swimming or out shopping. It is fantastic to see.

Photo: Matty

ICS / Health

During the year under review we saw the development of 42 Integrated Care systems (ICS) across England. These integrated care systems will bring together providers and commissioners of NHS services across a geographical area with local authorities and partners to collectively plan local health and care services. We expect to be an integral part of how the system operates and is governed in the areas were we work and we continue to explore this will local partners.

In 2021, 13% of people who draw on our support within registered care and supported living accommodation services were either diagnosed or suspected of living with Dementia. By September 2022, we will have concluded our organisation wide annual health check, which will further inform the support available to people as they get older and more generally ensure that those who draw on support within MacIntyre Care have access to the correct health care and treatment when required.

Shared Lives

In Warrington we celebrated our 10 year anniversary. 38 Shared Lives carers offer support to 56 (69 in 2020-21) people in their own homes, either to live, or stay for short breaks but also for day support. 21 people live with their Shared Lives carer ranging in age from 17 to 65. Our Shared Lives scheme has been under review by Warrington Borough Council in preparation for us to be part of the new Dynamic Purchasing System and externally reviewed by Shared Lives Plus who gave a glowing report recognising our vibrant and quality approach and recommended the local authority offer increased investment to ensure the scheme can develop.

Bethan's Story, Shared Lives

Bethan was referred to us two years ago; a young woman with a learning disability, she had a full and varied life until she had a breakdown. She hadn't left the house and had lost touch with all of her friends. With support from a Shared Lives carer she started to volunteer at a stables twice a week, started to attend the different social nights in Warrington and attends our new Lifelong Learning site, the Puddle project on a Friday. Bethan is a confident and happy young woman who has been on holiday with her friends and has a boyfriend. She has worked at the Puddle catering for some of the weekend events. Her family are so proud of her achievements and happy she's got a Shared Lives family.

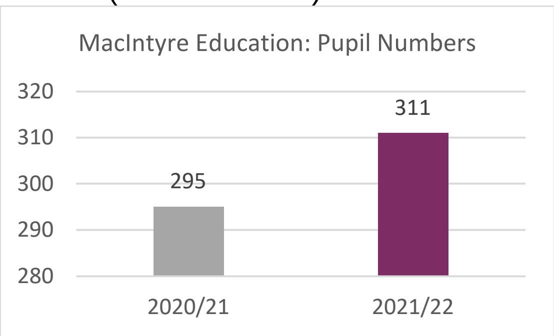
Eden's Story, Shared Lives

Eden was referred by children's services as a young person who had experienced a variety of broken foster placements and children's homes. Eden was exploring their identity and had an eating disorder that was causing associated dental problems. Eden has an interest in art and tattooing, loves animals and was placed with a Shared Lives carer who worked on building their self-esteem and making them feel part of something worthwhile. With support from their Shared Lives carer, Eden has enrolled in a course in painting and decorating, has stopped tattooing their face and been discharged from the eating disorder clinic.

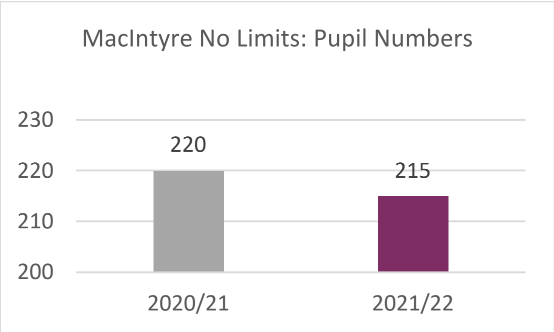
Children, Young People and their Education

The MacIntyre Care Group prides itself in providing excellent education, care and support to children and young people aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

We deliver education, care and support to 311 school age children at our Independent special school in Buckinghamshire and at our four academy schools (295 in 2020/21).



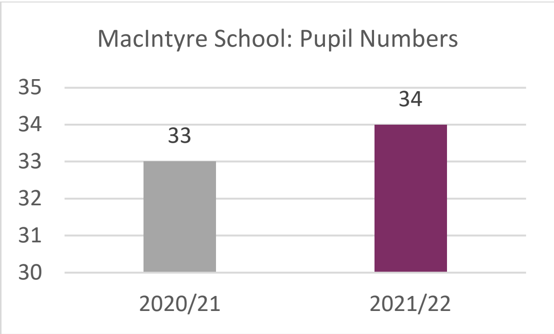
We also deliver further education programmes of learning to 208 young people via our partnership arrangements with four colleges (220 in 2020/21)



The impact of *Covid-19* continued to disrupt the delivery of education and care across the country for the year under review. All of our schools and children's home continued to provide outstanding experiences for young people and deliver highly ambitious and outstanding outcomes.

MacIntyre School, Wingrave
At MacIntyre School we believe that potential is limitless and that every child and young person will 'Achieve Above and Beyond'.

We are delighted to report that both the School and our on-site residential provision continues to be judged by Ofsted as Good.



Preparing young people for adulthood

Mary* is a 17-year-old who has Autism, ADHD, SLD and epilepsy. This year she has successfully completed her ASDAN Independent Living module and made amazing progress towards achieving her Bronze Duke of Edinburgh award by completing a two-day expedition along with two peers.

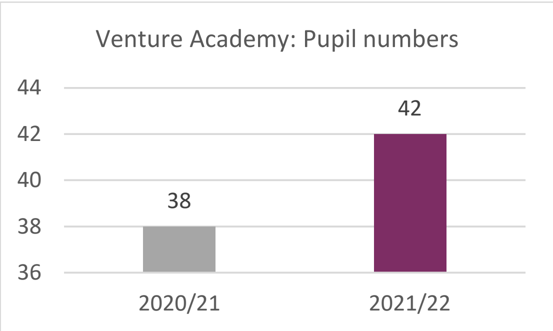
When Luke* first arrived at MacIntyre School he displayed signs of high anxiety, especially relating to personal care. This year in he has made become much more independent and willing to help from his support workers to get washed, dressed and brush his teeth, often finishing the tasks independently.

*Names changed

MacIntyre Academies Trust

Putting children and families first

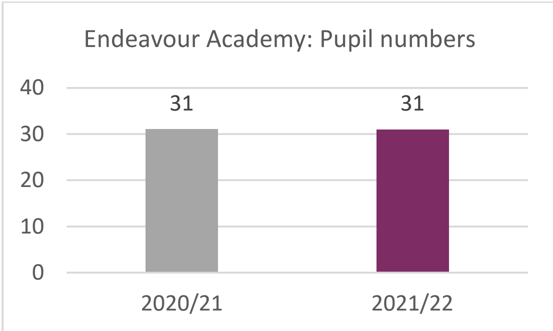
Venture Academy, Henley-in-Arden, Warwickshire



In September 2020, MacIntyre Academies welcomed Venture Academy (formerly known as Arden Fields School) to the Trust. As a previously underperforming School the Trust has invested heavily in improving the facilities, in innovative ways to engage learners and enrich and invigorate the curriculum. We look forward to evidencing our progress to Ofsted in the 2022/23 academic year.

*Graphics used on these pages are characters used by MacIntyre Academies' social media

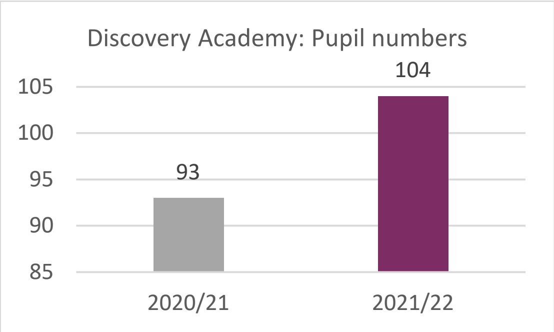
Endeavour Academy, Oxford, Oxfordshire



Our specialist school and children's home in Oxford is for children and young people aged between 8 and 19 with autism and severe learning difficulties who benefit from an autism specific environment. Developed in partnership and Oxfordshire County Council, Endeavour was established to meet the needs of local students and their families.

Our aim is to provide our children and young people with the skills and opportunities that will equip them to live purposeful lives.

Discovery Academy, Nuneaton, Warwickshire

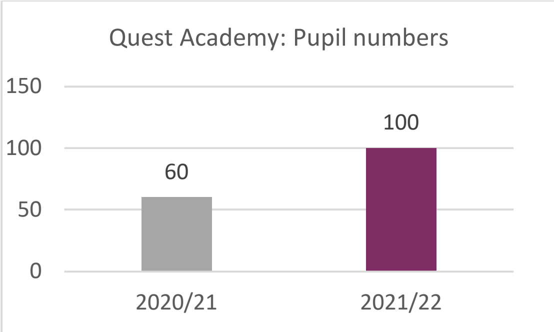


At Discovery (and across the Trust) we value children as individuals and offer a personalised approach to learning that combines: the nurturing approach of a Primary School the range of curriculum and facilities of a Secondary School and close working relationship with families. Our purpose designed building is light and airy and helps our learners feel more relaxed as they go about their school day.

Here is an example of some positive feedback from a parent at Discovery:

> "[My son] has had an incredible term and year at Discovery! He has excelled in his classes and been a part of Discovery's football team.
>
> Recently, whilst participating in a Thrive session, he was awarded 7 out of 8 on his skills stars plus an extra one for patience and resilience. His class Teaching Assistant, was super proud of him and his recent efforts.
>
> What might at first seem like small steps eventually turn into giant leaps!"

Quest Academy, Rugby, Warwickshire



As a newly opened Free School / Academy, Quest received its first Ofsted Inspection in 2022. It was judged to be Good with Outstanding features for the personal development of students. An amazing achievement given the challenges of the past two years of maintaining positive learner progress.

Quest also had four finalists invited to the National Engage Progress and Achievements Awards which celebrates the amazing progress and achievements of students nationally.

> Everything that happens at Quest Academy helps pupils to be ready to learn and to be 'ready for life'. This results in tangible benefits, both personal and academic, for all pupils. Pupils are very well supported to help develop their self-confidence and self-belief. The pupils spoken to told inspectors how much better they are doing at this school. One pupil summed this up by saying, 'I feel good about the future.' Parents and carers wholeheartedly agree with this view.
>
> All pupils benefit from an extensive range of opportunities to support their personal development. These include the 'ACE' (adventure, community and enterprise) curriculum and opportunities to showcase their achievements and talents at 'Questival'.
>
> Ofsted, Inspection, February 2022

Young People and their Further Education

No Limits Core Curriculum

- Communication
- Personal Development
- Health and Wellbeing
- Friendships and relationships
- English and Maths functional skills
- Independent living
- Community participation
- Employability

+

- **Pathway 1: Onwards to Engagement**
- **Pathway 2: Onwards to Independence**
- **Pathway 3: Onwards to Further Education**
- **Pathway 4: Onwards to Employment**

MacIntyre No Limits aims to be a sector leader in providing bespoke post-16 education for young people with learning disabilities and/or complex needs. We support them to build the skills, experiences and independence they'll need to successfully transition into adult life. Our vision is for all young people to gain the skills, experiences and independence they need to successfully transition into adult life.

For the period under review programmes of learning we delivered over 5,000 hours of learning to 208 young people in partnership with Buckinghamshire College Group, Milton Keynes College, Abingdon and Witney College (Oxfordshire) and Homefield College (an independent college in Leicestershire).

Emily's Story – achieving her dream of a catering career

When MacIntyre first met Emily, she found taking part in new experiences a challenge, had limited confidence and often felt anxious. With support and encouragement, Emily began working for a local non-profit café, where she slowly began to step out of her comfort zone and take the first step towards working in hospitality. When Emily reached her final year with MacIntyre No Limits, she and her parents were keen to find new ways to inspire her.

In her final year with MacIntyre, staff worked alongside Emily to find a suitable work experience placement aligned to her passion for food and interest in hospitality.

Emily secured a placement in John Lewis catering department which she could assist with serving lunchtime meals. Learning from the team at John Lewis, Emily began to independently serve meals and always went the extra mile. She was praised for her polite manner.

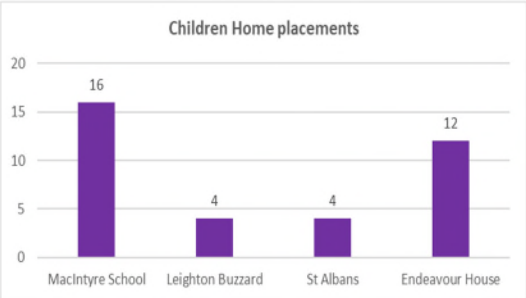
Emily then went on to be accepted into an internship at the Hilton Hotel and continues to follow her dream to work in catering armed with confidence and Independence.

Reflecting on Emily's journey with MacIntyre No Limits, Emily's mum said:

"MacIntyre offered us a unique opportunity to explore what was important to Emily. She was not an independent traveller and so staff provided one-to-one support, which enabled her to travel to the café. "This was the first time Emily had travelled without parental support, but this boosted her self-esteem, whilst preparing her for the future."

Children drawing on Residential Care Support

The MacIntyre Care Group currently provides a home environment to 36 children, 20 of whom attend our independent special school in Wingrave, 12 attend our Academy school in Oxford and 4 who attend local schools in St Albans. We have capacity for 42 young people with clear development plans in place for each site.



Three of our children's homes were inspected by the regulator, Ofsted, in 2022. All were rated Good.

"Children receive good-quality individualised care from a skilled and caring staff team.

"Children make recognisable progress from their individual starting points and staff capture all the milestones using photos and producing written reports."

"Children's views about their care are well sought. There has been an introduction of new children's surveys that are designed based on the specific communication needs of the child to ensure that everyone has a say."

Endeavour House Ofsted Inspection, July 2022

"The staff have positive relationships with children. Some children have complex communication needs. Staff use creative communication methods. During the inspection, staff were observed to be enthusiastic, patient and nurturing with children. The children were relaxed, happy and having fun with staff. Children feel loved, valued and understood."

St Albans Ofsted Inspection Report, February 2022

"All children attend education and are making good progress. A multi-agency approach to care planning enhances the care provided.

The quality of relationships means that children benefit from responsive health and education services that meet their needs, enabling tailored support that reduces children's anxieties.

Committed staff are confident in using a range of communication methods to engage children in daily routines and improving basic skills such as making their beds and cooking. Children who move on from the home are supported to do so by compassionate, proactive staff.

Good recording by staff has enabled learning to be shared across the whole team. As a result, there is a noticeable reduction in incidents with specific children."

Wingrave Ofsted Inspection Report, July 2022

Building a Culture of Excellence

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

MacIntyre Care Strategy 2020 - 2023

Being ambitious for ourselves and others is rooted in our DNA as is our intention to ensure that everything we do is the very best it can be. MacIntyre Care has continued to invest in strengthening our DNA, developing a culture of genuine co-production and continually improving the level of knowledge and skill across the Group. This is particularly important in the current climate and in the absence of reform legislation and long term funding solutions. We continue to target our finite charitable funds in support of our excellence agenda and continue to organise ourselves in ways that ensure the majority of our core funding from councils is spent on the direct delivery of education, care and support.

Health

We have continued to invest charitable funds in the health agenda. We continue to draw on research and work undertaken by external experts to inform our practice. For the year under review it has become clear that disabled people have experienced significant discrimination and health inequality during the pandemic (people with learning disabilities, health inequalities and *Covid-19* – An overview. Chris Hatton Professor of Social Care November 2021). This is within the context of wider discrimination and health inequality as set out in the latest Learning Disability Mortality Review (Learning Disability mortality review: Action from learning report 2020/21)

We have responded by investing in our internal Health team and in the network of partners and collaborators. The focus of which has been:

Health Committee - Building representation to the health committee and defining the committee's terms of reference. The committee now has representation from all stakeholders and has taken on the responsibility for developing, monitoring and quality checking our health strategy and planning. Additional members this year have been Jim Blair (Independent Clinical Reviewer NHSE, Consultant Nurse, Learning Disabilities) and Sarah Kilby, our Best Practice Manager for PBS and Complex Support. The intention is that we remain linked to and learn from external experts and that we achieve equal benefit to all people accessing our education and support provision.

Dying to Talk Project: a National Lottery-Community Fund project that supports everyone to talk about death and dying. The project is designed to support people to have choice and control of their futures.. The team has links to local hospices ensuring we work seamlessly in support of end of life care for disabled people. The team has supported Marie Curie to create the national easy-read dissemination of the UK Commission on Bereavement report.

Health Recording: We use the health calendar to support people with their changing health needs and support a timely diagnosis of a health condition. We have grown our team of local health recording trainers which will support consistently with rolling out the mandatory training and keeping on top of local practice.

Annual Health Check Audits: We have undertaken a local annual health check audit. Doing this has provided the health team with a clear vision and pathway of what we need to focus on to support everyone to live healthy lives and to avoid premature deaths, linking into LeDeR. We will provide bespoke support across all of MacIntyre Care.

Reflective Review following the death of a person: we have developed a reflective and supportive process to ensure that we can continually improve the support & guidance provided to our operational colleagues and those effected by the death of a person supported. We will also ensure that this work is linked to LeDeR

Stuart and Victoria Project: MacIntyre Care is working in partnership with Kingston University, funded by National Institute for Health Research (NIHR) The project supports end of life care planning. A study inspired by Stuart and Victoria who had strong plans for when they died and had what can be referred to as a "Good Death". The project wants to support more people to have plans in place.

Admiral Nursing and Dementia Support
Our funded project in partnership with Dementia UK came to an end in February 2022 and we took the decision to retain a Learning Disabilities Admiral Nurse (LDAN) to ensure we continue to have a focus on the support needs of people who have dementia and to build on our achievements.

Investment in our Learning Disabilities Admiral Nurse and Dementia UK partnerships has:

- Ensured timely access to specialist dementia support by people drawing on our support and their families
- Provided access to the Dementia UK helpline and MacIntyre Memory Cafés
- Improved knowledge and skills across the workforce
- Improved links with external organisations
- Ensured a MacIntyre influence and presence at key national groups, conferences and working groups.
- Enabled us to embed a Dementia Specialist Interest Group
- Seen the publication of a monthly blog

Case Example: how the Learning Disabilities Admiral Nurse (LDAN) worked with staff and clients in a MacIntyre Care Supported Living service

Jane, MacIntyre's Learning Disabilities Admiral Nurse said: "Initially I received an email from an Area Manager asking if I could support the team as they supported a gentleman with a diagnosis of dementia. I was able to meet the gentleman, those he lived with and his staff team and establish aspects that were of particular concern. I went through the usual process of checking when he had his last annual health check, the quality of his last annual health check, and when he last had his medication reviewed. I was then able to liaise with the GP as required. Whilst going through the process of requesting particular tests/assessments I also kept the team on board, explained my actions to them.

"During my visit we briefly discussed health concerns regarding the other people that lived in the home. I think because I have the title of 'nurse' staff felt comfortable asking for additional support around other aspects of concern. As a nurse I feel I have a duty of care and can offer support in other aspects and topics where I am knowledgeable - for example, epilepsy." (Jane Nickels, Learning Disability Admiral Nurse).

Sadie, Manager for the area said *"Jane came out to meet John* (the person who draws on our support) and the other people he lives with. She massively helped us update his support plan, his risk assessment. Everything we needed, she knew. She contacted us by email afterwards, and by phone, and sent us links to dementia information pages. We've supported John for 30 or so years… he's lived in his current home for 20 years. He attends our learning centre during the day. We all know him very well, but we were struggling to make sure the support for his dementia was right. Jane supported with the specialist health guidelines section in the support plan which has helped the staff team, they can now add to this and keep it relevant.*

As well as dementia, the man also has Downs Syndrome and dysphasia. Although it isn't really within her remit, Jane knew quite a bit about these as well so it was incredibly useful to have Jane's input and expertise around these other needs. The other person John lives with has diabetes and epilepsy, so Jane also helped with their support plan too. So, we had even more help that we were expecting and this was really useful."

*the person's name has been changed

Oliver McGowan Mandatory Training Trial

110 MacIntyre staff attended training co-delivered by MacIntyre's first Autism Advocate Vicky Smith and Gwenne McFadzean.

This was part of the national trial of the Oliver McGowan Mandatory Training in partnership with the British Institute for Learning Disabilities (BILD).

Autism
MacIntyre Care's Autism Steering group has worked with autistic people from across MacIntyre Care to collect their experiences of being autistic. These have been complied into a short film: **MacIntyre Care's Autistic Voices**, which is now part of 'must' training for all MacIntyre Care operational staff. The film introduces the basics of understanding autism through these voices of autistic people and is part of a suite of autism training opportunities for MacIntyre Care staff.

Positive Behaviour Support (PBS) and Complex Support
MacIntyre Care continues to work closely in partnership with people seeking social care support and a wide range of other partners to develop alternative community based housing and support options for people inappropriately placed in Assessment and Treatment Units and people with learning disabilities who have been detained under forensic orders. This work is now led by MacIntyre Care's Best Practice Manager for PBS and Complex Support, Sarah Kilby, and the PBS team. Through continuing professional development, new appointments and external partnerships our knowledge and skills to be able to successfully offer this complex support continues to grow.

Our PBS team is now firmly embedded within our Best Practice team and continues to play a big role in supporting pro-active development of the systems and skills needed to ensure a smooth start to support with MacIntyre Care and ongoing learning and improvement. We have also worked hard to ensure our PBS Framework has a strong and unwavering values base that places the rights and voices of people who draw on the support of team, many of whom are autistic, at the heart of all decisions. As an in-house PBS team we are able to build real and meaningful relationships and make a difference to people's quality of life and the quality of their support.

"I have been working very closely with the PBS team over the past few months in my role as Frontline Manager. They have been a true credit to MacIntyre and to each person drawing on our support. Hannah has such passion for her job role and has certainly taught me lots. She works hard in making sure people are receiving the right support and is always there to listen to staff and what support they need. Hannah demonstrates fantastic great interactions when supporting people and she has had such a real positive contribution to the staff teams and people who draw on our support in this area."

"I hear from the managers every week about how each service is getting on. Kat has always been of huge value to our region and always gets lovely feedback from staff, but recently we have had some amazing news from one particular service. The pandemic has had a devastating effect on some of the people we support's mental health and it has been extremely hard for staff to encourage people back out of their homes to enjoy the activities and hobbies they used to enjoy. One person drawing on our support was causing real worry and concern to his staff team with his mental health. Kat visited the service on numerous occasions and made some useful observations and recommendations to support staff to adapt some of his routines. As a result, this person now wants to get out of bed and is venturing outside for the first time in over two years to enjoy an ice cream at the beach. A simple thing for most of us but an enormous achievement for the person we support. The impact of Kat's support has been so welcomed and heart-warming for the team who now have renewed hope that he will once again be able to live his best life."

Sarah Kilby
Behaviour Analyst

Dom's Story

MacIntyre Care's PBS team have recently recruited a new team member, Dom Sharpe. Dom is a Best Practice Advocate who, in Spring 2021, presented his story on stage at a conference for the first time. Supported by Sarah Kilby, MacIntyre Care's PBS and Complex Support Manager, Dom focuses his case study on lived experience as an autistic young man with a learning disability, who through lack of correct early diagnosis in childhood, found himself within the acute mental health system. In his presentation, Dom is open and honest, and in his own words describes his experience as scary. Although he "learnt to behave" (Dom's words) in the hospital, as soon as he returned to everyday life, he had no new ways of coping with all the things he found difficult. All he had was just a new diagnosis of Emotionally Unstable Personality Disorder, stronger medication and bad memories.

Finally after being recognised as Autistic and having a learning disability, Dom's life began to take a different path. MacIntyre Care's team in Wigan met Dom two years ago at the start of the pandemic, when Dom and his Dad, David were really having a hard time coping with the changes. Over the last two years, Dom has gradually been working towards living in his own home. Because time away from his Dad is difficult for Dom, getting used to the change will take time but he now spends several days a week supported by MacIntyre Care in his bungalow.

Central to Dom's journey is his framework of individualised Positive Behaviour Support (PBS). PBS has helped Dom and his team to understand how his serious self-harming behaviours have been shaped throughout his life and what value and use they have for him in the 'here and now'. It is widely recognised that behaviour is shaped through the external environment but evidence in the field of contextual behaviour theory shows that our thoughts are shaped in just the same way. Unhelpful or negative thoughts lead to unhelpful or often harmful behaviour.

In his presentation Dom says, that as an Autistic person with a learning disability he needs help to learn skills that allow him to cope and understand the world around him and the thoughts that impacted on him because of his past, which then led to his mental health difficulties and him ultimately using self-injurious behaviours to seek out medical or police intervention to soothe and make him feel safe and cared for, at times when that's not what he felt.

Because of Dom's mental health diagnosis and trauma history, the PBS team have worked closely with both health and psychology colleagues and some of the key supports that have made a real difference for Dom have been:

- working alongside his MacIntyre Care team to proactively practice skills taught as part of DBT, a form of behavioural therapy, working in tandem with Greater Manchester Mental Health Team
- practising acceptance to manage change and disappointment when things don't work out how he wants in terms of life's everyday annoyances, especially the little things such as a poor Zoom connection!
- practising mindfulness to distract from those unhelpful thoughts and make better choices when calmer about how to respond in situations or being able to ask for help

Honest as ever, Dom reflects in his presentation that some days are tough but the evidence is that Dom is hurting himself less and less. He now feels confident to hold down two work roles, one with us in MacIntyre Care and one in his local community, and he has been developing a new sense of self, separate from the one that he had before that was linked to the frequency of A&E visits.

Reflecting on his conference debut Dom said:
"I was nervous but excited too. I enjoyed doing a mindfulness session with the whole of the conference at the end. Everyone joined in including doctors who were there! I wanted to share my story so no-one else has to go through what I did"

Ambitious and Connected Neighbourhoods
Our secondary purpose is to make a contribution to the local neighbourhoods were we work, ensuring people who are in danger of falling through the funding gap are connected and that neighbourhoods are vibrant and inclusive places to live, learn and work. This is a focus for all of us who are connected with MacIntyre Care and our charitable fund investment has continued to achieve real traction in two key geographical areas, Warrington and Chesterfield.

117 people connected in Warrington who are in danger of falling through the gap

70 local people coming together for community roast dinners in Chesterfield

Development of a social enterprise – Tech Wizards

Developing two eco projects that are developing urban space in Warrington

£6k raised locally for local projects

"Yesterday I visited the MacIntyre Great Communities Eco Project based at the Old School House working with volunteers with learning disabilities/autism as a community green scheme it's something I'm proud to see for both its social and environmental benefits."

Charlotte Nicholls, Warrington North MP

MacIntyre Care Dancers
The award winning inclusive dance company DanceSyndrome provided leadership and dance training across MacIntyre Care. To date 7 people drawing on our support have successfully completed the Dance Leader qualification. Subsequently, 5 people have been offered paid positions as Dance Leaders and the other 2 people wanting to undertake this role on a volunteer basis. Recruitment for Dance Artists in each of the areas is ongoing with several job offers currently being progressed.

In June 2022, a number of the Dance Leaders performed for the first time together at the 'More Than A Provider' gathering hosted by the Social care Future Movement in Manchester.

DanceSyndrome
Dancer Led, Disability Inspired

Photo: MacIntyre Care Dancers

Compliance and Safeguarding

Inspections: CQC introduced Infection Prevention Control onsite inspections as a measure to be reassured that care homes were keeping people, staff and visitors as safe as possible from Covid infection.

CQC allocated a number of inspections per provider, during the year we had four inspections as below:

Name of Service	Current Overall Judgement	Date of Inspection
The Grove, 4	IPC Inspection – Good/Assured	13/01/2022
Anvil Close	IPC Inspection – Good/Assured	03/02/2022
Glenview	IPC Inspection – Good/Assured	21/02/2022
The Cherries	IPC Inspection – Good/Assured	22/02/2022

87% of MacIntyre Care's adult social care services are rated as Good or Outstanding by CQC.

Ofsted continued to inspect our children's homes and education settings as normal, 100% of our education and children's services are rated as Good.

The NHS Capacity Tracker is an online system that holds data about every location registered with CQC to provide a regulated activity.

This system requires updating every day including bank holidays and weekends. It holds data about the number of people supported, the size of our staff teams and everything *Covid-19* related including cases, vaccinations, PPE and Infection Control Training to name but a few.

MacIntyre Care has 32 CQC registered locations, and currently 1,828 staff and 1,001 people we support. In the period between 2 April 2021 and 31 March 2022 we reported:

- 1,084 cases of Covid
  - 234 cases of people we support
  - 850 staff cases
- 4,291 doses of Covid vaccination in staff
- 1,984 doses of Covid vaccination for those we support

New registrations - We opened our new Hertfordshire DCA in March 2022, and an additional 7 supported living services in the year to March 2022.

Safeguarding - The Ann Craft Trust delivered training to 44 managers, this means that we now have 44 safeguarding trainers who can confidently deliver in depth safeguarding training to any team within MacIntyre Care. As always we are proud to be working closely with The Ann Craft Trust who advise us, train us and scrutinise us as a critical friend.

This year saw the first publication of the Annual Safeguarding Report in Easy Read and made available to all people who draw on our support.

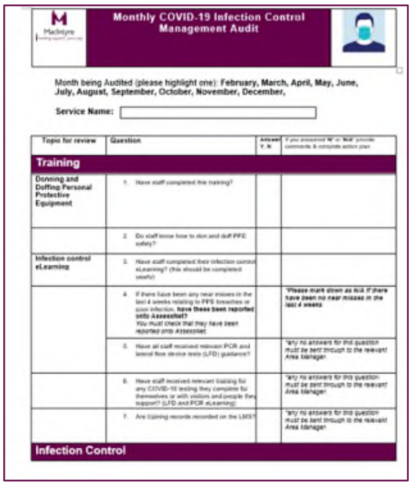
Data Protection - MacIntyre Care recruited our first full-time Data Protection Manager, Jaiie Cooper. Jaiie comes with a wealth of knowledge and experience plus the ability to make Data Protection law accessible and understandable enough that everyone can understand their responsibilities.

Health & Safety

Compliance and Health & Safety audits:

- 71 Finance audits
- 75 Medicine audits
- 102 Health & Safety audits
- 19 Hoist audits

The Health & Safety Team delivered risk assessment for managers, health & reps training and professional development training for manual handling with 86 staff members being trained and the majority being managers.



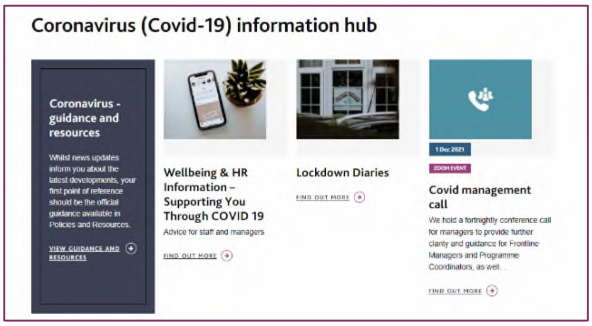
Monthly COVID-19 Infection Control Management Audit

Month being Audited (please highlight one): February, March, April, May, June, July, August, September, October, November, December,

Service Name:

Topic for review	Question	Answer Y/N	[illegible]
Training			
Donning and Doffing Personal Protective Equipment	1. [illegible]		
	2. [illegible]		
Infection control eLearning	3. [illegible]		
	4. [illegible] **have these been reported onto Assessnet?** [illegible]		[illegible]
	5. [illegible]		[illegible]
	6. [illegible]		[illegible]
	7. [illegible]		[illegible]
Infection Control			

The Compliance and Health & Safety Team have attended regular *Covid-19* planning and management calls since February 2020 to date. 2021-22 continued to have focus on auditing with a PPE audit and hand hygiene audit being introduced to run alongside the general infection control audit. In June 2021 a meeting took place with MacIntyre Care insurers to review our infection control measures, we were complimented by a specialist in the field.



The Health & Safety Team formed an organisation-wide Safety Committee with key members across MacIntyre Care's operational divisions. The Committee focuses on policy/procedure implementation, key risks and sharing best practice/knowledge throughout MacIntyre Care.

Inspiring and Engaging our Staff for Today and for the Future

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

MacIntyre Care Strategy 2020 - 2023

Breakdown of Workforce
Currently we have 2083 staff (2370 in 2020/21) across the MacIntyre Group

- Registered Care - 446
- Supported Living - 712
- Lifelong Learning - 135
- Outreach - 33
- Shared Lives - 5
- Regional Admin & Managers - 40
- No Limits - 206
- CYP - 165
- Support Function - 86
- MAT - 255

Recruitment Revolution
We aspire to be the sector leader in our recruitment and retention of a talented and committed workforce. In order to do this we have been moving away from our traditional recruitment activity and investing in new and innovative ways of attracting, recruiting and retaining staff as part of our #R*ecruitmentRevolution*. We have been joined by Tricia Nicoll from Tricia Nicoll Consulting who is an expert in attracting people, especially those people who may not have considered working in social care or education and are therefore not aware of the many professional opportunities that are available to them.

Our *#RecruitmentRevolution* has started with our new Community Connector roles that have been embedding MacIntyre Care into the hearts and minds of people in the local communities we are part of. Our workforce, people supported and families have joined together on the *#RecruitmentRevolution* holding the core values that by attracting and recruiting outstanding people to join the MacIntyre Care team, whether in CYP, No Limits, Adult Services or our Central functions, we will enable people we support to have gloriously ordinary lives.

Quote from Community Connector:

"It has been such a gratifying experience and learning curve; to relook through an 'asset based' lens, at the local areas and vibrant communities that MacIntyre are already a part of and to build on these opportunities and relationships, in a mutually beneficial way, which is widening our talented workforce and accelerating our community impact!"

Sarah, Community Connector

Quote from New Employee:

"I have come from a retail background and this job has been a totally different experience. Each day is different and I feel that each day I make a difference in the world and go home feeling I truly made a difference in someone else's life. I just wish I had thought about this type of work sooner."

DG, Support Worker

During 2021/22 within MacIntyre Care we have recruited 504 new colleagues (798 in 2020/21), of which 21.5% have joined the team as they were recommended by a MacIntyre employee as being a great place to work.

For the 2021/22 academic year MacIntyre Academies recruited 67 new employees..

Megan's Story

"I'm Megan and I'm a Support Worker at Wingrave's residential children's home. I graduated from university last summer with a degree in Education and Early Years. I've never worked in care before, my previous employment had always been part-time jobs in the hospitality sector."

What interested you about joining MacIntyre?

"I saw MacIntyre online, so knew of the organisation, plus my cousin works here too. I always wanted a job after university that would give me not just a lot of experience, but also one that would help make a difference to someone's life. This gives me all of that, it's definitely the best job I picked."

What is it like to work with children and young people?

"Every day is completely different. It's not a typical 9am to 5pm role. It's nice because you are part of the children and young people's lives. It's really lovely seeing the difference you're making and seeing their progression."

What is the training and support like?

"We get a lot of training. It was different for me because of the pandemic so I've done a lot of training online and over Zoom. The team and managers I work with are also so supportive and are always on hand to give advice and feedback. So yes, you get lots of training and support from day one.

What do you love most about your role?

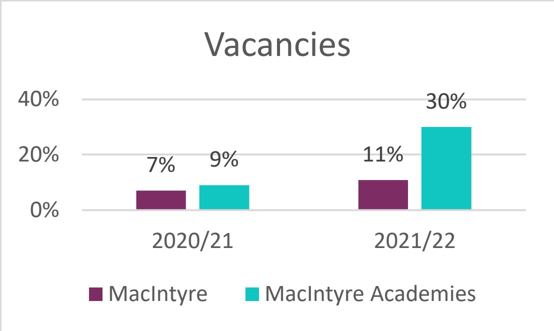
"Definitely seeing the progress! One of the young people I currently support has made so much progress recently and everybody can see it. I think that is the best part of my role, seeing the progress."

What would you advise someone who is thinking of starting a career working with children?

"You need to be patient and caring, but being a Support Worker here will bring so much joy to your life. There are certainly never any dull moments!"

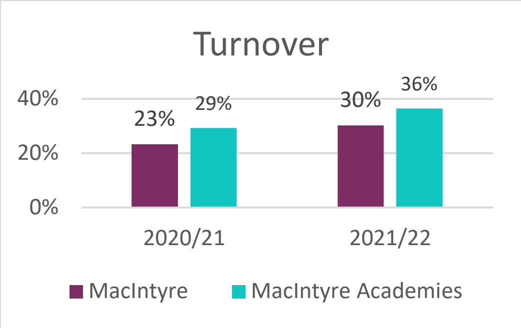
Vacancies

Vacancy levels across adult social care and education have been steadily rising for the past few years. There was a brief respite during the early days of the pandemic when colleagues who had been furloughed considered moving to our sectors. For the year under review we saw levels return to pre pandemic levels with an indication that worse is to come given the economic and social dynamics we are facing.



Turnover

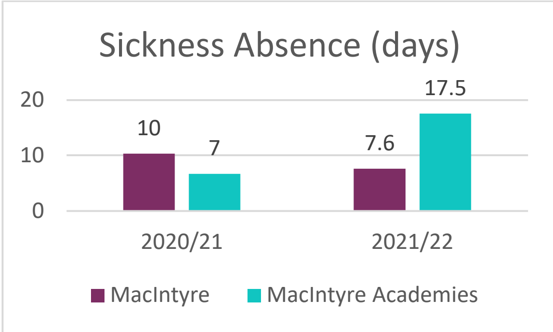
MacIntyre Care continues to maintain below average social care sector turnover rates of 34.4%.



Support our Staff's wellbeing
We are committed to supporting the health, wellbeing and attendance of all employees and recognise the value of the contribution of employees to our success. During the pandemic we have focused our wellbeing efforts on ensuring we provide a safe and healthy environment for our staff to work and people we support to live. Our staff have had to work during this period in some quite challenging circumstances and our focus has been on supporting their wellbeing including resilience in order to help support our staff from mental and physical ill-health. In addition to supporting people with physical and emotional wellbeing, we also support our employees with financial, personal and professional wellbeing through our HR Advisors, Employee Assistance Programme and Occupational Health.

STRAW – Staff Resilience And Wellbeing project, University of Kent
MacIntyre Care continue to work in partnership with the University of Kent to develop an effective model of support for staff after stressful events at work. Belinda Bradley, Head of Best Practice has been a member of the advisory group for the research team and MacIntyre Care are now part of a training trial which we hope will make a difference to our skills and abilities to support staff and reduce the risks of any negative impacts from their work on their personal wellbeing.

Sickness and Absence (days)
During this financial year the *Covid-19* pandemic has continued to have an impact on the education and social care sectors. However in MacIntyre Care during this period we have reduced our sickness levels which continue to remain below the social care average (9.5 days) to 7.6 days on average per employee.



Employee Story
"In 2021 I applied for a promotion with MacIntyre and was successful. Shortly after my promotion I contracted *Covid-19*. After isolating for 10 days I returned to work but found I could not function like I had previously, I could not put words together or build a narrative in my mind and I found this incredibly debilitating. After a few days passed I noticed that things were not improving; my speech was affected and the pressure of my role became too much. I was really shocked at what was happening to me and I found it incredibly frightening.

I spoke to a senior colleague in my area who was so compassionate and caring. She supported me and gave me really good advice including "at MacIntyre we are a big family". I will never forget this. I loved my job and feel part of the MacIntyre family. I ended up back in hospital but during this time, and when I returned to work, the MacIntyre Managers and team could not have been more supportive to me, they made me feel so incredibly valued and gave me back my sense of self-worth.

I can honestly say I have never felt so supported by so many colleagues and so valued for the job that I love doing. I feel so lucky to be part of the MacIntyre family and especially the wellbeing support that has been provided to me throughout my career."

Equality, Diversity and Inclusion

At MacIntyre Care we do not want to just meet our legal and contractual obligations we want to achieve greater outcomes as we believe equality, diversity and inclusion is essential to achieving our vision, supporting our employees' best interests and providing a better and more positive experience for the people drawing on our support, their families and all connected with MacIntyre Care. We are therefore committed to providing a positive environment, supported by a culture where everybody is treated with dignity and respect.

In April 2022 The MacIntyre Care's Diversity Advisory Group (DAG) was formed. The key aims for the 15 employees who form the Diversity Advisory Group, led by Shané Francis-Myles an external consultant specialising in this area, is to support processes and initiatives which will embed diversity, equality, and inclusion within the organisation.

The Diversity Advisory Group purpose and responsibilities include:-

- An advisory role to guide the development and implementation of MacIntyre's diversity, equality and inclusion strategy and plan.
- Provide insight and knowledge to the Leadership Team on related issues.
- Assist in creating awareness, and education across the company.
- Act as diversity, equality, and inclusion champions.
- Advise and support communications locally, to assist in ensuring that the communications are appropriate and inclusive.
- To act as a pilot group to be trained and provide feedback when diversity related training and any further learning initiatives are developed.

Everyone is unique and by ensuring that we, as a charity, are representative of our society and the people we support will enable us to achieve great outcomes for people.

Quote from Group member:

"The Diversity Advisory Group has been looking at how we support and celebrate diversity across MacIntyre, with a particular focus on BLM, LGBTQIA+ Pride, and Neurodiversity.

We are bringing our ideas to staff across MacIntyre, including through Best Practice meetings, Manager Seminars and the Inspiring Leaders Conference; as well as considering how demographic data can help us to offer better support to marginalised staff and people we support."

Christine, DAG group member

MacIntyre Care Salary Reviews

In seeking to attract, recognise and reward our employees we always aspire to pay above the National Minimum Wage (NMW), provide continuous professional development and a benefits packages that reinforces our organisational values and recognises the achievements of our employees. In April, 2021 we increased MacIntyre Care frontline staff salary above the National Minimum Wage (NMW) to £9.00 per hour and in January 2022 further uplifted their hourly rate to a minimum of £9.50 ahead of the April NMW 6.6% increase. We conducted a job evaluation and benchmarking exercise for No Limits Programme Managers, Adult Services Frontline Managers and our Children and Young People's Frontline Staff which resulted in attractive pay uplifts. Adult Services Area Managers were awarded a one-off payment and we are pleased that some of our funders provided a bonus payments to some of our Adult Social Care staff which we were delighted to pass on. In addition to this we continue to financially support staff that require time off work due to Covid.

MacIntyre Academies Salary Review
Attracting and retaining top talent and creating a great place to work is a priority for MacIntyre Academies Trust. Ensuring our salaries and total rewards offer are competitive and attractive is key to our approach.

In 2022/23, the Academies mirrored the Government's recommended teacher pay increases of between 5% and 8.9% and we are on track to meet the Government's commitment for new teacher pay to rise to £30,000 from September 2023. In addition, following an extensive benchmarking exercise, the Academies introduced a discretionary special school allowance for teaching assistants and other support roles to recognise the important work they do and additional responsibilities they hold. We also introduced a regional allowance for Oxfordshire based employees to compensate for the additional cost of living in comparison to other areas of the UK."

Learning and Development

We continue to invest in the continuous professional development (CPD) of our workforce. For the period under review we have assessed the training requirements across MacIntyre Care to ensure that all areas have a clear workforce development plan and all employees understand the learning activity that is essential and opportunities for continual professional development We have been able to return to face to face learning for some training courses as the pandemic restrictions lift, this has been welcomed by many and whilst online learning has its place face to face sessions will increase in the coming months

Across MacIntyre Care 800 online induction sessions were completed from April 2021 to March 2022. In addition to this, 2 face-to-face local induction days were delivered.

During the year 28,527 eLearning modules were completed (20,840 in 2020/21), an average of 13.4.5 learning programmes each (9.5 in 2020/21)

163 people have completed qualifications with our internal team during the year

We have supported a total of 52 staff through the Education and Training (level 3) programme and 8 through the Diploma in Education and Training (level 5 – Degree), these programmes have been hugely successful, with completion rates reaching 98% within the agreed timeframes. The staff attending these courses are committed from day one and complete their assignments in their own time to a really good standard.

Seven No Limits staff that previously qualified on the Education and Training (Level 3) were identified to register onto the Level 5 Education Diploma as part of their own progression, to build capacity within the division and to support growth, four of whom have been successful in their applications for higher level roles.

EAT Level 3 testimonials:

"Since I have completed my Level 3 Education and Training course many people have commented at work how they have seen my confidence in my own ability grow.

This has had an extremely positive effect on the quality of support and facilitation I am now giving learners at MacIntyre."

"I feel there has been a vast improvement in my practice. I feel much more confident to adapt to different learners and have a better scope for understanding what is required of me in my role and how I can achieve my aims more objectively.

I feel I am more reflective on my own practice than I was before I undertook the course. I've really enjoyed the professional and warm delivery of our tutor Rachel."

DET Level 5 testimonials:

"As a new member of the Programme Co-Ordinator team in No Limits South Bucks, I have found the course beneficial by supporting me to understand the new role that I took over when starting the course.
In particular around quality in the service, I had a mild understanding of the quality cycle within the provision I work in, but I feel that I gained further

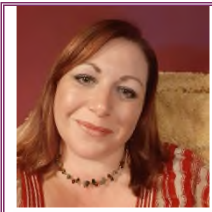
understanding when completing assignments based around this.
I also feel I am more confident in carrying out observations for staff.
Due to gaining more knowledge around the teaching cycle and the expectations of a teacher or trainer (The professional standards for teachers and trainers 2022).
As a trainer in general, I feel like my skills have broadened, I feel competent and confident that I can lead sessions with a much better understanding."

"I have recently been promoted to the PCO role and this course has definitely impacted on how I performed at the interview. I was able to demonstrate knowledge related to stakeholders and how MacIntyre works with them.
The course has also prepared me for the PCO role as I have better understanding of the education process, how regulations, funding, DNA and quality cycle plays a role what we do at No Limits."

Liz's success story:
Liz Lyman started working for MacIntyre Care in April 2017 as a Community Teaching Facilitator then as a Programme Co-ordinator in October 2019, she has recently just been interviewed and was appointed as the new Programme Manager in Milton Keynes. Liz has also completed her Education and Training level 3 and her Diploma in Education level 5 through MacIntyre Care.

Liz is a great team member and has invested significantly to develop her own knowledge and skills to become the great leader that MacIntyre Care aspires to have. By taking time for her own professional development not only has Liz been able to upskill herself in many areas but she has also been able to support her staff team to do the same, meaning a much better experience and great outcomes for the young people being supported within our No Limits provision.

Liz's testimonial:



"I absolutely loved, and on a few occasions, hated the course as it was really demanding and juggling a full time role and a Level 5 course was not without its challenges, but this made me better at managing my time, prioritising and also showed me how important it is to achieve deadlines and to maintain regular contact with people if you are not able to.

Since completing the DET course 12 months ago I have used the knowledge I gained when working with staff and learners and have been able to better support CTFs to plan sessions that are meaningful as it helps to put a lot more theory behind the practice. I recently became Programme Manager for No Limits Milton Keynes, something I would not have been able to do without the DET Level 5. I will always be grateful for the opportunity to complete this course as it has opened so many doors for me with my career and also given me a greater insight in to the world of education, which I love.

I am proof that you can teach an old dog new tricks as 5 years ago I had just started as a CTF with no formal educational qualifications, having been out of education myself for over 20 years, now I am a Programme Manager with a Level 5 Diploma in Education!"

Leadership:
In March of this year our new Leadership programme "Leading to Succeed for Aspiring Managers" was launched, the programme consists of 6 days and to date we have delivered 4 days. The target audience is for those leaders who are working at Front Line Leader level or above with ambition to progress to a higher level role. There are 14 leaders currently working through the programme and to date two have been successful in

progressing to an Area Manager within adult services role.

Testimonials:

"I really enjoy attending the Leading to Succeed for Aspiring Managers programme it is helping me in so many ways.

It has given me the opportunity to meet others within wider MacIntyre not just other Managers from North/South but also people I speak to on a weekly basis such as colleagues from HR and Marketing. This enables me to feel more confident in contacting them as they are now familiar to me and not just someone at the end of an email or phone call.

The programme has also had an impact on my Area as meeting people from different departments talking about what their teams do and the support they can offer has enabled me to feedback to my Manager's and they now feel more confident to know where to go for support and advise.

My Management team like my feedback about the program and have commented they too would like a similar program for them to attend.

The programme has been so informative, giving me lots of new ideas in terms of my Recruitment strategy and performance management plans. I now have teams making applications to Staff Council fund to help fund projects within our area. I will miss the programme when it ends."

"I feel the programme has supported me in my previous role learning from others and sharing practice which I have taken into my new role.

The guest speakers have been a real insight into what the wider MacIntyre do."

Growing an Organisation with Integrity and Robust Financial Planning

"While celebrating the success of today it has been our intention to put in place the building blocks for a sustainable future"

MacIntyre Care Strategy 2020 - 2023

It is essential to all of our stakeholders that we remain commercially stable and that we are able to continue to invest in our future. We achieve this by ensuring that all of our statutory contracts are funded to a level that covers the true cost of care and by securing new contracts that deliver a surplus. In addition MacIntyre Care chooses to invest our finite charitable funds in areas that add value to our core service provision.

For the year under review our overall income has remained stable. This does however mask a considerable amount of movement across all divisions. In summary we are providing education and care to more children across the Group. The number of people drawing on eligible adult social care has reduced slightly and the number of people in danger of "falling through the eligibility funding gap" has increased. This is the result of intense negotiations with councils who have been unable to fund the true cost of care and where the consequence has been that we have sadly had to exit from these contracts. As more people fall outside of the tightened eligibility criteria we are seeing an increase in connection with our Great Communities initiatives.

We are very conscious of the economic struggles experienced by an increasing number of councils who are struggling to meet their budgets. Our greatest concern is for the impact that this will have on people drawing on social care support. We continue to ensure that people are well represented legally and endeavour to lead open and honest negotiations in a proactive manner with all council partners.

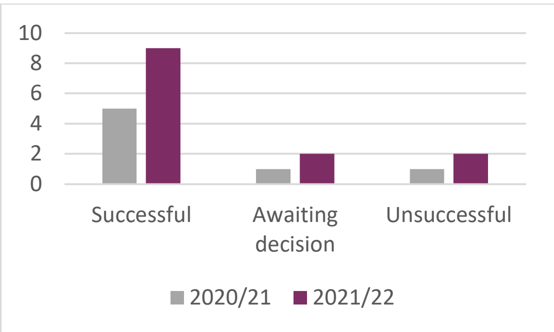
Growth

Growth is important to us because it enables us to connect with more beneficiaries. For the year under review Kevin Rodger, CYP Director, has developed a comprehensive growth plan for the MAT and for MacIntyre Care's Children and Young People services.

We have commissioned Cranfield Executive Business School to work alongside our Adult Social Care senior leadership team in the development of a dedicated growth plan that will run from Autumn 2022 for two years.

We have initiated plans to move our central office and to better use our learning centre site in Milton Keynes to exemplify our best practice; to develop collaborative opportunities across our different teams and to provide work experience opportunities for disabled people.

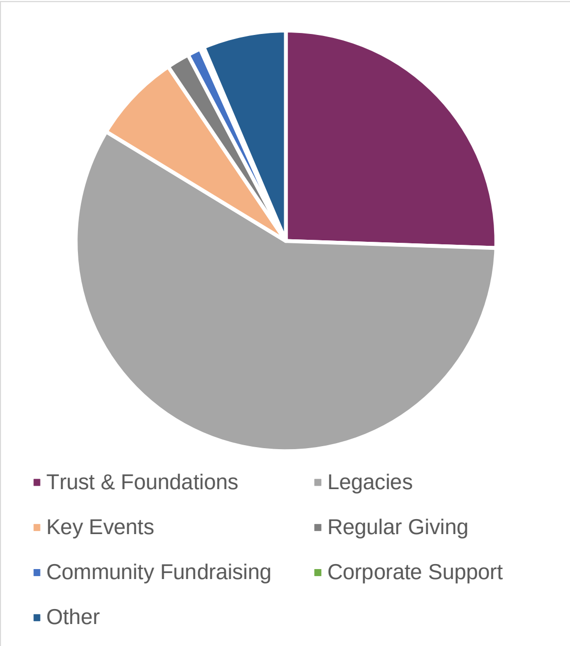
Bid Success



Charitable Income - Grant and fundraising income continues to enable us to add value through the funding of posts and items which directly benefit people we support and which are not covered by our core fees.

In 2019 MacIntyre Care Trustees agreed a five-year investment plan for charitable funds totally £2.4m. This investment will be allocated to growth, excellence in practice, working in new ways and recruitment.

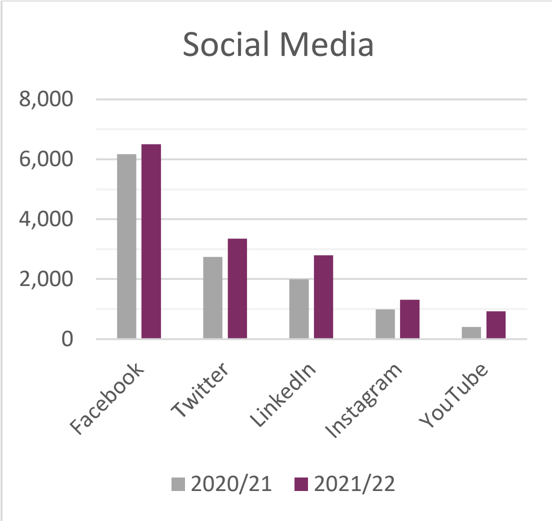
In the year under review, grants from Trusts & Foundations and Legacy income continued to be the main source of charitable income and reflects the focus of the small fundraising team. For the year under review the split of fundraising income was as follows:



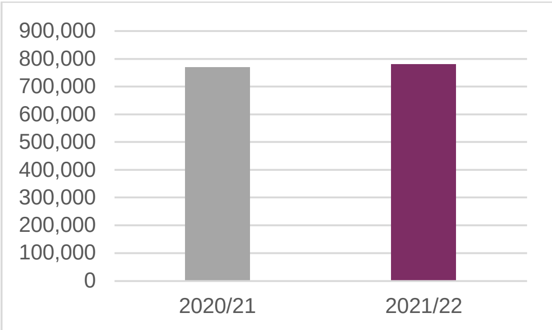
Marketing and social media - Our use of social media continues to grow with platforms such as Facebook and Twitter playing a key role in our marketing and recruiting activity. The Yammer platform for our internal communications continues to go from strength to strength.

MacIntyre Care's website, intranet, printed and digital communications are effective ways of communicating with both external and internal audiences.

Social Media



Website and Intranet Total Page Views



The fairly static number of page views this year reflects the peak of usage of the MacIntyre Care intranet during the *Covid-19* pandemic in 2020/21.

Digital and technology solutions for disabled people – during the year we initiated a 'Data Project' led by a small team to review the efficiency and effectiveness of our digital systems. The team have initial priorities to consider HR, rostering, financial and recruitment systems, with a phased plan to also included digital systems for the people who draw on our support to be in control of their own data and communication.

Trustees' Report

Report of the Trustees

As chairman of the Board of the MacIntyre Care Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31st March 2022.

About MacIntyre Care
The MacIntyre Care group comprises two charities, MacIntyre Care and MacIntyre Academies Trust. MacIntyre Care was established in December 1966 as a company limited by guarantee. It is a registered charity governed by its Articles of Association, as amended by special resolution in September 2002. It is a Corporate Member and sponsor of MacIntyre Academies Trust, a multi-academy trust and a company limited by guarantee, which was formed in 2012.

MacIntyre Care is a sector-leading national charity employing some 2,100 people providing learning, support, education and care to just over 1,250 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust ("MacIntyre Academies") employs some 280 people and provides education to over 275 children with special educational needs.

Trustees' Responsibilities
The Trustees are legally Directors of MacIntyre Care and so are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires us as Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of MacIntyre Care and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Trustees are also responsible for safeguarding MacIntyre Care's assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- MacIntyre Care is operating efficiently and effectively
- all assets are safeguarded against unauthorised use or disposition and are properly applied
- proper records are maintained and financial information used within MacIntyre Care, or for publication, is reliable; and
- MacIntyre Care complies with relevant laws and regulations.

Providing Public Benefit
Charity Trustees have a duty to carry out its purposes for the public benefit. We are required by the Charities Act 2011 to have regard to the guidance issued by the Charity Commission on the public benefit requirement in our decision making. We have referred to this guidance when reviewing our aims and objectives and in planning our activities. In particular, we consider how our activities will contribute to the aims and objectives which we have set.

The first principle in the public benefit guidance states that there must be an identifiable benefit. The second principle states that the benefit must be to the public or a section of the public**.** Perhaps most importantly in terms of public benefit, not all of MacIntyre Care's services are subject to fees. In addition to services fully supported by public funding, MacIntyre Care uses charitable income to provide free advice and information to people with disabilities and their families and to fund service innovation within the Special Educational Needs and Disability (SEND) and disability care sectors. There are therefore many services provided for the public by MacIntyre Care for which no fees are charged.

MacIntyre Care's Memorandum of Association states: "the object for which the Company is established is the relief of persons who have a learning disability and or a physical disability". This is an identifiable benefit and falls within the various descriptions of charitable purposes in the Charities Act 2011: the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

Specific examples of the services and benefits provided by MacIntyre Care to relieve the need of its beneficiaries include:

- the provision of care and housing support to people living in registered care homes, supported living schemes and within their own home
- the provision of vocational learning opportunities and further education
- the provision of residential special schools and college education
- the provision of transition support to school leavers and their families
- the provision of advice and information.

The beneficiaries of MacIntyre Care are without exception children and adults who have learning and/or physical disabilities and/or autism. There are no geographical or financial restrictions on beneficiaries, all of whom have a statutory entitlement for government benefits and/or local authority grants to meet the cost of their education and/or support.

While it is recognised that such funding is means-tested, all potential beneficiaries are able to access MacIntyre Care services, as their overall statutory entitlement for support services is not affected by their personal financial circumstances. MacIntyre Care has a welcome-all policy regardless of the nature of the disability of the person concerned and is fully inclusive in ensuring the widest uptake of its beneficiaries.

We are pursuing a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit. We have set aside and are expending funds to invest in business development, growth and innovation and in further developing our practice expertise. Our focus is on supporting more people to move away from Assessment & Treatment Units (ATUs) under the government's *Transforming Care* agenda, developing our knowledge and skill in key practice areas across both our children and young people and adult services, including the further development of alternative curriculums, the continuation of our health and Positive Behaviour Support (PBS) work, and the implementation of our autism strategy across both our education and social care services. We are also seeking a step change in how self-advocacy is developed across the organisation, working more effectively with families and continuing to make a contribution to the shaping of the local communities where we work.

The Trustee Board

We are fortunate to have a strong and highly skilled Director and Trustee team who work well together and dovetail very effectively. This is very helpful for the day to day running of MacIntyre Care and essential in times of adversity or challenge, such as we have experienced through *Covid-19*.

We have a diverse, well-balanced, experienced and stable Board in MacIntyre Care. There were no Board changes in the year and we are currently 12 Trustees, with an equal gender split. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, risk management, property, sales & marketing, digital, education, government, HR, genetics and general management skills.

Presently five of our Trustees, myself included, have relatives who are supported by MacIntyre Care. Those close family links with MacIntyre Care have been an ever-present for over 55 years and an important feature in our development. It means that any family (or commissioner of service) that entrusts a loved one to us can rest assured that Trustees are vested personally and connected intimately to our services. We believe this marks us out and is an essential part of our governance DNA.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre Care. We supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Care Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles. For example, during the year under review the Board of Trustees collectively underwent refresher safeguarding training provided by the Ann Craft Trust, specialist external safeguarding experts.

I am very grateful to each of my fellow Trustees who continue to give very generously of their time, both to Board and committee meetings as well as lending their expert support and advice to management on a wide range of issues. Many of our Trustees also invest their personal time in visiting MacIntyre Care services and all this support is very much welcomed. The advice and guidance provided by Dr Dragana Josifova during the year to many our staff concerned about the *Covid-19* vaccination programme was widely appreciated within MacIntyre Care.

No Trustee receives remuneration or other benefit from their work with MacIntyre Care. No goods or services were purchased in the year from companies connected with the Trustees. MacIntyre Care maintains a register of Trustee interests which is updated on an annual basis and during the year as appropriate and our formal code of conduct, signed up to by all Trustees, sets out the expected standards of MacIntyre Care Trustee probity and behaviour.

The senior management team

The Trustees delegate the day to day running of MacIntyre Care to the key management personnel of the charity, who are considered to be the Chief Executive, Sarah Burslem, and her Director team.

Each member of the MacIntyre Care Director team served for the whole of the year under review. This provided a helpful level of stability after a period of Director change in the previous year. Since the end of the year, Helen Bass, Workforce Director, has left MacIntyre Care. We are grateful to Helen for all she did to drive forward our workforce agenda for over seven years. Seb Moh, formerly Adult Services Director for the South, has assumed a new role as Director of Quality and People and Andrea Parr has been appointed as interim Adult Services Director, for the South.

As part of their continued training and ongoing development, the Directors are working individually with Cranfield School of Management, with whom MacIntyre Care has a long-standing relationship. The Directors are receiving a combination of Cranfield existing executive programmes of learning, bespoke material commissioned by MacIntyre Care and mentoring and coaching support.

The Directors are encouraged by Trustees to be involved in a range of complementary external activities. Many of our Directors are involved in the Voluntary Organisations Disability Group (VODG) and Sarah Burslem is involved in a number of forum activities involving charity leaders, including Learning Disability England (LDE) and #socialcarefuture. The relationships formed through these activities were pivotal as we and others across our sector grappled with the challenges of *Covid-19*.

We see these external roles as an important opportunity for sharing, learning and establishing MacIntyre Care more widely in the minds of those with whom we work and to support the wider disability sector, transforming how others think about and deliver education and social care.

Our governance structures
I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly Board meetings. In the year under review, we mainly met over Zoom while *Covid-19* was still impacting us, but in the later part of the year we were pleased to start to return to in-person meetings.

Important review responsibilities are delegated to Board committees, so that Trustees can better support management and also examine important issues in greater depth. There is an open invitation to any Trustee to attend and contribute to each Board committee. The Chief Executive or her designate attends each committee meeting unless the committee chair agrees otherwise. The committee activities are formally reported back to the Trustee Board by the committee chairs, supported by the relevant MacIntyre Care Director, so that all Trustees can probe and understand the committees' decisions.

We restructured our Board committees at the start of the year and changed several of the committee chairs. A periodic refresh enables us to ensure that we always focus on the key issues and we introduce fresh ideas and thinking to the leadership of the committees. The main changes introduced were to establish a separate Quality & Safeguarding committee, incorporate the Nominations committee into the existing Governance committee, and incorporate the property committee into a revised Finance, Audit & Risk committee. Ten of our 12 Trustees have been or currently serve as committee chairs, so we have a real depth of experience within our ranks and a great sense of support and teamwork.

The minutes of all committee meetings are made available to Trustees via a Board portal. This enables Trustees to access past and present meetings and decisions from one single, secure digital platform. This helps improve further our governance and compliance, enhances information confidentiality and security and facilitates Board administration.
In times of crisis or where urgent action is needed, I establish small fast-response taskforces. There was no requirement for a taskforce to be set up in the year under review. The most recent taskforce operated in the first six months of 2020 to help support and advise management and staff in handling MacIntyre Care's early month response to *Covid-19*.

We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately. A previous external report by the independent organisation *Optimum Support for Charities* commented in particular on the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. We value this highly and it is a major contributory factor to ensuring the quality of our governance and for monitoring our culture and approach.

The governance committee oversees regular self-reviews of our governance viewed against the Charity Commission Charity Governance Code. There are seven principles of the Code, and these relate to organisational purpose, leadership, integrity, decision-making, risk and control, board effectiveness, diversity and openness and accountability. The Code emphasises that it is important that Trustees discuss the Code's principles and recommended practice and make well-considered decisions about how these should be applied.

The committee met once in the year with Rosemary Hart in the chair and satisfied itself with the results of the most recent and comprehensive governance self-review. The committee has reviewed the terms of reference of the various Board committees, particularly following the restructuring of the committees. The governance committee also assessed Trustee training needs and recommended the Safeguarding training provided by the Ann Craft Trust. The committee checked that policies and the register of Trustees' interests are up to date, and it received an update on complaints. It is presently working on a review of the language in our articles of association, ensuring they meet modern requirements. The Board is satisfied that MacIntyre Care is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code.

Our schools
Our education committee oversees the strategic development of education services across both MacIntyre Care and MacIntyre Academies. The committee, chaired by Adam Goldstein, met once in the year under review, and its members include MacIntyre Care Trustees with a special education interest. Since the end of the year under review the committee met to review and approve the formal response of MacIntyre Care to the March 2022 SEND Green Paper. The committee is attended by the Group Director of Education and Children's services, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

We aspire for all our schools to espouse and promulgate the MacIntyre Care philosophy of care and education for children with special learning needs. Our schools, which in the year under review are unchanged from the previous year, are Wingrave School in MacIntyre Care and four MacIntyre Academies schools in Oxford, Nuneaton, Rugby and Henley-In-Arden. Our Academy schools are focused in a relatively tight geographical area to enable maximum collaboration and cross-fertilisation of ideas and for ease of management. Board reports on progress in all the schools are taken at the MacIntyre Care Board.

Local Advisory Boards for each school meet quarterly and are responsible for ensuring the good governance of the schools, including supporting the Principal, scrutinising student progress, monitoring the school's finances and the achievement, quality of teaching and behaviours and safety in the school. The terms of reference for all the schools mirror the governance terms of each other. The Advisory Boards are open to any Trustee to attend.

MacIntyre Academies Directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are three independent Directors, including the Vice Chair Charlotte May who is a former deputy Head Teacher. MacIntyre Care, as sponsor, is itself a corporate member of MacIntyre Academies and is represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care is the Company Secretary of both MacIntyre Care and MacIntyre Academies. She was also the accounting officer of MacIntyre Academies until 15th February 2022, at which date Kevin Rodger, Group Director of Education and Children's Services, assumed the accounting officer role.

Recruitment, retention, reward and development
Our staff make the real difference to the day to day lives of the young people and adults who use our services. Our staff are aspirational for the people they support and interact with commitment and sensitivity. This expertise and positivity ensures that MacIntyre Care's DNA is brought to life and experienced by each person we support.

The nominations committee activities form part of the governance committee remit, chaired by Rosemary Hart. The committee leads the process for Board and Trustee appointments. MacIntyre Care recruits new Trustees both through the network of our current Trustees and also where appropriate through the advice of external professional agents. There were no appointments made in the year under review. The comprehensive familiarisation, pre-appointment and induction processes for Trustees includes meeting the chairman and two other Trustees individually, visiting MacIntyre School, Wingrave and MacIntyre Care Central Office in Milton Keynes and meeting the school management, the Chief Executive and members of the Director team.

I formally appraise the performance of the Chief Executive annually, taking input from Trustees and the senior leadership team. I make recommendations on her performance and remuneration. The Chief Executive makes recommendations on the performance and remuneration of her Director team.

Our remuneration & wellbeing committee, which reviews remuneration and other workforce related matters, is chaired by Ruth Smyth, and met twice in the year. The committee reviews all recommendations on the remuneration of MacIntyre Care's staff, including key management personnel. The committee focusses on ensuring that the remuneration of all employees is competitive and fair within the current financial constraints that the sector faces. The Group invests more than 3% of its turnover in the development of the workforce.

The committee takes a report annually from the Workforce Director. The committee reviewed the 2021/22 workforce strategy, including pay and reward proposals. The committee endorsed and recommended to the

Board management's proposals to bring forward the dates for increasing salaries in children's residential services and in adult services and for making increased additional shift payments over the Christmas and New Year period. The incremental 2021/22 cost of these crucial staff retention measures at £1.1m was significant but judged by management and Trustees as an essential retention matter.

The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up three quarters of our staff, which is reflective of the wider social care sector. We are confident, due to our job evaluation process and salary bandings, that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2022) stood at 4.1% (2021 7.6%) in favour of females.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement, welfare and development. Recruitment has become our number one priority following *the Covid-19* pandemic and the committee and the Board were briefed on the vital importance of focusing relentlessly on imaginative ways of recruiting people into MacIntyre Care, on reducing the level of staff vacancies and retaining our valued staff.

A particular focus was placed in the previous year across MacIntyre Care and at the Board on equality, diversity and inclusion (EDI). In the year under review the MacIntyre Care Diversity Advisory Group created an EDI charter and an EDI strategy was finalised. Mandatory EDI training was rolled out across MacIntyre Care.

MacIntyre Care is a '*Disability Confident Employer*' which helps to positively change attitudes, behaviours and cultures whilst making the most of the talents that people with disabilities can bring to our organisation. When working with employees who have a disability, we join together with our occupational health provider and *Access to Work* in order to implement reasonable adjustments, thereby ensuring staff are not disadvantaged in undertaking their role.

Quality and safeguarding
A quality and safeguarding committee was established from 1st April 2021. Safeguarding was previously monitored alongside other risks at the former audit, risk and safeguarding committee. The committee, chaired by Trustee Pam Meek, a headteacher with extensive experience of safeguarding, met once in the year. The committee took the annual safeguarding report and also a report on quality and achieving best practice.

Quality - MacIntyre Care's vision for quality is that MacIntyre Care will be known as an ambitious and highly skilled provider with a particular way of working that has the voice of the children, young people, adults and their families at its heart. We will aspire to be outstanding in the eyes of our regulators and this will be achieved by the visibility, at all times, of our DNA and by our education, care and support practice being the very best.

Safeguarding - we have an organisational culture in MacIntyre Care that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The working environment is not always easy and some of the people we support show challenging behaviours.

We have clear safeguarding policies, procedures and measures to protect people and these are shared and understood across the organisation. Additionally, we have an established reporting mechanism and a whistleblowing helpline that enables anyone with concerns to report incidents and concerns, with the assurance that they will be handled sensitively and properly.

Trustees and management take great care to fully assure themselves of our practice standards and to assure others as well. We recognise in particular that it is crucial that our people know how to act properly and do so at all times. We are clear as to how any incidents and allegations are to be handled, including reporting to the relevant authorities. History shows that organisationally we respond quickly, effectively, professionally and with transparency, on the rare occasion when any issues arise.

The committee receives reports from the Compliance Manager, which includes the results from the Health & Safety Manager, which includes the corporate health and safety objectives and the results of external audits undertaken by the British Standards Institute (BSI). MacIntyre Care has a sector-leading accreditation of our health and safety policy and procedures with the BSI (OHSAS 18001). Being the first charity to receive this award, it is a significant achievement and a measure of the priority we give to safe working practices within MacIntyre Care. We maintain this accreditation through on-going, six-monthly external audits.

Harnessing digital technology
The remit of the digital committee is to investigate how best to harness and use technology; how MacIntyre Care can become more efficient and effective as a charity through the use of technology; how to enhance the lives of individuals with a learning disability; to communicate both internally and externally in new and more creative ways; and to ensure that our management information and reporting systems are innovative and meet our current and future needs.

The committee, chaired by Martin Zahra, met four times in the year. It is presently focussed on our IT plans and strategy, including overseeing projects connected to our CRM and HR/payroll systems and online rostering. We have also evaluated the software implications on MacIntyre Care of the Russia war with Ukraine, which prompted us to make one change of supplier.

Early in the year under review MacIntyre Care was subject to a cyber attack and the committee devoted much time to supporting, advising and guiding management on the IT issues arising from the attack. We have since implemented a range of actions which are designed to mitigate against future attacks. The Information Commissioner's Office have confirmed that they are satisfied that we have taken all appropriate actions on detecting the issue and have supplied them with sufficient information as part of their investigation and they regard the matter as closed from their regulatory perspective. We are appreciative of the specific insights and advice of Faisal Uddin on this matter. He was co-opted to the digital committee in July 2020. He has sadly found it necessary to step back from the committee since the end of the year under review due to the pressures of his external executive work commitments.

Finance
Our finance committee, chaired by Rachel Taylor, oversees our finances, audit, risk, compliance and property, met three times in the year under review.

Finances - in terms of the finances of MacIntyre Care, the committee reviews MacIntyre Care's financial systems, controls, risk management and risk registers, including key risks, financial results and the balance sheet. It also reviews MacIntyre Care's budgets, cost management (including agency costs and empty place costs), cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the executive management and the Board of Trustees. A programme of internal audits is in place, derived from a comprehensive risk assessment.

The internal control systems are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews
- delegation of day-to-day management authority and segregation of duties; and
- identification and management of risks.

Risk management - the Trustees regularly review the risk register and consider the major risks to which MacIntyre Care is exposed and the systems which have been established to mitigate those risks. Board meetings include the monitoring of financial and operational performance and risk. The Board meets on a bi-monthly basis and Directors present to Trustees about their specific area of responsibility. Annually the full Director team meet with Trustees to debate collectively MacIntyre Care's long term strategy. And at the half year the Director team take Trustees though the detail of MacIntyre Care's operational performance in the context of our strategy.

Internal risks are minimised by the use of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they still meet the needs of MacIntyre Care.

Compliance - the committee receives reports from the Compliance Manager, which includes the results from Ofsted and the Care Quality Commission's inspections of our services.

The **whistleblowing policy** is subject to annual review by the committee to ensure that it remains fit for purpose.

Our properties - the committee takes reports from the Chief Operating Officer and reviews the stock of MacIntyre Care group properties, property moves, new builds, major refurbishments and property funding. Grand Union Housing undertake property condition surveys and generate cyclical reports and MacIntyre Care commission contractors to undertake necessary property maintenance. The key areas of focus in the year for the committee were: the search for a new central office location in Milton Keynes; the conversion at Great Holm of the former pool area into a gym and the refurbishment of the garden for more use by the people living in the local services; and works at Wingrave School together with the proposed sale of three empty houses previously forming part of the Wingrave provision.

External auditors - the committee receives a report in respect of the annual statutory audit from our external auditors, Moore Kingston Smith LLP. The committee also meets the external auditors annually without management present for a private discussion.

Statement of disclosure to auditor - so far as the Trustees are aware, there is no relevant audit information of which the Charity's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Our investment policy
The Trustees have considered the most appropriate policy for investing funds and have decided to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements. The generous donations received in the recent years are being used over the medium term for the wider charitable benefit.

Our reserves policy
The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre Care's reserves policy. MacIntyre Care is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

MacIntyre Care manages its financial performance to deliver a small surplus to meet its investment and operational needs. Given the nature of MacIntyre Care's services, much of the investment is into fixed assets. The investment in our schools and care homes is an essential element in securing future revenue streams and ensuring that our services offer the best environments for all those who use them.

Going Concern
The Trustees have considered whether the use of going concern is an appropriate underlying basis for accounting. After making an assessment the Trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. These financial statements therefore have been prepared adopting the going concern basis.

Approved on behalf of the Board:

John Berriman
Chair of MacIntyre Care

Date:

MacIntyre
Providing support...your way

Independent Auditor's report to the members of MacIntyre Care

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 55, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

Date: 31 January 2023

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	773	275	1,048	162	267	429
Fixed Asset Donations		-	-	-	-	2,070	2,070
Charitable activities:	3						
Adult Support Services		39,875	-	39,875	42,685	-	42,685
Children and Young People Services		12,163	12,789	24,952	10,671	11,341	22,012
Investments		8	-	8	3	-	3
TOTAL INCOME		52,819	13,064	65,883	53,521	13,678	67,199
EXPENDITURE ON							
Raising Funds	3	53	-	53	43	-	43
Charitable activities:							
Adult Support Services		39,267	-	39,267	42,076	-	42,076
Children and Young People Services		12,642	14,255	26,897	10,519	11,500	22,019
TOTAL EXPENDITURE	3	51,962	14,255	66,217	52,638	11,500	64,138
NET INCOME FOR THE YEAR		857	(1,191)	(334)	883	2,178	3,061
Transfers between funds		197	(197)	-	-	-	-
Other recognised gains and losses		-	-	-	-	-	-
Actuarial (losses)/gains on Defined Benefit pension schemes		-	1,460	1,460	-	(2,624)	(2,624)
Net Movement in funds		1,054	72	1,126	883	(446)	437
Reconciliation of funds	11	21,941	16,451	38,392	21,058	16,897	37,955
TOTAL FUNDS CARRIED FORWARD		22,995	16,523	39,518	21,941	16,451	38,392

The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

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CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2022

	Notes	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
FIXED ASSETS					
Tangible Assets	6	31,742	31,958	13,878	14,103
NET CURRENT ASSETS					
Stocks	8	16	4	16	4
Debtors	9	7,607	6,011	7,057	5,155
Cash at bank and in hand	14	11,610	10,696	8,544	8,231
		19,233	16,711	15,617	13,390
CREDITORS:					
Within one year	10	(5,809)	(4,875)	(5,343)	(4,471)
NET CURRENT ASSETS		13,424	11,836	10,274	8,919
TOTAL ASSETS LESS CURRENT LIABILITIES		45,166	43,794	24,152	23,022
Defined benefit pension scheme liability	12	(5,648)	(5,402)	-	-
		39,518	38,392	24,152	23,022
Restricted Funds	11	16,523	16,451	887	809
Unrestricted funds					
Designated Funds	11	19,382	18,751	19,382	18,751
General Funds	11	3,613	3,190	3,883	3,462
TOTAL FUNDS		39,518	38,392	24,152	23,022

The charitable company's surplus for the year is £1,213k (2021: £1,151k).

Approved on behalf of the board:

John Berriman
Trustee

Rachel Taylor
Trustee

Company No. 00894054

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GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	2022 £'000	2021 £'000
Cash flows from operating activities	2004	4,086
Cash flows from investing activities	(1,090)	(1,061)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	914	3,025
Cash and cash equivalents at 1 April	10,696	7,671
Cash and cash equivalents at 31 March	11,610	10,696
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	(334)	3,060
Adjusted for:		
Investment Income	(8)	(3)
Depreciation of tangible fixed assets	1,326	1,234
Fixed asset donation	-	(2,070)
Defined benefit expense	1,694	480
(Increase)/Decrease in debtors	(1,596)	977
Increase in creditors	934	404
(Increase) in stock	(12)	4
Net cash provided by/(used in) operating activities	2,004	4,086
Cash flow from investing activities		
Interest received	8	3
Purchase of tangible fixed assets	(1,098)	(1,064)
Net cash inflow/(outflow) from investing activities	(1,090)	(1,061)
Analysis of cash and cash equivalents		
Cash at bank and in hand	11,610	10,696

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The private company is a public benefit entity for the purposes of FRS 102 and a registered charity (charity number 250840) established as a company limited by guarantee (company number 00894054) and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011. The company was incorporated in the England and Wales with registered office MacIntyre Care, 602 South Seventh Street, Milton Keynes, MK9 2JA.

Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting data of the financial statement of MacIntyre Academies is 31 August as it is required by its Funding Agreement with the Secretary of State.

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charitable company has not been presented as part of these financial statements.

Going concern

The Trustees have assessed whether the use of going concern is an appropriate underlying basis for accounting. They have considered possible events or conditions that might cast significant doubt on the ability of MacIntyre Care to continue as a going concern. The Trustees have made this assessment for a period of one year from the date of the approval of these financial statements. In particular, the Trustees have considered MacIntyre Care's forecasts and projections and have taken account of the key risks that the organisation faces. After making enquiries, the Trustees have concluded that there is a reasonable expectation that MacIntyre Care has adequate resources to continue in operational existence for the foreseeable future. MacIntyre Care therefore continues to adopt the going concern basis in preparing its financial statements.

Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Fee income is recognised in the period in which services are provided and the related fee income is receivable. Fees received in advance of care services provided are held within deferred income until the period to which they relate.

Donations and grants, including grants in respect of major items of refurbishment, improvements or the purchase of fixed assets and government grants, are recognised in the Statement of Financial Activities when receivable. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met.

Resources expended

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Charitable activities include expenditure associated with running the registered care and nursing homes.

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2022:

75% of costs were allocated to Adult Support Services (2021: 80%) and
25% of costs were allocated to Children and Young People Services (2021: 20%).

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fixed Assets

Equipment and furnishings are capitalised at inception of a service and depreciated in accordance with the rates below. The cost of replacements is written off during the period the expenditure is incurred. All fixed assets are initially recorded at cost.

Donated fixed assets are initially recognised at fair value. The gain is recognised as income from donations and a corresponding amount included in the appropriate fixed asset category as the cost of addition, and depreciated over the useful economic life in accordance with the depreciation policies below.

Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off each asset evenly over its expected useful life as follows:

Freehold land and buildings	-	2% per annum
Long term Leasehold	-	period of the lease or 2% per annum if lease longer than 50 years
Short term Leasehold	-	period of the lease
Equipment and furnishings	-	15 to 33% per annum

The carrying values of tangible fixed assets are reviewed for impairment each year if events or changes in circumstances indicate the carrying value may not be recoverable.

Freehold land and buildings

Freehold land and buildings are stated at their deemed cost being the valuation at the date of transition to FRS 102. The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any impairment losses. The company has adopted the transition exemption under FRS 102 paragraph 35.10(d) and has elected to use the previous revaluation as deemed cost.

Stocks

Stocks are stated at the lower of cost and net realisable value. Costs include all costs incurred to bring the goods to their present location and condition at the Balance Sheet date. Net realisable value represents anticipated selling price less any further costs expected to be incurred to disposal.

Leasing and hire purchase contracts

Rentals on operating leases are charged to revenue on a straight line basis.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments. Financial Instruments are recognised in the charitable company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exception of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pensions

The company operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to revenue as they fall due. The company has no potential liability other than for the payment of those contributions.

Pension benefits to employees of the subsidiary are provided by the Teachers Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the employer in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 1, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period in which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the employer in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Fund accounting

General unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are also unrestricted funds but have been designated by the Trustees for a particular purpose. They include the net book value of tangible fixed assets used by the charitable company in its operational activities.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Trustees to have most significant effect on amounts recognised in the financial statements.

Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2022. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

Fees represent amounts invoiced to local authorities, individuals and other funding agencies in respect of the provision of care and support services.

Income is all attributable to the continuing activities of the charity, in accordance with its objects.

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £929k (2021: £429k) of which £690k was unrestricted (2021: £162k) and £239k was restricted funds (2021: £267k).

(b) Grants received during the year which are included within charitable activities are as follows:

	Charity	
	2022	**2021**
	£'000	£'000
Department for Work and Pensions (Access to Work)	6	6
Association FOWDF Funds	5	-
Dementia UK Admiral Nurse	44	41
Dying to Talk	50	6
Eveson Charitable Trust (Great Communities, Worcs)	-	4
Inclusive Approach	15	-
Skills for Care – Workforce Development Fund	-	12
The Morrison's Foundation (Woodland View)	-	26
The Screwfix Foundation (Stony Stratford Coffee Shop)	1	-
Total Grants Received	121	95

3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs £'000	Restricted Project £'000	Designated Expenditure £'000	Support & Other £'000	2022 Total £'000	2021 Total £'000
Adult Support Services	36,726	-	244	2,297	39,267	42,076
Children & Young People Services	11,170	14,255	-	1,472	26,897	22,019
Fundraising Costs	-	-	53	-	53	43
	47,896	14,255	297	3,769	66,217	64,138

3. (b) Analysis of Support Costs

	Adult Services £'000	Children and Young People Services £'000	2022 Total £'000	2021 Total £'000
Support Costs:				
Training	144	70	214	372
IT	172	146	138	162
Standards & Excellence	49	52	101	119
Management & Administration	733	428	1,161	1,822
Finance & HR	1,214	1,285	2,499	1,531
	2,312	1,981	4,113	4,006

3. (c) Surplus is stated after charging

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Depreciation	1,297	1,234	667	759
Operating Leases				
• Equipment & Vehicles	506	437	466	432
• Buildings	413	410	413	410
Audit remuneration				
• For statutory audit of the financial statements	112	48	40	36
• For audit-related assurance of services	3	3	-	-
• For accountancy services	5	5	-	-

4. EMPLOYEES

The average monthly number of employees during the year was as follows:

	Group 2022 No.	Group 2021 No.	Charity 2022 No.	Charity 2021 No.
Adult Support Services	1,198	1,473	1,198	1,473
Children and Young People Services	716	585	467	384
Management and Administration	244	286	206	252
	2,158	2,344	1,871	2,109

Group **Charity**

Staff costs during the year amounted to:	**2022** £'000	**2021** £'000	**2022** £'000	**2021** £'000
Wages and Salaries	42,953	43,755	36,566	37,824
Social Security Costs	3,291	3,267	2,770	2,753
Other Pension Costs	1,999	1,966	851	883
	48,243	48,988	40,187	41,460
Agency Staff Costs	3,228	2,484	2,633	2,020
	51,471	51,472	42,820	43,480

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £42,818 (2021: £40,892).

Employee emoluments:
Employees receiving emoluments (including benefits in kind) in excess of £60,000 were as follows:-

	Group		**Charity**	
	2022 No.	**2021** No.	**2022** No.	**2021** No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	3	3	3	1
£80,001 - £90,000	3	5	1	3
£70,001 - £80,000	1	-	-	-
£60,000 - £70,000	1	3	-	2

The total employer's pension contributions for the above higher paid employees during the financial year was £114,594 (2021: £93,604) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £449,000 (2021: £511,500).

5. TRUSTEES' EMOLUMENTS

None of the Trustees or any person connected to them received any remuneration or reimbursement for expenses in the current or prior year.

6. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Motor Vehicles £'000	**Total £'000**
Cost:						
At 1 April 2021	18,404	18,428	672	7,777	16	45,297
Additions	282	-	-	810	6	1,098
Disposals	-	-	-	-	-	-
At 31 March 2022	18,686	18,428	672	8,587	22	46,395
Depreciation:						
At 1 April 2021	5,125	1,419	671	6,107	3	13,327
Charge for the year	717	-	-	605	4	1,326
Disposals	-	-	-	-	-	-
At 31 March 2022	5,843	1,419	671	6,712	7	14,653
Net Book value:						
At 31 March 2022	12,843	17,009	1	1,875	15	31,742
At 1 March 2021	13,275	16,996	1	1,674	12	31,958

The net book value of the assets of MacIntyre Academies included in the table above are made up as follows:

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	**Total £'000**
Net Book value as at 1 April 2021	16,995	12	847	17,854
Additions in the year	-	6	630	636
Depreciation charged in year	(353)	(4)	(270)	(627)
Net Book value as at 31 March 2022	16,644	14	1,206	17,864

7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, 602 South Seventh Street, Milton Keynes, MK9 2JA. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2022 is as follows:

	Restricted Funds £'000	**Total 2022 £'000**	Restricted Funds £'000	**Total 2021 £'000**
Income	12,789	12,789	13,411	13,411
Expenditure	(12,549)	(12,549)	(11,500)	(11,500)
Net income	240	240	1,911	1,911
Actuarial losses on defined benefit pension schemes	(5,402)	(5,402)	(2,624)	(2,624)
Net movement in funds	(5,162)	(5,162)	(713)	(713)

Balance Sheet	**2022 £'000**	**2021 £'000**
Fixed Assets	17,864	17,854
Current Assets	3,606	3,321
Current Liabilities	(458)	(403)
Defined benefit pension scheme liability	(5,402)	(5,402)
Net Assets	15,610	15,370
Restricted funds	3,148	2,918
Fixed asset funds	17,864	17,854
Pension reserve	(5,402)	(5,402)
Total Funds	**15,610**	**15,370**

8. STOCKS

	Group		**Charity**	
	2022 £'000	**2021** £'000	**2022** £'000	**2021** £'000
Stocks	16	4	16	4

9. DEBTORS

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade Debtors	6,442	4,228	6,243	4,054
VAT Recoverable	159	240	-	-
Other Debtors	69	50	17	29
Prepayments	635	633	635	633
Accrued Income	301	860	162	439
	7,606	6,011	7,057	5,155

A bad debt provision of £46k (2021 £26k) is included within trade debtors above.

10. CREDITORS: amounts falling due within one year

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade Creditors	734	870	593	769
Other taxes and social security	855	795	694	630
Fees in advance – deferred income	1,022	1,196	1,022	1,196
Other creditors	519	474	356	364
Accruals	2,677	1,540	2,678	1,540
	5,809	4,875	5,343	4,499

In respect of deferred income:	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Deferred income brought forward	1,196	1,650	1,196	1,650
Released from prior year	(1,196)	(1,650)	(1,196)	(1,650)
Deferred in current year	1,022	1,196	1,022	1,196
Deferred income carried forward	1,022	1,196	1,022	1,196

Deferred income relates to fees received in advance of care services being provided.

11. RECONCILIATION OF MOVEMENT ON RESERVES

Designated funds have been set aside out of unrestricted funds by the Trustees for specific purposes.

a) Fixed Asset Designation – this fund represents fixed assets invested in buildings and equipment in which we provide services.

b) Specific Projects – including research and development within the sector.

Restricted funds represent the balance of funds donated for specific purposes which are being utilised by the charitable company in accordance with the donors' specific requests.

	Unrestricted			Restricted		
	General Funds	**Designated Funds**	**Fixed asset Funds**	**Restricted Funds**	**Pension Fund**	**Total Funds**
	£'000	£'000	£'000	£'000	£'000	£'000
At 31 March 2021	3,190	18,751	17,004	4,849	(5,402)	38,392
Net Incoming Resources	423	631	860	(542)	(246)	1,126
At 31 March 2022	3,613	19,382	17,864	4,307	(5,648)	39,518

Purposes of Restricted Funds

The restricted funds balance includes the restricted pension fund provision relating to MacIntyre Academies. This balance, included in restricted funds above is £5.6m at 31 March 2022 (2021: £5.4m).

The balance of the restricted funds at 31 March 2022 of £887k (2021: £809k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £13.9m (2021: £13.3m) of freehold property used by the charity for the provision of services.

The Trustees have agreed a policy on the use of non-specific donated funds: they will be designated for charitable benefits, over and above the core running costs of the charity. Over the next 3 years this will include:

No Limits and Transforming Care

We plan to invest £150k in a Transforming Care leader over the next 12 months with an ongoing cost of £100k per annum for a further two years, totaling £350k.

Developing Practice

We will retain the leadership team associated with the dementia project as we extend this work to a more general health focus. We will continue to invest in the lead coaches supporting our PBS work and invest in a similar methodology to step up our workforce knowledge and skills in the area of Autism. The proposal is to invest £1.1m in developing practice over the next three years.

Families

A family liaison post has been created to work with families who have had a traumatic experience going through the social care system. This post has been created to work with families to help them navigate their way through transition services, working with local authorities, health services etc.

Technology

The Board Digital committee will enable management and interested Trustees to work collaboratively to develop a digital and technology strategy to be brought to the Board for approval and implementation. The current proposal is to invest £480k over the next three years to develop capacity to work in new ways. This amount excludes what might be needed by way of the digital and technology investment element of that work.

12. PENSIONS

a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and NHS Pension Funds. The total pension cost for the charitable company during the year relating to this scheme was £851k (2021 £884k).

b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.

c. Under the TPS Agreement, employer contribution rates from September 2019 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.

d. The pension charge for the year includes contributions payable to the TPS of £609k (2021: £429k). At the year-end £6,428 (2021: £7,120) was accrued in respect of contributions to this scheme.

e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.

f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2022.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made in the year ended 31 March 2022 was £k (2021: £754k), of which employer's contributions totalled £k (2021: £565k) and employee's contributions totalled £k (2021: £189k).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy closure, outstanding Local Government Pension Scheme Liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal Actuarial Assumptions	**At 31 March 2022**	**At 31 March 2021**
Rate of increase in salaries – Oxford	**3.15%**	**2.8%**
Rate of increase in salaries - Warwickshire	**3.95%**	**3.6%**
Rate of increase for pensions in payment/inflation	**3.15%**	**2.8%**
Discount rate for scheme liabilities	**2.75%**	**2.1%**

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement are 65:

	At 31 March 2022	At 31 August 2022
Retiring today:		
Oxfordshire		
Males	22.2	22.4
Females	24.5	24.7
Warwickshire		
Males	21.6	21.8
Females	24.1	24.2
Retiring in 20 years:		
Oxfordshire		
Males	23.1	23.4
Females	26.1	26.3
Warwickshire		
Males	22.7	23.0
Females	25.9	26.1

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below, showing the approximate monetary increase to the defined obligation given the following changes in assumptions:

Change in assumptions	£'000	£'000
Discount rate 0.5%	385	439
Long term salary +0.5%	440	517
Pension increase +0.5%	363	418

MacIntyre Academies' share of the assets in the scheme were:

	Expected Fair value At 31 March 2022 £'000	**Fair value At 31 August 2021** £'000
Equity instruments	4,123	3,211
Debt instruments	960	1,056
Property	452	471
Cash	113	130
Total market value of assets	**5,648**	**4,867**

Changes in the fair value of defined benefit obligations were as follows:

	2022 £'000	**2021** £'000
At 1 September	8,797	4,426
Current service cost	1,908	988
Benefit paid	(10)	(6)
Interest cost	228	115
Employee contribution	205	189
Actuarial loss/(gain)	(141)	3,085
At 31 March	**10,987**	**8,797**

Changes in the fair value of MacIntyre Academies share of scheme assets:

	2022	2021
	£'000	£'000
At 1 September	3,395	2,128
Interest income	93	58
Employee contributions	205	565
Benefits paid	(10)	(6)
Employer contributions	617	189
Actuarial gain/(loss)	1,039	461
At 31 March	**5,339**	**3,395**

13. OPERATING LEASES

The group has the following commitments under the non-cancellable operating leases at 31 March.

	2022		2021	
	Land & Buildings	Other	Land & Buildings	Other
Operating Leases Expiring:	£'000	£'000	£'000	£'000
Within 1 Year	352	236	410	212
Within 2 to 5 Years	-	487	-	561

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	Group			Charity		
	2022	Change in Year	2021	2022	Change in Year	2021
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	11,610	914	10,696	8,554	323	8,231
	11,610	914	10,696	8,554	323	8,231

15. RELATED PARTY TRANSACTIONS

There have been no related party transactions in the reporting period that require disclosure under FRS 102.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances as at 31 March 2022 are represented by:

	Unrestricted General Funds	Designated Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	17,106	14,636	31,742
Net Current Assets	9,261	2,276	1,887	13,424
Long Term Liabilities	(5,648)	-	-	(5,648)
Total Net Assets	3,613	19,382	15,523	39,518

17. CAPITAL COMMITMENTS

At the date of the balance sheet there were no capital commitments.

MACINTYRE CARE

England & Wales - Charity number 250840

Accounts

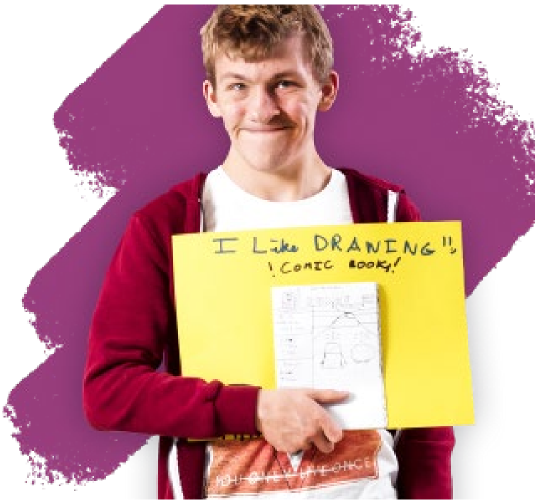
MacIntyre
Providing support...your way

MacIntyre

Report and Financial Statements
Year Ended 31 March 2021

Registered Charity 250840

Company Registration Number 894054 (England and Wales)



Contents

MacIntyre
Providing support...your way

Legal & Administrative Details

MacIntyre Care Director Team

Sarah Burslem
Chief Executive
sarah.burslem@macintyrecharity.org

Claire Toombs
Chief Operating Officer, Finance Director and Company Secretary
claire.toombs@macintyrecharity.org

Helen Bass
Workforce Director
helen.bass@macintyrecharity.org

Seb Moh
Adult Services Director
seb.moh@macintyrecharity.org

Laura Selby
Adult Services Director
laura.selby@macintyrecharity.org

Kevin Rodger
Group Director of Education and Children's Services
kevin.rodger@macintyrecharity.org

Each of Emma Killick, Becs Gratton, Natalie Macpherson, Rachelle Russell and Andrew Moran served as members of the Director team for a part of the year ended 31st March 2021.

Board Committees and Taskforces in the year ended 31st March 2021

Audit, Risk & Safeguarding
Rosemary Hart
Duncan Strachan
Rachel Taylor *

Digital
Adam Goldstein
Faisal Uddin ** (co-opted 15th July 2020)
Martin Zahra *

Education
Adam Goldstein *
Dragana Josifova
Neil Macmillan
Pam Meek

Governance
John Berriman
Ranjit Bhose
Rosemary Hart *
Pam Meek
Martin Zahra

Nominations
John Berriman *
Rosemary Hart
Rachel Taylor

Property
Rosemary Hart
Nikki Williams-Ellis MBE *

Remuneration & Wellbeing
Ruth Smyth (Appointed Chair from 1st May 2021)
Duncan Strachan *
Nikki Williams-Ellis MBE

Covid-19 taskforce
John Berriman *
Rosemary Hart (Vice Chair)
Neil Macmillan
Rachel Taylor
Martin Zahra
Nikki Williams-Ellis MBE

MacIntyre Academies Trustees

* denotes committee chairs
** denotes co-opted committee member

Following the year end, a number of changes to the structure of the committees were approved by the Board. It was agreed to: establish a separate Safeguarding & Quality committee, to be chaired by Pam Meek; incorporate the Nominations committee into the existing Governance committee, with Rosemary Hart as Chair; and incorporate the property committee into a finance, audit & risk committee (including compliance) to be chaired by Rachel Taylor.

Principal and Registered Office
602 South Seventh Street
Central Milton Keynes
Buckinghamshire MK9 2JA
Telephone: 01908 230100
Website: www.macintyrecharity.org

Company Registration No: 00894054 (England and Wales)
Registered Charity No: 250840

Advisors to the Charity

Auditors

Moore Kingston Smith LLP, Devonshire House, 60 Goswell Road, London EC1M 7AD

Bankers

HSBC Bank plc, Level 6, Metropolitan House, CBX3, 321 Aylesbury Boulevard, Milton Keynes, MK9 2GA

Solicitors

Blake Morgan LLP, Seacourt Tower, West Way, Oxford, OX2 0FB

Anthony Collins LLP, 134 Edmund Street, Birmingham, B3 2ES

Strategic Report

I am delighted to provide this strategic report for the year ended 31st March 2021 in my role as Chair of MacIntyre. The accompanying impact report of our Chief Executive (CEO) provides an insight into the strategic choices we have made and the actions and outcomes that underpin them and the crucially the impact we have made in the year. The Trustee report which follows provides a comprehensive understanding of how we undertake our governance responsibilities in MacIntyre. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.

Chair: John Berriman and his brother James

An Historical Perspective

We have been providing education and care services to children and adults since the late 1960s. We started with one small residential school in Bedfordshire and we continue to this day to support a number of people who were educated at the school when it first opened, including my brother. We are relatively unusual amongst our peer group for providing a full range of services across the age groups, from children to adults and the elderly.

At the time of first opening, MacIntyre stated that “it was expected that the children will be with us for their lifetimes, for our purpose is to provide not only special education to the extent of each child’s capability, but occupational training and employment in adulthood”. So, the concept of children’s education and care and adult care, training and employment have been core central tenets of MacIntyre from day one and remain to this day. We are however sadly not able to offer lifetime care as that is in the hands of commissioning authorities. But we can and indeed do our very best to deliver the highest quality services and seek to persuade those who commission us that we should be and continue to be a trusted service provider.
Strategy and Purpose

Strategy and Purpose

Our strategy, which is refreshed regularly and widely communicated across MacIntyre, is styled “we are proud of our past and ambitious for our future”. Our vision is for all people with a learning disability to live a life that makes sense to them. Our mission is to 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 is to achieve excellence in everything we do.

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

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

It is clear that there remains a significant appetite for the range of innovative specialist services that we provide and, more importantly, the way in which we provide them - the MacIntyre way. We continue to focus on whether, and if so how, to share resources or collaborate with other charities in the sectors in which we operate.

We are clear that we would only enter into new collaboration arrangements with those with whom we share common values or where we can make an incremental difference by working together, or as a means of enhancing our brand and making sure that we can bring the MacIntyre way to a wider range of people whom we can support. We already have a number of collaboration arrangements in place with other charities and we will continue to look for further opportunities in line with our strategic criteria.

Covid-19

Operationally, it has been one of the most challenging years in our history, with Covid-19 overshadowing all that we had on our agenda. Over the 22 month period from March 2019 to the date of this report, very sadly six of the 1500 people we support and two of our 2200 staff members died within 28 days of a positive Covid-19 diagnosis. There is deep sadness in MacIntyre about each death but also a knowledge that we did all that we could to keep everyone we support and employ as safe as possible during the pandemic.

We have proved our resilience in a crisis and our staff across the country stepped up to the Covid-19 challenges that were inevitably posed of them. Trustees acknowledge the quality of the working relationships that management have established with our funding commissioners, whom we also thank for their ongoing support. These relationships have been tested extensively during the Covid-19 pandemic.

Finances

The MacIntyre group had total incoming resources of £67.2m in 2021 (£69.1m in 2020), which is a 3% decrease in the year. This follows a strong growth of 16% in the previous year and 10% the year before that. MacIntyre Care grew 5% (having grown 1% in the previous year) with total incoming resources of £53.9m in 2021 compared to £51.4m in 2020. MacIntyre Academies grew 18% (10% in the previous year), with total incoming resources of £11.3m in 2021 compared to £9.5m in 2020.

The group generated an unrestricted fund surplus in the year of £0.9m (deficit in the previous year of £1.4m, before utilising charitable funds of £0.5m MacIntyre Care generated a surplus in the year of £1.3m, compared to a deficit (excluding donations and legacies received or expended) in the previous year of £1m. MacIntyre Care also utilised charitable funds of £0.5m in the year (£0.5m in the previous year). MacIntyre Care operates on fine margins and so it was pleasing that our intense focus on managing and minimising agency costs bore fruit, with the costs falling from a level of £3.7m in 2020 to £2.0m in 2021. Maintaining a reduced level of agency spend remains an ongoing priority.

Generating sustainable growth has always been so important to our future. The five year trend analysis below shows how we have carefully managed our growth in MacIntyre Care and sought to build strongly our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades. The year ended 31st March 2021 was a financial landmark year for MacIntyre, as we exceeded the £1bn mark for the aggregate level of fees for services provided over that 55 year period.

Five year trend summary of finances

(expressed in £m to the nearest million)

	2021 £'m	2020 £'m	2019 £'m	2018 £'m	2017 £'m
Group Net Income Summary					
Income					
MacIntyre Care					
Adult Services Charitable Activities [1]	43	41	38	36	34
Children's Services Charitable Activities	11	10	11	11	11
Donations and Legacies [2]	-	-	2	-	2
MacIntyre Academies					
Children's Services Charitable Activities [3]	11	10	8	7	5
Fixed Asset Donations [4]	2	8	-	-	-
Total Income in the year	67	69	59	53	52
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(42)	(42)	(38)	(36)	(33)
MacIntyre Care Children's Services	(11)	(11)	(11)	(11)	(12)
MacIntyre Academies Children's Services	(12)	(10)	(8)	(6)	(6)
Net Income for the year	2	6	2	1	1
Group Balance Sheet Summary					
Fixed Assets [3]	32	30	22	21	22
Cash and Equivalents	11	8	10	8	6
Other Net Assets	1	2	2	2	2
Defined Pension Scheme Liability [5]	(5)	(2)	(2)	(1)	-
Net Assets	39	38	32	30	30
Restricted Funds	16	17	9	9	9
Designated Funds	19	19	20	19	19
General Funds	3	2	2	2	2
Total Funds [2]	38	38	32	30	30
Summary of Group Cash Flows					
Operating Activities	4	(1)	3	3	1
Investing Activities	(1)	(1)	(1)	(1)	-
Change in Cash and Cash Equivalents	3	(2)	2	2	1

1 We currently contract in MacIntyre Care with 103 people who manage their own budget, 55 Local Authorities, 12 Clinical Commissioning Groups (CCGs) and 5 College partners.
2 Donations and legacies include £4m from the estate of a parent of a lady whom we supported over several decades. These donations are being used to support our wider charitable activities. We are most grateful to all our donors for their generosity.
3 All the activities of MacIntyre Academies are classified as being restricted for the purposes of the group accounts. Funds shown as either designated or general are unrestricted in nature.
4 The fixed asset donation to MacIntyre Academies in 2020/2021 was represented by the gift of the school building at our most recent Academy in Henley-in-Arden.
5 The defined pension scheme liability relates to employees of MacIntyre Academies who belong to two principal multi-employer defined benefit schemes - the Teachers' Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff.

Our ongoing principal day to day financial challenges in MacIntyre Care are the minimisation of agency costs and empty place costs and the negotiation of fair and reasonable fee increases from commissioning bodies. In MacIntyre Academies our main financial challenge is to ensure that we sustain levels of fees which enable us to deliver outstanding education and maintain buildings, facilities, and equipment.

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 6% (6% in 2020) and remains in the best quartile compared to the charitable sector as a whole.

The level of overall reserves in MacIntyre Care has built up prudently over 55 years and today we have unrestricted general reserves of £3.2m (£2.1m in 2020). We estimate that over that time we have provided education to over 1,000 people with learning disabilities and we have supported over 2,500 adults and their families through our various MacIntyre Care services across the UK. We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £38.4m (£38m in 2020).

Technology

Since the end of the financial year MacIntyre Care, in common with numerous other organisations within and outside our sectors, was subject to a cyber attack, which we reported to the Information Commissioner's Office and to Thames Valley Police. We suffered a limited data breach but no financial loss. We were transparent about the attack with our staff, the people we support and their families and with commissioning authorities. It is a sad indictment of society at large that the attackers chose as their target a charity and that they threatened to publish personal data of people with a learning disability and/or autism.

Social Care Funding

We have for a number of years made the case alongside membership organisations such as VODG for significant government investment in the social care sector. The government's adult social care proposals, announced in September 2021, have been described by some as a good step towards reform, if not the giant stride that was needed to genuinely 'fix' the system. We fear that funding for children and adults with learning disabilities will remain inadequate. And local authorities continue to face immediate and significant funding pressures which will not be alleviated by the proposals.

Our People

Over our 55 year history some 28 people have served as executive directors of MacIntyre Care and a further 40 people have contributed as valued Trustees. Additionally, 16 people have given their time as Trustees of current or previous MacIntyre group /affiliated charities. There has been great stability at leadership and a governance level and Sarah Burslem and I are just the fourth Chief Executive and Chair respectively of the group. We owe each one of our Trustees and all our directors and staff, past and present, a huge debt of gratitude for helping to build MacIntyre into the highly regarded group that it is today. And may I express a personal thank you to all of our people for your remarkable support during the pandemic. Your commitment has been truly inspirational.

Approved on behalf of the Board:

John Berriman
Chair of MacIntyre
Date: 30 March 2022

Impact Report

It is a pleasure to be presenting information about the MacIntyre Group, about the people who draw on our support and our achievements in a slightly different format this year. It has after all been an unprecedented time where nothing has been the same and where we have all learned to live our lives to a different pattern. The value of what we do and how we do it has never been so important. So I am delighted to be able to share stories about the lives of people who draw on our support and to give more information about our achievements.

The pandemic has been a profound event with unrelenting consequences for us all. Six people drawing on MacIntyre support and two employee colleagues died having tested positive for Covid-19 during the period under review. We will forever be moved by the deaths of these friends and colleagues and grateful to those who supported them during their illness. Such support, focus and compassion was vital during the peaks of transmission and during periods of lockdown when government guidance was at times unclear and when in some instances inappropriate DNARs (Do Not Attempt Resuscitation) were issued. I can report that MacIntyre took bold decisions when faced with poor or unclear guidance and challenged the DNARs that were considered to be inappropriate or discriminative.

The periods of lockdown across our care settings have resulted in mixed blessings; our rates of transmissions have stayed relatively low but we are very conscious of the impact that the nationwide restrictions have had on the wellbeing of everyone. While some people have thrived with the change of routine and with more relaxed home based days others have acutely missed time spent with family and friends, going to work, attending places of learning and socialising.

Our support to people in their homes continued seamlessly, day time support (otherwise known as day opportunities) reduced and /or transformed according to the priorities for those who draw on that support and depending on the plans of those councils commissioning the services.

Our schools remained open across the MacIntyre Group as the majority of students have Education Health and Care Plans (EHCPs). For many students the reality was one of a mixed approach to their learning with some days in school and some days learning remotely. I admire the resilience and creativity shown by students, their families and our incredible workforce for adapting to new ways of learning and teaching at such volatile and uncertain times.

Our No Limits Further Education support continued to provide face to face programmes of support to young people where this was a considered to be a vital provision for them. For others remote learning and support was made available.

The Personal Protective Equipment (PPE) available from Central Government or local stocks was wholly inadequate and not enough to protect people drawing on our support or our employees. In the Spring of 2020 we had no choice but to source alternative supplies at great expense and are pleased to say that we were able to keep people as safe as possible with the correct specification of PPE. We were able to implement testing regimes as soon as possible and robust testing and the use of PPE remain in place currently.

We are grateful for the insights and support from many local Public Health teams and to local authority personnel many of whom adopted practical and supportive ways of working. While the Central Government Infection Control

Grant does not cover all of the additional cost burden attributed to the pandemic we are grateful to the speed and integrity in which most councils have disseminated these funds.

We launched a huge recruitment campaign in March 2020 in anticipation of higher rates of transmission than we actually saw. We were joined by over 790 employees during the period under review, many of whom were joining the education and social care sectors for the first time. This wave of new recruits has helped us to better understand how we can attract new talent and developed a swell of optimism at a difficult time, all of which is invaluable given the current workforce issues facing both the education and social care sectors.

There has been a significant change in the way that we connect with each other with an increase in the use of technology such as FaceTime and Zoom. As many people as possible who did not have ownership of technological equipment were issued with devices and we developed a rich programme of online learning and social activities.

It is often said that the values of an organisation come to the forefront at times of crisis and this is something we can vouch for first hand. People who draw on our support and our workforce have shown resilience, creativity, and optimism that will stay with us for some time and will further consolidate the "MacIntyre Way".

There are a number of fundamental issues that need to be addressed countrywide with regards to education and social care. The pandemic has further exposed the attainment gap for children with special educational needs (SEND), exposed the risk to disabled people from living in congregate settings and highlighted the levels of discrimination faced by disabled people in all areas of their lives. There is clearly a need for radical reform in addition to funding for both SEND and adult social care. Such reform will need to level this education and work attainment gap for disabled children and adults, afford greater autonomy for disabled people enabling them to live lives that work for them.

MacIntyre will continue to evolve, use our learning to strengthen our ability to make a contribution to such reform and to make a real impact on the lives of disabled children adults and their families. Can I take this opportunity to thank everyone who played their part in our achievements at a time that has been both extraordinary and challenging.

S.A. Burslem

Sarah Burslem, CEO
30 March 2022

Photo: Julia and Helen

Photo: Adam and Jonathan

About The MacIntyre Group

MacIntyre Charity

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

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

Our Purpose
To achieve excellence in everything we do.

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

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

MacIntyre Academies

MacIntyre Academies is a Multi-Academy Trust for special schools and specialist alternative provision. We believe all children and young people deserve the best education possible. As a Trust we're ambitious for our children and their families, and we want them to be as ambitious for themselves in turn.

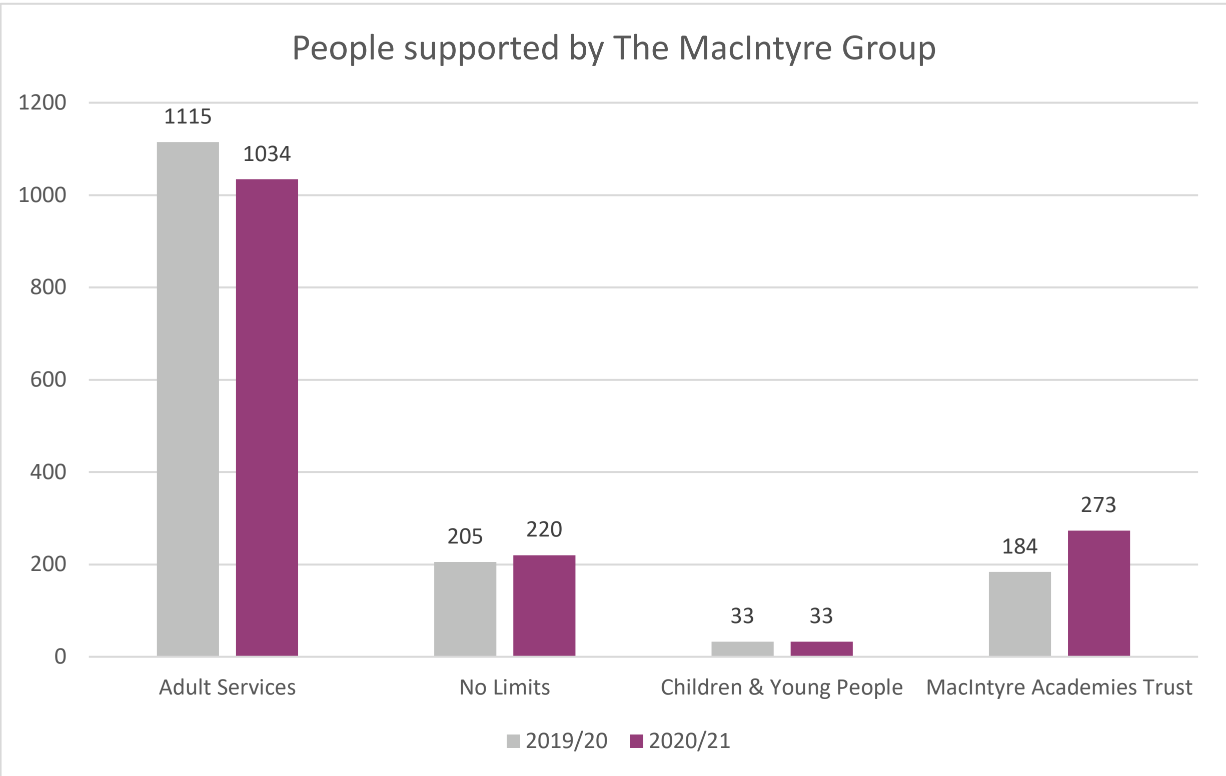
Our Vision
For all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.

About the Children, Young People and Adults who draw on our support

Our intention across the MacIntyre Group is to connect with as many disabled children, young people and adults as we can and to have the greatest impact on their lives as possible. It is important to us to make a difference and we recognise that the best outcomes are secured when we work in a collaborative way.

During the year under review we were joined by people living in Greater Manchester, Shropshire, Wigan and Wrexham. The numbers of learners accessing our No Limits Further Education (FE) programmes of learning increased and Venture Academy, currently attended by 38 children, joined MacIntyre Academies in September 2020.

We made the very difficult decision to leave the Cheshire West area as a provider during 2020. We had been supporting people in this area for nearly 30 years and had made many attempts to work with the council to redevelop the housing, care and support provision. Our decision to leave did, I am pleased to say, trigger action from the council and service provision has been transformed. We wish everyone well.



People drawing on Adult Social Care

79 Councils (70 funders last year) commission MacIntyre to deliver support and care to 1,034 (1,115 last year) disabled adults. Irrespective of a person's disability it is important to us to have impact in support of each person living a rich life that makes sense to them. We are very much part of the Social Care Future (SCF) Movement, a Movement made up of people with lived experience, providers, commissioners and other stakeholders, all of whom have a passion for social care reform. We have intentionally aligned our ambitions and plans to the Movement's vision.

"Don't 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 the things that matter to us?"

Social Care Future 2020/21

We support 399 people living in their own home, 234 people living in a registered care setting and 332 people access our lifelong learning centres and 69 people supported through Shared Lives

Kevin's Story:

After feeling unproductive and a little deflated during lockdown, Kevin began looking for a project with a purpose.

Like many of us, before the lockdown Kevin's diary was almost always full; whether he was working at Tesco, playing an active role in local coffee mornings or supporting local charity shops. With the lockdown, Kevin found the sudden halt in activity difficult to handle.

Caroline, the team's manager said: "Many people struggled with their emotions and anxieties and Kevin was one of those people. He had gone from having so many community links; he was struggling to fill his days." Aware of Kevin's low mood, the team from High Wycombe began to make contacts through local online Covid-19 groups, looking for ways Kevin could help.

Caroline continued: "I asked if there was anything that we could support Kevin to do, that would give him that sense of achievement and help him keep his community connections."

The team found the perfect role for Kevin: delivering food parcels to someone who was unable to get out during the crisis.

Recalling the day, Caroline added: "I supported Kevin to deliver a food parcel; he was so chuffed. He designed a picture to put in the food parcel to make her smile, it was a lovely moment. I think the smile on his face says it all!"

Photo: Kevin

Transforming Care

During the year under review we have continued to develop alternative community based housing and support options for people inappropriately placed in Assessment and Treatment Units, a group of people sometimes referred to by the Transforming Care Cohort.

In 2019/20 MacIntyre supported seven people who would in other circumstances fall into the Transforming Care cohort. In 2020/21 this figure had increased to ten.

James' story:

Before we met James*, he had lived in a secure setting for 19 years. Staff at the hospital said he would never be able to live within the community.

Whilst in hospital, James primarily lived in isolation and was restrained regularly, with access to the community limited to once or twice a week. Staff in the unit would often revoke his trips out as a form of punishment following an incident. James was deemed as having a moderate learning disability; after 19 years in hospital his mental health had deteriorated significantly.

MacIntyre staff began the transition with James whilst he was still living at the hospital. The transition took close to 18 months during which time MacIntyre staff developed a strong relationship with James. They learnt his likes and dislikes and how to best support him in a person centred way. James moved into his own home, with his own front door, where he has had a stable and consistent staff team who enjoy supporting him. Staff say James is funny, engaging and friendly and they look forward to their shifts with him. In the past 12 months, there has only been one incident.

James has never been restrained by the people employed by MacIntyre to support him.

James likes to go to the local shop and chat with the owner, visit his local pub and play snooker. Staff are always looking for new activities with James so he can continue to play an active role within his community. James has begun to re-learn the life skills that he lost while in hospital; including shopping, cooking and cleaning; he now enjoys choosing what he wants to buy. James says he feels settled and happy in his home and that he never wants to return to hospital.

*name has been changed

Compliance, Safeguarding and Health & Safety

During the pandemic the Care Quality Commission (CQC) in England changed the way that it inspected services. There have been no changes to our ratings during this period and we look forward to the reintroduction of a full inspection regime.

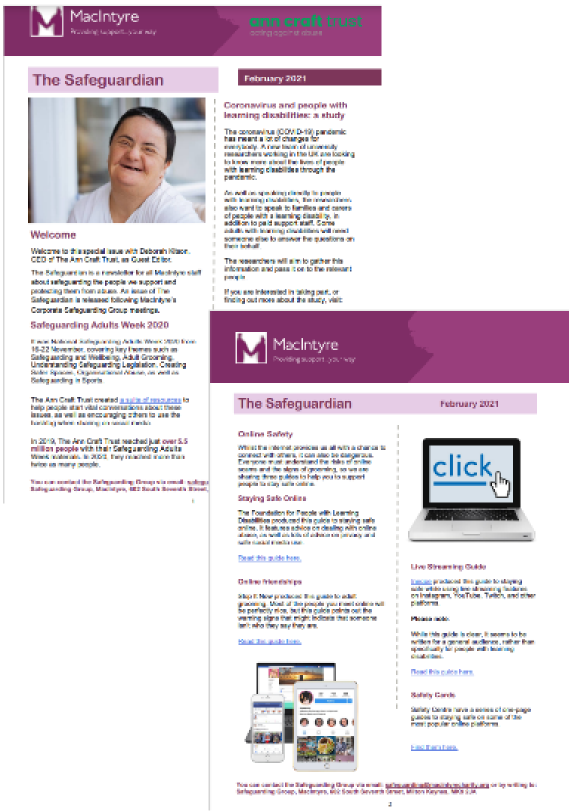
We held 5 Safeguarding forums, published 4 editions of The Safeguardian

We recruited 5 new Registered Managers during the year

ann craft trust
acting against abuse

Ofsted continued to inspect our children's services during the pandemic.

88% of MacIntyre's adult social care services are rated Good or Outstanding by CQC and Care Inspectorate Wales
100% of our education and children's services inspected are assessed as Outstanding or Good



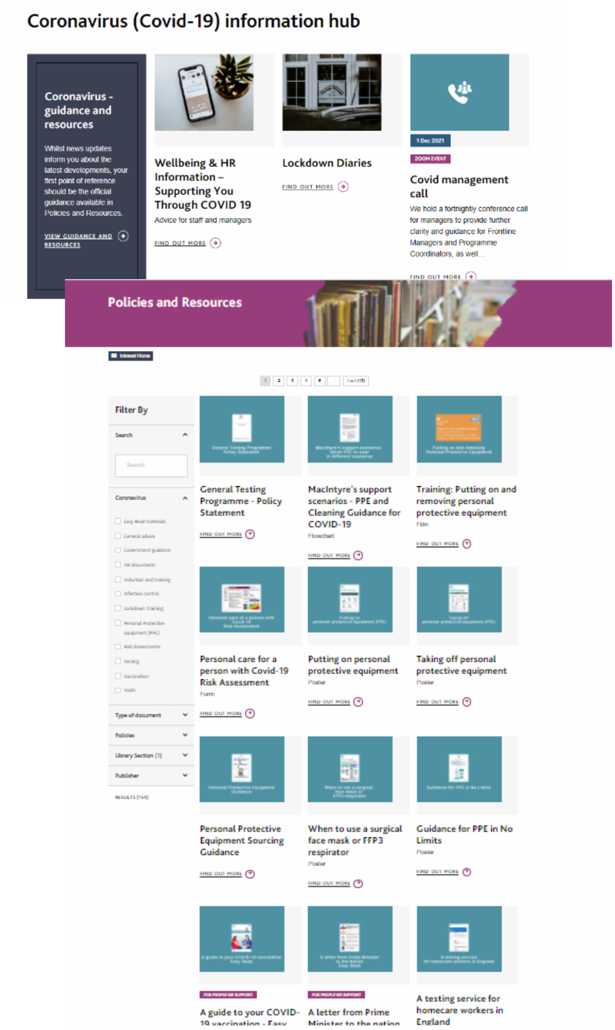
We pride ourselves on our open safeguarding culture and reflect on all safeguarding alerts at our regular Safeguarding forum. We are grateful to the Ann Craft Trust who provide us with the external safeguarding scrutiny, advice and training.

Sue Martindale, Head of Compliance, was a member of the NICE Guidance Committee that published the guidelines for Safeguarding Adults in Care Homes in March 2021.

Our Compliance team completed:

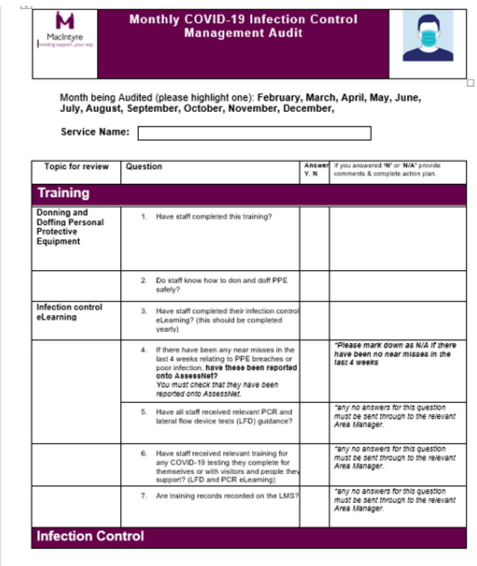
- 42 Finance audits
- 44 Medicine audits
- 73 Health & Safety audits
- 12 Hoist audits

We have held over 50 COVID planning and management organisation-wide sessions since the start of the pandemic



The Compliance and Health & Safety Team have attended regular COVID-19 planning and management calls since February 2020 to date. In response to the virus they developed COVID-19 surveys which focus on key health and safety controls that should be implemented, in line with government guidance. Results are shared with Operational Directors to provide key oversight and governance.

We continue to undertake monthly Infection Control audits to retain the highest possible oversight.



MacIntyre

Monthly COVID-19 Infection Control Management Audit

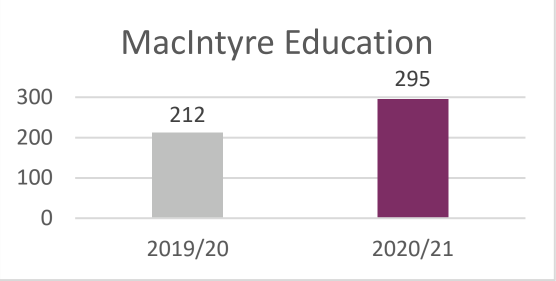
Month being Audited (please highlight one): **February, March, April, May, June, July, August, September, October, November, December,**

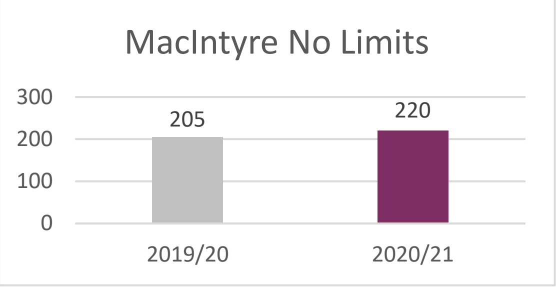
Service Name:

Topic for review	Question	Answer Y, N	If you answered 'N' or 'N/A' provide comments & complete action plan.
Training			
Donning and Doffing Personal Protective Equipment	1. Have staff completed this training?		
	2. Do staff know how to don and doff PPE safely?		
Infection control eLearning	3. Have staff completed their infection control eLearning? (this should be completed yearly)		
	4. If there have been any near misses in the last 4 weeks relating to PPE breaches or poor infection, **have these been reported onto AssessNet?** *You must check that they have been reported onto AssessNet.*		***Please mark down as N/A if there have been no near misses in the last 4 weeks***
	5. Have all staff received relevant PCR and lateral flow device tests (LFD) guidance?		**any no answers for this question must be sent through to the relevant Area Manager.*
	6. Have staff received relevant training for any COVID-19 testing they complete for themselves or with visitors and people they support? (LFD and PCR eLearning)		**any no answers for this question must be sent through to the relevant Area Manager.*
	7. Are training records recorded on the LMS?		**any no answers for this question must be sent through to the relevant Area Manager.*
Infection Control			

Children, Young People and their Education

The MacIntyre Group delivers education to 295 school age children at our Independent special school in Buckinghamshire and at our four academy schools. We also deliver further education programmes of learning to 220 young people via our partnership arrangements with four colleges.

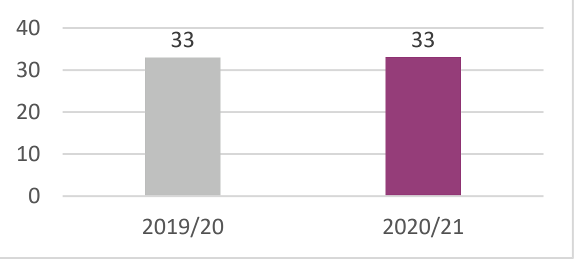




For the year under review all of our schools remained open and all children and young people continued their learning though a mix of face to face and remote learning. Restorative curriculums were introduced at all of our schools across the Group.

MacIntyre School, Wingrave
In September 2020 Ofsted rated the children's home at the school to be Good with some Outstanding features. We are delighted that both the education and care delivered to the children are now rated as Good by the regulator.

Numbers of children at MacIntyre School



Jude's story

"There's been a huge change in Jude. He's built up a confidence he's never had before. He's so much calmer now since moving to MacIntyre

MacIntyre was different to pretty much any school we looked at. I found that the staff were a lot more caring and considerate; the nurturing side is obviously hugely important when you're looking at a special needs school, and for Jude in particular who lacks a lot of confidence; he really needs that grounding support.

When I had meetings with MacIntyre it was all about building up his confidence and helping him to be the best person he could be. That's what we were looking for, and that's what we saw at MacIntyre."

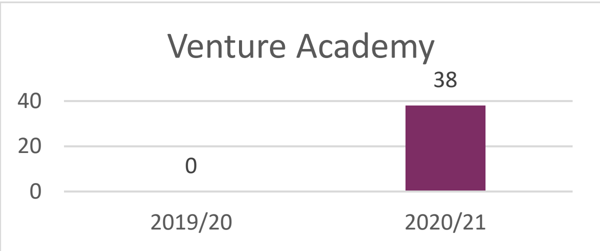
Alice, Jude's mum

Photo: Jude

MacIntyre Academies Trust

Putting children and families first

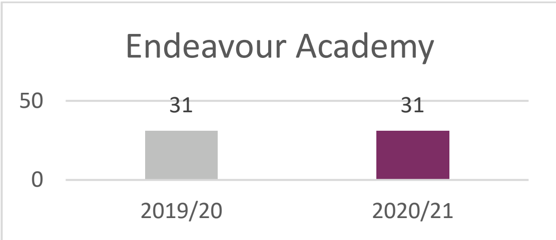
Venture Academy, Henley-in-Arden, Warwickshire



In 2020 MacIntyre Academies welcomed Venture Academy (formerly known as Arden Fields School) to the Trust. Based in Henley-in-Arden, the school currently has 38 students aged 9-16 years for children and young people with autism and / or social, emotional or mental health needs. A naming competition was launched amongst the school community to mark a new chapter in the life of the school. Venture Academy was the winning entry – in keeping with the other expeditionary names of the Trust's schools to reflect learners' experience with us and the ambition and continuous improvement which is at the core of the Trust's ethos.

*Graphics used on these pages are characters used by MacIntyre Academies' social media

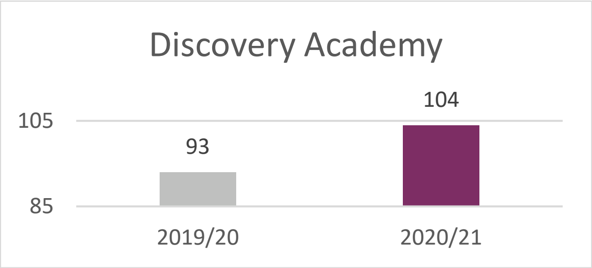
Endeavour Academy, Oxford, Oxfordshire



Six students successfully completed their three day expedition for their Bronze Duke of Edinburgh Award. They completed two days of walking and one day of onsite activities. During the two days of walking, students and staff covered a total of 11 miles in the local area. They also engaged in map reading. Students documented their adventures by drawing and photographs. On the third day the students engaged in onsite activities cooking a delicious breakfast and erecting tents. A fantastic achievement for both students and staff involved and a great foundation for us to build on next year.

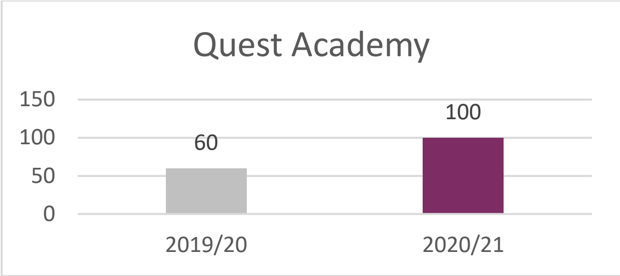
Photo: Duke of Edinburgh group

Discovery Academy, Nuneaton, Warwickshire



Parental Engagement continues to be a priority across the Trust. Here is an example of some positive feedback from a parent at Discovery: “The continued positive change in our son since he has attended is unbelievable - he is like a different child. The support he is given is amazing. We think you all do a fantastic job. Thank you”

Quest Academy, Rugby, Warwickshire



A group of learners from Quest Academy were nominated by their teachers for the “Engage in Their Future” Awards 2021 resulting in one young person winning the national KS4 Photograph of the year and another successfully shortlisted in the category for Outstanding Personal Progress. Quest’s Principal Nicola Wells says “The reason why I wanted us to be part of this competition was to provide learners the same experience of other young children who attend graduations and receive national recognition. I hope others will be inspired, encouraged and motivated to do the same as a result of these young people’s examples!”

Young People and their Further Education

MacIntyre No Limits aims to be a sector leader in providing bespoke post-16 education for young people with learning disabilities and/or complex needs. We are aspirational for each young person as they acquire the skills, experiences and independence they need to successfully transition into adult life. We believe that all young people can thrive in learning settings where their preferences, interests and strengths are placed at the centre of their programme.

For the period under review programmes of learning were delivered to 220 (205 last year) young people in partnership with Buckinghamshire College Group, Milton Keynes College, Abingdon and Witney College (Oxfordshire) and Homefield College (an independent college in Leicestershire).

No Limits Core Curriculum

- Communication
- Personal Development
- Health and Wellbeing
- Friendships and relationships
- English and Maths functional skills
- Independent living
- Community participation
- Employability

+

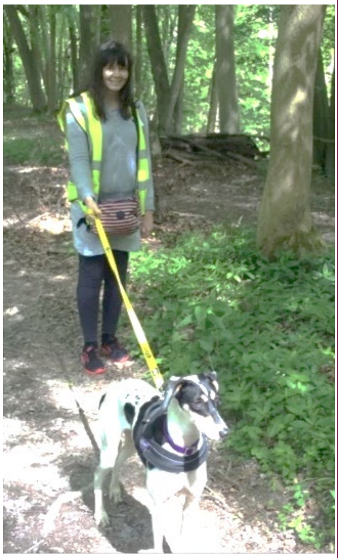
Pathway 1: Onwards to Engagement

Pathway 2: Onwards to Independence

Pathway 3: Onwards to Further Education

Pathway 4: Onwards to Employment

Grace’s story:



When we first met Grace she was very anxious and found it difficult to engage in more than a few hours of learning each week. With support from the team at MacIntyre No Limits, Grace has developed her independence and is now proud to be taking control of her own life.

It was clear to the team that Grace would benefit from working with a member of staff who shared similar interests, so they recruited specifically for Grace. Zoe applied for the role. At interview, the team immediately knew Zoe would be the perfect person to work with Grace. Zoe was everything Grace had described on her wish list: they had shared interests, including dogs. At their first meeting Grace and Zoe had enjoyed sharing photos of their dogs with one another, a moment neither will forget. Being involved in the recruitment process helped Grace to feel in control of her life.

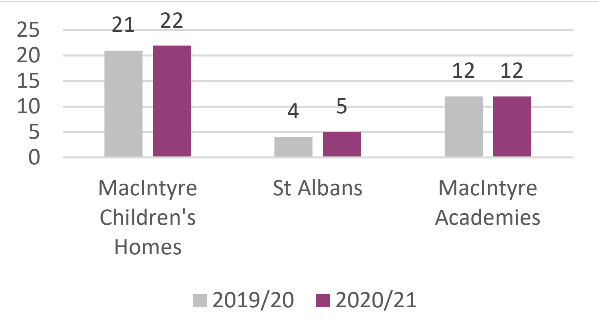
With Zoe's support, Grace has pushed herself to try new activities that she never thought she would be able to do, including travelling on the bus and participating in work experience. She also began to pay for items in her local café and shops on her own, which she lacked the confidence to do before.

Whilst Grace's journey is ongoing, she has made incredible progress. With increased hours of support, Grace has continued to take control of her learning plan and targets and is gaining confidence in herself and her abilities every day.

Photo: Grace

Children drawing on Residential Care Support

The MacIntyre Group provides a home environment to 39 children, 22 of whom attend our independent special school in Wingrave, 12 who attend our Academy school in Oxford and 5 who attend local schools in St Albans.



Three of these children's homes were inspected during 2020, one was assessed as Outstanding and two as Good.

"Children were observed to be happy, engaged in purposeful activities and motivated by the enthusiastic staff team. In one house, the staff made the most of the sunshine and organised a water-based play activity where children had lots of fun exploring the different sensory activities."

Buckinghamshire Assurance Visit, September 2020

"Staff provide routines and structures that help the children to feel safe. The inspector observed positive interactions between the staff and the children and strong, trusting relationships were evident. The children and their parents said that the staff have supported them to remain in contact during lockdown, using video calls. The children send weekly letters, containing photos of activities that they have been doing, to their parents."

Hillside Ofsted Assurance Visit, September 2020

"The children continue to make good progress. They have trusting relationships with a consistent staff team that knows and understands them. The staff evidence children's progress in a way that is meaningful to the child. The staff are proud of the children's individual progress and celebrate their achievements with them."

St Albans Ofsted Interim Inspection, March 2020

Jane's story:

Prior to joining MacIntyre, Jane* was underweight and had difficulties with personal care. Her social interaction was very low; she had challenges with transition and self-injurious behaviour.

Working with Jane and using a Positive Behaviour Support approach across the care and education teams, the number of restrictions needed to keep Jane safe dropped from 129 in the first 6 months to 32 in the following 6 months. Strategies were adopted to build trust and support Jane with personal care. Through trial and error, the team identified things that Jane would eat. The school's Speech and Language team provided support in developing symbols and photos of food and drinks and introduced a PECS book. With repetition and encouragement, this helped Jane to make her own choices.

Jane now attends school every day and goes out in her local area. She also allows staff to wash and style her hair with 1:1, rather than 3:1 support.

*Name has been changed

Empowering People to Achieve

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

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

MacIntyre Strategy 2020

MacIntyre has a distinct way of doing things (the MacIntyre DNA). Over the past 12 months with the people who draw on our support, colleagues and others we have reviewed Our Promises, and reviewed how we talk about our DNA, ensuring it makes sense to everyone.

Over 201 people were involved in the Promises review

We have made a commitment to improve the power and influence that people who draw on our support have, not only in their lives but also on how MacIntyre does things.

During 2020 the Co-Production Group, a group of 18 self-advocates, was formed. With support from Learning Disability England (LDE) the group met every month to progress a number of priority areas

Marc's Story

"Since I can remember a lot of talk and questions about people with any disability. Every one of those meetings at that time, they never had somebody with that disability in that meeting.

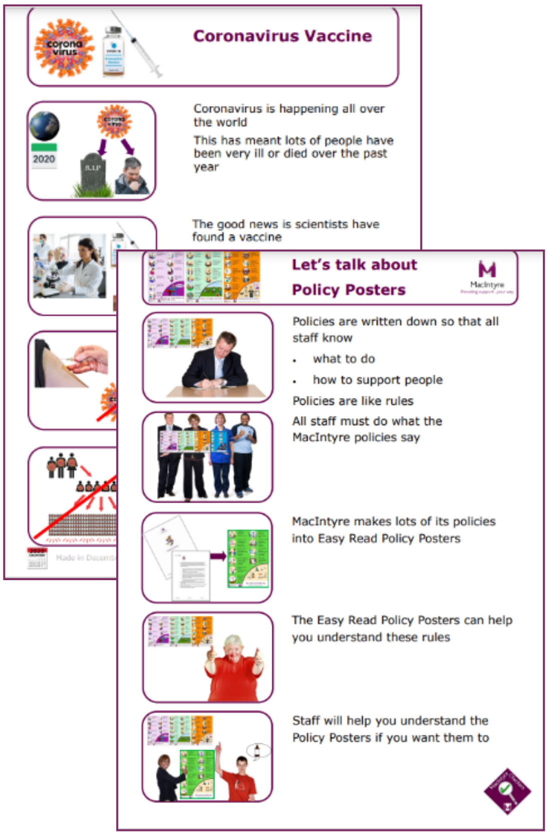
You should have someone there that has a disability; that way you have someone that not just understand it, but lives with it. I live with this disability. You can't just turn it off, get up and put it on. It isn't like that you know, it's part of who I am.

I promised myself that I would do something, not for me, to always do my best for those that aren't able to speak for themselves, so I sort of adopted that role in my head that I wasn't in that meeting for me, I was there for everyone."

Marc, Co-Production group member

Self-advocates across MacIntyre took the lead in reviewing the MacIntyre Promises, developing Co-Production training for MacIntyre managers, building awareness and co-production to create the ‘Big Plan’ for MacIntyre and setting up the Let’s Talk events

The MacIntyre Checkers, a group of people with lived experience who ensure that MacIntyre documents are accessible for all, met 70 times during the year and reviewed 106 documents, letters and posters



Sui Ling Tang, a member of the Co-Production (CoPro) Group launched her infamous chat show during 2020 and broadcasts monthly. With her trusty budgie Rio by her side, Sui-Ling chats to people from across MacIntyre about their hobbies, dreams, worries, plans and life in general.

Building a Culture of Excellence

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

MacIntyre Strategy 2020

Excellence in Education

We have improved our quality disciplines across our schools and No Limits provision, investing in the development of the No Limits curriculum during the year under review and in external scrutiny from post-16 special educational need experts.

Chris' story:

When Chris started with MacIntyre No Limits, he was often anxious and found communicating to be a challenge, requiring significant input from staff to engage. Working with MacIntyre No Limits and his local college, in three years Chris has flourished into an independent and confident young man, with several qualifications and a bright future ahead of him.

During Chris' first year with MacIntyre No Limits, the team began to work with him to feel more confident when communicating with others. Identifying that interaction was a source of anxiety for Chris, the team began to work with him take part in social skills and communication sessions. As a result of the sessions, Chris began to develop and display an understanding of positive interaction. During this time, Chris was supported to complete a Level 2 Art Course, which he loved. Chris was also supported to explore other options, including his interest in media, and was supported to trial a Level 2 qualification in ICT.

Matthew, a Programme Co-ordinator at No Limits said: "At the start of his second academic year with us, Chris struggled to engage with the ICT course. This was a very different qualification to what he had studied previously and he quickly realised this was something he did not want to study." Instead Chris diverted his attention to a community programme that would develop his social and living skills, whilst enhancing his employability. Consequently, Chris blossomed. Not only was he showing confidence in completing social tasks, such as placing an order at a café and handling money, but in time he developed his ability to plan journeys on public transport independently. Chris' success didn't stop there. Staff began to notice Chris change over the year, making independent choices around his work and interacting with others at college.

As a result of his growth, Chris was thrilled to learn he would move up to the next level of his visual effects course, with minimal support. Matthew added: "This was a huge achievement for Chris. Not only growing in his academic achievements but being able to display elements of maturity, creativity and independence in his conduct so that he could engage with college without support from staff."

Excellence in Practice

We have developed an **Autism** strategy and implementation programme of activity. We have continued to host Autism Special Interest Group meetings and to consider how we can improve connectivity and impact though this group.

MacIntyre has been involved in the development and delivery of the Oliver McGowan Mandatory Training in Learning Disability and Autism (OMMT) as part of the BILD pilot consortium. We have participated in the co-production of the training materials and delivered 44 tutorials.

Vicky Smith, MacIntyre Checker, Expert by Experience and Co-Pro Group member, delivered the OMMT training to 119 MacIntyre employees

Molly's Friendship Group

In December 2020, Molly, who is part of MacIntyre's Great Communities Project in Warrington, was named a leader in the Dimensions 'Coronavirus Learning Disability and Autism Leaders' List' for establishing her Friendship Group.

In 2018 Molly launched the 'MacIntyre Great Communities Friendship Group' to tackle social isolation among people with learning disabilities and autism in Warrington. Molly wanted to help other people who might be like her; shy, lacking in confidence and feel anxious around new people.

This year, more people than ever have been at risk of feeling lonely and isolated due to the Covid-19 pandemic. To ensure that the group's meetings could continue, Molly suggested the group hold their meetings online.

Since then Molly has helped to connect a number of isolated people in the area looking for new friendships and the group has continued to grow in numbers due to Molly's quick thinking and innovative attitude. Moving the group online during the lockdown has allowed for plenty of new members to join and encouraged existing members to develop their digital skills too.

Particularly notable was Molly's idea to host interactive sessions during the group's meetings. Molly's sessions have become a highlight for many members and has even inspired others to step up and lead their own sessions.

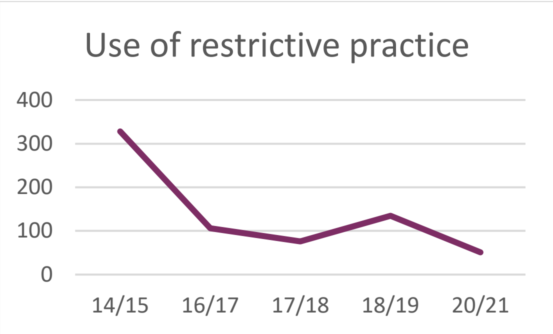
Molly said: "I'm going to use my Leaders List award to keep building the Friendship Group so fewer people are lonely,"

Ollie, who recently joined The Friendship Group said: "It's like a friendship family."

Peter Connor, MacIntyre's Project Manager said: "It's been a genuine pleasure to see Molly lead the way with the Friendship Group. She is passionate about getting to know new people and using the Friendship Group to address social isolation for people with a learning disability and/or autism in Warrington. I've seen Molly's confidence and leadership qualities flourish and she is now taking the lead with communication during the Covid-19 pandemic."

Photo: Molly

We have a growing confidence about the depth and breadth of our **Positive Behaviour Support (PBS)** knowledge and skills achieved over the past three years and have continued to use our charitable funds to develop our approach and practise further. For the year under review our focus has been on building a critical mass of PBS trained practitioners and coaches and on the impact that they have on the reduction of the use of restrictive practice and on the reduced number of injuries to people who draw on our support and to staff (see graph).



Lead PBS Coach

During the year one of our Lead PBS Coaches, Sarah Kilby, has made significant progress towards completion of a Master's Degree and completion of Board Certification as a Behaviour Analyst (BCBA).

In her role as Behaviour Analyst and Clinical Development Manager, Sarah has played a significant role in enhancing MacIntyre's ability to set up new community based support for people whose needs can be very complex to meet, including as part of the Transforming Care agenda

Photo: Sarah

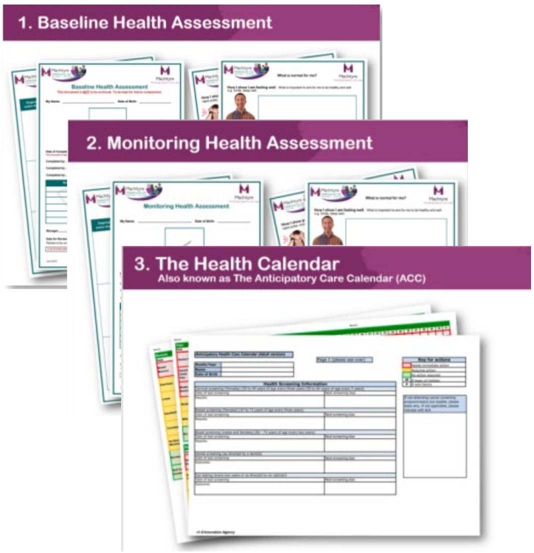
We have continued to invest time and resources in the promotion of **Leading Healthy Lives**. During the period under review we have focused on the continued implementation and impact auditing of the health calendar and on improving areas of known inequality such as: nutrition, constipation, epilepsy, sepsis, screening and prevention. In support we have continued to work in partnerships with other organisations such as VODG, Dementia UK and Admiral Nurses to develop deeper knowledge, to extend our skill base and to share learning and materials.

During the year we hosted two virtual Special Interest Groups for each of these practice areas

Autism
Dementia
Health
Positive Behaviour Support

There are approximately 425 people supported within MacIntyre's Adult Services for whom the Health Calendar is a mandatory document. MacIntyre's Health, Dementia & Wellbeing team began a new process for the mandatory face-to-face Health Recording Training and have also introduced 'train the trainer' sessions for leads on Health Recording training in their area.

We have continued to produce and make available a suite of information and training material:



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

In 2020/21 we hosted nine virtual Memory Cafés and four in person Memory Cafés

We have retained the support of Beth Britton as our critical friend. During the period under review we have continued with the Dementia Special Interest Groups (DSIG) inviting speakers and keeping our knowledge and practice base at the forefront of what is happening in the sector. We have continued to employ Rosie Joustra and Rachel Silver and our Keep Going…Don't Stop group as our Experts by Experience.

Robert's hospital stay:

A MacIntyre staff team from Worcestershire were praised by Worcestershire Royal Hospital for their dedication, citing their care as "a benchmark for all carers to aspire to".

Robert was admitted to the hospital for planned surgery, accompanied by a MacIntyre team consisting of Liz, Polly and Kirsty. The team demonstrated proficiency and the importance of person-centred support throughout Robert's time at the hospital, which did not go unnoticed.

In a letter, the team at Worcestershire Royal Hospital said: "We have been very impressed by the care that Robert received and also the professionalism, compassion and dedication that Liz, Polly and Kirsty have shown. They are a credit to your services and a benchmark for all carers to aspire to."

The UK's first Learning Disability Admiral Nurse, Jane Nickels, joined MacIntyre in May 2020 in a two year project funded by Dementia UK

Impact of the project so far:
- ✓ Reduction in hospital admissions
- ✓ Improved health outcomes
- ✓ Increased dementia awareness
- ✓ Reduction in anti-psychotic medications
- ✓ Reduction of inappropriate DNACPR orders
- ✓ Development of future Learning Disabilities Admiral Nurses

MacIntyre is currently working on a number of funded projects in partnership with other organisations:

- In partnership with Dementia UK, we have employed Jane Nickels as the UK's first Learning Disability Admiral Nurse
- Funded by the National Lottery, Dying to Talk is a new project to test solutions to break down the barriers people with a learning disability experience regarding end of life care, dying and death
- Funded by Hospice UK, MacIntyre is working with Willen Hospice in Milton Keynes to develop resources and train staff around end of life care for people who have a learning disability

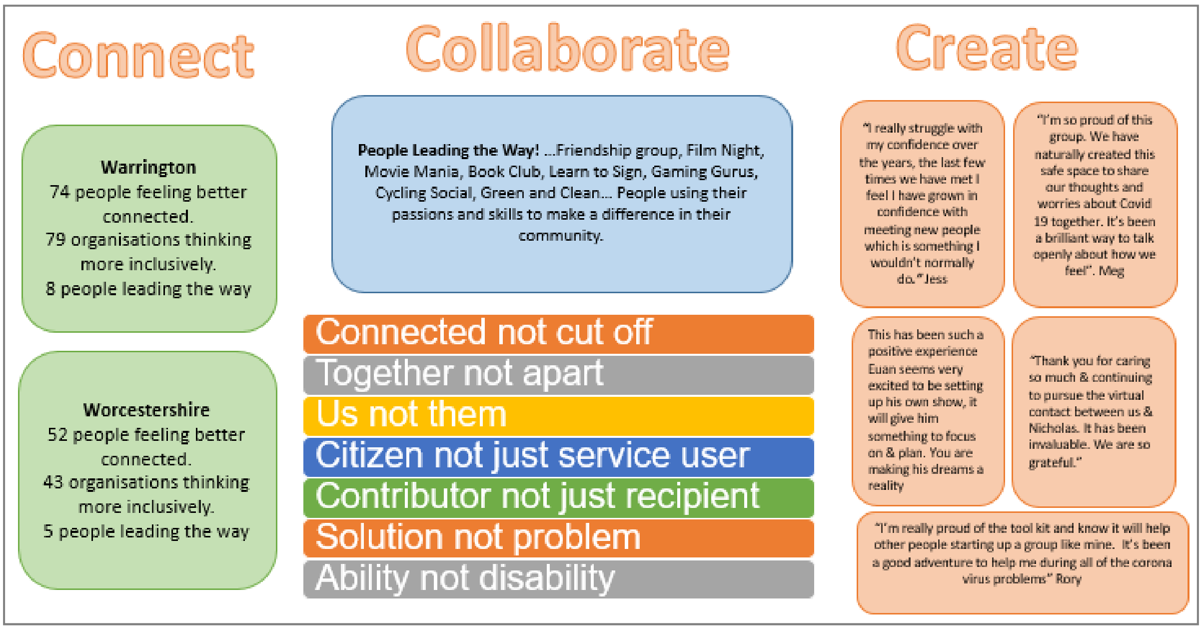
Working with Families -. We have developed training materials that will help our entire workforce to understand the thoughts and feelings of family members and provide practical help in getting the best from these relationships. We have developed a consultation group enabling us to access the views of families when making strategic decisions.

In 2020/21 we have:

- Hosted regular Let's Come Together Family meetings started on Zoom
- Launched the MacIntyre Families Podcast
- Hosted meetings for siblings both online and in person
- Hosted Time for a Cuppa monthly informal meetings for family members

Shaping Communities – MacIntyre's Great Communities aims to reach disabled people who are in danger of 'falling through the gap' and living in isolation as they are not eligible for statutory funding and to work alongside those people to nurture their talents, interests and skills to play an active role in their neighbourhoods.

MacIntyre Great Communities 2021



Rory's Cycling Social Club

Rory, a young man supported by MacIntyre's Great Communities Project has produced a guide to help others who are interested in starting a social group, following the success of 'Rory's Cycling Social Club'.

The guide, written by Rory in collaboration with the Community Catalysts, details his own experience of setting up his cycling group, as well as tips and tricks to inspire others to start their own social club.

In 2020 Rory was working at a large retail store in Warrington, but as stores began to close as a result of the COVID-19 pandemic, he was devastated to learn he no longer had a job.

Determined not to let this defeat him, during the first national lockdown Rory hopped on his bicycle and started 'Rory's Cycling Social Club' in collaboration with MacIntyre's Great Communities Project in Warrington.

Speaking about this period, Rory said: "COVID-19 has been difficult. I wanted to make a good thing come out of a bad thing. I wanted to do something for my community, to have an adventure and help other people. If I can start and run a good social group, then you can too."

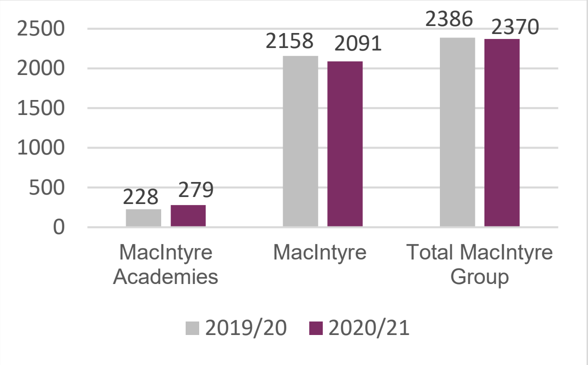
Photo: Rory

Inspiring and Engaging our Staff for Today and for the Future

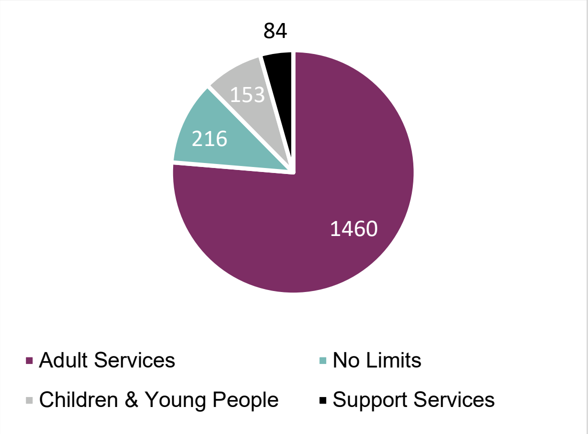
"We recognise the importance of attracting, inducting, rewarding, retaining and engaging our staff and leaders for today and for the future of MacIntyre"

MacIntyre Strategy 2020

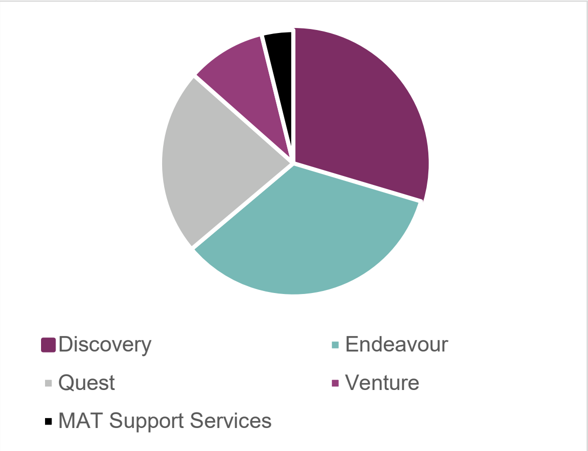
MacIntyre Group Staff



MacIntyre Staff



MacIntyre Academies Staff



Recruitment and Retention

Our current statistics relating to recruitment and retention are above sector averages. Our success as an organisation is dependent on our continued ability to attract the right people in sufficient numbers, induct and train recruits to the very best of our ability and to ensure that employees choose to stay with us.

During 2020 we have overseen intense recruitment activity and recruited 798 new colleagues.

21% of new recruits have joined us as a result of being recommended by a MacIntyre employee

Garry's story:

We believe that experience isn't essential for making a difference to someone's life, but personality and a passion to learn are. Many of our staff have joined from a variety of career backgrounds from lawyers to landscapers, chefs to mechanics, all looking for a change of career. Meet Garry, who joined MacIntyre in 2020:

My name is Garry and I am 49 years old. I was previously a Warehouse Manager. I then took five years off to be at home after the birth of my son. After these five years passed, I then joined Tesco where I was a Driver Team Leader for eight years.

Why did you decide to change careers?

I decided to change careers because I have always wished to join the care industry and during the pandemic, I had time to reflect and decided that this was the ideal time to do it.

What interested you about joining MacIntyre?

I did some research into various care companies and from the research and reviews I decided that MacIntyre was best and found out that they were opening a new team in Wrexham.

What are you looking forward to most in your role?

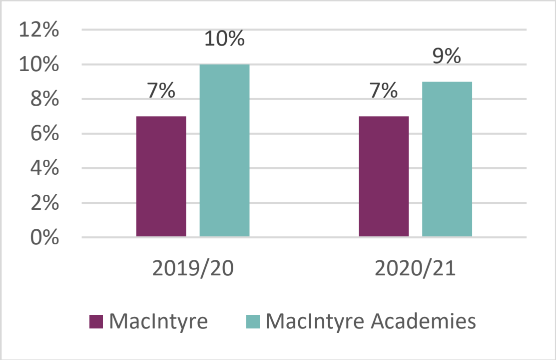
I'm really looking forward to doing something rewarding where I can help and possibly improve someone's quality of life.

What would you say to others who are thinking of switching to care?

I would say that if it's something which you have been thinking about, then don't just think about it - do it.

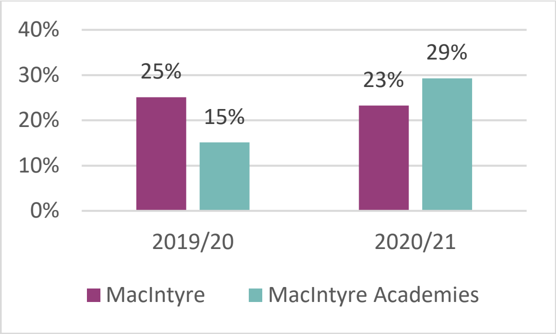
Vacancies

With the social care sector average at 8.3%, MacIntyre has maintained below average vacancy rates during the year

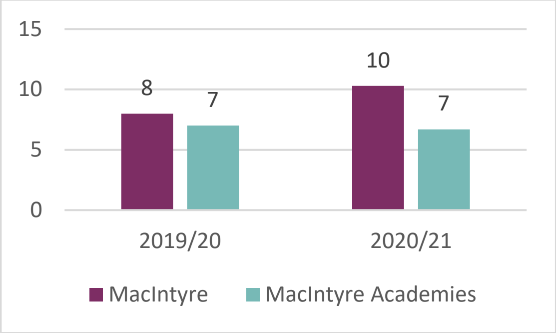


Turnover

With the social care sector average at 23.25% MacIntyre has maintained below average turnover rates during the year.



Sickness and Absence (days)



Learning and Development

Investing in the continuous professional development (CPD) of our workforce has always been a key differential characteristic for MacIntyre. For the period under review we have ensured that all **services** have a clear workforce development plan that highlights the learning activity that is essential (must) and part of continual professional development (should and could). We have been required to transform the way that we deliver this learning due to the pandemic restrictions.

810 induction sessions were completed from April 2020 to March 2021

During the year 20,840 elearning modules were completed by a total of 2,194 employees, an average of 9.5 learning programmes each

154 people have completed qualifications during the year

Salary uplifts

We continue to challenge ourselves in order to divert the majority of our income to the front line. For the period under review the MacIntyre Academies Board agreed a 2.75% cost of living increase to all employees in accordance with the award applied to the national teacher's pay scale and endorsed the proposed band increase for 101 employees (37.5% of workforce). In MacIntyre we introduced above the legal requirements for front line staff where our funding allowed. We uplifted the salaries of our front line No Limits staff, our Senior Learning Support Assistants salaries and Teachers (in line with NASUWT published scales) at the start of the 2020/21 academic year. In October 2020 the Adult Services Area Managers salary was increased and Central Support staff who had not received previous uplifts were awarded a 2% uplift.

We continue to pay top-up payments for sleep-in shifts. We will review payments following the Supreme Court ruling and in light of responses from our funders.

Employees across The Group received a year-end thank you payment of £100 in March 2021 in order to recognise the work they had carried out through the pandemic

Leadership

During the period under review our leaders were deployed to frontline service provision but throughout we were able to adapt and diversify our learning in order for our leaders to continue to participate in their leadership training, development and qualifications

We were inspected by both City and Guilds and Institute for Leadership and Management and continue to achieve 'No Risk' status with no recommendations.

We have received full certification status for the Diploma in Education and received excellent feedback for the depth and quality of the portfolio of resources

12 people completed or were working towards completing their Diploma in Education and Training

12 people completed or were working towards completing their front line leaders award

10 people completed or were working towards completing their Registered Manager Award

50 people attended our internal Culture and Leadership Mentoring Programmes

Developed and implemented leadership medication module, accredited with CPD certification service will be rolled out to 200 local leaders

Engagement and wellbeing

Supporting the health and wellbeing of our employees during this period has focused on the impact of Coronavirus; at work in responding to the crisis as key workers; at home shielding; as well as our employees keeping themselves, their family and people we support safe and well. Our employees have had to work at times under challenging circumstances and we are well aware of the anxieties and trauma associated with the pandemic and the impact that this will have on people's longer term mental health.

Keeping employees' mental wellbeing at the forefront of our health and wellbeing programme which included dedicated HR guidance, support and training alongside our Employee Assistance Programme

Equality Diversity and Inclusion

MacIntyre is an organisation that champions diversity, equality and inclusion, concepts that lie at the heart of our shared value base and with this in mind MacIntyre has been focusing on EDI as an integral part of our Workforce strategy.

- Trustees and directors received EDI training
- Our EDI policy was updated
- 15 members joined MacIntyre's EDI Advisory Group

Growing an Organisation with Integrity and Robust Financial Planning

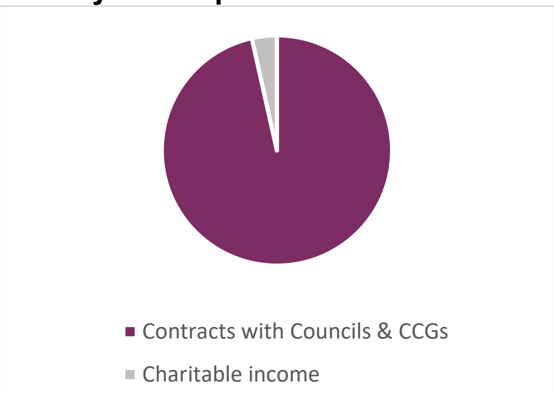
"While celebrating the success of today it has been our intention to put in place the building blocks for a sustainable future"

MacIntyre Strategy 2020

Robust financial planning - We have increased the director capacity across the Group to ensure that we are able to establish strategic relationships with our commissioners and to support our local focused infrastructure. It is important during these difficult political and economic times for us to ensure that our income is at the right level to deliver excellent education, care and support and that we are able to continue to innovate. 96.5% of our income comes from contracts with local councils and CCGs with the remaining coming from donated money, fundraised money and grant funding.

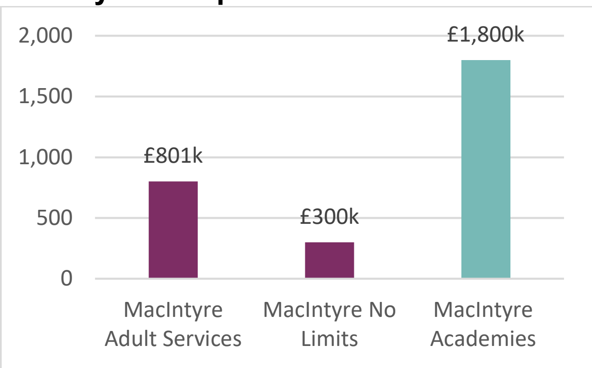
We have continued to ensure that the statutory entitlement for children and adults are adequately funded through our contract negotiations and that all of our costs are covered through our fees. For the period under review our fees rose on average by 2.3%.

MacIntyre Group Income

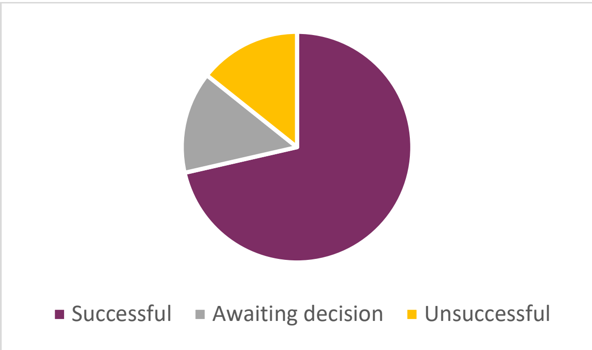


Growth - Growth is important to us because it enables us to connect with more beneficiaries. In addition, the robust profitability of new business is critical to our commercial viability. For the period under review our small Business Development team with support from external bid writers have developed good links with local teams and give their support to local organic growth, new local tender activity and are increasingly establishing links with local housing providers for the purpose of sourcing properties.

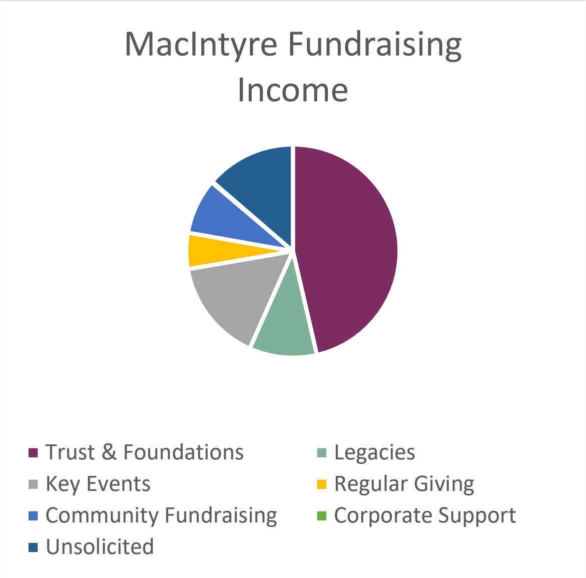
MacIntyre Group New Contract Income



Bid Success



Charitable Income - As a registered charity we are able to secure grant and fundraising income which enables us to add value through the funding of posts and items which directly benefit people we support and which are not covered by our core fees. For the year under review the split of our fundraising income was as follows:



We are currently two years into an ambitious investment plan to support our corporate strategy.

We will have invested £1.1m of charitable funds between March 2019 and March 2022 in the following projects:

- Retain and win new business: £130k
- Deliver excellent services: £720k
- Adapt to new ways of working: £280k

Digital and technology solutions for disabled people - Our approach to date has very much been on a person by person basis. Our learners at MacIntyre School Wingrave and No Limits access a range of digital technology to support in their learning. A number of people use digital technology to plan and record their care and there are some good examples of Assistive Technology and how such technology can support independence and keep a person safe.

Throughout 2020, we made it our mission to tackle digital exclusion among people we support so we were delighted to receive 150 tablets from The Good Things Foundation.

This donation has since made an incredible difference and as a result, 150 people we support are now using their own tablets to connect with family and friends and are enjoying taking part in MacIntyre's online activities.

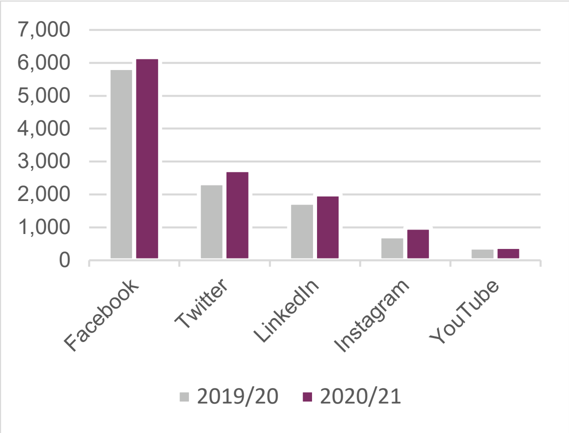
Becky said: "Thank you for the lovely gift of my tablet, case and Wi-Fi box, they were a lovely surprise! Thanks again."

Lisa said: "Our learners are over the moon!! Have to say we're very impressed with them, they are lovely!"

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

Photo: Caroline and Philip

Social Media



Website and Intranet Total Page Views

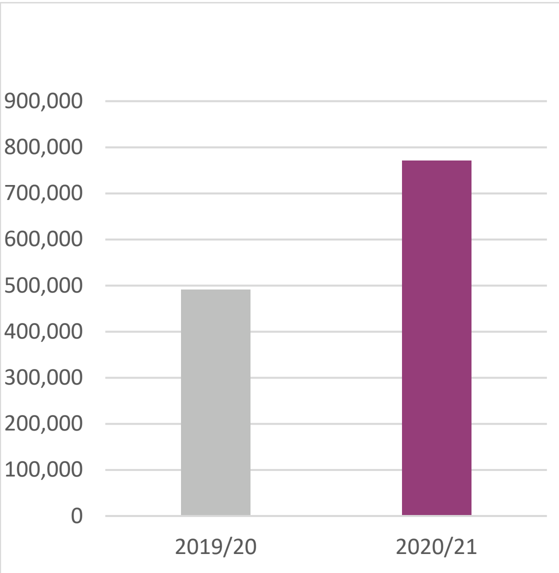


Photo: Jack and Callum

Trustee Report

Report of the Trustees

As chairman of the Board of the MacIntyre Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31st March 2021.

About MacIntyre
The MacIntyre group comprises two charities, MacIntyre Care and MacIntyre Academies Trust. MacIntyre Care was established in December 1966 as a company limited by guarantee. It is a registered charity governed by its Articles of Association, as amended by special resolution in September 2002. It is a Corporate Member and sponsor of MacIntyre Academies Trust, a multi-academy trust and a company limited by guarantee, which was formed in 2012.

MacIntyre Care is a sector-leading national charity employing some 2,300 people providing learning, support, education and care to just over 1,500 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust ("MacIntyre Academies") employs some 230 people and provides education to over 180 children with special educational needs.

Trustees' Responsibilities
The Trustees are legally directors of MacIntyre Care and so are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law requires us as Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of MacIntyre Care and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Trustees are also responsible for safeguarding MacIntyre's assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- MacIntyre is operating efficiently and effectively
- all assets are safeguarded against unauthorised use or disposition and are properly applied
- proper records are maintained and financial information used within MacIntyre, or for publication, is reliable; and
- MacIntyre complies with relevant laws and regulations.

Providing Public Benefit
Charity Trustees have a duty to carry out its purposes for the public benefit. We are required by the Charities Act 2011 to have regard to the guidance issued by the Charity Commission on the public benefit requirement in our decision making. We have referred to this guidance when reviewing our aims and objectives and in planning our activities. In particular, we consider how our activities will contribute to the aims and objectives which we have set.

The first principle in the public benefit guidance states that there must be an identifiable benefit. The second principle states that the benefit must be to the public or a section of the public. Perhaps most importantly in terms of public benefit, not all of MacIntyre's services are subject to fees. In addition to services fully supported by public funding, MacIntyre uses charitable income to provide free advice and information to people with disabilities and their families and to fund service innovation within the Special Educational Needs and Disability (SEND) and disability care sectors. There are therefore many services provided for the public by MacIntyre for which no fees are charged.

MacIntyre's Memorandum of Association states: "the object for which the Company is established is the relief of persons who have a learning disability and or a physical disability". This is an identifiable benefit and falls within the various descriptions of charitable purposes in the Charities Act 2011: the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

Specific examples of the services and benefits provided by MacIntyre to relieve the need of its beneficiaries include:

- the provision of care and housing support to people living in registered care homes, supported living schemes and within their own home
- the provision of vocational learning opportunities and further education
- the provision of residential special schools and college education
- the provision of transition support to school leavers and their families
- the provision of advice and information.

The beneficiaries of MacIntyre are without exception children and adults who have learning and/or physical disabilities and/or autism. There are no geographical or financial restrictions on beneficiaries, all of whom have a statutory entitlement for government benefits and/or local authority grants to meet the cost of their education and/or support.

While it is recognised that such funding is means-tested, all potential beneficiaries are able to access MacIntyre services, as their overall statutory entitlement for support services is not affected by their personal financial circumstances. MacIntyre has a welcome-all policy regardless of the nature of the disability of the person concerned and is fully inclusive in ensuring the widest uptake of its beneficiaries.

We have a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit. We have set aside funds to invest in business development, growth and innovation and in further developing our practice expertise.

Specifically, we have planned to help support more people to move away from Assessment & Treatment Units (ATUs) under the government's *Transforming Care* agenda and to develop at least two new specialist children's homes. We plan to invest in developing our knowledge and skill in key practice areas across both our children and young people and adult services, including the further development of alternative curriculums, the continuation of our health and Positive Behaviour Support (PBS) work, and the implementation of our autism strategy across both our education and social care services. We aim for a step change in how self-advocacy is developed across the organisation, working more effectively with families and continuing to make a contribution to the shaping of the local communities where we work.

The Trustee Board
We are fortunate to have a strong and highly skilled Director and Trustee team who work well together and dovetail very effectively. This is very helpful for the day to day running of MacIntyre and essential in times of adversity or challenge, such as we have experienced in the last year.

We have a diverse, well-balanced, experienced and stable Board in MacIntyre Care. There were no board changes in the year and we are currently 12 Trustees, with an equal gender split. We have an excellent blend of Trustee capabilities which include legal, financial, risk management, property, sales & marketing, digital, education, government, HR, genetics and general management skills.

Presently five of our Trustees, myself included, have relatives who are supported by MacIntyre Care. Those close family links with MacIntyre have been an ever-present and important feature in our development. It means that any family (or commissioner of service) that entrusts a loved one to us can rest assured that Trustees are vested personally and connected intimately to our services. We believe this marks us out and is an essential part of our governance DNA.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre. We supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles. For example, during the year under review the Board of Trustees underwent training collectively by an expert on equality, diversity and inclusion.

I am very grateful to each of my fellow Trustees who continue to give very generously of their time, both to Board and committee meetings as well as lending their expert support and advice to management on a wide range of issues. Many of our Trustees also invest their personal time in visiting MacIntyre services and all this support is very much welcomed.

No Trustee receives remuneration or other benefit from their work with MacIntyre. No goods or services were purchased in the year from companies connected with the Trustees. MacIntyre maintains a register of Trustee interests which is updated on an annual basis and during the year as appropriate. We have also formalised and adopted a code of conduct that sets out expected standards of Trustee probity and behaviour.

The senior management team
The Trustees delegate the day to day running of MacIntyre to the key management personnel of the charity, who are considered to be the Chief Executive, Sarah Burslem and her director team.

As I reported in last year's Trustee report, we saw a number of changes to the Director team in the year under review. Seb Moh and Laura Selby were appointed to the Director team in the early part of the year under review and both are responsible for Adult Services. Kevin Rodger joined MacIntyre as Group Director of Education and Children's Services in March 2021. We are grateful to Andrew Moran for having held the role of interim Director of Education in the preceding (eight) months.

The Directors are encouraged by Trustees to be involved in a range of complementary external activities. Many of our Directors are involved in the Voluntary Organisations Disability Group (VODG) and Sarah Burslem is involved in a number of forum activities involving charity leaders. The relationships formed through these activities were pivotal as we and others across our sector grappled with the challenges of Covid-19.

We see these external roles as an important opportunity for sharing, learning and establishing MacIntyre more widely in the minds of those with whom we work and to support the wider disability sector, transforming how we think about and deliver education and social care.

Our governance structures
I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly Board meetings. In the last 22 months since the Covid-19 pandemic struck Trustees have met management and each other over Zoom. We are now planning for a return of face to face meetings where it makes sense to do so, together with the use of Zoom where appropriate and helpful.

Important review responsibilities are delegated to Board committees, so that Trustees can better support management and also examine important issues in greater depth. There is an open invitation to any Trustee to attend and contribute to each Board committee. The Chief Executive or her designate attends each committee meeting unless the committee chair agrees otherwise. The committee activities are formally reported back to the Trustee Board by the committee chairs, supported by the relevant MacIntyre Director, so that all Trustees can probe and understand the committees' decisions.

The minutes of all committee meetings are made available to all Trustees via a Board portal. This enables Trustees to access past and present meetings and decisions from one single, secure digital platform. This helps improve further our governance and compliance, enhances information confidentiality and security and facilitates Board administration.

In times of crisis or where urgent action is needed, I establish small fast-response taskforces. In March 2020 a Covid-19 taskforce was established to help support and advise management and staff in handling MacIntyre's response to the global coronavirus pandemic. At the height of the pandemic the committee met weekly and regular updates were provided to the full Board of Trustees on MacIntyre's responses. Fast track decisions were taken as necessary.

We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately. A previous external report by the independent organisation *Optimum Support for Charities* commented in particular on the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. This is a major contributory factor to ensuring the quality of our governance and for monitoring our culture and approach.

The governance committee oversees regular self-reviews of our governance viewed against the Charity Commission Charity Governance Code. There are seven principles of the Code, and these relate to organisational purpose, leadership, integrity, decision-making, risk and control, board effectiveness, diversity and openness and accountability. The Code emphasises that it is important that Trustees discuss the Code's principles and recommended practice and make well-considered decisions about how these should be applied.

The committee met once in the year with Rosemary Hart in the chair and satisfied itself with the results of the most recent and comprehensive governance self-review. The committee further reviewed and recommended to the Board proposed revisions to the Board committee structure for 2021/22. They are designed to intensify the focus on key areas of MacIntyre's business activities. It was agreed to: establish a separate committee to focus on the two critical areas of Safeguarding & Quality, to be chaired by Pam Meek (headteacher); incorporate the Nominations committee into the existing Governance committee, with Rosemary Hart (lawyer) as Chair; and incorporate the property committee into the finance, audit & risk committee (including compliance) to be chaired by Rachel Taylor (accountant and risk expert).

The committee also reviewed inter-alia MacIntyre's complaints procedures, endorsed proposals for safeguarding and care act training for Trustees and considered the language in our Articles of Association.

The Board is satisfied that MacIntyre is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code. The recommendations of the governance committee arising from our self-review have been fully considered by the Board and either actioned or integrated into future governance plans.

Our schools

Our education committee oversees the strategic development of education services across both MacIntyre and MacIntyre Academies. The committee, chaired by Adam Goldstein, met twice in the year under review, and its members include MacIntyre Trustees with a special education interest. The committee is attended by the Group Director of Education and Children's services, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

We aspire for all our schools to espouse and promulgate the MacIntyre philosophy of care and education for children with special learning needs. Our schools in the year under review were Wingrave School in MacIntyre Care and four MacIntyre Academies schools in Oxford, Nuneaton, Rugby and Henley-In-Arden. Our Academy schools are focused in a relatively tight geographical area to enable maximum collaboration and cross-fertilisation of ideas and for ease of management. Board reports on progress in all the schools are taken at the MacIntyre Care Board.

Local Advisory Boards for each school meet quarterly and are responsible for ensuring the good governance of the schools, including supporting the Principal, scrutinising student progress, monitoring the school's finances and the achievement, quality of teaching and behaviours and safety in the school. The terms of reference for all the schools mirror the governance terms of each other. The Advisory Boards are open to any Trustee to attend.

MacIntyre Academies directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are three independent directors, including the Vice Chair Charlotte May who is a former deputy Head Teacher. MacIntyre Care, as sponsor, is itself a corporate member of MacIntyre Academies and is represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre is the Accounting Officer of MacIntyre Academies. She is also the Company Secretary of both MacIntyre and MacIntyre Academies.

Recruitment, retention, reward and development

Our staff are our lifeblood. They make the real difference to the day to day lives of the young people and adults who use our services. Our staff are aspirational for the people they support and interact with commitment and sensitivity. This expertise and positivity ensures that MacIntyre's DNA is brought to life and experienced by each person we support.

The nominations committee, which I chair, leads the process for Board and Trustee appointments. MacIntyre recruits new Trustees both through the network of our current Trustees and also where appropriate through the advice of external professional agents.

The comprehensive familiarisation, pre-appointment and induction processes for Trustees includes meeting the chairman and two other Trustees individually, visiting MacIntyre School, Wingrave and MacIntyre Central Office in Milton Keynes and meeting the school management, the Chief Executive and the director team.

I formally appraise the performance of the Chief Executive annually, taking input from Trustees and the senior leadership team. I make recommendations on her performance and remuneration. The Chief Executive makes recommendations on the performance and remuneration of her director team.

Our remuneration & wellbeing committee, which reviews remuneration and other workforce related matters, was chaired by Duncan Strachan and met twice in the year. Since the year end Ruth Smyth has assumed the chair of the committee. The committee reviews all recommendations on the remuneration of MacIntyre's staff, including key management personnel. The committee focusses on ensuring that the remuneration of all employees is competitive and fair within the current financial constraints that the sector faces. The Group invests more than 3% of its turnover in the development of the workforce.

The committee takes a report from the Workforce Director and reviewed the 2020/21 workforce strategy, including pay and reward proposals. The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 77% of our staff, which is reflective of the wider social care sector. We are confident, due to our job evaluation process and salary bandings, that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2020) stood at 5.6% (2019 3.8%) in favour of females.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement and development. A particular focus was placed in the year across MacIntyre and at the Board on equality, diversity and inclusion.

We recognise that it is essential that we continue to focus relentlessly on imaginative ways of recruiting people into MacIntyre and on reducing the level of staff vacancies, in order to reduce the use of agency staff and maintain high quality service levels. Pleasingly the level of agency staff has dropped significantly since the initial onset of the Covid-19 pandemic.

MacIntyre is a '*Disability Confident Employer*' which helps to positively change attitudes, behaviours and cultures whilst making the most of the talents that people with disabilities can bring to our organisation. When working with employees who have a disability, we join together with our occupational health provider and *Access to Work* in order to implement reasonable adjustments, thereby ensuring staff are not disadvantaged in undertaking their role.

Harnessing digital technology
Our digital committee, chaired by Martin Zahra, met once in the year, and focussed on our digital strategy and development plans, including cyber security. We have regard to the UK charity digital code of practice which aims to help organisations improve their digital skills and increase their take up and usage of digital activity.

Strategically the committee is investigating how best to harness and use technology; how MacIntyre can become more efficient and effective as a charity through the use of technology; how to enhance the lives of individuals with a learning disability; to communicate both internally and externally in new and more creative ways; and to ensure that our management information and reporting systems are innovative and meet our current and future needs.

The Digital Committee supported, advised and guided management as appropriate on the IT issues arising from a cyber attack that took place after the end of the financial year. The insights and advice of Faisal Uddin, co-opted to the Digital committee in July 2020, were of particular assistance. The audit, risk and safeguarding committee monitored the data breach responses and liaison with the Information Commissioner's Office. We have implemented actions which are designed to mitigate against future attacks.

Our properties
Our property committee is chaired by Nikki Williams-Ellis and met three times in the year. It takes reports from the Chief Operating Officer and reviews the stock of MacIntyre group properties, property moves, new builds, major refurbishments and property funding. Committee members undertake a programme of visits to selected MacIntyre properties.

Grand Union Housing undertake property condition surveys and generate cyclical reports and MacIntyre commission contractors to undertake necessary property maintenance.

A key consideration remains the minimisation of onsite accommodation and the creation of offsite homes for the school students at Wingrave. The committee activities will be addressed in future in the finance committee, which will focus on both revenue and capital spend across the organisation.

Audit, controls, compliance, risk management and safeguarding
Our audit, risk & safeguarding committee reviews finance, audit, risk, compliance, health & safety and safeguarding matters. The committee, chaired during the year by Rachel Taylor, met three times.

Finances - in terms of the finances of MacIntyre, the committee reviews MacIntyre's financial systems, controls, risk management and risk registers, including key risks, financial results and the balance sheet. It also reviews MacIntyre's budgets, cost management (including agency costs and empty place costs), cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency. Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both the executive management and the Board of Trustees. A programme of internal audits is in place, derived from a comprehensive risk assessment.

The internal control systems are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews
- delegation of day-to-day management authority and segregation of duties; and
- identification and management of risks.

Risk management - the Trustees regularly review the risk register and consider the major risks to which MacIntyre is exposed and the systems which have been established to mitigate those risks. Board meetings include the monitoring of financial and operational performance and risk. The Board meets on a bi-monthly basis and Directors present to Trustees about their specific area of responsibility. Annually the full Director team meet with Trustees to debate collectively MacIntyre's long term strategy. And at the half year the Director team take Trustees though the detail of MacIntyre's operational performance in the context of our strategy.

Internal risks are minimised by the use of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure they still meet the needs of MacIntyre.

External auditors - the committee receives a report in respect of the annual statutory audit from our external auditors, Moore Kingston Smith LLP. The committee also meets the external auditors annually without management present for a private discussion.

Statement of disclosure to auditor - so far as the Trustees are aware, there is no relevant audit information of which the Charity's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Compliance and health & safety - the committee receives reports from the Compliance Manager, which includes the results from Ofsted and the Care Quality Commission's inspections of our services, and from the Health & Safety Manager, which includes the corporate health and safety objectives and the results of external audits undertaken by the British Standards Institute (BSI).

MacIntyre has a sector-leading accreditation of our health and safety policy and procedures with the BSI (OHSAS 18001). Being the first charity to receive this award, it is a significant achievement and a measure of the priority we give to safe working practices within MacIntyre. We maintain this accreditation through on-going, six-monthly external audits.

Safeguarding is specifically monitored alongside other risks, as part of the committee's regular business agenda. From 1st April 2021 Safeguarding and Quality will be monitored in a new standalone committee. We have an organisational culture in MacIntyre that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The working environment is not always easy and some of the people we support show challenging behaviours.

We have clear safeguarding policies, procedures and measures to protect people and these are shared and understood across the organisation. Additionally, we have an established reporting mechanism and a whistleblowing helpline that enables anyone with concerns to report incidents and concerns, with the assurance that they will be handled sensitively and properly. The committee takes an annual report from our nominated safeguarding officer and our whistleblowing policy is subject to annual review by the committee to ensure that it remains fit for purpose.

Trustees and management take great care to fully assure themselves of our practice standards and to assure others as well. We recognise in particular that it is crucial that our people know how to act properly and do so at all times. We are clear as to how any incidents and allegations are to be handled, including reporting to the relevant authorities. History shows that organisationally we respond quickly, effectively, professionally and with transparency, on the rare occasion when any issues arise.

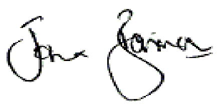
Our investment policy
The Trustees have considered the most appropriate policy for investing funds and have decided to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements. The generous donations received in the recent years are being used over the medium term for the wider charitable benefit.

Our reserves policy
The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre's reserves policy. MacIntyre is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

MacIntyre manages its financial performance to deliver a small surplus to meet its investment and operational needs. Given the nature of MacIntyre's services, much of the investment is into fixed assets. The investment in our schools and care homes is an essential element in securing future revenue streams and ensuring that our services offer the best environments for all those who use them.

Going Concern
The Trustees have considered whether the use of going concern is an appropriate underlying basis for accounting. After making an assessment the Trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. These financial statements therefore have been prepared adopting the going concern basis.

Approved on behalf of the Board:



John Berriman
Chair of MacIntyre

Date: 30 March 2022

Independent Auditor’s report to the members of MacIntyre Care

Opinion

We have audited the financial statements of MacIntyre Care (the ‘parent charitable company’) and its subsidiaries (the ’group’) for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group’s and the parent charitable company’s affairs as at 31 March 2021 and of the group’s incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group’s and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 38], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

Date: 30 March 2022

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

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GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2021 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	162	267	429	44	280	324
Fixed Asset Donations		-	2,070	2,070	-	7,810	7,810
Charitable activities:	3						
Adult Support Services		42,685	-	42,685	41,026	-	41,026
Children and Young People Services		10,671	11,341	22,012	10,347	9,533	19,880
Investments		3	-	3	37	-	37
TOTAL INCOME		53,521	13,678	67,199	51,454	17,623	69,077
EXPENDITURE ON							
Raising Funds	3	43	-	43	75	-	75
Charitable activities:				-			
Adult Support Services		42,076	-	42,076	42,266	-	42,266
Children and Young People Services		10,519	11,500	22,019	10,579	9,812	20,391
TOTAL EXPENDITURE	3	52,638	11,500	64,138	52,920	9,812	62,732
NET INCOME FOR THE YEAR		883	2,178	3,061	(1,466)	7,811	6,345
Transfers between funds		-	-	-	23	(23)	-
Other recognised gains and losses		-	-	-	-	-	-
Actuarial (losses)/gains on Defined Benefit pension schemes		-	(2,624)	(2,624)	-	(135)	(135)
Net Movement in funds		883	(446)	437	(1,443)	7,653	6,210
Reconciliation of funds	11	21,058	16,897	37,955	22,501	9,244	31,745
TOTAL FUNDS CARRIED FORWARD		21,941	16,451	38,392	21,058	16,897	37,955

The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2021

	Notes	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
FIXED ASSETS					
Tangible Assets	6	31,958	30,057	14,103	14,322
NET CURRENT ASSETS					
Stocks	8	4	8	4	8
Debtors	9	6,011	6,988	5,155	6,383
Cash at bank and in hand	14	10,696	7,671	8,231	5,080
		16,711	14,667	13,390	11,471
CREDITORS:					
Within one year	10	(4,875)	(4,471)	(4,471)	(3,922)
NET CURRENT ASSETS		11,836	10,196	8,919	7,549
TOTAL ASSETS LESS CURRENT LIABILITIES		43,794	40,253	23,022	21,871
Defined benefit pension scheme liability	12	(5,402)	(2,298)	-	-
		38,392	37,955	23,022	21,871
Restricted Funds	11	16,451	16,897	809	673
Unrestricted funds					
Designated Funds	11	18,751	18,926	18,751	18,926
General Funds	11	3,190	2,132	3,462	2,272
TOTAL FUNDS		38,392	37,955	23,022	21,871

The charitable company's surplus for the year is £1,151k, (2020: £1,163k).

Approved on behalf of the board:

John Berriman
Trustee
30 March 2022

Rachel Taylor
Trustee
30 March 2022

Company No. 00894054

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GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	2020 £'000	2020 £'000
Cash flows from operating activities	4,086	(738)
Cash flows from investing activities	(1,061)	(1,480)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	3,025	(2,218)
Cash and cash equivalents at 1 April	7,671	9,889
Cash and cash equivalents at 31 March	10,696	7,671
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	3,060	6,346
Adjusted for:		
Investment Income	(3)	(37)
Depreciation of tangible fixed assets	1,234	1,071
Fixed asset donation	(2,070)	(7,810)
Defined benefit expense	480	-
(Increase)/Decrease in debtors	977	(978)
Increase in creditors	404	670
(Increase) in stock	4	-
Net cash provided by/(used in) operating activities	4,086	(738)
Cash flow from investing activities		
Interest received	3	37
Purchase of tangible fixed assets	(1,064)	(1,517)
Net cash inflow/(outflow) from investing activities	(1,061)	(1,480)
Analysis of cash and cash equivalents		
Cash at bank and in hand	10,696	7,671

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The private company is a public benefit entity for the purposes of FRS 102 and a registered charity (charity number 250840) established as a company limited by guarantee (company number 00894054) and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011. The company was incorporated in the England and Wales with registered office MacIntyre Care, 602 South Seventh Street, Milton Keynes, MK9 2JA.

Basis of consolidated

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting data of the financial statement of MacIntyre Academies is 31 August as it is required by its Funding Agreement with the Secretary of State.

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charitable company has not been presented as part of these financial statements.

Going concern

The Trustees have assessed whether the use of going concern is an appropriate underlying basis for accounting. They have considered possible events or conditions that might cast significant doubt on the ability of MacIntyre Care to continue as a going concern. The Trustees have made this assessment for a period of one year from the date of the approval of these financial statements. In particular, the Trustees have considered MacIntyre Care's forecasts and projections and have taken account of the key risks that the organisation faces. After making enquiries, the Trustees have concluded that there is a reasonable expectation that MacIntyre Care has adequate resources to continue in operational existence for the foreseeable future. MacIntyre Care therefore continues to adopt the going concern basis in preparing its financial statements.

Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Fee income is recognised in the period in which services are provided and the related fee income is receivable. Fees received in advance of care services provided are held within deferred income until the period to which they relate.

Donations and grants, including grants in respect of major items of refurbishment, improvements or the purchase of fixed assets and government grants, are recognised in the Statement of Financial Activities when receivable. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met.

Resources expended

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Charitable activities include expenditure associated with running the registered care and nursing homes.

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2021:

80% of costs were allocated to Adult Support Services (2020: 80%) and
20% of costs were allocated to Children and Young People Services (2020: 20%).

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Fixed Assets

Equipment and furnishings are capitalised at inception of a service and depreciated in accordance with the rates below. The cost of replacements is written off during the period the expenditure is incurred. All fixed assets are initially recorded at cost.

Donated fixed assets are initially recognised at fair value. The gain is recognised as income from donations and a corresponding amount included in the appropriate fixed asset category as the cost of addition, and depreciated over the useful economic life in accordance with the depreciation policies below.

Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off each asset evenly over its expected useful life as follows:

Freehold land and buildings	-	2% per annum
Long term Leasehold	-	period of the lease or 2% per annum if lease longer than 50 years
Short term Leasehold	-	period of the lease
Equipment and furnishings	-	15 to 33% per annum

The carrying values of tangible fixed assets are reviewed for impairment each year if events or changes in circumstances indicate the carrying value may not be recoverable.

Freehold land and buildings

Freehold land and buildings are stated at their deemed cost being the valuation at the date of transition to FRS 102. The charitable company previously adopted a policy of revaluing freehold land and buildings and they were stated at their revalued amount less any impairment losses. The company has adopted the transition exemption under FRS 102 paragraph 35.10(d) and has elected to use the previous revaluation as deemed cost.

Stocks

Stocks are stated at the lower of cost and net realisable value. Costs include all costs incurred to bring the goods to their present location and condition at the Balance Sheet date. Net realisable value represents anticipated selling price less any further costs expected to be incurred to disposal.

Leasing and hire purchase contracts

Rentals on operating leases are charged to revenue on a straight line basis.

Financial instruments

The charitable company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS102 to all its financial instruments. Financial Instruments are recognised in the charitable company’s balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exception of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Pensions

The company operates a defined contribution pension scheme for its employees. Contributions to this scheme are charged to revenue as they fall due. The company has no potential liability other than for the payment of those contributions.

Pension benefits to employees of the subsidiary are provided by the Teachers Pension Scheme (‘TPS’) and the Local Government Pension Scheme (‘LGPS’). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees’ working lives with the employer in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 1, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period in which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the employer in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Fund accounting

General unrestricted funds are those available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are also unrestricted funds but have been designated by the Trustees for a particular purpose. They include the net book value of tangible fixed assets used by the charitable company in its operational activities.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Trustees to have most significant effect on amounts recognised in the financial statements.

Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

Fees represent amounts invoiced to local authorities, individuals and other funding agencies in respect of the provision of care and support services.

Income is all attributable to the continuing activities of the charity, in accordance with its objects.

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £429k (2020: £324k) of which £162k was unrestricted (2020: £44k) and £267k was restricted funds (2020: £280k).

(b) Grants received during the year which are included within charitable activities are as follows:

	Charity	
	2021	**2020**
	£’000	£’000
Bernard Sunley Charitable Foundation (Quest Academy)	-	10
Department for Work and Pensions (Access to Work)	6	-
Dementia UK Admiral Nurse	41	-
Dying to Talk	6	-
Eveson Charitable Trust (Great Communities, Worcs)	4	-
MKCF (Great Holm)	-	2
Oliver Ford Foundation (KGDS)	-	4
Morrisons	-	4
Skills for Care – Workforce Development Fund	12	-
The Morrison’s Foundation (Woodland View)	26	34
The Screwfix Foundation (Stony Stratford Coffee Shop)	-	5
Warrington Borough Council (Film Club)	-	5
Total Grants Received	95	64

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3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2021 Total	2020 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	38,448	-	423	3,205	42,076	42,266
Children & Young People Services	9,657	11,500	61	801	22,019	20,391
Fundraising Costs	-	-	43	-	43	75
	48,105	11,500	527	4,006	64,138	62,732

3. (b) Analysis of Support Costs

	Adult Services	Children and Young People Services	2021 Total	2020 Total
	£'000	£'000	£'000	£'000
Support Costs:				
Training	298	74	372	669
IT	130	32	162	215
Standards & Excellence	95	24	119	210
Management & Administration	1,457	365	1,822	2,240
Finance & HR	1,225	306	1,531	1,570
	3,205	861	4,006	4,904

3. (c) Surplus is stated after charging

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Depreciation	1,234	1,071	759	680
Operating Leases				
• Equipment & Vehicles	437	332	432	100
• Buildings	410	557	410	362
Audit remuneration				
• For statutory audit of the financial statements	48	48	36	36
• For audit-related assurance of services	3	3	-	-
• For accountancy services	5	5	-	-

4. EMPLOYEES

The average monthly number of employees during the year was as follows:

	Group		Charity	
	2021	2020	2021	2020
	No.	No.	No.	No.
Adult Support Services	1,473	1,644	1,473	1,644
Children and Young People Services	585	549	384	364
Management and Administration	286	193	252	160
	2,344	2,386	2,109	2,168

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Staff costs during the year amounted to:	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Wages and Salaries	43,755	40,863	37,824	36,408
Social Security Costs	3,267	3,028	2,753	2,624
Other Pension Costs	1,966	1,663	883	890
	48,988	45,554	41,460	39,922
Agency Staff Costs	2,484	4,439	2,020	3,716
	51,472	49,993	43,480	43,638

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £40,892 (2020: £32,354).

Employee emoluments:
Employees receiving emoluments (including benefits in kind) in excess of £60,000 were as follows:-

	Group 2021 No.	Group 2020 No.	Charity 2021 No.	Charity 2020 No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	3	3	1	2
£80,001 - £90,000	5	4	3	2
£70,001 - £80,000	0	3	0	1
£60,000 - £70,000	3	0	2	0

The total employer's pension contributions for the above higher paid employees during the financial year was £93,604 (2020: £91,869) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £511,500 (2020: £517,000).

5. TRUSTEES' EMOLUMENTS

None of the Trustees or any person connected to them received any remuneration or reimbursement for expenses in the current or prior year.

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6. TANGIBLE ASSETS

	Freehold Land and Buildings	Long Term Leasehold Property	Short Term Leasehold Property	Equipment and Furnishings	Motor Vehicles	Total £'000
	£'000	£'000	£'000	£'000	£'000	£'000
Cost:						
At 1 April 2020	18,216	16,358	672	6,913	-	42,159
Additions	185	-	-	864	15	1,064
Disposals	-	-	-	-	-	-
Transfer from existing academy	-	2,070	-	-	-	2,070
At 31 March 2021	18,401	18,428	672	7,777	15	45,293
Depreciation:						
At 1 April 2020	4,767	1,196	672	5,467	-	12,102
Charge for the year	358	237	-	636	3	1,234
Disposals	-	-	-	-	-	-
At 31 March 2021	5,126	1,432	672	6,103	3	13,336
Net Book value:						
At 31 March 2021	13,275	16,996	-	1,674	12	31,958
At 1 April 2020	13,449	15,162	-	1,446	-	30,057

The net book value of the assets of MacIntyre Academies included in the table above are made up as follows:

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	Total £'000
Net Book value as at 1 April 2020	15,160	-	576	15,736
Additions in the year	-	15	508	523
Transfers in the year	2,070	-	-	2,070
Disposals	-	-	-	-
Depreciation charged in year	(235)	(3)	(237)	(475)
Net Book value as at 31 March 2021	16,995	12	847	17,854

7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, 602 South Seventh Street, Milton Keynes, MK9 2JA. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2021 is as follows:

	Restricted Funds £'000	**Total 2021 £'000**	Restricted Funds £'000	**Total 2020 £'000**
Income	13,411	13,411	17,344	17,344
Expenditure	(11,500)	(11,500)	(9,812)	(9,812)
Net income	1,911	1,911	7,531	7,531
Actuarial losses on defined benefit pension schemes	(2,624)	(2,624)	135	135
Net movement in funds	(713)	(713)	7,397	7,397

Balance Sheet	**2021 £'000**	**2020 £'000**
Fixed Assets	17,854	15,736
Current Assets	3,321	604
Current Liabilities	(403)	(549)
Defined benefit pension scheme liability	(5,402)	(2,298)
Net Assets	15,370	13,493
Restricted funds	2,918	55
Fixed asset funds	17,854	15,736
Pension reserve	(5,402)	(2,298)
Total Funds	**15,370**	**13,493**

8. STOCKS

	Group		**Charity**	
	2021 £'000	**2020** £'000	**2021** £'000	**2020** £'000
Stocks	4	8	4	8

9. DEBTORS

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Trade Debtors	4,228	5,396	4,054	4,940
VAT Recoverable	240	66	-	-
Other Debtors	50	94	29	64
Prepayments	633	600	633	584
Accrued Income	860	832	439	795
	6,011	6,988	5,155	6,383

A bad debt provision of £26k (2020 £32k) is included within trade debtors above.

10. CREDITORS: amounts falling due within one year

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Trade Creditors	870	990	769	817
Other taxes and social security	795	724	630	573
Fees in advance – deferred income	1,196	1,650	1,196	1,649
Other creditors	474	497	364	338
Accruals	1,540	610	1,540	545
	4,875	4,471	4,471	3,922

In respect of deferred income:	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Deferred income brought forward	1,650	1,775	1,650	1,755
Released from prior year	(1,650)	(1,775)	(1,650)	(1,755)
Deferred in current year	1,196	1,650	1,196	1,650
Deferred income carried forward	1,196	1,650	1,196	1,650

Deferred income relates to fees received in advance of care services being provided.

11. RECONCILIATION OF MOVEMENT ON RESERVES

Designated funds have been set aside out of unrestricted funds by the Trustees for specific purposes.

a) Fixed Asset Designation – this fund represents fixed assets invested in buildings and equipment in which we provide services.

b) Specific Projects – including research and development within the sector.

Restricted funds represent the balance of funds donated for specific purposes which are being utilised by the charitable company in accordance with the donors' specific requests.

	Unrestricted			Restricted		
	General Funds £'000	Designated Funds £'000	Fixed asset Funds £'000	Restricted Funds £'000	Pension Fund £'000	Total Funds £'000
At 31 March 2020	2,132	18,926	15,623	3,572	(2,298)	37,955
Net Incoming Resources	1,058	(175)	1,431	1,227	(3,104)	437
At 31 March 2021	3,190	18,751	17,054	4,799	(5,402)	38,392

Purposes of Restricted Funds

The restricted funds balance includes the restricted pension fund provision relating to MacIntyre Academies. This balance, included in restricted funds above, is £5,402k at 31 March 2021 (2020: £2,298k).

The balance of the restricted funds at 31 March 2021 of £809k (2020: £673k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £13.3m (2020: £13.4m) of freehold property used by the charity for the provision of services.

The Trustees have agreed a policy on the use of non-specific donated funds: they will be designated for charitable benefits, over and above the core running costs of the charity. Over the next 3 years this will include:

No Limits and Transforming Care

We plan to invest £150k in a Transforming Care leader over the next 12 months with an ongoing cost of £100k per annum for a further two years, totaling £350k.

Developing Practice

We will retain the leadership team associated with the dementia project as we extend this work to a more general health focus. We will continue to invest in the lead coaches supporting our PBS work and invest in a similar methodology to step up our workforce knowledge and skills in the area of Autism. The proposal is to invest £1.1m in developing practice over the next three years.

Families

A family liaison post has been created to work with families who have had a traumatic experience going through the social care system. This post has been created to work with families to help them navigate their way through transition services, working with local authorities, health services etc.

Technology

The Board Digital committee will enable management and interested Trustees to work collaboratively to develop a digital and technology strategy to be brought to the Board for approval and implementation. The current proposal is to invest £480k over the next three years to develop capacity to work in new ways. This amount excludes what might be needed by way of the digital and technology investment element of that work.

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12. PENSIONS

a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and NHS Pension Funds. The total pension cost for the charitable company during the year relating to this scheme was £884k (2020 £830k).

b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.

c. Under the TPS Agreement, employer contribution rates from September 2019 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.

d. The pension charge for the year includes contributions payable to the TPS of £429k (2020: £409k). At the year-end £7,120 (2020: £10,684) was accrued in respect of contributions to this scheme.

e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.

f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2021.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made the year ended 31 March 2021 was £754k (2020: £679k), of which employer's contributions totaled £565k (2020: £455k) and employee's contributions totaled £189k (2020: £81k).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy closure, outstanding Local Government Pension Scheme Liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal Actuarial Assumptions	**At 31 March 2021**	**At 31 March 2020**
Rate of increase in salaries – Oxford	**2.8%**	**1.8%**
Rate of increase in salaries - Warwickshire	**3.6%**	**2.6%**
Rate of increase for pensions in payment/inflation	**2.8%**	**1.8%**
Discount rate for scheme liabilities	**2.1%**	**2.3%**

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement are 65:

	At 31 March 2021	At 31 August 2020
Retiring today:		
Oxfordshire		
Males	22.4	22.2
Females	24.7	24.3
Warwickshire		
Males	22.2	21.6
Females	24.2	23.8
Retiring in 20 years:		
Oxfordshire	23.4	22.9
Males	26.3	25.6
Females		
Warwickshire	23.0	22.5
Males	26.1	25.4
Females		

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below, showing the approximate monetary increase to the defined obligation given the following changes in assumptions:

Change in assumptions	£'000	£'000
Discount rate 0.5%	824	411
Long term salary +0.5%	18	14
Pension increase +0.5%	794	395

MacIntyre Academies' share of the assets in the scheme were:

	Expected Fair value At 31 March 2021 £'000	**Fair value At 31 August 2020** £'000
Equity instruments	2,290	1,313
Debt instruments	745	541
Property	264	234
Cash	96	39
Total market value of assets	**3,395**	**2,127**

Changes in the fair value of defined benefit obligations were as follows:

	2021 £'000	**2020** £'000
At 1 September	4,426	3,286
Current service cost	988	1,058
Past service cost	-	7
Employee contribution	-	-
Benefit paid	(6)	(9)
Interest cost	115	97
Employee contribution	189	154
Actuarial loss/(gain)	3,085	(167)
At 31 March	**8,797**	**4,426**

Changes in the fair value of MacIntyre Academies share of scheme assets:

	2021	2020
	£'000	£'000
At 1 September	2,128	1,178
Interest income	58	52
Employee contributions	565	154
Benefits paid	(6)	(9)
Employer contributions	189	455
Actuarial gain/(loss)	461	(302)
At 31 March	**3,395**	**2,128**

13. OPERATING LEASES

The group has the following commitments under the non-cancellable operating leases at 31 March.

	2021		2020	
	Land & Buildings	Other	Land & Buildings	Other
Operating Leases Expiring:	£'000	£'000	£'000	£'000
Within 1 Year	410	212	324	30
Within 2 to 5 Years	-	561	102	848

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	Group			Charity		
	2021	Change in Year	2020	2021	Change in Year	2020
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	9,695	2,024	7,671	8,231	3,151	5,080
	9,695	2,024	7,671	8,231	3,151	5,080

15. RELATED PARTY TRANSACTIONS

There have been no related party transactions in the reporting period that require disclosure under FRS 102.

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances as at 31 March 2021 are represented by:

	Unrestricted			
	General Funds	Designated Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	14,104	17,854	31,958
Net Current Assets	3,190	4,647	3,999	11,836
Long Term Liabilities	-	-	(5,402)	(5,402)
Total Net Assets	3,190	18,751	16,451	38,392

17. CAPITAL COMMITMENTS

At the date of the balance sheet there were no capital commitments.