

MACS SUPPORTING CHILDREN & YOUNG PEOPLE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2023. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 2005 "Accounting and Reporting by Charities".

Objectives and activities

The charitable objectives of the company are to provide a range of services for children and young people, aged 6-25, "who have not had a fair deal". i.e. who have experienced care; homelessness or risk of homelessness; mental health issues; or are at risk of suicide and self-harm, in the Belfast, South Eastern and Southern Health and Social Care Trust Areas.

Supported Housing Service - "Move In to Move On" (Established 1990)

The Supported Housing Service supports young people leaving care and homeless young people to make the transition to interdependence and their own tenancy. We do this by providing individualised support to young people that is led by, and tailored to their needs. Support is based on identified need and is complemented by a range of one to one and group work interventions. The Supported Housing Service includes:

- 18 self-contained flats located at University Street, Belfast for care leavers aged 16 to 21.
- 8 self-contained flats located at English Street, Downpatrick for 3 care leavers, 3 young homeless, 1 short term assessment flat for 16-17 year old young homeless and 1 assessment flat for unaccompanied minors.
- 7 self-contained flats located at Canal Street, Newry for care leavers aged 16-21.
- 9 self-contained flats located at Longstone Street, Lisburn for 3 care leavers, 4 young homeless, 1 short term assessment flat for 16-17 year old young homeless and 1 assessment flat for unaccompanied minors.

Wellbeing Service – Mental Health Support- "Dare to Dream" (Established 2000)

The Wellbeing Service provides one to one support, mentoring, and group work for children and young people aged 16-25 across the Belfast and South Eastern Trust areas. This service uses volunteers to inspire children and young people by nurturing their dreams and aspirations and to provide social opportunities promoting positive mental health.

Floating Support Service - "Building Futures Together" (Established 2003)

MACS Floating Support consists of four services in Belfast, Lisburn, Newry and Downpatrick. We offer voluntary, flexible and person-centered holistic services to young people aged 16-25 to address homelessness or risk of homelessness and to enable them to establish and maintain interdependent living in the community. Each young person will have a tailored support plan that addresses identified individual needs. We are contracted to provide support to 127 young people in Greater Belfast, 72 young people in Lisburn, 25 young people in Newry and 79 young people in Downpatrick and the surrounding areas at any one time. The Belfast team also includes a Prison Resettlement Programme and a Shared Tenancy Project.

"Led By You" (Established 2016)

Led by You supports young people to get involved, have their say and it provides them with opportunities to influence how we do things at MACS. Young people can become young leaders, participate in forums and locality based sub groups and get involved in MACS fundraising and volunteering opportunities.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

AIM ONE: Getting Children and Young People where they want to be

Objective

- Provide a quality service to children and young people.
- Support young people secure and maintain their own tenancies or other accommodation in order to prevent homelessness.
- Develop new models of housing support to prevent homelessness.
- Provide therapeutic interventions for children.
- Support children and young people to build their resilience and better manage their emotional and mental wellbeing
- Provide bespoke schools programmes promoting positive wellbeing.
- Improve outcomes for young people in the following areas; Enjoy and Achieve, Be Healthy, Stay Safe, Positive Contribution, Economic Wellbeing
- Provide opportunities for volunteers to make a difference in the lives of children and young people

Outcomes

- MACS supported 691 young people
- 79 young people accommodated in our Supported Housing Services
- 462 young people supported to find or maintain their accommodation in the community with Floating Support
- 69 young people were supported in our Wellbeing Service.
- 25 young people were supported in Shared Tenancies
- 28 young people were supported by Prison Resettlement
- 83% of young people found accommodation
- 93% of young people maintained their own tenancies
- 79% of young people improved their mental health
- 87% of young people improved their social networks
- 87% of young people accessed the correct benefits
- 84% of young people are better managing self-harm and suicidal ideation

AIM TWO: Led By Children and Young People

Objectives

- Provide opportunities for children and young people to shape services and delivery.
- Provide training and development opportunities for children and young people.
- Reduce social isolation and improving community cohesion.
- Influencing strategic change in services for children and young people

Outcomes

- Young people produced our Annual Report for 2021-2022
- Young People were supported to participate in NICCY and QUB research called "A Place to Call Home"
- Young People were supported to participate in the Children's Law Centres, "Children's Rights" Consultation.
- Young people participated in three internal consultations regarding mental health, visitors in Housing and Safeguarding.
- A young person was selected to go to London to do a fashion shoot to produce new promotional material for Every Youth in partnership with Urban Outfitters.
- MACS worked in partnership with the South Eastern Trust to develop a practical response to the increasing numbers of unaccompanied and separated children coming into Northern Ireland by supplying two assessment flats.
- 89% of young people were supported to gain and maintain paid work
- 74% of young people were supported to gain and maintain education and training
- 92% of young people were supported to actively engage in participation and user involvement.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2023**

AIM THREE: Driving excellence, innovation and change through leadership

Objectives

- Collaborate with other organisations
- Highly skilled and qualified workforce that is agile and ready for change
- Ensure information and technological infrastructure meet the organisational needs
- Connect our people systems and services with best HR/Admin practise
- To be a robust steward of financial resources
- Consolidate governance and strategic leadership
- To become the employer of choice in the sector
- Raise the MACS brand and profile
- Maintain award winning status through the organisation
- Centre for excellence for professional student placements

Outcomes

- Supporting People Quality Monitoring Tool standards met
- Shortlisted finalists for the Children and Young People Awards 2023 in two categories – Supporting Child Refugees and Youth Justice
- Partnered with Habitat for Humanity on their House to Home Programme.
- RQIA standards met for all Housing Services
- Health and Social Care standards met in all Housing Services.
- Maintained our registration with the Northern Ireland Charity Commission
- Maintained Investors in People Gold Standard
- Maintained partnership with Every Youth
- Implemented new cyber security systems
- Implemented new safeguarding systems
- Income secured to maintain core services
- Complied with GDPR requirements
- Developed a partnership with the Kier Group who have donated time, labour and finance to provide children and young people with comfortable and welcoming environments to live and visit.
- Recruited new members for the Board of Directors
- Board of Directors governance training completed
- Reviewed financial systems and outsourced some financial roles.
- Commenced discussions with Llamau regarding piloting Upstream in Northern Ireland.
- Developed a new partnership with the National Children's Bureau.
- Completed 65 recruitment drives.
- Lobbied and secured funding increases to provide staff with salary uplifts
- 2 students who had placements in MACS have become full time staff.
- Secured core contracts for Shared Tenancies and Prison's Outreach.
- Invested £33,000 in staff training including specialisms
- Represented young people providers in the Regional Thematic Group for young people.
- One staff member was successful in their application to the Open University Social Work course.
- Delivered a fundraising Sleep Out event with over 100 participants

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

AIM FOUR: PROTECT A CULTURE OF COMPASSION, INCLUSION AND RESPECT

- Values will be at the forefront of service delivery
- To maintain a compassionate and respectful workforce that supports and nurtures all staff
- Working on each other strengths and encouraging leadership capabilities

OUTCOMES:

- Implemented new Organisational Strategic Plan 2020-2024
- Completed all recommendations from Investor in People Gold
- MACS Health and Culture group continued to meet bi-monthly and completed objectives on their annual action plan.
- Commenced organisational restructure based on strategic need
- Completed all recommendations from Investors in People Gold
- Ten members of staff took on additional duties and four moved into acting up positions
- Three staff members completed a 90 mile 4 day walk to raise funds and awareness of youth homelessness.

Public Benefit Statement

Purpose 1: "To provide a support service to young people with housing issues, enabling them to establish and sustain suitable accommodation of their own and to provide supported housing to those in need of such arrangements which support their transition to their own tenancy."

The direct benefits which flow from this purpose are that young people are able to access and maintain suitable accommodation therefore reducing homelessness and risk of eviction. The Supported Housing Service and Floating Support Service provide a casework based support model, which enables young people to identify their own support needs in order to assist them to maintain their accommodation. MACS uses a bespoke outcome monitoring system 'SPIN' to analyse 20 key areas of support which fit under the five higher level areas of; economic well-being, enjoy and achieve, be healthy, stay safe and make a positive contribution. MACS also complete annual service reviews which include 1-1 feedback, group workshops and exit questionnaires with young people leaving the services. This purpose does not give rise to any harm. The beneficiaries of this purpose are vulnerable young people aged 16 to 25 years who are at risk due to homelessness, family breakdown or a care history and are living in the Belfast, Southern and South Eastern Health Trust areas of Northern Ireland. There are no private benefits to trustees.

Purpose 2: "To provide a one to one mentoring service to young people, empowering the young person to make choices and encouraging them to realise their potential".

The direct benefits which flow from this purpose include a reduction in isolation and improved mental health, a reduction in self harm and suicidal ideation, increased confidence and self-esteem, and improved coping strategies. Mentoring enables young people to have the chance to live, dream and succeed with inspiration from volunteers who choose to spend time with them. MACS uses a bespoke outcome monitoring system 'SPIN' to analyse 20 key areas of support which fit under the five higher level areas of; economic well-being, enjoy and achieve, be healthy, stay safe and make a positive contribution. MACS also complete annual service reviews which include 1-1 feedback, group workshops and exit questionnaires with young people leaving the services. This purpose does not give rise to any harm. The beneficiaries of this purpose are vulnerable young people aged 11-25 who are at risk due to suicidal ideation, self-harm and mental health issues and are living in the Belfast and South Eastern Health Trust areas. There are no private benefits to trustees.

Purpose 3 "To provide interventions to enable increased safety, confidence and self-esteem amongst young people, to relieve financial hardship by the provision of welfare rights, employment and money management advice and provide support to young people to progress into education, employment and training".

The direct benefits which flow from this purpose include improved outcomes in relation to young people accessing, participating and completing training programmes and securing and maintaining employment. Young people remain safe and increase their self-esteem and confidence through peer support and alternative personal development interventions.

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FOR THE YEAR ENDED 31 MARCH 2023

MACS uses a bespoke outcome monitoring system 'SPIN' to analyse 20 key areas of support which fit under the five higher level areas of; economic well-being, enjoy and achieve, be healthy, stay safe and make a positive contribution. MACS also complete annual service reviews which include 1-1 feedback, group workshops and exit questionnaires with young people leaving the services. This purpose does not give rise to any harm. The beneficiaries of this purpose are vulnerable young people aged 16 to 25 who are vulnerable and at risk and living in the Belfast, Southern and South Eastern Health Trust areas of Northern Ireland. There are no private benefits to trustees.

New Developments

The Trustees recognize the challenging times facing the voluntary sector. We have seen a deepening cost of living crisis adversely affect our young people and staff, as food, housing and fuel prices have risen sharply. Despite this MACS services have continued to grow and deliver positive outcomes for young people.

In the next year MACS will focus on consolidating services and building new opportunities..

- Build on the success of Shared Tenancies and explore opportunities for expansion.
- Build on the success of the Prison Resettlement Service.
- Remodel our Integrated Housing and Floating Support Services.
- Pilot Upstream – an early intervention homeless prevention model in partnership with Llamau.
- Develop a new strategic plan for 2024-2028.
- Continue with the restructure of the organisation with a focus on the Senior Leadership Team.
- Invest in digital and mobile technologies to enhance service delivery.
- Pilot outsourcing finance support.
- Commence the development of a new communication and fundraising strategy.

Reserves Policy

MACS Supporting Young People would experience financial difficulties if its income dropped suddenly or was to run in the future at a level considerably lower than today. If the fall were of a temporary nature caused by a delay in reviewing contractual arrangements, then reserves would be needed to cover the income lost during the temporary period. In determining the level of reserves required, it is necessary to assess how long it would take to wind up MACS and the cost to run it during this period, assuming a major fall in its level of income such that it no longer remained viable to continue to operate.

Allowance would also need to be made for termination costs such as redundancy and early settlement of leases and any legal and other professional fees arising during this process.

In line with guidance issued by the Charity Commission, it would appear prudent to set aside reserves representing approximately three months' income or a figure of £400,000 (whichever is smaller) which should be adjusted each year to allow for both inflation and any major increase in running costs.

The actual unrestricted reserves at the year-end were £899,047. The Trustees will closely monitor this situation each year.

Financial review

The results for the year are set out on page 12 to the attached financial statements along with the total funds at the year end.

Structure, governance and management

The charity is a company limited by guarantee, not for profit and not having a share capital, governed by its Memorandum and Articles of Association dated 11th February 2021. It is a company incorporated under the Companies Act 2006. The company is a charity recognised by the Commissioners of Revenue and Customs (No XR13060). MACS completed registration with Northern Ireland Charity Commission on the 25th November 2014 (NIC100923).

The Charity is managed by the Senior Management Team and is under the control of the Board of Trustees. The day-to-day running of the charity is carried out by Kate Martin (Chief Executive Officer).

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms Joyce Agnew	(Resigned 13 September 2023)
Mr Conor Coughlin	(Resigned 1 September 2023)
Mr Michael Dawson	(Appointed 9 March 2023)
Mrs Ligouri Dobbin	
Mr Stephen Green	
Mr Albert Hamilton	(Appointed 3 December 2022)
Ms Laura-Lee Harbinson	
Ms Andrea McCooke	
Ms Sandra McKillop	(Appointed 5 May 2022)
Mr John Meikleham	(Appointed 3 December 2022)
Mr Gary Mills	(Appointed 3 December 2022)
Ms Aideen O'Neill	(Appointed 3 December 2022)
Ms Margaret Bryson	(Appointed 11 March 2023 and resigned 13 June 2023)
Mr Brian McCormick	(Resigned 6 March 2023)
Mr Martin Meek	(Resigned 3 December 2022)
Mr Barry Smyth	(Resigned 3 December 2022)
Ms Karen McCorry	(Appointed 5 May 2022)
Mr Andrew Tubman	(Appointed 16 November 2023)

Statement of trustees' responsibilities

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its activities.

The trustees are responsible for maintaining 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. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

In so far as the trustees are aware;

- there is no relevant audit information of which the charity's auditors are unaware and
- the trustees have taken all reasonable steps that they ought to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditor

Harbinson Mulholland, have completed their first audit in a three year agreement 2023-2025.

The above report has been prepared in accordance with the special provision of Part 15 of the Companies Act 2006 relating to small companies.

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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

The trustees' report was approved by the Board of Trustees.



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Mr Stephen Green
Chair of Finance and Audit Committee
Trustee

Date: 20/12/2023