

# **MacIntyre Care**

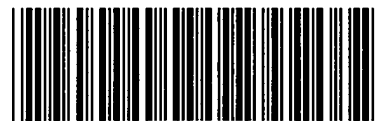
## **Report and Financial Statements**

**YEAR ENDED 31 MARCH 2015**

**Registered Charity 250840**

**Company No 894054**

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**LEGAL & ADMINISTRATIVE DETAILS**

**TRUSTEES**

John Berriman (Chairman)  
Denise Cockrem  
Jonathan Goedhuis  
Rosemary Hart  
Christine Hodgson  
Neil Macmillan  
Sophie Purdy  
Nikki Shale  
Duncan Strachan  
Martin Zahra

**COMMITTEES IN 2014/15**

**Audit & Risk**

Rosemary Hart  
Neil Macmillan \*  
Martin Zahra

**Nominations**

John Berriman \*  
Johnny Goedhuis  
Rosemary Hart

**Property**

Denise Cockrem  
Rosemary Hart  
Nikki Shale \*

**Remuneration & Wellbeing**

Denise Cockrem  
Johnny Goedhuis \*  
Sophie Purdy  
Duncan Strachan

**Safeguarding**

John Berriman \*  
Rosemary Hart  
Neil Macmillan  
Duncan Strachan  
Martin Zahra

**COMPANY SECRETARY**

Claire Toombs

**MANAGING DIRECTOR**

Sarah Burslem

**PRINCIPAL AND REGISTERED OFFICE**

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\* denotes committee chairs

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**AUDITORS**

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**BANKERS**

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Finance Director

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## **CHAIRMAN'S REPORT**

### **Introduction - another challenging year**

The MacIntyre group had total incoming resources of £45.2m in 2015 (£45.9m in 2014) on which it incurred a deficit of £651k. This compares to the surplus that was generated the previous year of £445k for reinvestment in charitable activities. MacIntyre's balance sheet remains strong with total funds of £19.5m (£20.1m in 2014). Our overall financial performance this year was impacted adversely in particular in our Children and Young People Services where we suffered higher levels of both agency costs and empty place costs at our school in Wingrave and additionally we incurred a loss of £606k on the closure of Womaston School. This overall loss on closure includes operating costs incurred as we moved our former students sensitively to new placements; additional activities that we funded to ensure that students had the best possible leaving process; and redundancy and other staff payment costs to the conclusion of the closure programme.

As I have reported previously, we operate on incredibly tight margins and so small adverse cost variances have a disproportionate negative impact on our results. Despite the deficit we continued to invest prudently at Great Holm and at our school in Wingrave. Our central administrative costs, expressed as a percentage of our turnover, remain in the best quartile compared to the charitable sector as a whole. We currently stand at a healthy 6.3% (6.6% in 2014). We continue to benchmark our cost profile against others in our sector, as means of ensuring that we remain competitive and efficient. We remain a robust and secure charity with a strong balance sheet and a cost conscious mentality embedded firmly alongside our desire to provide the best possible support and care for the wide variety of people whom we look after.

### **Governance and Management - a strong, skilled and nationally recognised team**

We are fortunate in MacIntyre 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. One Trustee, Dr Richard Miles, stepped down during the year under review after nearly 17 years as a Trustee of MacIntyre (as reported in last year's annual report and accounts) and there has been significant change in the composition of the Director team, as explained below.

**Trustees** - our Trustees continue to give very generously of their time, both to Board and committee meetings and to advising me and management on a variety of important matters. We have an excellent blend of Trustee capabilities in MacIntyre which include legal, financial, risk management, property, sales & marketing and general management skills. I am very grateful to all my fellow Trustees for their support and contribution. Three of our Trustees, me included, have relatives who are supported by MacIntyre and in addition another Trustee is a parent with a son with a learning disability. So we have a strong connection at the Board to the on-the-ground services that are needed and that MacIntyre provides.

**Chief Executive** - MacIntyre has been led expertly over the last 20 years by Bill Mumford. He decided to step down as Chief Executive, in consultation with Trustees, following the end of the financial year under review. He and his family had moved to Cumbria and he has since been appointed as the Chief Executive of Eden Valley Hospice and Jigsaw, Cumbria's Children's Hospice. He remains a Non-Executive board member of the National Institute for Health and Care Excellence (NICE), with special responsibility for social care, and Chairman of the National Market Development Forum.

## CHAIRMAN'S REPORT

On behalf of the Trustees I would like to pay tribute to Bill's tremendous contribution, both to our development and to the care and welfare of the thousands of children and adults that MacIntyre has supported over his time here. He joined MacIntyre Care 30 years ago in 1985 and rose quickly through the ranks and was appointed as our Managing Director in 1995 and later Chief Executive. I was a Trustee of MacIntyre Care throughout the period that Bill led the charity and I have been Chair for the last eleven years, and so have worked with him hand in glove and seen the great development of MacIntyre at first hand.

MacIntyre has gone from strength to strength under Bill's leadership. Together with Claire Toombs, he stabilised our financial position in the mid-1990s following a period of financial difficulty that they inherited. He then oversaw a development programme that saw MacIntyre build on its core capabilities and nearly double in size, so that now we are just shy of a £50m business. The developments included setting up a sister education charity, MacIntyre Academies Trust, developing our high quality training as a commercial proposition, extending the reach of Children's services and developing the award winning Great Interactions and No Limits, amongst other ground breaking services.

Bill also focussed on building our national profile over the years, with the encouragement of Trustees, in particular through his chairmanship of the Voluntary Organisations Disability Group (VODG) and the National Market Development Forum, whose work included a review of the market implications of Winterbourne View and the development of national commissioning standards. At the request of the Department of Health and the Minister for Care and Support, Trustees agreed that Bill be seconded to act as the Programme Director to support the Winterbourne View Joint Improvement Programme from December 2013. This prestigious secondment was for four days a week and MacIntyre was reimbursed for the cost of Bill's involvement in supporting the Programme.

Bill returned to MacIntyre full time in July 2014 following the conclusion of his secondment. He focussed primarily on a Reflective Review of the delivery of children and young people services and on our external market standing, before stepping down and handing on the leadership of MacIntyre to his Managing Director, Sarah Burslem and her team. We are delighted that we have not lost our links with Bill and that he has agreed to act as special advisor to the Trustees as we approach our 2016 Jubilee year.

**Management** - the last year has seen a broadening of the Director team and a number of new appointments. MacIntyre is in the capable and experienced hands of Sarah Burslem and her Director team. Sarah first took charge of the day to day running of MacIntyre as our Managing Director in January 2014, having previously been Adult Services Director. Emma Killick took over that role from Sarah Burslem in January 2014, having had a long career with MacIntyre and having been previously a Head of Operations within Adult Services.

Brenda Mullen leads MacIntyre Academies Trust, our growing schools venture. She is focussed full time on overseeing the strategic and operational development of the academies business and brings her deep understanding and experience of autism to this role. Brenda relinquished her previous responsibilities as Director of Children and Young People Services. That role was initially taken on an interim basis by Natalie MacPherson. Natalie has since been appointed to the crucially important role of Business Development Director across MacIntyre. Anne-Marie Dawe, who has 12 years' experience of MacIntyre and was previously Executive Director of MacIntyre School, Wingrave, was appointed as Children and Young People Director in June 2015.

## **CHAIRMAN'S REPORT**

Claire Toombs continues as our excellent Director of Finance with a vital remit across Corporate Services, including acting as our Company Secretary. She works closely with Helen Bass, our vibrant Workforce Director, who joined us in February 2015, having previously been HR Director at Childbase Partnership. Helen succeeded Christopher Duff, who left MacIntyre after four years in December 2014 in order to take up the role as Chief Executive of Rotherham Hospice. Christopher took our workforce activities to a new level with his measured, thoughtful and committed contribution to MacIntyre. He leaves a tremendous legacy of having taken us to Investors in People Gold standard.

**Developing our national profile** - our directors continue to be involved in a range of complementary external activities and Trustees encourage this approach. 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. As our CEO, Bill Mumford was frequently asked to contribute to government policy and other national working parties and was invited regularly to speak at national conferences. We see these external roles as an important opportunity for sharing, learning and establishing MacIntyre more widely in the minds of those who we work with and to support the wider disability sector.

**Ways of working** - 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. Directors present at each Trustee meeting 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 through the detail of MacIntyre's operational performance. The Directors are presently working on an updated Corporate Strategy for MacIntyre to be launched in 2016 to coincide with our Jubilee year. The strategy will focus inter alia on the excellence of our service provision and the behaviours expected of all our people.

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 Managing Director or her designate attends each committee meeting, unless the committee chair agrees otherwise. The committee activities are formally reported back to the main Trustee Board by the committee chairs and supported by the relevant MacIntyre Director, so all Trustees can understand the committees' decisions and actions. Further commentary on the composition and activities of each committee in the year is provided below.

In addition to our regular standing committees for Audit & Risk, Property, Remuneration & Wellbeing and Safeguarding, we established a Nominations Committee this year, which I chaired, to formalise the processes we that follow on the appointment of Directors and Trustees of MacIntyre. I provide further commentary on the activities of the committees below.

### **The development of MacIntyre Academies**

In MacIntyre we can trace our origins back to our first ground-breaking independent special needs school that we established at Westoning, Bedfordshire in the late 1960s. In recent years we have placed a focus on developing academy provision, fully integrated within a local authority's special educational needs plan, and in line with the government's evolving education policy. Our schools academy activities are run in a separate charity, MacIntyre Academies as is required by Department for Education regulations. Brenda Mullen, leads this charity and is on secondment from MacIntyre Care to MacIntyre Academies.

## **CHAIRMAN'S REPORT**

MacIntyre Academies has five Directors: Neil Macmillan (who is the chair of MacIntyre Academies) and Martin Zahra are the two nominated MacIntyre Care representatives; MacIntyre Care is itself a corporate member (and is being represented by Claire Toombs); and two independent Directors, Adam Goldstein, who is a project and programme management expert who has provided advice and business planning support to a range of not-for-profit organisations within the Education and health sectors, and Dr Catherine Carroll who joined MacIntyre Academies during the year under review, in October 2014. Catherine is a senior lecturer in special and inclusive education and before completing her PhD she taught for twenty years in mainstream and specialist secondary schools.

Regular reports on MacIntyre Academies progress are taken at the bi-monthly full Trustee Board meetings. We look forward with excitement to our existing academies being the first of many under our management, espousing and promulgating the MacIntyre philosophy of care and education for children with special learning needs.

### **Safeguarding**

The safeguarding committee, under my chairmanship, has a primary focus on ensuring the wellbeing of all the students in our care. The committee dealt with two issues at our schools; one at our former school at Womaston in Powys which closed in the year under review and one at our school in Wingrave, Buckinghamshire. I reported fully on both these matters in last year's annual report and accounts and I am pleased that they are now each resolved. Both safeguarding incidents were discovered by us through our internal procedures and were reported to the relevant authorities immediately. Both management and Trustees responded with urgency and transparency which we believe are hallmarks of how to handle complex issues of this nature. The wellbeing of the children and adults at MacIntyre has always been and always will be our top priority and the Trustees and management have taken great care to fully assure themselves and others of our practice standards.

At Womaston in March 2014 a serious safeguarding incident was reported by one of our care staff and the incident was reported immediately by MacIntyre to the local care and education authorities in Wales. They reported the matter to the police and we suspended five members of staff. We were informed in May 2015, after a thorough police review, that the Crown Prosecution Service has confirmed that they will not be proceeding with any criminal prosecutions against our former staff. Similarly Powys Council Safeguarding Team and CSSIW, our regulator in Wales, have concluded that they will be taking no action against MacIntyre in terms of quality of management oversight and organisation procedures.

In July 2014 we reported a safeguarding incident at Wingrave by a MacIntyre care staff member and again we reported this to the care and education authorities and they referred the matter to the police. Following a review of the circumstances surrounding this incident the police concluded that they would not be carrying out an investigation in this situation and the local authority safeguarding team subsequently handed over the investigation of the issues to MacIntyre. We were pleased that the Buckinghamshire safeguarding team and placing authorities were complimentary of the action we had taken to keep the children in our care safe.

Incidents of this nature remind us that it is crucial that our people know how to act properly and do so at all times and that we organisationally respond quickly, effectively and professionally when any issues arise. Both external and internal investigations have concluded that, although there were failings, we have done both at Womaston and

## CHAIRMAN'S REPORT

Wingrave. This was reinforced by the Reflective Review led by Bill Mumford of the care and education provision that we provide across our Children and Young People division. Trustees were anxious to ensure that management take the learning lessons arising from all reviews and apply them across both MacIntyre and MacIntyre Academies.

### **Our People - our most important assets**

I have said regularly in my chairman's statements that the quality of our services and our standards are wholly dependent upon our staff. They make the real difference to the day to day lives of the young people and adults who use our services. Our staff interact positively with the disabled people we support each and every day and make sure that MacIntyre's commitments to each of them are brought to life and really lived. When a safeguarding incident arises this reminds us of what can go wrong and the damage we do to our reputation and to confidence that others have in us. And when we get things right, which we almost invariably do, then we are entitled to celebrate. Our continued Gold status awarded by *Investors in People* continues to speak volumes for MacIntyre, our style, approach and values.

Our nomination committee, chaired by myself and including Trustees Johnny Goedhuis and Rosemary Hart was involved in assisting with the recruitment, selection and appointment of both the Workforce Director and the Children and Young People Director. Particular thanks to Rosemary Hart for the time and commitment that she devoted to advising on these vital appointments to the Director team.

Our remuneration & wellbeing committee, which reviews Director reward, staff reward levels and other workforce related matters, is chaired by Johnny Goedhuis and includes Trustees Duncan Strachan, Sophie Purdy and Denise Cockrem. During the year the committee took reports from the current and previous Workforce Directors and reviewed the 2015 workforce strategy, including the bonus payments for this year, as a part of the pay and reward strategy. Trustees were briefed on the focus on recruitment, retention and staff engagement in particular. It is essential that we reduce the level of staff vacancies in order to reduce agency usage and maintain high quality service levels. The results from the recent Staff Survey - *Your Views Matter* - were the basis for setting the priorities for staff engagement. We see staff engagement as an important stimulant for change within MacIntyre. Trustees place much emphasis on the actions that management take in response to issues raised by our people.

We are pleased we have been in a position to increase pay for new entrants on our Support Worker scale. However, for the majority of our staff we have again frozen pay levels for the pay year which started in July 2015, as we did in the previous four years. Times are particularly difficult for the country as a whole and government monies for social care remain under great stress. Trustees particularly appreciate the understanding of our people and the way that they have responded to the new landscape which has necessarily had to evolve for our charitable business, which itself depends so much on government funding. We were pleased to award an across the board performance bonus to our staff in March 2015 to reflect their hard work and our overall financial performance and our sector leading investment in staff training remains undiminished. Looking forward, the committee will be addressing the impact of the 2015 budget announcement by the Chancellor for the proposed national living wage. Trustees welcome the intent to increase salaries across our sector but recognise this will have significant implications for MacIntyre in terms of individual pay and cost levels and the extent to which local authorities and other commissioners are able to meet these increased costs.

## **CHAIRMAN'S REPORT**

### **Property - building for the future**

Our property committee, which reviews major property moves and new builds, is chaired by Nikki Shale and includes Trustees Rosemary Hart and Denise Cockrem. The committee took reports from the Finance Director and focussed its attention in particular on Camden, upgrades at Wingrave and the specialist property at Womaston. This is currently on the market for disposal following the last student of the school leaving Womaston in August last year.

### **Audit & Risk - safeguarding our business**

We continue to monitor our finances with particular vigilance in the context of the tough financial environment and the budgetary pressures experienced by local authorities. Our audit and risk committee, which reviews finance, audit, risk and health & safety matters, is chaired by Neil Macmillan and includes Trustees Rosemary Hart and Martin Zahra.

Each year the committee reviews MacIntyre's financial systems, controls, risk management and risk registers, including key risks, financial results and balance sheet. It also reviews MacIntyre's budgets, cost management (including agency costs and service vacancies), cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

The committee met three times during the year to focus primarily on Finance, Risk, Health & Safety and Compliance. The committee received the reports in respect of the annual statutory audit report from our external auditors, Kingston Smith, from the Compliance Manager which included the results from Ofsted and the Care Quality Commission's audits of our Services, from the Health & Safety Manager which included the results of external audits undertaken by BSI and the committee also reviewed the corporate health and safety objectives and MacIntyre's Risk Register. In addition, our nominated safeguarding officer presented the safeguarding annual report to the committee and the Whistleblowing Policy was also subject to annual review.

### **Outlook for the next year**

Next year is our Golden Jubilee year and we have exciting plans to celebrate 50 years of MacIntyre. MacIntyre has grown significantly over the decades and has demonstrated its resilience and ambition and will continue to do so. But always with a focus on retaining our deep commitment to the existing people who we support and doing the right thing, making a positive and important contribution to the lives of children and adults with disabilities. We will continue to innovate in service delivery, work collaboratively with our funders and commissioners in a transparent way and invest in the skills of our people. We will understand the impacts of the Budget proposals for a national living wage. And it goes without saying that we will be tough on discretionary spend, vigilant on cost, firm on fee negotiations and effective in our day to day management.

On behalf of the Trustees I would like to thank everyone associated with MacIntyre for continuing to provide the environment in which we can flourish. I speak for all the Trustees when I thank all of our people for yet another year of incredibly hard work and commitment to MacIntyre.



**John Berriman, Chair**

## **MANAGING DIRECTOR'S REPORT**

### **Introduction**

I am delighted to provide this operational report in my capacity as Managing Director of MacIntyre. I would like to start with a personal tribute to Bill Mumford. In the 30 years that he worked for MacIntyre Bill dedicated himself to our organisation: both the people we support and those working for it. Working alongside him, I witnessed his commitment, conviction and creativity with many of our achievements and much of our reputation stemming from his passion and insights. Within MacIntyre he will always be associated with finding the time to meet and chat with our people, to get to the heart of what makes people tick but as importantly always checking that MacIntyre is serving the people we support and the workforce to the best of our abilities.

Externally Bill will be known for many a charismatic conference speech and debate and more recently associated with the phrases "it ain't what you do it's the way that you do it" and "people experience our behaviour not our values". These phrases characterise his belief that good social care is about people, relationships and the quality of human interactions. This belief, and his dogged determination to find practical ways of ensuring that every interaction is a Great Interaction, is a rich and warm legacy that will remain at the heart of MacIntyre's DNA for years to come and will continue to ripple through the social care sector.

### **We are proud of our past and ambitious for our future**

As we approach our 50<sup>th</sup> anniversary we have taken time to reflect on our past and plan for our future. We have explored with the people we support, families, staff, trustees and partners their views about our future, all of which have contributed to MacIntyre's evolving plan. This plan will be launched internally during the autumn of 2015 and then more widely in early 2016 – our Jubilee year.

Our heritage and track record means that the "Wellbeing Principles" of the 2014 Care Act, the principles of Personalisation and the characteristics of "Relational Care" sit comfortably with us and with our ambitions for the future. We aspire to provide excellent advice and support to every child and adult who we are in contact with irrespective of the type or degree of their disability. Our updated strategy will seek to set out how within the challenging economic climate we will achieve this and how today's decisions and activity will help us to build a sustainable future.

### **The People we support**

MacIntyre's primary purpose is to make a positive contribution to the lives of children and adults with disabilities. We make this contribution by developing and delivering a range of innovative and personalised education and support solutions enabling people to learn and live in a way that makes sense to them. We consistently challenge ourselves to do better by building on our "Great Interactions" work and by continually improving our knowledge and skills as we aspire to achieve excellence all of the time.

During the year we have strengthened the ways in which the voices of the people we support are heard and acted upon. The number of trained Person Centred Review Facilitators was increased to 150 facilitators and our aim for next year is to ensure that every person we support has access to a trained facilitator. Our "Side by Side" training will be rolled out in the autumn of 2015 enabling people we support and employees to learn and qualify together, resulting in a further step up in the numbers of Person Centred Facilitators and enabling people to facilitate their own person centred reviews.

## **MANAGING DIRECTOR'S REPORT**

During the year we developed further the "Working Together for Change" work that was developed initially by Helen Sanderson Associates and the Groundswell Partnership. The approach enables people to share information important to them and for the organisation to collate this alongside the information of others into themes and to use this feedback to help make organisational decisions. People we support from Bedfordshire, Hertfordshire, Warrington, The Wirral and West Cheshire contributed to Working Together for Change workshops facilitated by the Groundswell Partnership where they shared what was working well, what was not working quite so well and what in their view needed to be included in our plans for the future. This feedback alongside people's views captured in the 2014 survey has played a vital role in shaping our strategic plan.

We continued to embed the thinking and practice associated with the People Plus project that we developed in previous years with Community Catalysts and Groundswell. This project aimed to embed intentional ways of working that enabled people we support to develop their interests and to use their skills, gifts and talents in enterprising ways and in ways that help establish relationships and form community connections. The momentum is such that we now have participation from every part of MacIntyre and we have worked with an independent researcher to capture people's stories and to gather data that can evidence how a person's life has changed as a result of this work.

MacIntyre has a presence across England and Wales and we believe that we have a role to play in exploring the skills and the resources of local communities in support of finding innovative local solutions for complex health and social care issues. To this end we have continued to invest in our local structures, knowledge and skill, in open and transparent relationships with commissioners and in the development of innovative partnerships.

During the year we have supported a further 97 people in our adult services division bringing the total number of people supported to 927 adults. We have 274 adults who live in our registered care provision, 270 adults who are supported at home and 383 adults who access our lifelong learning services. Our Local Lives model of support for people who are moving away from treatment and assessment unit or who are in danger of being "placed" away from their familiar surroundings continues to grow with seven people joining us in Milton Keynes, Oxfordshire and Wrexham. Our established Shared Lives scheme in Warrington continues to grow and we are currently hosting a Shared Lives Scheme in Central Bedfordshire.

Our No Limits further education provision is based on the partnerships between MacIntyre and local further education colleges. These partnerships enable MacIntyre to provide flexible and community based further education for young people and we continue to grow. In total we support 153 students and have 13 college and school partnerships. This programme is vital in enabling young people with learning difficulties to live and learn locally and in ways that are flexible and tailored to their unique circumstances. A particular highlight earlier this year was when our Purple Arches Café, an enterprising student group, won the 2014 Aylesbury College Enterprise Award.

In February 2014 MacIntyre was awarded the contract to set up and run specialist Further Education in Camden for up to fifty students. The college will also offer short break residential support for seven students. The college is jointly commissioned by the London Borough of Camden and Westminster Kingsway College and will serve Camden and surrounding Boroughs. The College building is in the process of being refurbished and is due to open in the autumn of 2015.

Since the disappointing OFSTED inspection in March 2015 at Wingrave School where we were assessed as "requiring improvement" the new senior leadership team have instigated improvements. A recently commissioned independent assessment concluded

## **MANAGING DIRECTOR'S REPORT**

that good progress has been made in all areas. In particular the assessor noted the swift action that leaders had taken to introduce rigorous and targeted priorities for improvement and how they have raised expectations across the school and are ambitious about the quality of teaching and learning that will be delivered at MacIntyre. We have introduced a senior health advisor role who provides leadership to the school's substantive health and therapy and have strengthened governance oversight and monitoring including the introduction of twice termly quality board meetings where progress and performance in all areas is scrutinised.

MacIntyre continues to sponsor and invest in the MacIntyre Academy Trust which is led by Brenda Mullen. Endeavour Academy opened in September 2014 with 17 students. The second Academy Discovery is due to open in Nuneaton in September 2015. The Trust has been approved to open a Free School in Rugby which was confirmed by government announcement in September 2015. We have developed strong governance and operational links between the main charity and the Academy Trust and this will be further embedded as the Academy Trust grows.

MacIntyre has developed many partnerships over the years and we believe that creative and brave partnerships can result in better outcomes for people. This year we have strengthened our partnership with MacIntyre Housing Association, part of the Aragon Housing Group, who purchased and adapted a five bedroom house in Abingdon, Oxfordshire in February 2015 for three young men with complex needs associated to autism. We are developing with KeyRing a second tenant support network for people living in Warrington with a view to their informal networks of support growing and becoming more fruitful and their level of paid support reducing. We continue to work alongside Derbyshire County Council overseeing the Reps on Board Group who provide learning and development support to representatives of the local Partnership Boards. In December 2014 the group received a grant from the Police and Crime Commissioner for Derbyshire to support the Council's roll out of their Safe Places scheme.

In Warrington our Community Café continues to be the hub of the local area having relocated in September 2014 and our prestigious art gallery in the town goes from strength to strength. Warrington Learning Centre became a licensed Duke of Edinburgh provider and has supported two cohorts of young people with a learning disability to achieve their bronze and silver awards, with the current group going for gold.

### **Our Staff**

MacIntyre aims to continually raise standards in terms of knowledge and expertise and for developing new and innovative models of support and to build on our reputation for excellence. We recognise that our success is in the main down to our excellent workforce. We currently employ 1,984 people, and we are appreciative of their creativity, commitment and resilience at a time when we have not been in a position to pay an across the board salary increase. The government proposals for the introduction of a living wage are welcome and we are contributing to the sector discussions and engaging with our commissioners about affordability.

In addition to local networking, MacIntyre engages informally with staff in a number of ways. In the last year we held conferences for all managers and a best practice roadshow. In December 2014 that was attended by 500 people. Our social media activity remains a core communication tool with Facebook having 3000 followers and our newly developed intranet having 78 groups and 437 members. MacIntyre's learning and management system has been rebuilt this year to keep pace with technical developments, and to ensure it offers information, communications and resources as well

## **MANAGING DIRECTOR'S REPORT**

as hosting our elearning. The additional notice board feature is the "go to" place for specialist material relating to Dementia, Autism, Health and Great Interactions.

Our Staff Council elections took place in late 2014 and early 2015 with the Chair supporting the "Here to Hear" consultations sessions and the new members overseeing the application and judging phases for our Marjorie Newton Wright annual internal staff award celebrations and reviewing key policies such as lone working, disciplinary and whistleblowing.

We have strengthened our formal surveying of staff views and opinions by holding "Here to Hear" consultation sessions and workshops across all areas of the organisation. In December 2014 and January 2015 Bill Mumford and Sarah Burslem met with over 250 employees to explore what is currently working, what is not working and to gather ideas and views relating to our future. This feedback and rich pool of ideas made a significant contribution to our strategy discussions with a clear steer from our workforce for a strategic focus on quality. We aim to hold further Here to Hear engagement sessions, alongside the externally managed formal staff survey, year on year with sessions involving all directors scheduled for December 2015 and January 2016.

The workforce demographics within our sector are challenging with little respite in sight as the demand for health and social care rises. Our annual staff turnover fluctuates according to models of support and there is a noticeable variance in some geographical areas. However, it remains at 13% within our adult services division which is well below the sector average. We are delighted that 338 employees were recognised for working for more than ten years with us. We work closely with other providers, membership organisations and our staff council to benchmark recruitment and retention practice and to explore credible and exciting opportunities. Our vacancy levels and subsequent use of agency has been higher than we would like and this is a particular problem for us at Wingrave School in Buckinghamshire and for our services in the South East of England. We have restructured our corporate support services in ways that add value to local recruitment intelligence and planning and we have updated the Recruiting to the MacIntyre Profile process ensuring that the people who use our services are fully involved at all stages of the recruitment process.

MacIntyre is a Gold Investors In People provider with Champion status. During the year we hosted and facilitated four external Champion events that were attended by approximately 100 businesses and were very proud to have been a runner up in the prestigious IIP international awards for this Champion work. In early 2015 we were selected as one of 60 organisations to pilot the new IIP standard and the Internal Review team, made up of five employees from across the roles within MacIntyre, will act as assessors for this pilot assessment.

We have continued to invest in the development of our workforce with a focus in the year on updating the essential building blocks of induction ensuring that the requirements of the Care Certificate are adequately aligned. During the year 213 people embarked on an accredited qualification in education or health care, 89 managers registered on the Certificate in Leadership and 13 senior managers completed the Institute for Public Care (IPC) level 7 Leadership programme. Our approach to delivery has become more diverse as the profile of teams become more variable and the geographical spread more far reaching. Face to face training in our specialist areas such as Autism, Dementia and Positive Behaviour Support (PBS) has increased and we have seconded a handful of people into specialist support roles. Our elearning team continues to build material of excellent quality and 19,334 on line modules were completed during the year.

## **MANAGING DIRECTOR'S REPORT**

We have developed a mentoring accredited programme and during the year this was completed by 11 people and we will be rolling this out across the organisation next year. We have plans to support our leaders with their training and development and will be holding an Inspiring Leaders conference for all managers in October 2015.

We were shortlisted for a Skills for Care Accolade in the category of best recruitment initiative and at the national Learning Disabilities Awards we had shortlisted candidates for manager and support worker of the year and Jess Hills and her mother Jo Allmond were shortlisted for the "making a difference" category that was the result of the publication of Jess' book, *The Goth Fairy*, and her pioneering work with young people and schools.

### **Quality**

We are very proud of what we have achieved over the years and of our distinctive characteristics that have defined everything that we have done. These characteristics are now defined in MacIntyre's DNA but in 1966 they were defined in our founder, Ken Newton Wright's, visionary belief of the "learning potential of people with learning disabilities, their value as individuals, their right to equality and their importance to society".

This year we have updated the description of our DNA following a consultation exercise with the children, young people and adults that we support. They developed and launched a new set of promises in November 2014 to replace the former commitments and the DNA now reflects greater ambition, places a greater emphasis on a person's wellbeing and highlights the importance of outcomes for each person.

The concept of Great Interactions lies at the heart of MacIntyre's DNA and during the year we contracted with the Open University Faculty of Health and Social Care who undertook a research project to evaluate the impact of Great Interactions on a person's quality of life. The researcher met people we support, their families, MacIntyre employees and other organisations who have adopted this approach. They concluded that there was compelling evidence that our Great Interactions culture and activity does deliver better outcomes for people. This research has provided us with much needed baseline data and provided an impetus for the current phase of our Great Interactions strategy.

We continue to build on our reputation for innovation and excellence ensuring that we evidence excellent knowledge and skills in everything that we do. We are supporting more and more young people with complex needs and are committed to the continuation of support to people as they get older. With this in mind we have invested heavily in equipping our workforce to be the very best practitioners when supporting the education and care for children, young people and adults with autism, people with dementia and people who need support to positively manage their behaviour. We continue to employ a number of highly skilled specialists who are experts in their field and ensure that we use research based evidence to influence our support models and practice. We have seen our Specialist Best Practice groups grow in size and scope over the year. These groups have representation from across the organisation and develop best practice material and training material. Our Dementia Best Practise group is attended by Beth Britton, one of Britain's leading campaigners on dementia, who also supports us with our diagnosis work and our auditing of quality. During the last year we have presented, with Beth, the work of the Dementia Best Practice group at Alzheimer's Europe in October 2014, the first time that the issue of dementia and people with a learning disability was on the agenda, and displayed our work at the Dementia Congress in Brighton in December 2014. The Autism

## **MANAGING DIRECTOR'S REPORT**

best practice group is supported by Sarah Hendrick, an independent autism trainer, consultant and coach, and has this year developed our autism strategy.

During the year we carried out an extensive review of policies and practice for supporting people with complex health needs and behaviour of concern. We have developed a strong partnership with the British Institute for Learning Disabilities' (BILD) Centre for the Advancement of Positive Behaviour Support (PBS) and are the first organisation to train a group of BILD Positive Behaviour Support Coaches. PBS is now embedded in MacIntyre's DNA and we have invested in two specialist posts, one who takes the lead on PBS and is an autism coach and one who will provide leadership support to the PBS team at our school. Both are undergoing training as Behaviour Analysts and overseeing the work of the PBS Best Practice group as they deliver staff training and undertake functional analysis and PBS planning with teams across the country.

We continue to celebrate best practice and the voice of the people we support through the Great Interactions blog that is updated with new stories weekly attracting an average "hit" rate of 1200. MacIntyre stories are featured on YouTube and added to monthly. The "Mag" is an internal news magazine edited by people using MacIntyre services and issued quarterly.

Last year marked the two year mark of our five year plan to ensure that all information used by MacIntyre is fully accessible and presented in "Easy Read" versions. MacIntyre has employed a number of people with a learning disability who will lead on this work and who will ensure that the quality of Easy Read in MacIntyre meets the agreed standards.

### **Sustainability**

We see ourselves as a growing organisation and have ambitious targets. Our growth will enable us to continue to invest in quality, to meet local demand while protecting our small margins. We will focus future growth on those areas where we have most to offer; where staff skills and organisational expertise really matter. These are likely to be services which are bespoke or specialist such as our No Limits and Local Lives services. We have a dedicated director role overseeing our growth plan and providing support for local teams who are responding to local organic growth. We have good relationships with our local commissioners and have invested time and money in understanding the local market place and local communities. We were successful with our bid for Camden College, and for new adult services in Wrexham, Hampshire and Wigan and have successfully completed 5 framework applications as part of our formal tendering in the year. We are now also an accredited provider for adult services with the Welsh regulator (CSSIW) and gearing up for the Social Services and Wellbeing (Wales) Act that comes into force in April 2016.

We have maintained a focus on our core quality and compliance building blocks and our compliance record remains good in adult services with 93% of inspections resulting in a good rating. Our Head of Compliance is a member of the CQC co-production group who have been instrumental in developing the implementation detail of the new regulations. We have retained our BSI accreditation and internal Health and Safety audits for the period have evidenced good progress in addressing mitigation for our top risk areas.

The safeguarding of our children, young people and adults is of paramount importance and we consistently explore ways of reinforcing our open and responsive culture. A degree of independent oversight and challenge is important and we continue to work collaboratively with the Ann Craft Trust. The Trust's CEO, Deborah Kitson, chairs our safeguarding steering group that is represented by all areas of the organisation. The

## **MANAGING DIRECTOR'S REPORT**

group met four times in the year and reviewed policy and procedures in line with the Care Act requirements. During the year MacIntyre with support from the ACT have developed a specialised safeguarding assessment for every person supported by MacIntyre and implemented a Safeguarding Competency Review for every practitioner in MacIntyre. MacIntyre played a major role as a pilot partner for the Trust's "Abuse or Poor Practice" research".

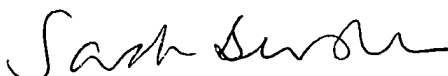
We have intentionally connected with local and national organisations and community groups. Local connections and networks are essential to ensure that people we support contribute to and benefit from their local communities. From an organisation wide perspective we use external research and sector knowledge to help us make decisions and to make a contribution to the collective knowledge and competence. We are represented on all networking groups facilitated by the Voluntary Organisation Disability Group (VODG) and by Housing and Support Alliance (HSA) and are a stakeholder for the development of the NICE guidance and standards for people with a learning disability and challenging behaviour.

We upgraded our new website in January 2015. Our small marketing and fundraising team are skilled at helping raise our profile locally and raise amounts of money and grants in support of our specialisms and added value equipment. We exceeded our fundraising target that contributed to the refurbishment and reopening in the summer of 2014 of our Great Holm facility in Milton Keynes, which includes a community centre, workshops, hydro pool and café.

We are grateful to Puratos, Activa and Pin Point media who made MacIntyre their charity of the year and to the Mayors of Milton Keynes and Warrington who also chose to support us as their charity of the year.

We look forward to our Jubilee celebrations next year and some preparatory work has been undertaken already. We were delighted to receive a grant from the Heritage Lottery Fund to enable us to create an archive of our Memories. Through the project we will document 50 years of learning disability provision by MacIntyre. We have not previously attempted to create a social history of this material and believe this project will serve as valuable historical information both for our own records and for the sector. We have been working with an award-winning photographer, Polly Braden, to create an exhibition and book capturing pictures that depict the daily lives and interactions between our staff and people we support. A number of these images have already been released to us and are being used on our website and marketing materials. This photographic exhibition will be hosted at the Bradford National Media Museum at the early part of our Jubilee year and then will travel to local events as the year progresses.

I am incredibly proud to lead MacIntyre at this time and am grateful to everyone who has contributed to our ongoing success. We have universally embedded a strong culture that has Great Interactions at its heart across all of our education and support activities, and will continue to use the facilitation skill to empower and facilitate more creative and ambitious outcomes for people. We look forward to celebrating our achievements during our Jubilee year and ensuring that MacIntyre continues to be a great place to live, learn and work.



**Sarah Burslem**  
**Managing Director**

## **TRUSTEES' REPORT**

### **Statement of Trustees' Responsibilities – Charitable Company**

The Trustees (who are also directors of MacIntyre Care for the purposes of company law) 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 Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company 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.

### **Corporate Governance**

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. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the charity 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 the charity, or for publication, is reliable and;
- the charity complies with relevant laws and regulations.

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

### Public Benefit

We have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

### Charities and Public Benefit

The Charities Act 2011 placed a requirement on the Charity Commission to produce a guide to charities on the newly created public benefit requirement. Trustees are required by the Act to have regard to the Guidance in their decision making.

#### First Principle: there must be an identifiable benefit

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 the Charity 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.

#### Second Principle: benefit must be to the public or a section of the public

The beneficiaries of MacIntyre are without exception children and adults who have learning and or physical disabilities.

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 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 and is fully inclusive in ensuring the widest uptake of beneficiaries.

Perhaps most importantly, not all of the Charity'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. The charity also uses its charitable resources to fund service innovation within the disability sector. There are therefore many services provided for the public for which no fees are charged.

### Risk Management

The Trustees regularly consider the major risks to which the charity is exposed and systems have been established to mitigate those risks. Internal risks are minimised by the use of procedures for authorisation of all transactions and projects and to ensure

## **TRUSTEES' REPORT**

consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure they still meet the needs of the charity. The Trustees meet annually with management to develop and maintain an overview of corporate strategy.

In addition the charity has a sector leading accreditation of our Health and Safety Policy and Procedures with the British Standards Institute (OHSAS 18001). Being the first charity to receive this award it is a significant achievement and a measure of the priority given to safe working practices within the charity. The charity has entered into a contract with the BSI to maintain this accreditation through on-going, six monthly external audits.

### **Statement of Disclosure to Auditor**

- (a) So far as the Trustees are aware, there is no relevant audit information of which the charity's auditors are unaware and;
- (b) 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.

### **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 the requirements of the charity's cash flow.

### **Reserves Policy**

The Trustees have considered the Charity Commission guidance on reserves in updating their 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. The charity manages its financial performance to deliver a small surplus to meet its investment plans. With the nature of the services operated by MacIntyre much of the investment is into fixed assets. The investment in our schools and care homes is an essential part in securing future revenue streams and ensuring our services offer the best environments for all the individuals who use them.

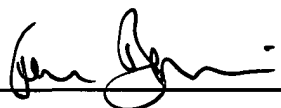
The organisation has very few costs which are not directly attributable to services and therefore it is not considered appropriate for MacIntyre to hold significant free reserves which are not invested for the best advantage of all beneficiaries of the organisation. MacIntyre is in a strong and sound financial position with a fixed asset base of £17m. The Trustees consider this to be the most appropriate reserves planning for the organisation and sufficient to meet any short terms needs that may arise.

The Trustees have considered the risk to the organisation and consider that free reserves not invested in fixed assets would only be required to cover non direct service costs in the very unlikely event that MacIntyre did not have any continuing service contracts covering these costs. Therefore a target of £1m would allow for between 3 and 6 months cover of all non service costs to continue the business of the organisation.


## TRUSTEES' REPORT

MacIntyre level of free reserves at 31 March 2015 not invested in fixed assets is £670k. This is currently less than our target level and MacIntyre will continue to work to reach the target levels of reserves.

Approved on behalf of the Board: on 24/9/2015



JOHN BERRIHAN



NEW MACMILLAN

**AUDITORS REPORT**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MACINTYRE CARE**

We have audited the financial statements of MacIntyre Care for the year ended 31 March 2015 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 company's members those matters 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.

**Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 6 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. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its 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.

## AUDITORS REPORT

### Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

### Matters on which we are required to report by exception

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:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or

*Kingston Smith LLP*

Neil Finlayson (Senior Statutory Auditor)  
for and on behalf of Kingston Smith LLP, Statutory Auditor

Date 30/10/2015

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME & EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2015**


	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2015 £'000	Total 2014 £'000
<b>INCOME AND EXPENDITURE</b>					
<b>INCOMING RESOURCES</b>					
Voluntary Income:					
Donations and legacies	3(a)	507	230	737	541
Activities for generating funds:					
Investment income and interest		7	-	7	11
Incoming resources from charitable activities:					
	2				
Registered Care Services		16,093	-	16,093	16,910
Personalisation Services		16,977	-	16,977	15,046
Children and Young People Services		11,418	-	11,418	13,362
<b>TOTAL INCOMING RESOURCES</b>		<u>45,002</u>	<u>230</u>	<u>45,232</u>	<u>45,870</u>
<b>RESOURCES EXPENDED</b>					
<b>CHARITABLE EXPENDITURE</b>					
Costs of generating voluntary income:					
	3(c)				
Fundraising Costs		21	-	21	5
Trading Costs		-	-	-	-
Charitable activities:					
Registered Care Services		15,942	54	15,996	16,542
Personalisation Services		16,971	57	17,028	14,919
Children and Young People Services		12,772	39	12,811	13,937
Governance Costs		27	-	27	22
<b>TOTAL RESOURCES EXPENDED</b>	3(c)	<u>45,733</u>	<u>150</u>	<u>45,883</u>	<u>45,425</u>
<b>NET INCOME (EXPENDITURE) FOR THE YEAR</b>					
		(731)	80	(651)	445
Transfer between funds	12	50	(50)	-	-
<b>TOTAL FUNDS BROUGHT FORWARD</b>		<u>19,789</u>	<u>318</u>	<u>20,107</u>	<u>19,662</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>					
	12	<u>19,108</u>	<u>348</u>	<u>19,456</u>	<u>20,107</u>

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.

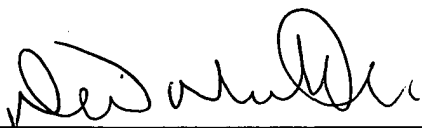
## BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2015

	Notes	2015 £'000	2014 £'000
<b>FIXED ASSETS</b>			
Tangible Assets	7	16,991	17,270
		<u>16,991</u>	<u>17,270</u>
<b>NET CURRENT ASSETS</b>			
Stocks	8	5	5
Debtors	9	6,207	6,924
Cash at bank and in hand	15	1,814	1,948
		<u>8,026</u>	<u>8,877</u>
<b>CREDITORS:</b>			
Within one year	10	<u>(5,092)</u>	<u>(5,559)</u>
<b>NET CURRENT ASSETS</b>		<u>2,934</u>	<u>3,318</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>19,925</u>	<u>20,588</u>
Long Term Liabilities:			
Amounts falling due after one year	11	<u>(469)</u>	<u>(481)</u>
		<u>19,456</u>	<u>20,107</u>
Restricted Funds	12	348	318
Unrestricted funds:			
General Reserve	12	670	1,256
Designated funds	12	18,438	18,533
<b>TOTAL FUNDS</b>		<u>19,456</u>	<u>20,107</u>

Approved on behalf of the board: on 24/9/2015



JOHN BARRIMAN



NEW MACMILLAN

Company Number 894054

**CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2015**

	Notes	2015 £'000	2014 £'000
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	19	250	(221)
<b>RETURNS ON INVESTMENTS AND SERVICING OF FINANCE</b>			
Interest received		7	11
<b>NET CASH INFLOW FROM RETURNS ON INVESTMENTS AND SERVICING OF FINANCE</b>		257	(210)
<b>CAPITAL EXPENDITURE</b>			
Purchase of fixed assets (net)		(391)	(2,636)
<b>(DECREASE)/INCREASE IN CASH</b>		(134)	(2,846)

**NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015**

**1. ACCOUNTING POLICIES**

***Basis of preparation***

The financial statements are drawn up in accordance with applicable accounting standards, in addition to the Statement of Recommended Practice "Accounting and Reporting by Charities" 2005 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

***Income recognition***

General donations and grants are credited to revenue when they are receivable. Donations in kind are valued by the Trustees at estimated market value and included in donations when receivable.

All donations and grants which are received subject to specific conditions imposed by the donor are recorded as Restricted Funds and shown as such on the Balance Sheet. Expenditure is allocated against these funds as it is incurred.

Donations and grants received for specific capital projects are recognised as income when received and held in restricted funds. Amounts relating to fixed asset purchases are held within restricted funds and amortised in line with the depreciation of the related fixed asset.

Fees received in advance of care services provided are held within deferred income until the period to which they relate.

***Resources Expended***

Expenditure is accounted for on an accruals basis. All costs are charged gross where VAT is irrecoverable. All grants paid are to individuals.

Where costs relate directly to a particular activity they are allocated to that activity.

Central support costs are allocated to activities as follows:

Based on % of income =     35% Registered Care Services (2014 37%)  
                                      38% Supported Living Services (2014 33%)  
                                      26% Children and Young People Services (2014 30%)

Governance Cost: (inclusive of non-recoverable VAT) include audit and non audit costs, legal advice for Trustees and costs related to statutory requirements.

***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.

**NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015**

**ACCOUNTING POLICIES (CONTINUED)**

***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
Short term Leasehold	-	period of the lease
Equipment and furnishings	-	15% - 33% per annum
Motor vehicles	-	25% 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.

***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.

***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.

**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.

**3. NET INCOMING RESOURCES**

**(a) Donations and Legacies**

MacIntyre thanks all donors who have contributed to the work and the organisation during the year.

## NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015

## NET INCOMING RESOURCES (CONTINUED)

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

	2015 £'000	2014 £'000
Warrington Community Cafe	13	13
Reps on Board	42	35
No Limits Oxford Education	-	2
Internal Training	17	31
Finance	2	2
Family Footings	96	21
Total Grants Received	<u>170</u>	<u>104</u>

- (c) Analysis of Cost

	Direct Costs £'000	Restricted Project £'000	Designated Expenditure £'000	Support & Other £'000	2015 Total £'000	2014 Total £'000
Registered Care Services	13,442	54	54	2,446	15,996	16,542
Personalisation Services	14,331	57	58	2,582	17,028	14,919
Children & Young People Services	10,966	39	39	1,767	12,811	13,937
	<u>38,739</u>	<u>150</u>	<u>151</u>	<u>6,795</u>	<u>45,835</u>	<u>45,398</u>
Governance Costs				27	27	22
Costs of generating funds				21	21	5
	<u>38,739</u>	<u>150</u>	<u>151</u>	<u>6,843</u>	<u>45,883</u>	<u>45,425</u>

## NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015

## (d) Analysis of Support Costs

	Registered Care Services £'000	Personalisation Services £'000	Children and Young People Services £'000	2015 Total £'000	2014 Total £'000
<b>Support Costs:</b>					
Training	239	253	173	665	702
IT	58	61	42	161	161
Standards & Excellence Management & Administration	111	117	80	308	243
Finance & HR	1,334	1,408	963	3,705	3,818
	704	743	509	1,956	1,939
	<u>2,446</u>	<u>2,582</u>	<u>1,767</u>	<u>6,795</u>	<u>6,863</u>

## (e) Analysis of Governance Costs

	2015 £'000	2014 £'000
<b>Governance Costs:</b>		
Audit fee	22	22
Costs relating to statutory requirements	<u>5</u>	<u>22</u>
	<u>27</u>	<u>22</u>

## (f) Surplus is stated after charging

	2015 £'000	2014 £'000
Depreciation	670	612
Operating Leases		
- Equipment & Vehicles	560	557
- Buildings	171	80
Audit fees	30	30

**NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015****4. EMPLOYEES**

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

	2015 No.	2014 No.
Registered Care Services	569	494
Personalisation Services	802	898
Children and Young People Services	368	550
Management and Administration	108	167
	<u>1,847</u>	<u>2,109</u>

**Staff costs during the year amounted to:**

	2015 £'000	2014 £'000
Wages and Salaries	30,914	31,272
Social Security Costs	2,299	2,345
Other Pension Costs	583	561
	<u>33,796</u>	<u>34,178</u>
Agency Staff Costs	<u>2,212</u>	<u>1,334</u>
	<u>36,008</u>	<u>35,512</u>

The Charity contributes to a defined contribution 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.

MacIntyre Care is recognised as an employer within the Teachers' Pension Scheme. The total pension costs of the Charity are disclosed above.

**Employee emoluments:**

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

	2015 No.	2014 No.
£110,001 - £120,000	1	1
£80,001 - £90,000	2	2
£70,001 - £80,000	3	3
£60,001 - £70,000	<u>2</u>	<u>2</u>

The total employer's pension contributions for the above higher paid employees during the financial year, was £47,200 (2014: £47,200).

**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. TAXATION**

The charitable company is exempt from corporation tax on its charitable activities and other group companies have made gift aid donations of their profits to MacIntyre Care.

## NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015

## 7. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Total £'000
Cost:					
At 1 April 2014	19,599	530	671	4,280	25,080
Additions	129	-	-	262	391
At 31 March 2015	<u>19,728</u>	<u>530</u>	<u>671</u>	<u>4,542</u>	<u>25,471</u>
Depreciation:					
At 1 April 2014	3,064	514	598	3,634	7,810
Charge for the year	380	2	47	241	670
At 31 March 2015	<u>3,444</u>	<u>516</u>	<u>645</u>	<u>3,875</u>	<u>8,480</u>
Net Book value:					
At 31 March 2015	<u>16,284</u>	<u>14</u>	<u>26</u>	<u>667</u>	<u>16,991</u>
At 1 April 2014	<u>16,535</u>	<u>16</u>	<u>73</u>	<u>646</u>	<u>17,270</u>

The freehold property addition during the year included the redevelopment of our Milton Keynes Learning Centre.

## 8. STOCKS

	2015 £'000	2014 £'000
Finished goods and goods for sale	5	5
	<u>5</u>	<u>5</u>

## NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015

**9. DEBTORS**

	2015 £'000	2014 £'000
Trade Debtors	5,595	6,297
Other Debtors	148	146
Prepayments	449	465
Accrued Income	15	16
	<u>6,207</u>	<u>6,924</u>

**10. CREDITORS:** amounts falling due within one year

	2015 £'000	2014 £'000
Trade Creditors	704	845
Other Taxes and Social Security	589	639
Fees In Advance – Deferred Income	2,227	2,769
Other Creditors	860	608
Accruals	712	698
	<u>5,092</u>	<u>5,559</u>

**11. LOANS**

## Analysis of Loans:

	2015 £'000	2014 £'000
Wholly repayable within 5 years	25	25
Not wholly repayable within 5 years - Other than by instalments	444	456
	<u>469</u>	<u>481</u>

Loans of £444,000 were provided by Health Authorities by way of Section 64 grants to facilitate the resettlement of disabled people from long stay hospitals in accordance with the Government's Care in the Community policy; these are interest free and secured on the company's freehold properties, purchased for this purpose, and are only repayable if the properties cease to be used for providing residential care. In such an event the repayment would be satisfied by transfer of the related properties or by sale proceeds from the related properties. These loans are reduced annually in line with depreciation on related properties.

A loan of £25,000 is interest free and repayable at 12 months notice to an individual who is a supporter of MacIntyre's work.

## NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015

**12. 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 company in accordance with the donors' specific requests.

	Unrestricted		Restricted	Total
	General	Designated	Funds	
	Funds	Funds	Funds	
	£'000	£'000	£'000	£'000
At 31 March 2014	1,256	18,533	318	20,107
Net Incoming Resources	(913)	182	80	(651)
Transfer Between Funds	327	(277)	(50)	-
At 31 March 2015	<u>670</u>	<u>18,438</u>	<u>348</u>	<u>19,456</u>

***Purposes of Restricted Funds***

The restricted funds balance is comprised 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.

***Purpose of Designated Funds***

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, and not funded through statutory entitlements.

The Trustees have designated funds under the following categories:

- (a) Your Money Fund – for individuals with disabilities who use MacIntyre Care services to apply for grants. This is aimed at people with little disposable income of their own and typically funds holidays and personal belongings.
- (b) Great Interactions Fund – to encourage activities for individuals with learning disabilities and their staff, which encourage the great interaction between individuals and their support staff.
- (c) Jubilee Projects – the organisation will reach its 50<sup>th</sup> anniversary in 2016. In marking this milestone MacIntyre is investing in a number of sector relevant projects including a history of social care, a photographic project and a research project on Great Interactions.
- (d) Sponsorship of MacIntyre Academies Trust – MacIntyre has invested in the secondment of a senior manager to develop the MacIntyre Academies Trust to further enhance education services available to young people with learning disabilities.

**NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015**

- (e) General Projects - funds are allocated to initiatives undertaken by MacIntyre Care which promote innovation within the learning disability sector. An example includes Celebrating Families, a project which assists families with children with disabilities to plan for the future.

**13. PENSIONS**

- a. The company operates a defined contribution pension scheme for employees. The total pension cost for the charitable company during the year was £481,469 (2014 £561,000). The charity contributed £31,387 (2014: £56,683) to a money purchase pension plan in respect of the employees whose emoluments were in excess of £60,000.
- b. The charity participates in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. This is a multi-employer defined benefits pension scheme and it is not possible or appropriate to consistently identify the liabilities of the TPS which are attributable to the Charity. As required by FRS17 "Retirement Benefits", the School accounts for this scheme as if it were a defined contribution scheme.

Under the TPS Agreement, employer contribution rates from 1 April 2015 are continuing at 14.1% with employee rates varying between 6.4% and 11.2%.

The pension charge for the year includes contributions payable to the TPS of £94,390 (2014: £96,690). At the year-end £7,865 (2014: £8,059) was accrued in respect of contributions to this scheme.

**14. OPERATING LEASE COMMITMENTS**

The company has the following annual commitments under non-cancellable operating leases at 31 March:

	Land and Buildings		Other	
	2015	2014	2015	2014
	£'000	£'000	£'000	£'000
Operating leases which expire:				
Within one year	171	80	67	63
Within two to five years	126	310	295	341
After more than five years	179	136	-	-
	<u>476</u>	<u>526</u>	<u>362</u>	<u>404</u>

**NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015****15. MOVEMENTS IN CASH AND CASH EQUIVALENTS**

	2014 £'000	Change in Year £'000	2015 £'000
Cash at bank and in hand	1,948	(134)	1,814
	<u>1,948</u>	<u>(134)</u>	<u>1,814</u>

**16. RELATED PARTY TRANSACTIONS**

No goods or services were purchased from companies connected with the Trustees. Some donations were received from Trustees in the normal course of business.

MacIntyre Academies Trust, a company limited by guarantee, was incorporated in December 2012. This is a related party to MacIntyre Care as Trustees and Members are connected between the two organisations.

MacIntyre Academies opened its first school in September 2014. Endeavour Academy opened with 17 students and during the first academic year a number of students were also supported at Endeavour House, a residential children's home. The income during its first year was £1.7m. A second school, Discovery Academy in Nuneaton opened in September 2015.

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

Fund balances as at 31 March 2015 are represented by:

	General Funds £'000	Unrestricted Designated Funds £'000	Restricted Funds £'000	Total Funds £'000
Tangible Assets	16,991			16,991
Net Current Assets	1,142	1,444	348	2,934
Long Term Liabilities	(469)			(469)
Total Net Assets	<u>17,664</u>	<u>1,444</u>	<u>348</u>	<u>19,456</u>

**18. CAPITAL COMMITMENTS**

There are no capital commitments as at 31 March 2015.

## NOTES TO FINANCIAL STATEMENTS AT 31 MARCH 2015

## 19. NOTES TO THE CASHFLOW STATEMENT

(a) Reconciliation of net incoming/(outgoing) resources for the year:

	2015 £'000	2014 £'000
Net incoming/(outgoing)resources after interest	(651)	445
Interest	(7)	(11)
Loss on Disposal	-	17
Non Cash Item:		
Depreciation – Net of loan amortisation	670	612
(Increase)/Decrease in debtors	717	(1,287)
Increase/(Decrease) in creditors	(467)	14
Increase/(Decrease) in long term loan	(12)	(11)
Net Cash inflow/(outflow) from operating activities	<u>250</u>	<u>(221)</u>

## b) ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2014 £'000	Cash Flows £'000	Non Cash Movements £'000	31 March 2015 £'000
Cash at bank and in hand	1,948	(134)	-	1,814
Debt due after one year	(481)	-	12	(469)
	<u>1,467</u>	<u>(134)</u>	<u>12</u>	<u>1,345</u>