



**MacIntyre**

Providing support...your way

# MacIntyre Care

## Report and Financial Statements Year Ended 31 March 2021

Registered Charity 250840

Company Registration Number 894054 (England and Wales)



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## **Legal & Administrative Details**

### **Trustees**

John Berriman (Chairman)  
Ranjit Bhose  
Adam Goldstein  
Rosemary Hart  
Dr Dragana Josifova  
Neil Macmillan  
Pam Meek  
Ruth Smyth  
Duncan Strachan  
Nikki Williams-Ellis MBE  
Rachel Taylor  
Martin Zahra

### **MacIntyre Care Director Team**

#### **Sarah Burslem**

Chief Executive  
sarah.burslem@macintyrecharity.org

#### **Claire Toombs**

Chief Operating Officer, Finance Director and Company Secretary  
claire.toombs@macintyrecharity.org

#### **Helen Bass**

Workforce Director  
helen.bass@macintyrecharity.org

#### **Seb Moh**

Adult Services Director  
seb.moh@macintyrecharity.org

#### **Laura Selby**

Adult Services Director  
laura.selby@macintyrecharity.org

#### **Kevin Rodger**

Group Director of Education and Children's Services  
kevin.rodger@macintyrecharity.org

Each of Emma Killick, Becs Gratton, Natalie Macpherson, Rachelle Russell and Andrew Moran served as members of the Director team for a part of the year ended 31<sup>st</sup> March 2021.

## **Board Committees and Taskforces in the year ended 31<sup>st</sup> March 2021**

### **Audit, Risk & Safeguarding**

Rosemary Hart  
Duncan Strachan  
Rachel Taylor \*

### **Digital**

Adam Goldstein  
Faisal Uddin \*\* (co-opted 15<sup>th</sup> July 2020)  
Martin Zahra \*

### **Education**

Adam Goldstein \*  
Dragana Josifova  
Neil Macmillan  
Pam Meek

### **Governance**

John Berriman  
Ranjit Bhose  
Rosemary Hart \*  
Pam Meek  
Martin Zahra

### **Nominations**

John Berriman \*  
Rosemary Hart  
Rachel Taylor

### **Property**

Rosemary Hart  
Nikki Williams-Ellis MBE \*

### **Remuneration & Wellbeing**

Ruth Smyth (Appointed Chair from 1<sup>st</sup> May 2021)  
Duncan Strachan \*  
Nikki Williams-Ellis MBE

### **Covid-19 taskforce**

John Berriman \*  
Rosemary Hart (Vice Chair)  
Neil Macmillan  
Rachel Taylor  
Martin Zahra  
Nikki Williams-Ellis MBE

**MacIntyre Academies Trustees**

Sarah Burslem (representing MacIntyre Care)  
Tony Greenwood MBE  
Amy Patel  
Neil Macmillan \*  
Charlotte May (Vice Chair)  
Martin Zahra

\* denotes committee chairs

\*\* denotes co-opted committee member

Following the year end, a number of changes to the structure of the committees were approved by the Board. It was agreed to: establish a separate Safeguarding & Quality committee, to be chaired by Pam Meek; incorporate the Nominations committee into the existing Governance committee, with Rosemary Hart as Chair; and incorporate the property committee into a finance, audit & risk committee (including compliance) to be chaired by Rachel Taylor.

**Principal and Registered Office**

602 South Seventh Street  
Central Milton Keynes  
Buckinghamshire MK9 2JA  
Telephone: 01908 230100  
Website: [www.macintyrecharity.org](http://www.macintyrecharity.org)

Company Registration No: 00894054 (England and Wales)

Registered Charity No: 250840

**Advisors to the Charity****Auditors**

**Moore Kingston Smith LLP**, Devonshire House, 60 Goswell Road, London EC1M 7AD

**Bankers**

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

**Solicitors**

**Blake Morgan LLP**, Seacourt Tower, West Way, Oxford, OX2 0FB

**Anthony Collins LLP**, 134 Edmund Street, Birmingham, B3 2ES

# Strategic Report

I am delighted to provide this strategic report for the year ended 31<sup>st</sup> March 2021 in my role as Chair of MacIntyre Care. The accompanying impact report of our Chief Executive (CEO) provides an insight into the strategic choices we have made and the actions and outcomes that underpin them and the crucially the impact we have made in the year. The Trustee report which follows provides a comprehensive understanding of how we undertake our governance responsibilities in MacIntyre Care. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.



Chair: John Berriman and his brother James

## **An Historical Perspective**

We have been providing education and care services to children and adults since the late 1960s. We started with one small residential school in Bedfordshire and we continue to this day to support a number of people who were educated at the school when it first opened, including my brother. We are relatively unusual amongst our peer group for providing a full range of services across the age groups, from children to adults and the elderly.

At the time of first opening, MacIntyre Care stated that "it was expected that the children will be with us for their lifetimes, for our purpose is to provide not only special education to the extent of each child's capability, but occupational training and employment in adulthood". So, the concept of children's education and care and adult care, training and employment have been core central tenets of MacIntyre Care from day one and remain to this day. We are however sadly not able to offer lifetime care as that is in the hands of commissioning authorities. But we can and indeed do our very best to deliver the highest quality services and seek to persuade those who commission us that we should be and continue to be a trusted service provider.

Strategy and Purpose

## **Strategy and Purpose**

Our strategy, which is refreshed regularly and widely communicated across MacIntyre Care, is styled "we are proud of our past and ambitious for our future". Our vision is for all people with a learning disability to live a life that makes sense to them. Our mission is to support a sense of wellbeing through a celebration of each person's unique gifts, talents and contributions, the quality of our relationships and ensuring the promotion of real opportunities to connect with others. Our purpose is to achieve excellence in everything we do.

Our primary purpose is to make a positive contribution to the lives of children and adults with a learning disability and or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships.

Our secondary purpose is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

It is clear that there remains a significant appetite for the range of innovative specialist services that we provide and, more importantly, the way in which we provide them - the MacIntyre Care way. We continue to focus on whether, and if so how, to share resources or collaborate with other charities in the sectors in which we operate.

We are clear that we would only enter into new collaboration arrangements with those with whom we share common values or where we can make an incremental difference by working together, or as a means of enhancing our brand and making sure that we can bring the MacIntyre Care way to a wider range of people whom we can support. We already have a number of collaboration arrangements in place with other charities and we will continue to look for further opportunities in line with our strategic criteria.

### **Covid-19**

Operationally, it has been one of the most challenging years in our history, with Covid-19 overshadowing all that we had on our agenda. Over the 22 month period from March 2019 to the date of this report, very sadly six of the 1500 people we support and two of our 2200 staff members died within 28 days of a positive Covid-19 diagnosis. There is deep sadness in MacIntyre Care about each death but also a knowledge that we did all that we could to keep everyone we support and employ as safe as possible during the pandemic.

We have proved our resilience in a crisis and our staff across the country stepped up to the Covid-19 challenges that were inevitably posed of them. Trustees acknowledge the quality of the working relationships that management have established with our funding commissioners, whom we also thank for their ongoing support. These relationships have been tested extensively during the Covid-19 pandemic.

### **Finances**

The MacIntyre Care group had total incoming resources of £67.2m in 2021 (£69.1m in 2020), which is a 3% decrease in the year. This follows a strong growth of 16% in the previous year and 10% the year before that. MacIntyre Care grew 5% (having grown 1% in the previous year) with total incoming resources of £53.9m in 2021 compared to £51.4m in 2020. MacIntyre Academies grew 18% (10% in the previous year), with total incoming resources of £11.3m in 2021 compared to £9.5m in 2020.

The group generated an unrestricted fund surplus in the year of £0.9m (deficit in the previous year of £1.4m, before utilising charitable funds of £0.5m MacIntyre Care generated a surplus in the year of £1.3m, compared to a deficit (excluding donations and legacies received or expended) in the previous year of £1m. MacIntyre Care also utilised charitable funds of £0.5m in the year (£0.5m in the previous year). MacIntyre Care operates on fine margins and so it was pleasing that our intense focus on managing and minimising agency costs bore fruit, with the costs falling from a level of £3.7m in 2020 to £2.0m in 2021. Maintaining a reduced level of agency spend remains an ongoing priority.

Generating sustainable growth has always been so important to our future. The five year trend analysis below shows how we have carefully managed our growth in MacIntyre Care and sought to build strongly our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades. The year ended 31<sup>st</sup> March 2021 was a financial landmark year for MacIntyre Care, as we exceeded the £1bn mark for the aggregate level of fees for services provided over that 55 year period.

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

	2021 £'m	2020 £'m	2019 £'m	2018 £'m	2017 £'m
<b>Group Net Income Summary</b>					
Income					
MacIntyre Care					
Adult Services Charitable Activities <sup>1</sup>	43	41	38	36	34
Children's Services Charitable Activities	11	10	11	11	11
Donations and Legacies <sup>2</sup>	-	-	2	-	2
MacIntyre Academies					
Children's Services Charitable Activities <sup>3</sup>	11	10	8	7	5
Fixed Asset Donations <sup>4</sup>	2	8	-	-	-
<b>Total Income in the year</b>	<b>67</b>	<b>69</b>	<b>59</b>	<b>53</b>	<b>52</b>
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(42)	(42)	(38)	(36)	(33)
MacIntyre Care Children's Services	(11)	(11)	(11)	(11)	(12)
MacIntyre Academies Children's Services	(12)	(10)	(8)	(6)	(6)
<b>Net Income for the year</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>Group Balance Sheet Summary</b>					
Fixed Assets <sup>3</sup>	32	30	22	21	22
Cash and Equivalents	11	8	10	8	6
Other Net Assets	1	2	2	2	2
Defined Pension Scheme Liability <sup>5</sup>	(5)	(2)	(2)	(1)	-
<b>Net Assets</b>	<b>39</b>	<b>38</b>	<b>32</b>	<b>30</b>	<b>30</b>
Restricted Funds	16	17	9	9	9
Designated Funds	19	19	20	19	19
General Funds	3	2	2	2	2
<b>Total Funds <sup>2</sup></b>	<b>38</b>	<b>38</b>	<b>32</b>	<b>30</b>	<b>30</b>
<b>Summary of Group Cash Flows</b>					
Operating Activities	4	(1)	3	3	1
Investing Activities	(1)	(1)	(1)	(1)	-
<b>Change in Cash and Cash Equivalents</b>	<b>3</b>	<b>(2)</b>	<b>2</b>	<b>2</b>	<b>1</b>

1 We currently contract in MacIntyre Care with 103 people who manage their own budget, 55 Local Authorities, 12 Clinical Commissioning Groups (CCGs) and 5 College partners.

2 Donations and legacies include £4m from the estate of a parent of a lady whom we supported over several decades. These donations are being used to support our wider charitable activities. We are most grateful to all our donors for their generosity.

3 All the activities of MacIntyre Academies are classified as being restricted for the purposes of the group accounts. Funds shown as either designated or general are unrestricted in nature.

4 The fixed asset donation to MacIntyre Academies in 2020/2021 was represented by the gift of the school building at our most recent Academy in Henley-in-Arden.

5 The defined pension scheme liability relates to employees of MacIntyre Academies who belong to two principal multi-employer defined benefit schemes - the Teachers' Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff.



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

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 6% (6% in 2020) and remains in the best quartile compared to the charitable sector as a whole.

The level of overall reserves in MacIntyre Care has built up prudently over 55 years and today we have unrestricted general reserves of £3.2m (£2.1m in 2020). We estimate that over that time we have provided education to over 1,000 people with learning disabilities and we have supported over 2,500 adults and their families through our various MacIntyre Care services across the UK. We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £38.4m (£38m in 2020).

### **Technology**

Since the end of the financial year MacIntyre Care, in common with numerous other organisations within and outside our sectors, was subject to a cyber attack, which we reported to the Information Commissioner's Office and to Thames Valley Police. We suffered a limited data breach but no financial loss. We were transparent about the attack with our staff, the people we support and their families and with commissioning authorities. It is a sad indictment of society at large that the attackers chose as their target a charity and that they threatened to publish personal data of people with a learning disability and/or autism.

### **Social Care Funding**

We have for a number of years made the case alongside membership organisations such as VODG for significant government investment in the social care sector. The government's adult social care proposals, announced in September 2021, have been described by some as a good step towards reform, if not the giant stride that was needed to genuinely 'fix' the system. We fear that funding for children and adults with learning disabilities will remain inadequate. And local authorities continue to face immediate and significant funding pressures which will not be alleviated by the proposals.

### **Our People**

Over our 55 year history some 28 people have served as executive directors of MacIntyre Care and a further 40 people have contributed as valued Trustees. Additionally, 16 people have given their time as Trustees of current or previous MacIntyre Care group /affiliated charities. There has been great stability at leadership and a governance level and Sarah Burslem and I are just the fourth Chief Executive and Chair respectively of the group. We owe each one of our Trustees and all our directors and staff, past and present, a huge debt of gratitude for helping to build MacIntyre Care into the highly regarded group that it is today. And may I express a personal thank you to all of our people for your remarkable support during the pandemic. Your commitment has been truly inspirational.

Approved on behalf of the Board:



John Berriman  
Chair of MacIntyre Care  
Date: 30 March 2022

# Impact Report

It is a pleasure to be presenting information about the MacIntyre Care Group, about the people who draw on our support and our achievements in a slightly different format this year. It has after all been an unprecedented time where nothing has been the same and where we have all learned to live our lives to a different pattern. The value of what we do and how we do it has never been so important. So I am delighted to be able to share stories about the lives of people who draw on our support and to give more information about our achievements.

The pandemic has been a profound event with unrelenting consequences for us all. Six people drawing on MacIntyre Care support and two employee colleagues died having tested positive for Covid-19 during the period under review. We will forever be moved by the deaths of these friends and colleagues and grateful to those who supported them during their illness. Such support, focus and compassion was vital during the peaks of transmission and during periods of lockdown when government guidance was at times unclear and when in some instances inappropriate DNARs (Do Not Attempt Resuscitation) were issued. I can report that MacIntyre Care took bold decisions when faced with poor or unclear guidance and challenged the DNARs that were considered to be inappropriate or discriminatory.

The periods of lockdown across our care settings have resulted in mixed blessings; our rates of transmissions have stayed relatively low but we are very conscious of the impact that the nationwide restrictions have had on the wellbeing of everyone. While some people have thrived with the change of routine and with more relaxed home based days others have acutely missed time spent with family and friends, going to work, attending places of learning and socialising.

Our support to people in their homes continued seamlessly, day time support (otherwise known as day opportunities) reduced and /or transformed according to the priorities for those who draw on that support and depending on the plans of those councils commissioning the services.

Our schools remained open across the MacIntyre Care Group as the majority of students have Education Health and Care Plans (EHCPs). For many students the reality was one of a mixed approach to their learning with some days in school and some days learning remotely. I admire the resilience and creativity shown by students, their families and our incredible workforce for adapting to new ways of learning and teaching at such volatile and uncertain times.

Our No Limits Further Education support continued to provide face to face programmes of support to young people where this was considered to be a vital provision for them. For others remote learning and support was made available.

The Personal Protective Equipment (PPE) available from Central Government or local stocks was wholly inadequate and not enough to protect people drawing on our support or our employees. In the Spring of 2020 we had no choice but to source alternative supplies at great expense and are pleased to say that we were able to keep people as safe as possible with the correct specification of PPE. We were able to implement testing regimes as soon as possible and robust testing and the use of PPE remain in place currently.

We are grateful for the insights and support from many local Public Health teams and to local authority personnel many of whom adopted practical and supportive ways of working. While the Central Government Infection Control

Grant does not cover all of the additional cost burden attributed to the pandemic we are grateful to the speed and integrity in which most councils have disseminated these funds.

We launched a huge recruitment campaign in March 2020 in anticipation of higher rates of transmission than we actually saw. We were joined by over 790 employees during the period under review, many of whom were joining the education and social care sectors for the first time. This wave of new recruits has helped us to better understand how we can attract new talent and developed a swell of optimism at a difficult time, all of which is invaluable given the current workforce issues facing both the education and social care sectors.

There has been a significant change in the way that we connect with each other with an increase in the use of technology such as FaceTime and Zoom. As many people as possible who did not have ownership of technological equipment were issued with devices and we developed a rich programme of online learning and social activities.

It is often said that the values of an organisation come to the forefront at times of crisis and this is something we can vouch for first hand. People who draw on our support and our workforce have shown resilience, creativity, and optimism that will stay with us for some time and will further consolidate the "MacIntyre Care Way".

There are a number of fundamental issues that need to be addressed countrywide with regards to education and social care. The pandemic has further exposed the attainment gap for children with special educational needs (SEND), exposed the risk to disabled people from living in congregate settings and highlighted the levels of discrimination faced by disabled people in all areas of their lives. There is clearly a need for radical reform in addition to funding for both SEND and adult social care. Such reform will need to level this education and work attainment gap for

disabled children and adults, afford greater autonomy for disabled people enabling them to live lives that work for them.

MacIntyre Care will continue to evolve, use our learning to strengthen our ability to make a contribution to such reform and to make a real impact on the lives of disabled children adults and their families. Can I take this opportunity to thank everyone who played their part in our achievements at a time that has been both extraordinary and challenging.

*S A Burslem*

Sarah Burslem, CEO  
30 March 2022



Photo: Julia and Helen



Photo: Adam and Jonathan

# About The MacIntyre Group

## MacIntyre Care

### Our Vision

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

### Our Mission

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

### Our Purpose

To achieve excellence in everything we do.

MacIntyre Care's **primary purpose** is to make a positive contribution to the lives of children and adults with a learning disability and or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships.

Our **secondary purpose** is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

## MacIntyre Academies

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

### Our Vision

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

children experts  
support communities  
excellence skills  
youngpeople collaborate adults  
values innovative practice  
range education  
transition knowledge

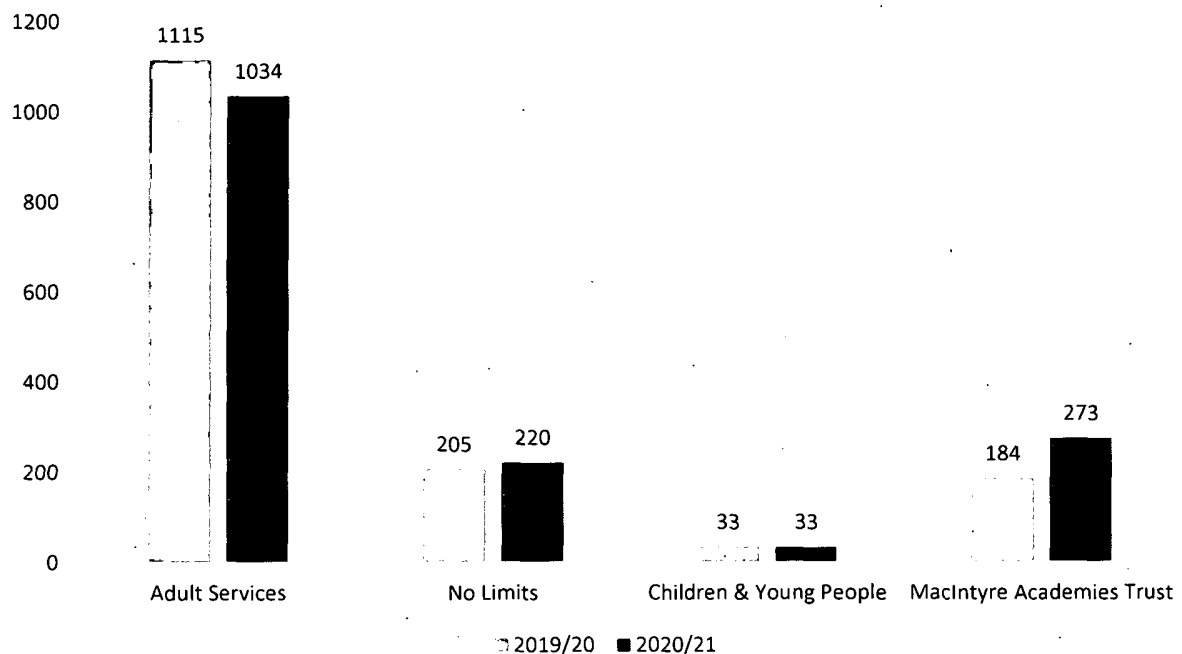
## About the Children, Young People and Adults who draw on our support

Our intention across the MacIntyre Care Group is to connect with as many disabled children, young people and adults as we can and to have the greatest impact on their lives as possible. It is important to us to make a difference and we recognise that the best outcomes are secured when we work in a collaborative way.

During the year under review we were joined by people living in Greater Manchester, Shropshire, Wigan and Wrexham. The numbers of learners accessing our No Limits Further Education (FE) programmes of learning increased and Venture Academy, currently attended by 38 children, joined MacIntyre Academies in September 2020.

We made the very difficult decision to leave the Cheshire West area as a provider during 2020. We had been supporting people in this area for nearly 30 years and had made many attempts to work with the council to redevelop the housing, care and support provision. Our decision to leave did, I am pleased to say, trigger action from the council and service provision has been transformed. We wish everyone well.

People supported by The MacIntyre Group



## People drawing on Adult Social Care

79 Councils (70 funders last year) commission MacIntyre Care to deliver support and care to 1,034 (1,115 last year) disabled adults. Irrespective of a person's disability it is important to us to have impact in support of each person living a rich life that makes sense to them. We are very much part of the Social Care Future (SCF) Movement, a Movement made up of people with lived experience, providers, commissioners and other stakeholders, all of whom have a passion for social care reform. We have intentionally aligned our ambitions and plans to the Movement's vision.



"Don't we all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing the things that matter to us?"

Social Care Future 2020/21

**We support 399 people living in their own home, 234 people living in a registered care setting and 332 people access our lifelong learning centres and 69 people supported through Shared Lives**

### Kevin's Story:

After feeling unproductive and a little deflated during lockdown, Kevin began looking for a project with a purpose.

Like many of us, before the lockdown Kevin's diary was almost always full; whether he was working at Tesco, playing an active role in local coffee mornings or supporting local charity shops. With the lockdown, Kevin found the sudden halt in activity difficult to handle.

Caroline, the team's manager said: "Many people struggled with their emotions and anxieties and Kevin was one of those people. He had gone from having so many community links; he was struggling to fill his days." Aware of Kevin's low mood, the team from High Wycombe began to make contacts through local online Covid-19 groups, looking for ways Kevin could help.

Caroline continued: "I asked if there was anything that we could support Kevin to do, that would give him that sense of achievement and help him keep his community connections."

The team found the perfect role for Kevin: delivering food parcels to someone who was unable to get out during the crisis.

Recalling the day, Caroline added: "I supported Kevin to deliver a food parcel; he was so chuffed. He designed a picture to put in the food parcel to make her smile, it was a lovely moment. I think the smile on his face says it all!"



Photo: Kevin

## Transforming Care

During the year under review we have continued to develop alternative community based housing and support options for people inappropriately placed in Assessment and Treatment Units, a group of people sometimes referred to by the Transforming Care Cohort.

In 2019/20 MacIntyre supported seven people who would in other circumstances fall into the Transforming Care cohort. In 2020/21 this figure had increased to ten.

### James' story:

Before we met James\*, he had lived in a secure setting for 19 years. Staff at the hospital said he would never be able to live within the community.

Whilst in hospital, James primarily lived in isolation and was restrained regularly, with access to the community limited to once or twice a week. Staff in the unit would often revoke his trips out as a form of punishment following an incident. James was deemed as having a moderate learning disability; after 19 years in hospital his mental health had deteriorated significantly.

MacIntyre Care staff began the transition with James whilst he was still living at the hospital. The transition took close to 18 months during which time MacIntyre Care staff developed a strong relationship with James. They learnt his likes and dislikes and how to best support him in a person centred way. James moved into his own home, with his own front door, where he has had a stable and consistent staff team who enjoy supporting him. Staff say James is funny, engaging and friendly and they look forward to their shifts with him. In the past 12 months, there has only been one incident.

James has never been restrained by the people employed by MacIntyre Care to support him.

James likes to go to the local shop and chat with the owner, visit his local pub and play snooker. Staff are always looking for new activities with James so he can continue to play an active role within his community. James has begun to re-learn the life skills that he lost while in hospital; including shopping, cooking and cleaning; he now enjoys choosing what he wants to buy. James says he feels settled and happy in his home and that he never wants to return to hospital.

\*name has been changed

# Compliance, Safeguarding and Health & Safety

During the pandemic the Care Quality Commission (CQC) in England changed the way that it inspected services. There have been no changes to our ratings during this period and we look forward to the reintroduction of a full inspection regime.

We recruited 5 new Registered Managers during the year

Ofsted continued to inspect our children's services during the pandemic.

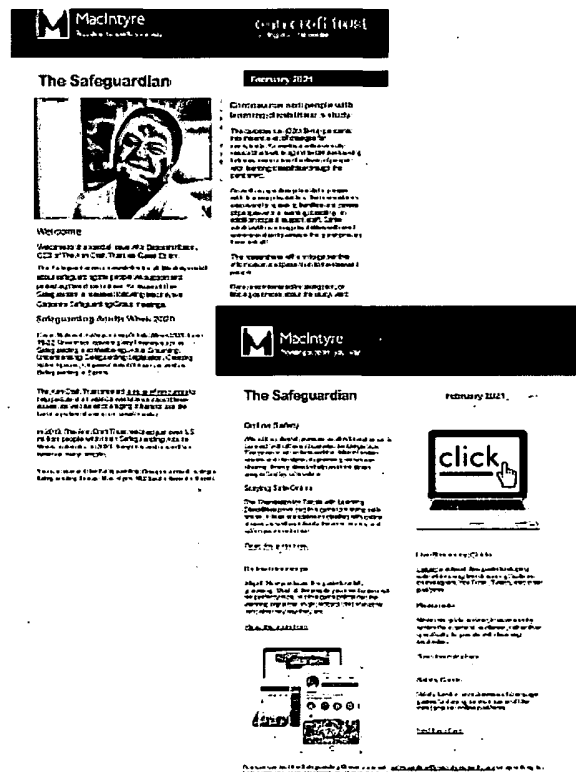
88% of MacIntyre's adult social care services are rated Good or Outstanding by CQC and Care Inspectorate Wales  
100% of our education and children's services inspected are assessed as Outstanding or Good

We pride ourselves on our open safeguarding culture and reflect on all safeguarding alerts at our regular Safeguarding forum. We are grateful to the Ann Craft Trust who provide us with the external safeguarding scrutiny, advice and training.

Sue Martindale, Head of Compliance, was a member of the NICE Guidance Committee that published the guidelines for Safeguarding Adults in Care Homes in March 2021.

We held 5 Safeguarding forums, published 4 editions of The Safeguardian

**ann craft trust**  
acting against abuse





Our Compliance team completed:

- 42 Finance audits
- 44 Medicine audits
- 73 Health & Safety audits
- 12 Hoist audits

The Compliance and Health & Safety Team have attended regular COVID-19 planning and management calls since February 2020 to date. In response to the virus they developed COVID-19 surveys which focus on key health and safety controls that should be implemented, in line with government guidance. Results are shared with Operational Directors to provide key oversight and governance.

We continue to undertake monthly Infection Control audits to retain the highest possible oversight.

**Monthly COVID-19 Infection Control Management Audit**

Month being Audited (please highlight one): February, March, April, May, June, July, August, September, October, November, December.

Service Name: \_\_\_\_\_

Topic for review	Questions	Answers	Is this personnel 100% compliant with the audit?
<b>Training</b>			
Donning and Doffing Personal Protective Equipment	1. Have staff completed the training?		
	2. Do staff know how to don and doff PPE safely?		
Infection control at setting	3. Have staff completed their infection control training? (this should be completed yearly)		
	4. If there have been any risk issues in the last 6 weeks relating to PPE are actions to four weeks been taken (these should be noted with a sign-off)? You must check that they have been reported onto a sign-off		
	5. Have all staff received refresher PCR and lateral flow device (LFD) training?		
	6. Have staff received refresher training for any COVID-19 testing they complete for themselves or any visitors and patients they support? (LFD and PCR training)		
	7. Are training records recorded on the LMS?		

**Infection Control**

We have held over 50 COVID planning and management organisation-wide sessions since the start of the pandemic

#### Coronavirus (Covid-19) information hub

Coronavirus - guidance and resources

Wellbeing & HR Information - Supporting You Through COVID 19

Lockdown Diaries

Covid management call

Policies and Resources

General Testing Programme - Policy Statement

Maternity's support resources - PPE and Cleaning Guidance for COVID-19

Training, PPE and reviewing personal protective equipment

Personal care for a person with Covid-19 Risk Assessment

Putting on personal protective equipment

Taking off personal protective equipment

Personal Protective Equipment Cleaning Guidance

When to use a surgical face mask or FFP3 respirator

Guidance for PPE in the limits

A guide to your COVID-19 vaccination - Low

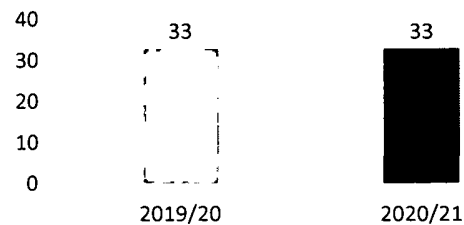
A letter from Prime Minister to the nation

A testing service for healthcare workers in England

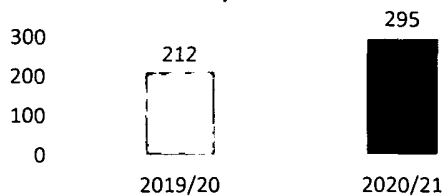
# Children, Young People and their Education

The MacIntyre Care Group delivers education to 295 school age children at our Independent special school in Buckinghamshire and at our four academy schools. We also deliver further education programmes of learning to 220 young people via our partnership arrangements with four colleges.

## Numbers of children at MacIntyre School



## MacIntyre Education



## Jude's story

"There's been a huge change in Jude. He's built up a confidence he's never had before. He's so much calmer now since moving to MacIntyre Care

MacIntyre Care was different to pretty much any school we looked at. I found that the staff were a lot more caring and considerate; the nurturing side is obviously hugely important when you're looking at a special needs school, and for Jude in particular who lacks a lot of confidence; he really needs that grounding support.

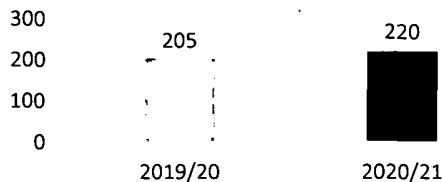
When I had meetings with MacIntyre Care it was all about building up his confidence and helping him to be the best person he could be. That's what we were looking for, and that's what we saw at MacIntyre Care."

Alice, Jude's mum



Photo: Jude

## MacIntyre No Limits



For the year under review all of our schools remained open and all children and young people continued their learning though a mix of face to face and remote learning. Restorative curriculums were introduced at all of our schools across the Group.

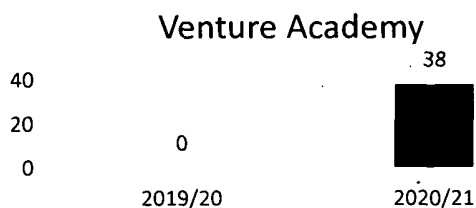
## MacIntyre School, Wingrave

In September 2020 Ofsted rated the children's home at the school to be Good with some Outstanding features. We are delighted that both the education and care delivered to the children are now rated as Good by the regulator.

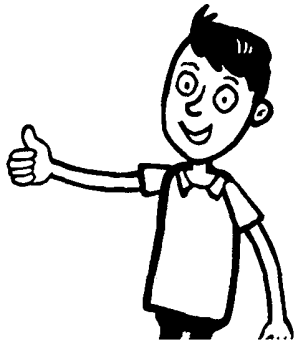
# MacIntyre Academies Trust

## Putting children and families first

Venture Academy, Henley-in-Arden,  
Warwickshire

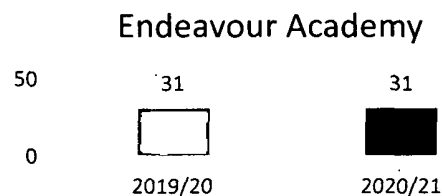


In 2020 MacIntyre Academies welcomed Venture Academy (formerly known as Arden Fields School) to the Trust. Based in Henley-in-Arden, the school currently has 38 students aged 9-16 years for children and young people with autism and / or social, emotional or mental health needs. A naming competition was launched amongst the school community to mark a new chapter in the life of the school. Venture Academy was the winning entry – in keeping with the other expeditionary names of the Trust's schools to reflect learners' experience with us and the ambition and continuous improvement which is at the core of the Trust's ethos.



\*Graphics used on these pages are characters used by MacIntyre Academies' social media

Endeavour Academy, Oxford,  
Oxfordshire

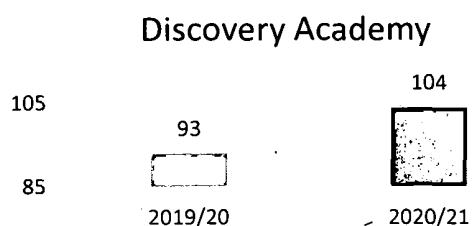


Six students successfully completed their three day expedition for their Bronze Duke of Edinburgh Award. They completed two days of walking and one day of onsite activities. During the two days of walking, students and staff covered a total of 11 miles in the local area. They also engaged in map reading. Students documented their adventures by drawing and photographs. On the third day the students engaged in onsite activities cooking a delicious breakfast and erecting tents. A fantastic achievement for both students and staff involved and a great foundation for us to build on next year.



Photo: Duke of Edinburgh group

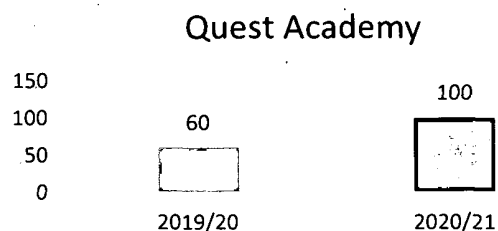
# Discovery Academy, Nuneaton, Warwickshire



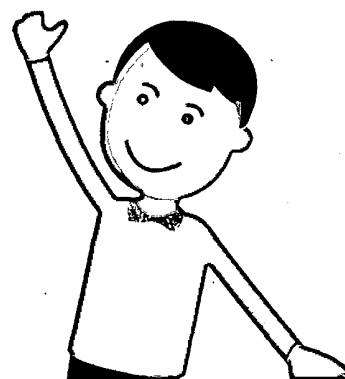
Parental Engagement continues to be a priority across the Trust. Here is an example of some positive feedback from a parent at Discovery: "The continued positive change in our son since he has attended is unbelievable - he is like a different child. The support he is given is amazing. We think you all do a fantastic job. Thank you"



# Quest Academy, Rugby, Warwickshire



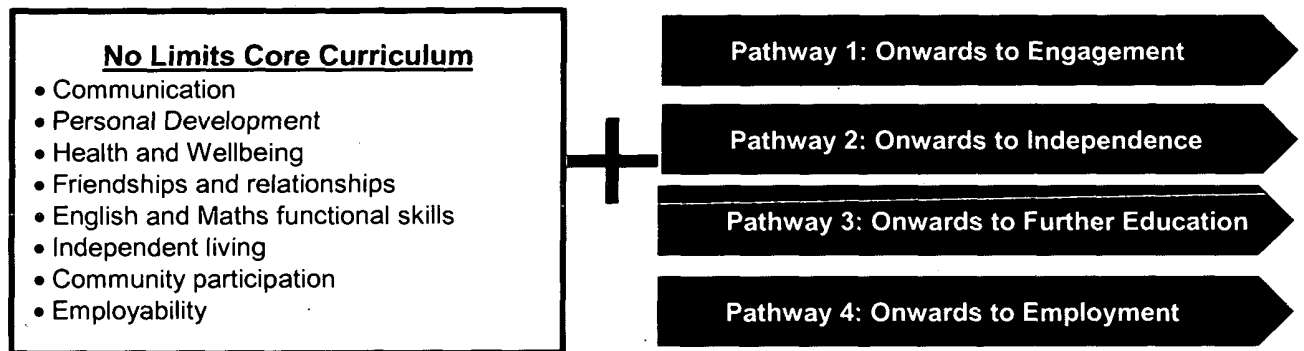
A group of learners from Quest Academy were nominated by their teachers for the "Engage in Their Future" Awards 2021 resulting in one young person winning the national KS4 Photograph of the year and another successfully shortlisted in the category for Outstanding Personal Progress. Quest's Principal Nicola Wells says "The reason why I wanted us to be part of this competition was to provide learners the same experience of other young children who attend graduations and receive national recognition. I hope others will be inspired, encouraged and motivated to do the same as a result of these young people's examples!"



# Young People and their Further Education

MacIntyre No Limits aims to be a sector leader in providing bespoke post-16 education for young people with learning disabilities and/or complex needs. We are aspirational for each young person as they acquire the skills, experiences and independence they need to successfully transition into adult life. We believe that all young people can thrive in learning settings where their preferences, interests and strengths are placed at the centre of their programme.

For the period under review programmes of learning were delivered to 220 (205 last year) young people in partnership with Buckinghamshire College Group, Milton Keynes College, Abingdon and Witney College (Oxfordshire) and Homefield College (an independent college in Leicestershire).



### **Grace's story:**

When we first met Grace she was very anxious and found it difficult to engage in more than a few hours of learning each week. With support from the team at MacIntyre No Limits, Grace has developed her independence and is now proud to be taking control of her own life.

It was clear to the team that Grace would benefit from working with a member of staff who shared similar interests, so they recruited specifically for Grace. Zoe applied for the role. At interview, the team immediately knew Zoe would be the perfect person to work with Grace. Zoe was everything Grace had described on her wish list: they had shared interests, including dogs. At their first meeting Grace and Zoe had enjoyed sharing photos of their dogs with one another, a moment neither will forget. Being involved in the recruitment process helped Grace to feel in control of her life.



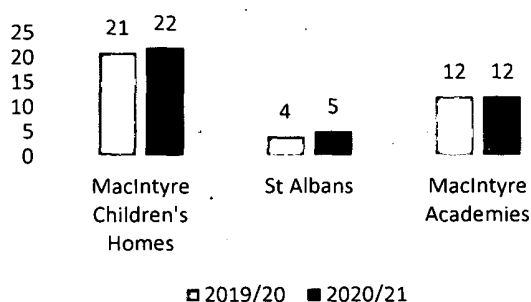
With Zoe's support, Grace has pushed herself to try new activities that she never thought she would be able to do, including travelling on the bus and participating in work experience. She also began to pay for items in her local café and shops on her own, which she lacked the confidence to do before.

Whilst Grace's journey is ongoing, she has made incredible progress. With increased hours of support, Grace has continued to take control of her learning plan and targets and is gaining confidence in herself and her abilities every day.

Photo: Grace

# Children drawing on Residential Care Support

The MacIntyre Care Group provides a home environment to 39 children, 22 of whom attend our independent special school in Wingrave, 12 who attend our Academy school in Oxford and 5 who attend local schools in St Albans.



Three of these children's homes were inspected during 2020, one was assessed as Outstanding and two as Good.

"Children were observed to be happy, engaged in purposeful activities and motivated by the enthusiastic staff team. In one house, the staff made the most of the sunshine and organised a water-based play activity where children had lots of fun exploring the different sensory activities."

Buckinghamshire Assurance Visit, September 2020

"Staff provide routines and structures that help the children to feel safe. The inspector observed positive interactions between the staff and the children and strong, trusting relationships were evident. The children and their parents said that the staff have supported them to remain in contact during lockdown, using video calls. The children send weekly letters, containing photos of activities that they have been doing, to their parents."

Hillside Ofsted Assurance Visit, September 2020

"The children continue to make good progress. They have trusting relationships with a consistent staff team that knows and understands them. The staff evidence children's progress in a way that is meaningful to the child. The staff are proud of the children's individual progress and celebrate their achievements with them."

St Albans Ofsted Interim Inspection, March 2020

## Jane's story:

Prior to joining MacIntyre Care, Jane\* was underweight and had difficulties with personal care. Her social interaction was very low; she had challenges with transition and self-injurious behaviour.

Working with Jane and using a Positive Behaviour Support approach across the care and education teams, the number of restrictions needed to keep Jane safe dropped from 129 in the first 6 months to 32 in the following 6 months. Strategies were adopted to build trust and support Jane with personal care. Through trial and error, the team identified things that Jane would eat. The school's Speech and Language team provided support in developing symbols and photos of food and drinks and introduced a PECS book. With repetition and encouragement, this helped Jane to make her own choices.

Jane now attends school every day and goes out in her local area. She also allows staff to wash and style her hair with 1:1, rather than 3:1 support.

\*Name has been changed

# Empowering People to Achieve

*"We are proud of our reputation as a provider that innovates in order to meet the needs of disabled children and adults; excels in a number of key practice and technical areas and who invests in the training and development of an increasingly diverse workforce."*

*Building on this reputation by embedding genuine coproduction is fundamental to our integrity and critical to our future success. We believe that our DNA underpins all that we do so it is deserving of continued focus and investment. As we grow and become more diverse it is important that we build up our knowledge and further develop our skills in key practise areas".*

MacIntyre Care Strategy 2020

MacIntyre Care has a distinct way of doing things (the MacIntyre Care DNA). Over the past 12 months with the people who draw on our support, colleagues and others we have reviewed Our Promises, and reviewed how we talk about our DNA, ensuring it makes sense to everyone.

Over 201 people were involved in the Promises review



We have made a commitment to improve the power and influence that people who draw on our support have, not only in their lives but also on how MacIntyre Care does things.

During 2020 the Co-Production Group, a group of 18 self-advocates, was formed. With support from Learning Disability England (LDE) the group met every month to progress a number of priority areas

## Marc's Story

"Since I can remember a lot of talk and questions about people with any disability. Every one of those meetings at that time, they never had somebody with that disability in that meeting.

You should have someone there that has a disability; that way you have someone that not just understand it, but lives with it. I live with this disability. You can't just turn it off, get up and put it on. It isn't like that you know, it's part of who I am.

I promised myself that I would do something, not for me, to always do my best for those that aren't able to speak for themselves, so I sort of adopted that role in my head that I wasn't in that meeting for me, I was there for everyone."

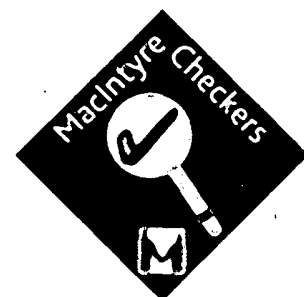
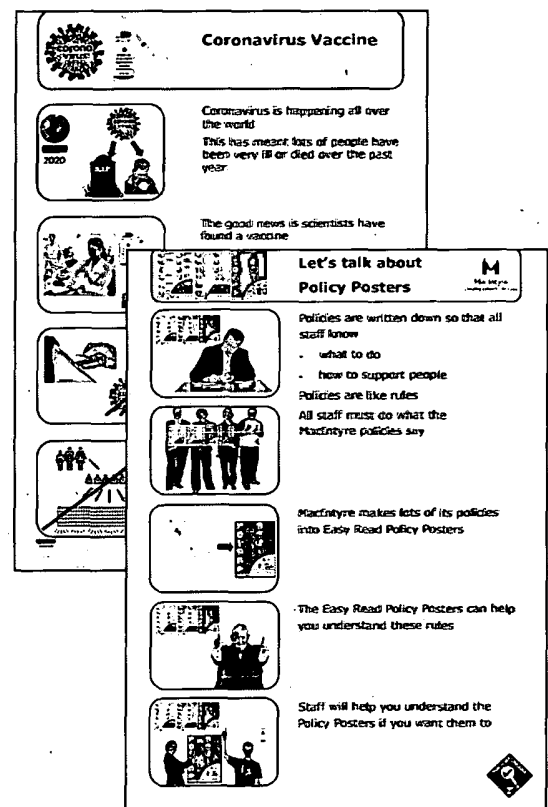
Marc, Co-Production group member



Self-advocates across MacIntyre took the lead in reviewing the MacIntyre Promises, developing Co-Production training for MacIntyre managers, building awareness and co-production to create the 'Big Plan' for MacIntyre and setting up the Let's Talk events

The MacIntyre Checkers, a group of people with lived experience who ensure that MacIntyre documents are accessible for all, met 70 times during the year and reviewed 106 documents, letters and posters

Sui Ling Tang, a member of the Co-Production (CoPro) Group launched her infamous chat show during 2020 and broadcasts monthly. With her trusty budgie Rio by her side, Sui-Ling chats to people from across MacIntyre Care about their hobbies, dreams, worries, plans and life in general.



# Building a Culture of Excellence

*"We will strive to achieve Outstanding in everything that we do and, as a result, the quality of the support and education that we provide will be the best. The MacIntyre Care brand will be associated as a specialist provider with a particular way of working that has the voice of the children, young people and adults supported by MacIntyre Care and their families at its heart."*

MacIntyre Care Strategy 2020

## Excellence in Education

We have improved our quality disciplines across our schools and No Limits provision, investing in the development of the No Limits curriculum during the year under review and in external scrutiny from post-16 special educational need experts.

### Chris' story:

When Chris started with MacIntyre No Limits, he was often anxious and found communicating to be a challenge, requiring significant input from staff to engage. Working with MacIntyre No Limits and his local college, in three years Chris has flourished into an independent and confident young man, with several qualifications and a bright future ahead of him.

During Chris' first year with MacIntyre No Limits, the team began to work with him to feel more confident when communicating with others. Identifying that interaction was a source of anxiety for Chris, the team began to work with him take part in social skills and communication sessions. As a result of the sessions, Chris began to develop and display an understanding of positive interaction. During this time, Chris was supported to complete a Level 2 Art Course, which he loved. Chris was also supported to explore other options, including his interest in media, and was supported to trial a Level 2 qualification in ICT.

Matthew, a Programme Co-ordinator at No Limits said: "At the start of his second academic year with us, Chris struggled to engage with the ICT course. This was a very different qualification to what he had studied previously and he quickly realised this was something he did not want to study." Instead Chris diverted his attention to a community programme that would develop his social and living skills, whilst enhancing his employability. Consequently, Chris blossomed. Not only was he showing confidence in completing social tasks, such as placing an order at a café and handling money, but in time he developed his ability to plan journeys on public transport independently. Chris' success didn't stop there. Staff began to notice Chris change over the year, making independent choices around his work and interacting with others at college.

As a result of his growth, Chris was thrilled to learn he would move up to the next level of his visual effects course, with minimal support. Matthew added: "This was a huge achievement for Chris. Not only growing in his academic achievements but being able to display elements of maturity, creativity and independence in his conduct so that he could engage with college without support from staff."

## Excellence in Practice

We have developed an **Autism** strategy and implementation programme of activity. We have continued to host Autism Special Interest Group meetings and to consider how we can improve connectivity and impact through this group.

MacIntyre Care has been involved in the development and delivery of the Oliver McGowan Mandatory Training in Learning Disability and Autism (OMMT) as part of the BILD pilot consortium. We have participated in the co-production of the training materials and delivered 44 tutorials.

Vicky Smith, MacIntyre Checker, Expert by Experience and Co-Pro Group member, delivered the OMMT training to 119 MacIntyre employees

## Molly's Friendship Group

In December 2020, Molly, who is part of MacIntyre Care's Great Communities Project in Warrington, was named a leader in the Dimensions 'Coronavirus Learning Disability and Autism Leaders' List' for establishing her Friendship Group.

In 2018 Molly launched the 'MacIntyre Care Great Communities Friendship Group' to tackle social isolation among people with learning disabilities and autism in Warrington. Molly wanted to help other people who might be like her; shy, lacking in confidence and feel anxious around new people.

This year, more people than ever have been at risk of feeling lonely and isolated due to the Covid-19 pandemic. To ensure that the group's meetings could continue, Molly suggested the group hold their meetings online.

Since then Molly has helped to connect a number of isolated people in the area looking for new friendships and the group has continued to grow in numbers due to Molly's quick thinking and innovative attitude. Moving the group online during the lockdown has allowed for plenty of new members to join and encouraged existing members to develop their digital skills too.

Particularly notable was Molly's idea to host interactive sessions during the group's meetings. Molly's sessions have become a highlight for many members and has even inspired others to step up and lead their own sessions.

**Molly said:** "I'm going to use my Leaders List award to keep building the Friendship Group so fewer people are lonely."

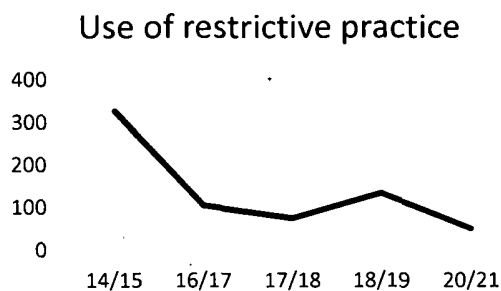
**Ollie**, who recently joined The Friendship Group said: "It's like a friendship family."

**Peter Connor**, MacIntyre Care's Project Manager said: "It's been a genuine pleasure to see Molly lead the way with the Friendship Group. She is passionate about getting to know new people and using the Friendship Group to address social isolation for people with a learning disability and/or autism in Warrington. I've seen Molly's confidence and leadership qualities flourish and she is now taking the lead with communication during the Covid-19 pandemic."



Photo: Molly

We have a growing confidence about the depth and breadth of our **Positive Behaviour Support (PBS)** knowledge and skills achieved over the past three years and have continued to use our charitable funds to develop our approach and practise further. For the year under review our focus has been on building a critical mass of PBS trained practitioners and coaches and on the impact that they have on the reduction of the use of restrictive practice and on the reduced number of injuries to people who draw on our support and to staff (see graph).



### Lead PBS Coach

During the year one of our Lead PBS Coaches, Sarah Kilby, has made significant progress towards completion of a Master's Degree and completion of Board Certification as a Behaviour Analyst (BCBA).

In her role as Behaviour Analyst and Clinical Development Manager, Sarah has played a significant role in enhancing MacIntyre Care's ability to set up new community based support for people whose needs can be very complex to meet, including as part of the Transforming Care agenda  
Photo: Sarah



We have continued to invest time and resources in the promotion of **Leading Healthy Lives**. During the period under review we have focused on the continued implementation and impact auditing of the health calendar and on improving areas of known inequality such as: nutrition, constipation, epilepsy, sepsis, screening and prevention. In support we have continued to work in partnerships with other organisations such as VODG, Dementia UK and Admiral Nurses to develop deeper knowledge, to extend our skill base and to share learning and materials.

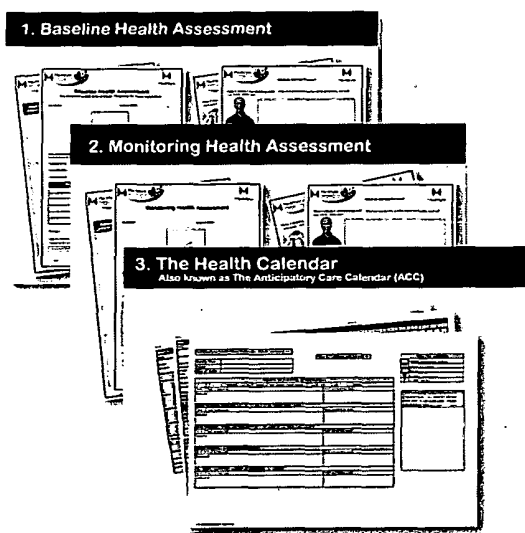
During the year we hosted two virtual Special Interest Groups for each of these practice areas

Autism  
Dementia  
Health  
Positive Behaviour Support

There are approximately 425 people supported within MacIntyre Care's Adult Services for whom the Health Calendar is a mandatory document. MacIntyre Care's Health, Dementia & Wellbeing team began a new process for the mandatory face-to-face Health Recording Training and have also introduced 'train the trainer' sessions for leads on Health Recording training in their area.



We have continued to produce and make available a suite of information and training material:



#### Robert's hospital stay:

A MacIntyre Care staff team from Worcestershire were praised by Worcestershire Royal Hospital for their dedication, citing their care as "a benchmark for all carers to aspire to".

Robert was admitted to the hospital for planned surgery, accompanied by a MacIntyre Care team consisting of Liz, Polly and Kirsty. The team demonstrated proficiency and the importance of person-centred support throughout Robert's time at the hospital, which did not go unnoticed.

In a letter, the team at Worcestershire Royal Hospital said: "We have been very impressed by the care that Robert received and also the professionalism, compassion and dedication that Liz, Polly and Kirsty have shown. They are a credit to your services and a benchmark for all carers to aspire to."

The Department of Health **Dementia** grant has come to an end but we have continued to invest in the Dementia team enabling us to use the knowledge and tools developed as part of the project and we continue to build and host a network of Memory Cafés.

In 2020/21 we hosted nine virtual Memory Cafés and four in person Memory Cafés

We have retained the support of Beth Britton as our critical friend. During the period under review we have continued with the Dementia Special Interest Groups (DSIG) inviting speakers and keeping our knowledge and practice base at the forefront of what is happening in the sector. We have continued to employ Rosie Joustra and Rachel Silver and our Keep Going... Don't Stop group as our Experts by Experience.

The UK's first Learning Disability Admiral Nurse, Jane Nickels, joined MacIntyre in May 2020 in a two year project funded by Dementia UK

Impact of the project so far:

- ✓ Reduction in hospital admissions
- ✓ Improved health outcomes
- ✓ Increased dementia awareness
- ✓ Reduction in anti-psychotic medications
- ✓ Reduction of inappropriate DNACPR orders
- ✓ Development of future Learning Disabilities Admiral Nurses

MacIntyre is currently working on a number of funded projects in partnership with other organisations:

- In partnership with Dementia UK, we have employed Jane Nickels as the UK's first Learning Disability Admiral Nurse
- Funded by the National Lottery, Dying to Talk is a new project to test solutions to break down the barriers people with a learning disability experience regarding end of life care, dying and death
- Funded by Hospice UK, MacIntyre is working with Willen Hospice in Milton Keynes to develop resources and train staff around end of life care for people who have a learning disability

**Working with Families** -. We have developed training materials that will help our entire workforce to understand the thoughts and feelings of family members and provide practical help in getting the best from these relationships. We have developed a consultation group enabling us to access the views of families when making strategic decisions.

In 2020/21 we have:

- Hosted regular Let's Come Together Family meetings started on Zoom
- Launched the MacIntyre Families Podcast
- Hosted meetings for siblings both online and in person
- Hosted Time for a Cuppa monthly informal meetings for family members

**Shaping Communities** – MacIntyre Care's Great Communities aims to reach disabled people who are in danger of 'falling through the gap' and living in isolation as they are not eligible for statutory funding and to work alongside those people to nurture their talents, interests and skills to play an active role in their neighbourhoods.

## MacIntyre Care Great Communities 2021

Connect	Collaborate	Create
<p><b>Warrington</b> 74 people feeling better connected. 79 organisations thinking more inclusively. 8 people leading the way</p>	<p>People Leading the Way! ...Friendship group, Film Night, Movie Mania, Book Club, Learn to Sign, Gaming Gurus, Cycling Social, Green and Clean... People using their passions and skills to make a difference in their community.</p>	<p>"I really struggle with my confidence over the years, the last few times we have met I feel I have grown in confidence with meeting new people which is something I wouldn't normally do." Jess</p> <p>"I'm so proud of this group. We have naturally created this safe space to share our thoughts and worries about Covid 19 together. It's been a brilliant way to talk openly about how we feel". Meg</p>
<p><b>Worcestershire</b> 52 people feeling better connected. 43 organisations thinking more inclusively. 5 people leading the way</p>	<p><b>Connected not cut off</b> <b>Together not apart</b> <b>Us not them</b> <b>Citizen not just service user</b> <b>Contributor not just recipient</b> <b>Solution not problem</b> <b>Ability not disability</b></p>	<p>This has been such a positive experience. Evan seems very excited to be setting up his own show, it will give him something to focus on &amp; plan. You are making his dreams a reality</p> <p>"Thank you for caring so much &amp; continuing to pursue the virtual contact between us &amp; Nicholas. It has been invaluable. We are so grateful."</p> <p>"I'm really proud of the tool kit and know it will help other people starting up a group like mine. It's been a good adventure to help me during all of the corona virus problems" Rory</p>

## Rory's Cycling Social Club

Rory, a young man supported by MacIntyre Care's Great Communities Project has produced a guide to help others who are interested in starting a social group, following the success of 'Rory's Cycling Social Club'.

The guide, written by Rory in collaboration with the Community Catalysts, details his own experience of setting up his cycling group, as well as tips and tricks to inspire others to start their own social club.

In 2020 Rory was working at a large retail store in Warrington, but as stores began to close as a result of the COVID-19 pandemic, he was devastated to learn he no longer had a job.

Determined not to let this defeat him, during the first national lockdown Rory hopped on his bicycle and started 'Rory's Cycling Social Club' in collaboration with MacIntyre Care's Great Communities Project in Warrington.

Speaking about this period, Rory said: "COVID-19 has been difficult. I wanted to make a good thing come out of a bad thing. I wanted to do something for my community, to have an adventure and help other people. If I can start and run a good social group, then you can too."

Photo: Rory

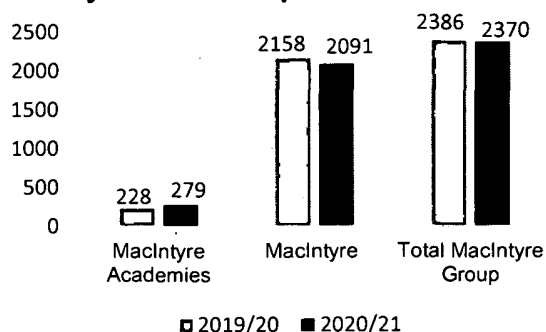


# Inspiring and Engaging our Staff for Today and for the Future

*"We recognise the importance of attracting, inducting, rewarding, retaining and engaging our staff and leaders for today and for the future of MacIntyre Care"*

MacIntyre Care Strategy 2020

## MacIntyre Care Group Staff



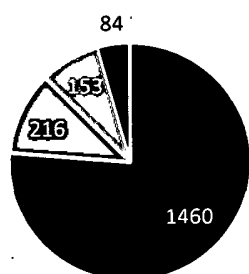
## Recruitment and Retention

Our current statistics relating to recruitment and retention are above sector averages. Our success as an organisation is dependent on our continued ability to attract the right people in sufficient numbers, induct and train recruits to the very best of our ability and to ensure that employees choose to stay with us.

During 2020 we have overseen intense recruitment activity and recruited 798 new colleagues.

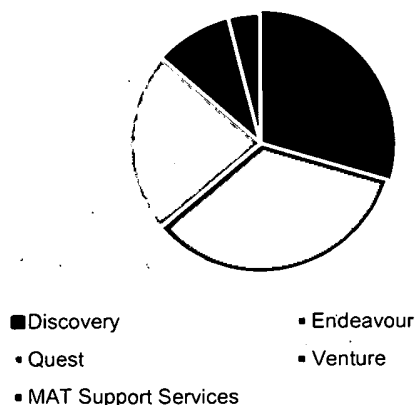
21% of new recruits have joined us as a result of being recommended by a MacIntyre employee

## MacIntyre Care Staff



- Adult Services
- Children & Young People
- No Limits
- Support Services

## MacIntyre Academies Staff



## Garry's story:

We believe that experience isn't essential for making a difference to someone's life, but personality and a passion to learn are. Many of our staff have joined from a variety of career backgrounds from lawyers to landscapers, chefs to mechanics, all looking for a change of career. Meet Garry, who joined MacIntyre Care in 2020:

My name is Garry and I am 49 years old. I was previously a Warehouse Manager. I then took five years off to be at home after the birth of my son. After these five years passed, I then joined Tesco where I was a Driver Team Leader for eight years.



**Why did you decide to change careers?**

I decided to change careers because I have always wished to join the care industry and during the pandemic, I had time to reflect and decided that this was the ideal time to do it.

**What interested you about joining MacIntyre Care?**

I did some research into various care companies and from the research and reviews I decided that MacIntyre Care was best and found out that they were opening a new team in Wrexham.

**What are you looking forward to most in your role?**

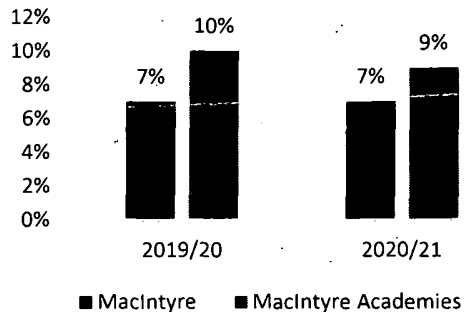
I'm really looking forward to doing something rewarding where I can help and possibly improve someone's quality of life.

**What would you say to others who are thinking of switching to care?**

I would say that if it's something which you have been thinking about, then don't just think about it - do it.

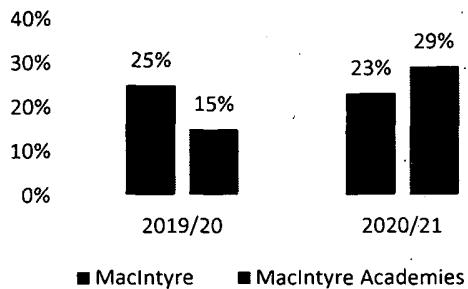
**Vacancies**

With the social care sector average at 8.3%, MacIntyre Care has maintained below average vacancy rates during the year

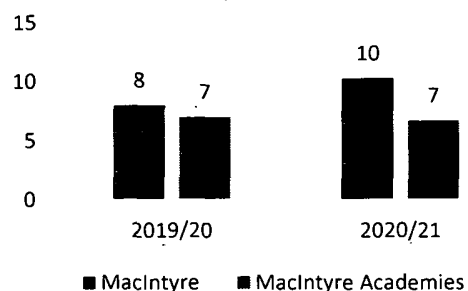


**Turnover**

With the social care sector average at 23.25%, MacIntyre Care has maintained below average turnover rates during the year.



**Sickness and Absence (days)**



### Learning and Development

Investing in the continuous professional development (CPD) of our workforce has always been a key differential characteristic for MacIntyre Care. For the period under review we have ensured that all **services** have a clear workforce development plan that highlights the learning activity that is essential (must) and part of continual professional development (should and could). We have been required to transform the way that we deliver this learning due to the pandemic restrictions.

810 induction sessions were completed from April 2020 to March 2021

During the year 20,840 elearning modules were completed by a total of 2,194 employees, an average of 9.5 learning programmes each

154 people have completed qualifications during the year

### Salary uplifts

We continue to challenge ourselves in order to divert the majority of our income to the front line. For the period under review the MacIntyre Academies Board agreed a 2.75% cost of living increase to all employees in accordance with the award applied to the national teacher's pay scale and endorsed the proposed band increase for 101 employees (37.5% of workforce). In MacIntyre Care we introduced above the legal requirements for front line staff where our funding allowed. We uplifted the salaries of our front line No Limits staff, our Senior Learning Support Assistants salaries and Teachers (in line with NASUWT published scales) at the start of the 2020/21 academic year. In October 2020 the Adult Services Area Managers salary was increased and Central Support staff who had not received previous uplifts were awarded a 2% uplift.

We continue to pay top-up payments for sleep-in shifts. We will review payments following the Supreme Court ruling and in light of responses from our funders.

Employees across The Group received a year-end thank you payment of £100 in March 2021 in order to recognise the work they had carried out through the pandemic

### Leadership

During the period under review our leaders were deployed to frontline service provision but throughout we were able to adapt and diversify our learning in order for our leaders to continue to participate in their leadership training, development and qualifications

We were inspected by both City and Guilds and Institute for Leadership and Management and continue to achieve 'No Risk' status with no recommendations.

We have received full certification status for the Diploma in Education and received excellent feedback for the depth and quality of the portfolio of resources

12 people completed or were working towards completing their Diploma in Education and Training

12 people completed or were working towards completing their front line leaders award

10 people completed or were working towards completing their Registered Manager Award

50 people attended our internal Culture and Leadership Mentoring Programmes

Developed and implemented leadership medication module, accredited with CPD certification service will be rolled out to 200 local leaders

### Engagement and wellbeing

Supporting the health and wellbeing of our employees during this period has focused on the impact of Coronavirus; at work in responding to the crisis as key workers; at home shielding; as well as our employees keeping themselves, their family and people we support safe and well. Our employees have had to work at times under challenging circumstances and we are well aware of the anxieties and trauma associated with the pandemic and the impact that this will have on people's longer term mental health.

Keeping employees' mental wellbeing at the forefront of our health and wellbeing programme which included dedicated HR guidance, support and training alongside our Employee Assistance Programme

### Equality Diversity and Inclusion

MacIntyre Care is an organisation that champions diversity, equality and inclusion, concepts that lie at the heart of our shared value base and with this in mind MacIntyre Care has been focusing on EDI as an integral part of our Workforce strategy.

- Trustees and directors received EDI training
- Our EDI policy was updated
- 15 members joined MacIntyre's EDI Advisory Group

# Growing an Organisation with Integrity and Robust Financial Planning

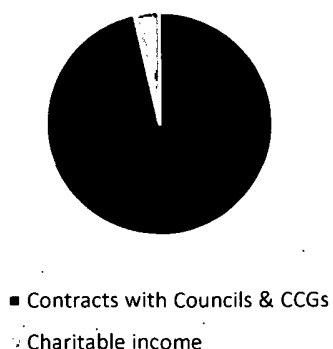
*"While celebrating the success of today it has been our intention to put in place the building blocks for a sustainable future"*

MacIntyre Care Strategy 2020

**Robust financial planning** - We have increased the director capacity across the Group to ensure that we are able to establish strategic relationships with our commissioners and to support our local focused infrastructure. It is important during these difficult political and economic times for us to ensure that our income is at the right level to deliver excellent education, care and support and that we are able to continue to innovate. 96.5% of our income comes from contracts with local councils and CCGs with the remaining coming from donated money, fundraised money and grant funding.

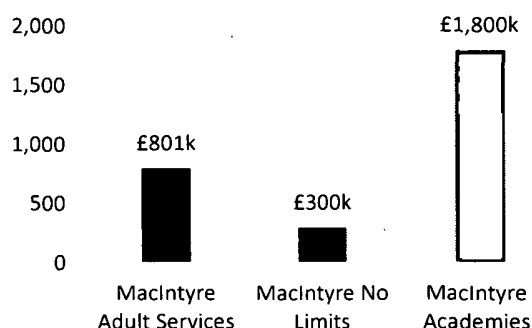
We have continued to ensure that the statutory entitlement for children and adults are adequately funded through our contract negotiations and that all of our costs are covered through our fees. For the period under review our fees rose on average by 2.3%.

## MacIntyre Care Group Income

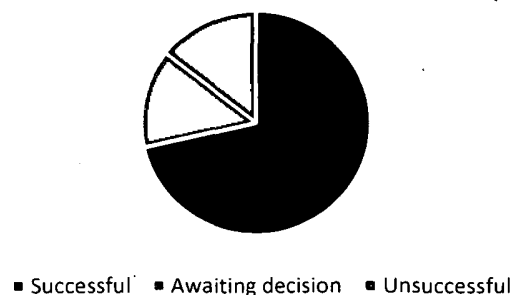


**Growth** - Growth is important to us because it enables us to connect with more beneficiaries. In addition, the robust profitability of new business is critical to our commercial viability. For the period under review our small Business Development team with support from external bid writers have developed good links with local teams and give their support to local organic growth, new local tender activity and are increasingly establishing links with local housing providers for the purpose of sourcing properties.

## MacIntyre Care Group New Contract Income

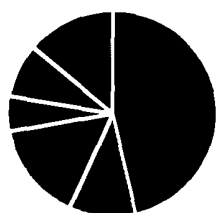


## Bid Success



**Charitable Income** - As a registered charity we are able to secure grant and fundraising income which enables us to add value through the funding of posts and items which directly benefit people we support and which are not covered by our core fees. For the year under review the split of our fundraising income was as follows:

MacIntyre Fundraising  
Income



- Trust & Foundations
- Key Events
- Community Fundraising
- Unsolicited
- Legacies
- Regular Giving
- Corporate Support

We are currently two years into an ambitious investment plan to support our corporate strategy.

We will have invested £1.1m of charitable funds between March 2019 and March 2022 in the following projects:

- Retain and win new business: £130k
- Deliver excellent services: £720k
- Adapt to new ways of working: £280k

**Digital and technology solutions for disabled people** - Our approach to date has very much been on a person by person basis. Our learners at MacIntyre School Wingrave and No Limits access a range of digital technology to support in their learning. A number of people use digital technology to plan and record their care and there are some good examples of Assistive Technology and how such technology can support independence and keep a person safe.

Throughout 2020, we made it our mission to tackle digital exclusion among people we support so we were delighted to receive 150 tablets from The Good Things Foundation.

This donation has since made an incredible difference and as a result, 150 people we support are now using their own tablets to connect with family and friends and are enjoying taking part in MacIntyre Care's online activities.

Becky said: "Thank you for the lovely gift of my tablet, case and Wi-Fi box, they were a lovely surprise! Thanks again."

Lisa said: "Our learners are over the moon!! Have to say we're very impressed with them, they are lovely!"

**Marketing and social media** - Our use of social media has grown over the year under review with platforms such as Facebook and Twitter playing a key role in our marketing and recruiting activity. The Yammer platform continues to go from strength to strength and the new website and Intranet are effective ways of communicating with both external and internal audiences.

### Social Media

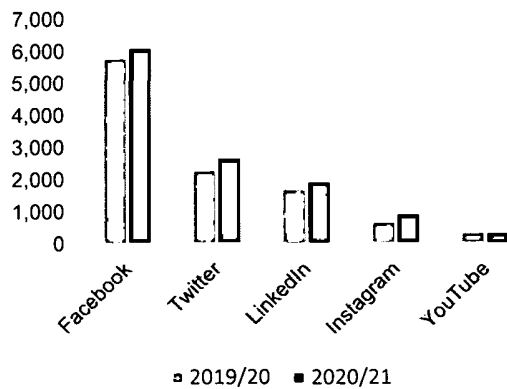


Photo: Caroline and Philip

### Website and Intranet Total Page Views

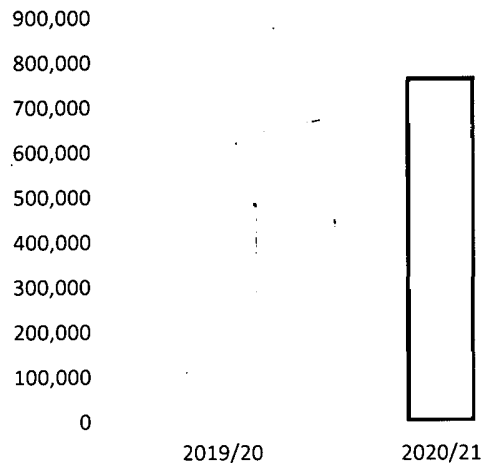


Photo: Jack and Callum

# Trustee Report

## Report of the Trustees

As chairman of the Board of the MacIntyre Care Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31<sup>st</sup> March 2021.

### About MacIntyre Care

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

MacIntyre Care is a sector-leading national charity employing some 2,300 people providing learning, support, education and care to just over 1,500 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust ("MacIntyre Academies") employs some 230 people and provides education to over 180 children with special educational needs.

### Trustees' Responsibilities

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

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

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

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

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

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

### **Providing Public Benefit**

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

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

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

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

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

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

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

We have a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit. We have set aside funds to invest in business development, growth and innovation and in further developing our practice expertise.

Specifically, we have planned to help support more people to move away from Assessment & Treatment Units (ATUs) under the government's *Transforming Care* agenda and to develop at least two new specialist children's homes. We plan to invest in developing our knowledge and skill in key practice areas across both our children and young people and adult services, including the further development of alternative curriculums, the continuation of our health and Positive Behaviour Support (PBS) work, and the implementation of our autism strategy across both our education and social care services. We aim for a step change in how self-advocacy is developed across the organisation, working more effectively with families and continuing to make a contribution to the shaping of the local communities where we work.



### **The Trustee Board**

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

We have a diverse, well-balanced, experienced and stable Board in MacIntyre Care. There were no board changes in the year and we are currently 12 Trustees, with an equal gender split. We have an excellent blend of Trustee capabilities which include legal, financial, risk management, property, sales & marketing, digital, education, government, HR, genetics and general management skills.

Presently five of our Trustees, myself included, have relatives who are supported by MacIntyre Care. Those close family links with MacIntyre Care have been an ever-present and important feature in our development. It means that any family (or commissioner of service) that entrusts a loved one to us can rest assured that Trustees are vested personally and connected intimately to our services. We believe this marks us out and is an essential part of our governance DNA.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre Care. We supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Care Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles. For example, during the year under review the Board of Trustees underwent training collectively by an expert on equality, diversity and inclusion.

I am very grateful to each of my fellow Trustees who continue to give very generously of their time, both to Board and committee meetings as well as lending their expert support and advice to management on a wide range of issues. Many of our Trustees also invest their personal time in visiting MacIntyre Care services and all this support is very much welcomed.

No Trustee receives remuneration or other benefit from their work with MacIntyre Care. No goods or services were purchased in the year from companies connected with the Trustees. MacIntyre Care maintains a register of Trustee interests which is updated on an annual basis and during the year as appropriate. We have also formalised and adopted a code of conduct that sets out expected standards of Trustee probity and behaviour.

### **The senior management team**

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

As I reported in last year's Trustee report, we saw a number of changes to the Director team in the year under review. Seb Moh and Laura Selby were appointed to the Director team in the early part of the year under review and both are responsible for Adult Services. Kevin Rodger joined MacIntyre Care as Group Director of Education and Children's Services in March 2021. We are grateful to Andrew Moran for having held the role of interim Director of Education in the preceding (eight) months.

The Directors are encouraged by Trustees to be involved in a range of complementary external activities. Many of our Directors are involved in the Voluntary Organisations Disability Group (VODG) and Sarah Burslem is involved in a number of forum activities involving charity leaders. The relationships formed through these activities were pivotal as we and others across our sector grappled with the challenges of Covid-19.

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

### **Our governance structures**

I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly Board meetings. In the last 22 months since the Covid-19 pandemic struck Trustees have met management and each other over Zoom. We are now planning for a return of face to face meetings where it makes sense to do so, together with the use of Zoom where appropriate and helpful.

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

The minutes of all committee meetings are made available to all Trustees via a Board portal. This enables Trustees to access past and present meetings and decisions from one single, secure digital platform. This helps improve further our governance and compliance, enhances information confidentiality and security and facilitates Board administration.

In times of crisis or where urgent action is needed, I establish small fast-response taskforces. In March 2020 a Covid-19 taskforce was established to help support and advise management and staff in handling MacIntyre Care's response to the global coronavirus pandemic. At the height of the pandemic the committee met weekly and regular updates were provided to the full Board of Trustees on MacIntyre Care's responses. Fast track decisions were taken as necessary.

We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately. A previous external report by the independent organisation *Optimum Support for Charities* commented in particular on the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. This is a major contributory factor to ensuring the quality of our governance and for monitoring our culture and approach.

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

The committee met once in the year with Rosemary Hart in the chair and satisfied itself with the results of the most recent and comprehensive governance self-review. The committee further reviewed and recommended to the Board proposed revisions to the Board committee structure for 2021/22. They are designed to intensify the focus on key areas of MacIntyre Care's business activities. It was agreed to: establish a separate committee to focus on the two critical areas of Safeguarding & Quality, to be chaired by Pam Meek (headteacher); incorporate the Nominations committee into the existing Governance committee, with Rosemary Hart (lawyer) as Chair; and incorporate the property committee into the finance, audit & risk committee (including compliance) to be chaired by Rachel Taylor (accountant and risk expert).

The committee also reviewed inter-alia MacIntyre Care's complaints procedures, endorsed proposals for safeguarding and care act training for Trustees and considered the language in our Articles of Association.

The Board is satisfied that MacIntyre Care is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code. The recommendations of the governance committee arising from our self-review have been fully considered by the Board and either actioned or integrated into future governance plans.

## **Our schools**

**Our education committee** oversees the strategic development of education services across both MacIntyre Care and MacIntyre Academies. The committee, chaired by Adam Goldstein, met twice in the year under review, and its members include MacIntyre Care Trustees with a special education interest. The committee is attended by the Group Director of Education and Children's services, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

We aspire for all our schools to espouse and promulgate the MacIntyre Care philosophy of care and education for children with special learning needs. Our schools in the year under review were Wingrave School in MacIntyre Care and four MacIntyre Academies schools in Oxford, Nuneaton, Rugby and Henley-In-Arden. Our Academy schools are focused in a relatively tight geographical area to enable maximum collaboration and cross-fertilisation of ideas and for ease of management. Board reports on progress in all the schools are taken at the MacIntyre Care Board.

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

**MacIntyre Academies** directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are three independent directors, including the Vice Chair Charlotte May who is a former deputy Head Teacher. MacIntyre Care, as sponsor, is itself a corporate member of MacIntyre Academies and is represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care is the Accounting Officer of MacIntyre Academies. She is also the Company Secretary of both MacIntyre Care and MacIntyre Academies.

## **Recruitment, retention, reward and development**

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

The nominations committee, which I chair, leads the process for Board and Trustee appointments. MacIntyre Care recruits new Trustees both through the network of our current Trustees and also where appropriate through the advice of external professional agents.

The comprehensive familiarisation, pre-appointment and induction processes for Trustees includes meeting the chairman and two other Trustees individually, visiting MacIntyre School, Wingrave and MacIntyre Care Central Office in Milton Keynes and meeting the school management, the Chief Executive and the director team.

I formally appraise the performance of the Chief Executive annually, taking input from Trustees and the senior leadership team. I make recommendations on her performance and remuneration. The Chief Executive makes recommendations on the performance and remuneration of her director team.

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

The committee takes a report from the Workforce Director and reviewed the 2020/21 workforce strategy, including pay and reward proposals. The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 77% of our staff, which is reflective of the wider social care sector. We are confident, due to our job evaluation process and salary bandings, that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2020) stood at 5.6% (2019 3.8%) in favour of females.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement and development. A particular focus was placed in the year across MacIntyre Care and at the Board on equality, diversity and inclusion.

We recognise that it is essential that we continue to focus relentlessly on imaginative ways of recruiting people into MacIntyre Care and on reducing the level of staff vacancies, in order to reduce the use of agency staff and maintain high quality service levels. Pleasingly the level of agency staff has dropped significantly since the initial onset of the Covid-19 pandemic.

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

### **Harnessing digital technology**

Our digital committee, chaired by Martin Zahra, met once in the year, and focussed on our digital strategy and development plans, including cyber security. We have regard to the UK charity digital code of practice which aims to help organisations improve their digital skills and increase their take up and usage of digital activity.

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

The Digital Committee supported, advised and guided management as appropriate on the IT issues arising from a cyber attack that took place after the end of the financial year. The insights and advice of Faisal Uddin, co-opted to the Digital committee in July 2020, were of particular assistance. The audit, risk and safeguarding committee monitored the data breach responses and liaison with the Information Commissioner's Office. We have implemented actions which are designed to mitigate against future attacks.

### **Our properties**

Our property committee is chaired by Nikki Williams-Ellis and met three times in the year. It takes reports from the Chief Operating Officer and reviews the stock of MacIntyre Care group properties, property moves, new builds, major refurbishments and property funding. Committee members undertake a programme of visits to selected MacIntyre Care properties.

Grand Union Housing undertake property condition surveys and generate cyclical reports and MacIntyre Care commission contractors to undertake necessary property maintenance.

A key consideration remains the minimisation of onsite accommodation and the creation of offsite homes for the school students at Wingrave. The committee activities will be addressed in future in the finance committee, which will focus on both revenue and capital spend across the organisation.

#### **Audit, controls, compliance, risk management and safeguarding**

Our audit, risk & safeguarding committee reviews finance, audit, risk, compliance, health & safety and safeguarding matters. The committee, chaired during the year by Rachel Taylor, met three times.

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

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

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

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

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

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

**External auditors** - the committee receives a report in respect of the annual statutory audit from our external auditors, Moore Kingston Smith LLP. The committee also meets the external auditors annually without management present for a private discussion.

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

**Compliance and health & safety** - the committee receives reports from the Compliance Manager, which includes the results from Ofsted and the Care Quality Commission's inspections of our services, and from the Health & Safety Manager, which includes the corporate health and safety objectives and the results of external audits undertaken by the British Standards Institute (BSI).

MacIntyre Care has a sector-leading accreditation of our health and safety policy and procedures with the BSI (OHSAS 18001). Being the first charity to receive this award, it is a significant achievement and a measure of the priority we give to safe working practices within MacIntyre Care. We maintain this accreditation through on-going, six-monthly external audits.

**Safeguarding** is specifically monitored alongside other risks, as part of the committee's regular business agenda. From 1<sup>st</sup> April 2021 Safeguarding and Quality will be monitored in a new standalone committee. We have an organisational culture in MacIntyre Care that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The working environment is not always easy and some of the people we support show challenging behaviours.

We have clear safeguarding policies, procedures and measures to protect people and these are shared and understood across the organisation. Additionally, we have an established reporting mechanism and a whistleblowing helpline that enables anyone with concerns to report incidents and concerns, with the assurance that they will be handled sensitively and properly. The committee takes an annual report from our nominated safeguarding officer and our whistleblowing policy is subject to annual review by the committee to ensure that it remains fit for purpose.

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

#### **Our investment policy**

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

#### **Our reserves policy**

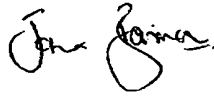
The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre Care's reserves policy. MacIntyre Care is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

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

#### **Going Concern**

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

**Approved on behalf of the Board:**

A handwritten signature in black ink, appearing to read 'John Berriman', with a stylized, cursive script.

**John Berriman  
Chair of MacIntyre Care**

**Date: 30 March 2022**

# **Independent Auditor's report to the members of MacIntyre Care**

## **Opinion**

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

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

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

## **Other information**

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

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

We have nothing to report in this regard.



## **Opinions on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 38], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Auditor's responsibilities for the audit of the financial statements**

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

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

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

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

## Use of our report

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

*Moore Kingston Smith LLP.*

Date: 30 March 2022

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

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021**

		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Notes	Funds £'000	Funds £'000	2021 £'000	Funds £'000	Funds £'000	2020 £'000
<b>INCOME AND ENDOWMENTS FROM</b>							
Donations and legacies	2(a)	162	267	429	44	280	324
Fixed Asset Donations		-	2,070	2,070	-	7,810	7,810
Charitable activities:	3						
Adult Support Services		42,685	-	42,685	41,026	-	41,026
Children and Young People Services		10,671	11,341	22,012	10,347	9,533	19,880
Investments		3	-	3	37	-	37
<b>TOTAL INCOME</b>		<b>53,521</b>	<b>13,678</b>	<b>67,199</b>	<b>51,454</b>	<b>17,623</b>	<b>69,077</b>
<b>EXPENDITURE ON</b>							
Raising Funds	3	43	-	43	75	-	75
Charitable activities:							
Adult Support Services		42,076	-	42,076	42,266	-	42,266
Children and Young People Services		10,519	11,500	22,019	10,579	9,812	20,391
<b>TOTAL EXPENDITURE</b>	3	<b>52,638</b>	<b>11,500</b>	<b>64,138</b>	<b>52,920</b>	<b>9,812</b>	<b>62,732</b>
<b>NET INCOME FOR THE YEAR</b>		<b>883</b>	<b>2,178</b>	<b>3,061</b>	<b>(1,466)</b>	<b>7,811</b>	<b>6,345</b>
Transfers between funds		-	-	-	23	(23)	-
Other recognised gains and losses		-	-	-	-	-	-
Actuarial (losses)/gains on Defined Benefit pension schemes		-	(2,624)	(2,624)	-	(135)	(135)
<b>Net Movement in funds</b>		<b>883</b>	<b>(446)</b>	<b>437</b>	<b>(1,443)</b>	<b>7,653</b>	<b>6,210</b>
Reconciliation of funds	11	21,058	16,897	37,955	22,501	9,244	31,745
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>21,941</b>	<b>16,451</b>	<b>38,392</b>	<b>21,058</b>	<b>16,897</b>	<b>37,955</b>

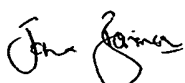
The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

# CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2021

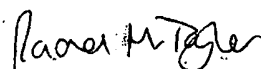
	Notes	Group		Charity	
		2021	2020	2021	2020
		£'000	£'000	£'000	£'000
<b>FIXED ASSETS</b>					
Tangible Assets	6	31,958	30,057	14,103	14,322
<b>NET CURRENT ASSETS</b>					
Stocks	8	4	8	4	8
Debtors	9	6,011	6,988	5,155	6,383
Cash at bank and in hand	14	10,696	7,671	8,231	5,080
		16,711	14,667	13,390	11,471
<b>CREDITORS:</b>					
Within one year	10	(4,875)	(4,471)	(4,471)	(3,922)
<b>NET CURRENT ASSETS</b>		11,836	10,196	8,919	7,549
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		43,794	40,253	23,022	21,871
Defined benefit pension scheme liability	12	(5,402)	(2,298)	-	-
		38,392	37,955	23,022	21,871
Restricted Funds	11	16,451	16,897	809	673
Unrestricted funds					
Designated Funds	11	18,751	18,926	18,751	18,926
General Funds	11	3,190	2,132	3,462	2,272
<b>TOTAL FUNDS</b>		38,392	37,955	23,022	21,871

The charitable company's surplus for the year is £1,151k, (2020: £1,163k).

Approved on behalf of the board:



John Berriman  
Trustee  
30 March 2022



Rachel Taylor  
Trustee  
30 March 2022

Company No. 00894054

## GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	2020 £'000	2020 £'000
Cash flows from operating activities	4,086	(738)
Cash flows from investing activities	(1,061)	(1,480)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	<u>3,025</u>	<u>(2,218)</u>
Cash and cash equivalents at 1 April	7,671	9,889
Cash and cash equivalents at 31 March	<u>10,696</u>	<u>7,671</u>
<b>Reconciliation of net income/(expenditure) to net cash inflow from operating activities</b>		
Net incoming/(outgoing) resources	3,060	6,346
Adjusted for:		
Investment Income	(3)	(37)
Depreciation of tangible fixed assets	1,234	1,071
Fixed asset donation	(2,070)	(7,810)
Defined benefit expense	480	-
(Increase)/Decrease in debtors	977	(978)
Increase in creditors	404	670
(Increase) in stock	4	-
<b>Net cash provided by/(used in) operating activities</b>	<u>4,086</u>	<u>(738)</u>
<b>Cash flow from investing activities</b>		
Interest received	3	37
Purchase of tangible fixed assets	(1,064)	(1,517)
<b>Net cash inflow/(outflow) from investing activities</b>	<u>(1,061)</u>	<u>(1,480)</u>
<b>Analysis of cash and cash equivalents</b>		
Cash at bank and in hand	<u>10,696</u>	<u>7,671</u>

## **1. ACCOUNTING POLICIES**

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

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The private company is a public benefit entity for the purposes of FRS 102 and a registered charity (charity number 250840) established as a company limited by guarantee (company number 00894054) and therefore has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011. The company was incorporated in the England and Wales with registered office MacIntyre Care, 602 South Seventh Street, Milton Keynes, MK9 2JA.

### **Basis of consolidated**

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

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

### **Going concern**

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

### **Income**

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

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

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

### **Resources expended**

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

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2021:

80% of costs were allocated to Adult Support Services (2020: 80%) and  
20% of costs were allocated to Children and Young People Services (2020: 20%).

### **Taxation**

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

### **Fixed Assets**

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

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

### **Depreciation**

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

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

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

### **Freehold land and buildings**

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

### **Stocks**

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

### **Leasing and hire purchase contracts**

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



## Financial instruments

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

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

## Employee benefits

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

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

## Pensions

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

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

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

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

## Fund accounting

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

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

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

## Critical accounting estimates and areas of judgement

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

### Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

## 2. INCOMING RESOURCES

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

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

### 2.1. NET INCOMING RESOURCES

#### (a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £429k (2020: £324k) of which £162k was unrestricted (2020: £44k) and £267k was restricted funds (2020: £280k).

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

	Charity	
	2021	2020
	£'000	£'000
Bernard Sunley Charitable Foundation (Quest Academy)	-	10
Department for Work and Pensions (Access to Work)	6	-
Dementia UK Admiral Nurse	41	-
Dying to Talk	6	-
Eveson Charitable Trust (Great Communities, Worcs)	4	-
MKCF (Great Holm)	-	2
Oliver Ford Foundation (KGDS)	-	4
Morrisons	-	4
Skills for Care – Workforce Development Fund	12	-
The Morrison's Foundation (Woodland View)	26	34
The Screwfix Foundation (Stony Stratford Coffee Shop)	-	5
Warrington Borough Council (Film Club)	-	5
Total Grants Received	<u>95</u>	<u>64</u>

### 3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2021 Total	2020 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	38,448	-	423	3,205	42,076	42,266
Children & Young People Services	9,657	11,500	61	801	22,019	20,391
Fundraising Costs	-	-	43	-	43	75
	<u>48,105</u>	<u>11,500</u>	<u>527</u>	<u>4,006</u>	<u>64,138</u>	<u>62,732</u>

#### 3. (b) Analysis of Support Costs

	Adult Services £'000	Children and Young People Services £'000	2021 Total £'000	2020 Total £'000
<b>Support Costs:</b>				
Training	298	74	372	669
IT	130	32	162	215
Standards & Excellence	95	24	119	210
Management & Administration	1,457	365	1,822	2,240
Finance & HR	1,225	306	1,531	1,570
	<u>3,205</u>	<u>861</u>	<u>4,006</u>	<u>4,904</u>

#### 3. (c) Surplus is stated after charging

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Depreciation	1,234	1,071	759	680
Operating Leases				
• Equipment & Vehicles	437	332	432	100
• Buildings	410	557	410	362
Audit remuneration				
• For statutory audit of the financial statements	48	48	36	36
• For audit-related assurance of services	3	3	-	-
• For accountancy services	5	5	-	-

### 4. EMPLOYEES

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

	Group		Charity	
	2021 No.	2020 No.	2021 No.	2020 No.
Adult Support Services	1,473	1,644	1,473	1,644
Children and Young People Services	585	549	384	364
Management and Administration	286	193	252	160
	<u>2,344</u>	<u>2,386</u>	<u>2,109</u>	<u>2,168</u>

Staff costs during the year amounted to:	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Wages and Salaries	43,755	40,863	37,824	36,408
Social Security Costs	3,267	3,028	2,753	2,624
Other Pension Costs	1,966	1,663	883	890
	<u>48,988</u>	<u>45,554</u>	<u>41,460</u>	<u>39,922</u>
Agency Staff Costs	2,484	4,439	2,020	3,716
	<u>51,472</u>	<u>49,993</u>	<u>43,480</u>	<u>43,638</u>

### Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £40,892 (2020: £32,354).

### Employee emoluments:

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

	Group		Charity	
	2021 No.	2020 No.	2021 No.	2020 No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	3	3	1	2
£80,001 - £90,000	5	4	3	2
£70,001 - £80,000	0	3	0	1
£60,000 - £70,000	3	0	2	0

The total employer's pension contributions for the above higher paid employees during the financial year was £93,604 (2020: £91,869) to a defined contribution scheme.

### Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £511,500 (2020: £517,000).

### 5. TRUSTEES' EMOLUMENTS

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

## 6. TANGIBLE ASSETS

	Freehold Land and Buildings	Long Term Leasehold Property	Short Term Leasehold Property	Equipment and Furnishings	Motor Vehicles	Total £'000
	£'000	£'000	£'000	£'000	£'000	£'000
Cost:						
At 1 April 2020	18,216	16,358	672	6,913	-	42,159
Additions	185	-	-	864	15	1,064
Disposals	-	-	-	-	-	-
Transfer from existing academy	-	2,070	-	-	-	2,070
At 31 March 2021	<u>18,401</u>	<u>18,428</u>	<u>672</u>	<u>7,777</u>	<u>15</u>	<u>45,293</u>
Depreciation:						
At 1 April 2020	4,767	1,196	672	5,467	-	12,102
Charge for the year	358	237	-	636	3	1,234
Disposals	-	-	-	-	-	-
At 31 March 2021	<u>5,126</u>	<u>1,432</u>	<u>672</u>	<u>6,103</u>	<u>3</u>	<u>13,336</u>
Net Book value:						
At 31 March 2021	<u>13,275</u>	<u>16,996</u>	<u>-</u>	<u>1,674</u>	<u>12</u>	<u>31,958</u>
At 1 April 2020	<u>13,449</u>	<u>15,162</u>	<u>-</u>	<u>1,446</u>	<u>-</u>	<u>30,057</u>

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

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	Total £'000
Net Book value as at 1 April 2020	15,160	-	576	15,736
Additions in the year	-	15	508	523
Transfers in the year	2,070	-	-	2,070
Disposals	-	-	-	-
Depreciation charged in year	(235)	(3)	(237)	(475)
Net Book value as at 31 March 2021	<u>16,995</u>	<u>12</u>	<u>847</u>	<u>17,854</u>

## 7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, 602 South Seventh Street, Milton Keynes, MK9 2JA. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2021 is as follows:

	Restricted Funds £'000	Total 2021 £'000	Restricted Funds £'000	Total 2020 £'000
Income	13,411	13,411	17,344	17,344
Expenditure	(11,500)	(11,500)	(9,812)	(9,812)
Net income	1,911	1,911	7,531	7,531
Actuarial losses on defined benefit pension schemes	(2,624)	(2,624)	135	135
<b>Net movement in funds</b>	<b>(713)</b>	<b>(713)</b>	<b>7,397</b>	<b>7,397</b>

Balance Sheet	2021 £'000	2020 £'000
Fixed Assets	17,854	15,736
Current Assets	3,321	604
Current Liabilities	(403)	(549)
Defined benefit pension scheme liability	(5,402)	(2,298)
<b>Net Assets</b>	<b>15,370</b>	<b>13,493</b>

Restricted funds	2,918	55
Fixed asset funds	17,854	15,736
Pension reserve	(5,402)	(2,298)
<b>Total Funds</b>	<b>15,370</b>	<b>13,493</b>

## 8. STOCKS

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Stocks	4	8	4	8

## 9. DEBTORS

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade Debtors	4,228	5,396	4,054	4,940
VAT Recoverable	240	66	-	-
Other Debtors	50	94	29	64
Prepayments	633	600	633	584
Accrued Income	860	832	439	795
	<u>6,011</u>	<u>6,988</u>	<u>5,155</u>	<u>6,383</u>

A bad debt provision of £26k (2020 £32k) is included within trade debtors above.

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

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade Creditors	870	990	769	817
Other taxes and social security	795	724	630	573
Fees in advance – deferred income	1,196	1,650	1,196	1,649
Other creditors	474	497	364	338
Accruals	1,540	610	1,540	545
	<u>4,875</u>	<u>4,471</u>	<u>4,471</u>	<u>3,922</u>

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
In respect of deferred income:				
Deferred income brought forward	1,650	1,775	1,650	1,755
Released from prior year	(1,650)	(1,775)	(1,650)	(1,755)
Deferred in current year	1,196	1,650	1,196	1,650
Deferred income carried forward	<u>1,196</u>	<u>1,650</u>	<u>1,196</u>	<u>1,650</u>

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

## 11. RECONCILIATION OF MOVEMENT ON RESERVES

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

- Fixed Asset Designation – this fund represents fixed assets invested in buildings and equipment in which we provide services.
- Specific Projects – including research and development within the sector.

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

	<b>Unrestricted</b>		<b>Fixed asset Funds</b>	<b>Restricted</b>	<b>Pension Fund</b>	<b>Total Funds</b>
	<b>General Funds</b>	<b>Designated Funds</b>		<b>Restricted Funds</b>		
	£'000	£'000	£'000	£'000	£'000	£'000
At 31 March 2020	2,132	18,926	15,623	3,572	(2,298)	37,955
Net Incoming Resources	1,058	(175)	1,431	1,227	(3,104)	437
At 31 March 2021	<u>3,190</u>	<u>18,751</u>	<u>17,054</u>	<u>4,799</u>	<u>(5,402)</u>	<u>38,392</u>

### Purposes of Restricted Funds

The restricted funds balance includes the restricted pension fund provision relating to MacIntyre Academies. This balance, included in restricted funds above, is £5,402k at 31 March 2021 (2020: £2,298k).

The balance of the restricted funds at 31 March 2021 of £809k (2020: £673k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

### Purposes of Designated Funds

The designated funds balance includes £13.3m (2020: £13.4m) of freehold property used by the charity for the provision of services.

The Trustees have agreed a policy on the use of non-specific donated funds: they will be designated for charitable benefits, over and above the core running costs of the charity. Over the next 3 years this will include:

### No Limits and Transforming Care

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

### Developing Practice

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

### Families

A family liaison post has been created to work with families who have had a traumatic experience going through the social care system. This post has been created to work with families to help them navigate their way through transition services, working with local authorities, health services etc.

### Technology

The Board Digital committee will enable management and interested Trustees to work collaboratively to develop a digital and technology strategy to be brought to the Board for approval and implementation. The current proposal is to invest £480k over the next three years to develop capacity to work in new ways. This amount excludes what might be needed by way of the digital and technology investment element of that work.



## 12. PENSIONS

- a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and NHS Pension Funds. The total pension cost for the charitable company during the year relating to this scheme was £884k (2020 £830k).
- b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.
- c. Under the TPS Agreement, employer contribution rates from September 2019 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.
- d. The pension charge for the year includes contributions payable to the TPS of £429k (2020: £409k). At the year-end £7,120 (2020: £10,684) was accrued in respect of contributions to this scheme.
- e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.
- f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2021.

### Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made the year ended 31 March 2021 was £754k (2020: £679k), of which employer's contributions totaled £565k (2020: £455k) and employee's contributions totaled £189k (2020: £81k).

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy closure, outstanding Local Government Pension Scheme Liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Principal Actuarial Assumptions	At 31 March	At 31 March
	2021	2020
Rate of increase in salaries – Oxford	2.8%	1.8%
Rate of increase in salaries - Warwickshire	3.6%	2.6%
Rate of increase for pensions in payment/inflation	2.8%	1.8%
Discount rate for scheme liabilities	2.1%	2.3%

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

	At 31 March 2021	At 31 August 2020
Retiring today:		
<i>Oxfordshire</i>		
Males	22.4	22.2
Females	24.7	24.3
<i>Warwickshire</i>		
Males	22.2	21.6
Females	24.2	23.8
Retiring in 20 years:		
<i>Oxfordshire</i>		
Males	23.4	22.9
Females	26.3	25.6
<i>Warwickshire</i>		
Males	23.0	22.5
Females	26.1	25.4

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

Change in assumptions	£'000	£'000
Discount rate 0.5%	824	411
Long term salary +0.5%	18	14
Pension increase +0.5%	794	395

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

	Expected Fair value At 31 March 2021 £'000	Fair value At 31 August 2020 £'000
Equity instruments	2,290	1,313
Debt instruments	745	541
Property	264	234
Cash	96	39
<b>Total market value of assets</b>	<b>3,395</b>	<b>2,127</b>

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

	2021 £'000	2020 £'000
<b>At 1 September</b>	<b>4,426</b>	<b>3,286</b>
Current service cost	988	1,058
Past service cost	-	7
Employee contribution	-	-
Benefit paid	(6)	(9)
Interest cost	115	97
Employee contribution	189	154
Actuarial loss/(gain)	3,085	(167)
<b>At 31 March</b>	<b>8,797</b>	<b>4,426</b>

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

	2021	2020
	£'000	£'000
<b>At 1 September</b>	2,128	1,178
Interest income	58	52
Employee contributions	565	154
Benefits paid	(6)	(9)
Employer contributions	189	455
Actuarial gain/(loss)	461	(302)
<b>At 31 March</b>	<b>3,395</b>	<b>2,128</b>

**13. OPERATING LEASES**

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

	2021		2020	
	Land & Buildings	Other	Land & Buildings	Other
	£'000	£'000	£'000	£'000
Operating Leases Expiring:				
Within 1 Year	410	212	324	30
Within 2 to 5 Years	-	561	102	848

**14. MOVEMENTS IN CASH AND CASH EQUIVALENTS**

	2021	Group Change in Year	2020	2021	Charity Change in Year	2020
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	9,695	2,024	7,671	8,231	3,151	5,080
	<u>9,695</u>	<u>2,024</u>	<u>7,671</u>	<u>8,231</u>	<u>3,151</u>	<u>5,080</u>

**15. RELATED PARTY TRANSACTIONS**

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

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

Fund balances as at 31 March 2021 are represented by:

	Unrestricted		Restricted	Total
	General Funds	Designated Funds	Funds	Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	14,104	17,854	31,958
Net Current Assets	3,190	4,647	3,999	11,836
Long Term Liabilities	-	-	(5,402)	(5,402)
<b>Total Net Assets</b>	<b>3,190</b>	<b>18,751</b>	<b>16,451</b>	<b>38,392</b>

**17. CAPITAL COMMITMENTS**

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