



MacIntyre

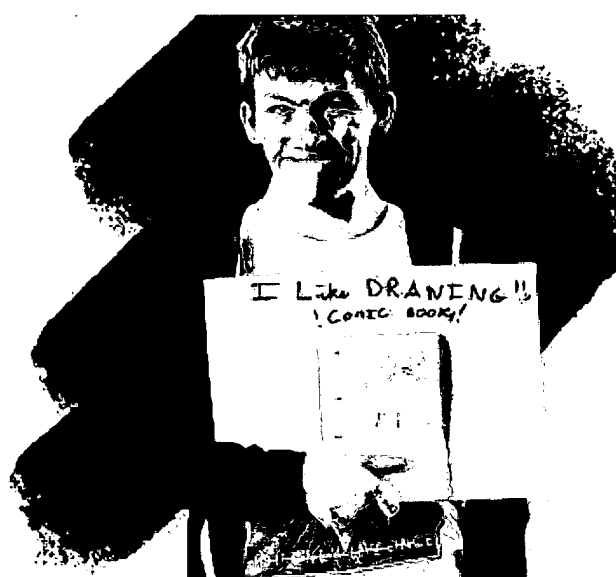
Providing support...your way

MacIntyre Care

Report and Financial Statements Year Ended 31 March 2023

Registered Charity 250840

Company Registration Number 894054 (England and Wales)



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Legal & Administrative Details

Trustees

John Berriman (Chair)
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

Each Trustee listed served for the whole of the year ended 31st March 2023. Dr Dragana Josifova stepped down as a Trustee after the year end, on 28th August 2023.

MacIntyre Care Director Team

Sarah Burslem

Chief Executive

sarah.burslem@macintyrecharity.org

Claire Toombs

Chief Operating Officer, Finance Director and Company Secretary

claire.toombs@macintyrecharity.org

Seb Moh

Quality & People Director

seb.moh@macintyrecharity.org

Laura Selby

Adult Services Director

laura.selby@macintyrecharity.org

Andrea Parr

Adult Services Director

andrea.parr@macintyrecharity.org

Kevin Rodger

Group Director of Education and Children's Services

kevin.rodger@macintyreacademies.org

During the year our former Workforce Director, Helen Bass, left MacIntyre Care. Seb Moh, who was formerly Adult Services Director for the South, assumed a new role as Director of Quality and People and Andrea Parr was appointed as Adult Services Director for the South. All other members of the MacIntyre Care Director team listed above served for the whole of the year ended 31st March 2023.

Board Committees at 31st March 2023

Finance

(incorporating audit, risk, compliance and property)

Rosemary Hart

Duncan Strachan

Rachel Taylor *

Digital

(incorporating technology and cyber security)

Adam Goldstein

Martin Zahra *

Education

(including children's services)

Adam Goldstein *

Dragana Josifova

Neil Macmillan

Pam Meek

Governance

(incorporating nominations)

John Berriman

Ranjit Bhose

Rosemary Hart *

Rachel Taylor

Martin Zahra

Quality & Safeguarding

(including health and safety)

Rosemary Hart

Dragana Josifova

Pam Meek *

Ranjit Bhose

Remuneration & Wellbeing

(including retention, equality, engagement and development)

Ruth Smyth *

Duncan Strachan

Nikki Williams-Ellis MBE

* denotes committee chairs

The Trustees listed served on the Board committees for the whole of the year ended 31st March 2023. Faisal Uddin, formerly a co-opted member of the Digital committee, stepped down from the committee on 30th April 2022.

MacIntyre Academies Trustees

Sarah Burslem (representing MacIntyre)

Tony Greenwood MBE

Amy Patel

Neil Macmillan (Chair)

Charlotte May (Vice Chair) Resigned 17th February 2023

Martin Zahra

Principal and Registered Office

Seebeck House

1 Seebeck Place

Knowlhill

Milton Keynes

Buckinghamshire MK5 8FR

Telephone: 01908 230100

Website: www.macintyrecharity.org

The registered office changed on 7th March 2023 to Seebeck House following the move from 602 South Seventh Street Central Milton Keynes Buckinghamshire MK9 2JA

Company Registration No: 00894054 (England and Wales)

Registered Charity No: 250840

Advisors to the Charity**Auditors**

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

Bankers

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

Solicitors

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

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

Strategic Report

I am delighted to provide this Strategic report for the year ended 31st March 2023 in my role as Chair of MacIntyre Care. The accompanying Impact report of our Chief Executive (CEO) provides an insight into the strategic choices we have made and the actions and outcomes that underpin them and crucially the impact we have made in the year. The Trustees' report which follows provides a comprehensive explanation of how we undertake our governance responsibilities in MacIntyre Care. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.

An Historical Perspective

We have been providing education, care and support services to children and adults since the late 1960s. We are relatively unusual amongst our peer group for providing a full range of services across the age groups, from children to adults and the elderly.

We started with one small Independent Special School in Westoning, Bedfordshire. At the time of its opening, MacIntyre Care stated that "it was expected that the children will be with us for their lifetimes, for our purpose is to provide not only special education to the extent of each child's capability, but occupational training and employment in adulthood". So, the concept of children's education and care and adult care, training and employment have been core central tenets of MacIntyre Care from day one and remain to this day.

We are however sadly not able to guarantee lifetime care as that is in the hands of commissioning authorities. But we can and indeed do our very best to deliver the highest quality education, care and support and seek to persuade those who commission us that we should be and continue to be a trusted service provider.

In the case of the late Richard Burrows, his commissioning authority continued to ensure that he could enjoy a lifetime of education, care and support at MacIntyre. Richard was one of the first two students across the threshold when we first opened. We supported him in Westoning, both as a child at the school and later as young adult, before he moved to Milton Keynes. Latterly he lived at Crosby Close in St Albans. Very sadly Richard died in February 2023 having led a long and fulfilling life, spending over 50 years with MacIntyre. I knew Richard well and for many years he shared a house with my brother, James. Richard leaves an indelible mark on MacIntyre and on all those who supported him and counted him as a friend.

Strategy and Purpose

We seek regular external advice in formulating our strategic direction. Annually the Board and Directors are briefed by Cordis Bright, an organisation which provides research, evaluation and consultancy aimed at improving public services. The most recent comprehensive update received from Cordis Bright covered the 2022 Autumn Statement and the funding of social care, workforce pressures, the Health and Social Care Act, restructuring of the NHS, White papers on social care reform and integration and regulation of social care.

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

Our values are shaped by the visionary belief of our founder of the learning potential of people with learning disabilities, their value as individuals, their right to equality and their importance to society. We define our values in the MacIntyre Care DNA which we regularly review to ensure that it remains relevant and is expressed in an accessible and meaningful way for all.

During the year we updated our purpose statement to better reflect the wishes of people who draw on our support and to align our thinking with the Social Care Future Movement. Our statement reads: "People who draw on MacIntyre's support have gloriously ordinary lives, living the life they choose, using their gifts, skills and passions to contribute and connect to the people in their local neighbourhood. MacIntyre invests in, and helps shape, neighbourhoods to be inclusive and welcoming spaces for everyone." We achieve this by making a positive contribution to the lives of children and adults with a learning disability and /or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships. We strive to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice.

Collaboration

We have for many years made the case alongside membership organisations such as the Voluntary Organisations Disability Group (VODG), ARC and Learning Disability England (LDE) for significant government investment in the social care sector. Disappointingly funding for children and adults with learning disabilities remains inadequate and local authorities continue to face significant funding pressures. In a number of cases we have found it necessary to withdraw from service provision as the funding offer made has been wholly uneconomic. We are not alone in taking this action. It is always as a last resort but we cannot jeopardise the ongoing quality and stability for people drawing on our support or the financial wellbeing of the charity.

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

We have aligned ourselves with and are a leading force in #SocialCareFuture, a movement for social change. Its vision is that everyone should have the support, resources and opportunities to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing the things that matter to us. To achieve this, we believe that social care needs to be reimagined, reorganised and resourced differently. We are presently working collaboratively with five other like-minded charitable organisations, collectively styled as *More Than a Provider*. This collaborative work arose as a result of us collectively wishing to get across a unified message to politicians, civil servants and think tanks about the vital importance of the reform of social care and the unique role of third sector providers.

Our Recruitment Revolution

Strategically it remains vital that we continue to raise awareness of the opportunities within MacIntyre Care and change attitudes of people toward working in our sector. Our future pipeline needs to include significant numbers of people who are not currently working in our

sector. Our recruitment investment plans are designed to ensure that MacIntyre Care is well connected in all geographical communities and neighbourhoods where we work. This connectivity is designed to raise our profile and enable us to attract new pools of local candidates.

The recruitment revolution we launched in the previous year is going well with fresh thinking, new activities and MacIntyre people prepared to challenge the status quo. It is an organisation-wide challenge and we have encouraged each person who works with us, including Trustees, to act as an ambassador for MacIntyre Care and to recognise that every action we undertake has a potential recruitment impact.

Our investment in Community Connectors is designed to connect with local people and to facilitate a match in terms of interests, skills and talents with new recruits and people who draw on our support. Outcomes from this work have already demonstrated that the benefits are wider than just recruitment with potential for influencing our evolving co-production, supporting our fundraising and business development activity and expanding work experience opportunities for people who draw on our support.

Governance

The Board of Trustees has the ultimate responsibility for governing MacIntyre Care and directing how it is managed and run. The accompanying Trustee report explains how we have discharged our responsibilities in the year. We have enjoyed remarkable stability at the Board for several years. Since the year end Dr Dragana Josifova has stepped down as a Trustee having served for more than seven years. She has provided invaluable advice, guidance and support to MacIntyre, in particular during the *Covid-19* pandemic, for which we are all most grateful. Nikki Williams-Ellis has indicated that she too will step down as a Trustee at the end of the 2023 calendar year. We are therefore currently focussed on finding new Trustees to ensure we retain the richness and diversity of skills at the Board that we need.

Our People

Our people are our lifeblood and their commitment is truly inspirational. Last year I highlighted in the strategic report the exceptional leadership of Sarah Burslem, our Chief Executive. This year I would like to recognise the outstanding contribution that Nikki Williams-Ellis has made to MacIntyre and to thank her.

Nikki, Duncan Strachan and I, all current Trustees, each joined MacIntyre in governance roles just under 40 years ago as the next generation of family member involvement. We each had a sibling in the care of MacIntyre. Nikki, a property expert, later chaired and developed the then newly created MacIntyre Housing Association from its formation in 1993 until its transfer to Aragon Housing Association in 1998. Nikki has advised management and the MacIntyre Care Board on a myriad of property and other matters, from the routine to the complex. She chaired our former property committee and more recently has been a valued member of our People and Wellbeing Board committee, always pushing for our people to be recognised and rewarded as best as our finances permitted. She has also been a strong advocate for MacIntyre to assess how best we can best provide high quality end of life care support, as those who draw on our support grow older and in many cases frailer.

Nikki has been a fearless and deeply committed Trustee, a true friend, and has given countless amounts of her time and advice over the decades. She symbolises all that is great about the governance culture we have fostered in MacIntyre. She leaves with our great thanks and there will be a big void when she steps down.

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

	2023 £'m	2022 £'m	2021 £'m	2020 £'m	2019 £'m
Group Net Income Summary					
Income					
MacIntyre Care					
Adult Services Charitable Activities ¹	38	40	43	41	38
Children's Services Charitable Activities	13	12	11	10	11
Donations and Legacies ²	1	1	-	-	2
MacIntyre Academies					
Children's Services Charitable Activities ³	14	13	11	10	8
Fixed Asset Donations ⁴	-	-	2	8	-
Total Income in the year	66	66	67	69	59
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(40)	(39)	(42)	(42)	(38)
MacIntyre Care Children's Services	(12)	(13)	(11)	(11)	(11)
MacIntyre Academies Children's Services ³	(15)	(14)	(12)	(10)	(8)
Net Income for the year	(1)	-	2	6	2
Group Balance Sheet Summary					
Fixed Assets ⁴	32	32	32	30	22
Cash and Equivalents	6	12	11	8	10
Other Net Assets	7	1	1	2	2
Defined Pension Scheme Liability ⁵	-	(5)	(5)	(2)	(2)
Net Assets	45	40	39	38	32
Restricted Funds	22	17	17	17	9
Designated Funds	19	19	19	19	20
General Funds	4	4	3	2	2
Total Funds	45	40	39	38	32
Summary of Group Cash Flows					
Operating Activities	(5)	2	4	(1)	3
Investing Activities	(1)	(1)	(1)	(1)	(1)
Change in Cash and Cash Equivalents	(6)	1	3	2	2

¹ We currently contract in MacIntyre Care with 99 people who manage their own budget, 55 Local Authorities, 13 Clinical Commissioning Groups (CCGs) and 5 college partners.

² Donations and legacies include £6m over the last seven years from the estate of a parent of a lady whom we supported over several decades. These donations are being used to support our wider charitable activities. We are most grateful to all our donors for their generosity.

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

⁴ The fixed asset donations to MacIntyre Academies were represented by the gifts of school buildings at our Quest and Venture Academies in 2019/2020 and 2020/2021 respectively.

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

Finances

The MacIntyre Care group had total incoming resources of £66m in 2023, which compares to £67m in the previous year. Generating sustainable growth has always been so important to retaining a sense of forward momentum in MacIntyre and we operate on fine margins. The five year trend analysis shows how we have carefully managed our growth in MacIntyre Care and sought to build strongly our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades. This growth has more recently been against the huge headwinds of *Covid-19*, overhead and energy cost inflation, rising national minimum wage levels, local authorities reining in their budgets and in some cases us transferring out uneconomic service contracts.

MacIntyre Academies grew 11% (12% in the previous year), with total incoming resources of £13.8m in 2023 compared to £12.8m in 2022. The group generated an unrestricted fund loss in the year of £0.2m (£0.9m in the previous year). MacIntyre Care generated a small deficit in the year of £0.2m (£0.4m surplus in the previous year) and utilised charitable funds of £0.1m in the year (£0.3m in the previous year). The MacIntyre Academies Trust made a deficit of £0.8m following actuarial adjustments to the defined benefit pension scheme as a result in changes in actuarial assumptions introduced in the year.

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

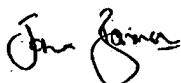
We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 6% (6% in 2022) and remains in the best quartile compared to the charitable sector as a whole.

The level of overall reserves in MacIntyre Care has built up prudently over the decades and today we have unrestricted general reserves of £3.6m (£3.7m in 2022). We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £44.9m (£39.5m in 2022), and a healthy level of liquid funds. We continue to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements.

Conclusion

On behalf of those whom we support, I would like to thank our staff, Directors, volunteers, Trustees and advisers for their personal contribution and for providing the environment in which our group can continue to flourish.

Approved on behalf of the Board:



John Berriman
Chair of MacIntyre Care
Date: 15th December 2023

Trustees Report

As Chairman of the Board of the MacIntyre Care Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31st March 2023.

About MacIntyre Care

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

MacIntyre Care is a sector-leading national charity employing some 1,780 people providing learning, support, education and care to over 1,470 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust ("MacIntyre Academies") employs some 250 people and provides education to over 280 children with special educational needs.

Trustees' Responsibilities

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

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

preparing these financial statements, the Trustees are required to:

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

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

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

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

Providing Public Benefit

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

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

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

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

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

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

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

We are pursuing a clear plan for the use of the non-specific funds donated to MacIntyre Care which we have designated for investing for the wider charitable benefit. We have set aside and are expending funds to invest in business development, growth and innovation and in further developing our practice expertise. Our focus is on supporting more people to move away from Assessment & Treatment Units (ATUs) under the government's *Transforming Care* agenda, developing our knowledge and skill in key practice areas across both our children and young people and adult services, including the further development of alternative curriculums, the continuation of our health and Positive Behaviour Support (PBS) work, and the implementation of our autism strategy across both our education and social care services. We are also seeking a step change in how self-

advocacy is developed across the organisation, working more effectively with families and continuing to make a contribution to the shaping of the local communities where we work. Finally, we have invested non-specific funds in developing new approaches to recruitment.

The Trustee Board

We are fortunate to have a strong and highly skilled Director and Trustee team who work well together and dovetail very effectively. This is very helpful for the day to day running of MacIntyre Care and essential in times of adversity or challenge, such as we have experienced through *Covid-19*.

We have a diverse, well-balanced, experienced and stable Board in MacIntyre Care. During the year there were no changes in the Board composition, which was made up of 12 Trustees, with an equal gender split. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, risk management, property, sales & marketing, digital, education, government, HR, genetics and general management skills. Since the year end Dr Dragana Josifova, consultant in clinic genetics, has stepped down from the Board.

Presently five of our Trustees, myself included, have relatives who are supported by MacIntyre Care. Those close family links with MacIntyre Care have been an ever-present for over 55 years and an important feature in our development. It means that any family (or commissioner of service) that entrusts a loved one to us can rest assured that Trustees are vested personally and connected intimately to our services. We believe this marks us out and is an essential part of our governance DNA.

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre Care. We supplement this development with the regular provision of sector specific information and

the use of other experts at both MacIntyre Care Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles.

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

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

The senior management team

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

Helen Bass, our former Workforce Director, left MacIntyre Care in October 2022. We are grateful to Helen for all she did to drive forward our workforce agenda for over seven years. Seb Moh, formerly Adult Services Director for the South, subsequently assumed a new role as Director of Quality and People and Andrea Parr was appointed as Adult Services Director for the South.

As part of their continued training and ongoing development, the Directors are working individually with Cranfield School of Management, with whom MacIntyre Care has a long-standing relationship. The Directors are receiving a combination of Cranfield existing executive programmes of learning, bespoke material

commissioned by MacIntyre Care and mentoring and coaching support. The Directors have also worked with Cranfield in the development of our Adult Services growth strategy and associated business and marketing plans.

We are indebted to the late Baroness Margaret McDonagh, the co-founder of The Pipeline, who sadly died in June 2023. She consistently supported the MacIntyre leadership and helped us secure places on her Pipeline development programme for our Directors.

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

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

Our governance structures

I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly in-person Board meetings. The Board now meets in London four times a year for its regular meetings and twice a year in Milton Keynes for extended meetings, giving the Board the opportunity to spend time with many of our senior staff, hearing at first-hand about their priorities, plans, challenges and successes.

Important review responsibilities are delegated to Board committees, so that Trustees can better support management and also examine important issues in

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

Ten of our Trustees have been or currently serve as committee chairs, so we have a real depth of experience within our ranks and a great sense of support and teamwork. The minutes of all committee meetings are made available to Trustees via a Board portal. This enables Trustees to access past and present meetings and decisions from one single, secure digital platform. This helps improve further our governance and compliance, enhances information confidentiality and security and facilitates Board administration.

In times of crisis or where urgent action is needed, I establish small fast-response taskforces. Pleasingly there has been no recent requirement for a taskforce to be set up. The last taskforce operated in the first six months of 2020 to help support and advise management and staff in handling MacIntyre Care's early month response to *Covid-19*.

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

The governance committee oversees regular self-reviews of our governance viewed against the Charity Commission Charity Governance Code. There are

seven principles of the Code, and these relate to organisational purpose, leadership, integrity, decision-making, risk and control, board effectiveness, diversity and openness and accountability. The Code emphasises that it is important that Trustees discuss the Code's principles and recommended practice and make well-considered decisions about how these should be applied.

The committee met once in the year with Rosemary Hart in the chair and satisfied itself with the results of the most recent and comprehensive governance self-review. The governance committee agreed the Trustee training plan and reviewed the current MacIntyre suite of policies. The committee further reviewed and proposed changes to language in our articles of association, ensuring they meet modern requirements. The committee is considering the optimal means of recruiting future Trustees, ensuring that we continue to operate a diverse and appropriately skilled Board.

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

Our schools

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

The committee approved the formal response of MacIntyre Care to the March 2022 SEND Green Paper. It took an update on the status of each MacIntyre School and *No Limits* provision, including a particular focus on the *No Limits* services in Bedford. It also assessed how we are delivering our advertised offer and the requirements of young people's Education, Health and Care Plans in the area of therapeutic / health support.

The committee is attended by the Group Director of Education and Children's services, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

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

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

MacIntyre Academies Directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are currently two independent Directors. Charlotte May, a former deputy Head Teacher, stepped down as Vice Chair from the Board of MacIntyre Academies in February 2023.

MacIntyre Care, as sponsor, is itself a corporate member of MacIntyre Academies and is represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care is the Company Secretary of both MacIntyre Care and MacIntyre

Academies. Kevin Rodger, Group Director of Education and Children's Services, was the accounting officer of MacIntyre Academies during the year under review.

Recruitment, retention, reward and development

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

The nominations committee activities form part of the governance committee remit, chaired by Rosemary Hart. The committee leads the process for Board and Trustee appointments. MacIntyre Care recruits new Trustees both through the network of our current Trustees and also where appropriate through the advice of external professional agents. There were no appointments made in the year under review. The comprehensive familiarisation, pre-appointment and induction processes for Trustees includes meeting the chairman and two other Trustees individually, visiting MacIntyre School, Wingrave and MacIntyre Care Central Office in Milton Keynes and meeting the school management, the Chief Executive and members of the Director team.

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

Our remuneration & wellbeing committee, which reviews remuneration and other workforce related matters, is chaired by Ruth Smyth, and met twice in the year. The committee reviews all recommendations on the remuneration of MacIntyre Care's staff, including key management personnel. The committee focusses on ensuring that the

remuneration of all employees is competitive and fair within the current financial constraints that the sector faces. The Group invests more than 3% of its turnover in the development of the workforce.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement, welfare and development. The committee takes an annual workforce report, including pay and reward proposals, an annual HR report and a report from the diversity advisory group. During the year workforce vacancy rates across both the adult social care and education sectors rose to their highest levels ever. So recruitment remained of critical importance and the committee, as well as the Board, was kept updated regularly on the vital importance of focusing relentlessly on imaginative ways of recruiting people into MacIntyre Care, on reducing the level of staff vacancies and retaining our valued staff.

The committee reviewed the staff survey results. This was the first full survey since before the *Covid-19* pandemic and just under 40% of staff participated from across the MacIntyre group. The results were encouraging with 85% of respondents saying that they were proud to tell people about the job that they do and 82% of respondents agreed that MacIntyre has strong values and operates to high ethical standards. As might be expected, pay and reward showed the lowest scores with 41% of respondents feeling they are rewarded fairly for the contribution they make in their particular job. This figure is similar to that of the previous survey response and to the benchmark median.

The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 74% of our staff. We are confident, due to our job evaluation process and salary bandings that men and women are paid equally for the same or similar roles. There is however an under-representation of males

in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2022) stood at 4.1% (2021 7.6%) in favour of females.

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

Quality and safeguarding

The quality and safeguarding committee, chaired by Trustee Pam Meek, a head teacher with extensive experience of safeguarding, met twice in the year. The committee took the annual quality report focussing on achieving best practice. It also took safeguarding and compliance reports. It undertook a review of successes and learnings set out in the *Dying to Talk* project, designed to ensure that the people we support, their families and our staff feel comfortable talking about death, so people can plan for the future without feeling worried or afraid.

Quality - MacIntyre Care's vision for quality is that MacIntyre Care will be known as an ambitious and highly skilled provider with a particular way of working that has the voice of the children, young people, adults and their families at its heart. We will aspire to be outstanding in the eyes of our regulators and this will be achieved by the visibility, at all times, of our DNA and by our education, care and support practice being the very best.

Safeguarding - we have an organisational culture in MacIntyre Care that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The

working environment is not always easy and some of the people we support show challenging behaviours.

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

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

Harnessing digital technology

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

The committee, chaired by Martin Zahra, met twice in the year. For the second consecutive year there has been a significant level of technology-related activity in MacIntyre Care. The work to increase our use of digital systems across the organisation continues to gather momentum. The digital committee was focussed on our IT plans and strategy and in overseeing management progress on key projects.

These projects include the implementation of a new care management system (Nourish), moving online expenses from an old system onto the payroll system, migration to a new version of finance software, a new recruitment applicant system, and the roll out of the customer relationship management system across operational managers. All these projects have common objectives to give an improved user interface, more accessible and intelligent data and externally hosted (cloud) data storage to ensure that we reduce the need for internal server infrastructure and enhance the security of our data.

The Nourish care management system is an electronic solution for care planning and daily care notes. It will enable MacIntyre adult services to move from paper and spreadsheet records to an interactive digital platform which every individual who draws on our support can have an active part to play in their data and recording. We are drawing on the funding provided by the NHS Digitising Social Care Team to support CQC registered adult social care providers to adopt technologies that can transform care, as part of the integrated care system landscape.

We are appreciative of the insights and advice of Faisal Uddin, who was co-opted to the digital committee in July 2020. He sadly found it necessary to step back from the committee at the end of April 2022 due to the pressures of his external executive work commitments.

Finance

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

Finances - in terms of the finances of MacIntyre Care, the committee reviews MacIntyre Care's financial systems, controls, risk management and risk registers, including key risks, financial results and the balance sheet. It also reviews MacIntyre Care's budgets, cost management (including agency costs and

empty place costs), cash management and forecasts, its policy for investment of surplus funds and its reserves policy.

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

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

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

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

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

ensure that they still meet the needs of MacIntyre Care.

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

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

Our properties - the committee takes reports from the Chief Operating Officer and reviews the stock of MacIntyre Care group properties, property moves, new builds, major refurbishments and property funding. Grand Union Housing undertake property condition surveys and generate cyclical reports and MacIntyre Care commission contractors to undertake necessary property maintenance. The key areas of focus in the year for the committee included the search for and successful move to a new central office location in Milton Keynes and the preparations for the proposed sale of three houses previously forming part of the Wingrave provision.

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

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

Our investment policy

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

Our reserves policy

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

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

Going Concern

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

Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data for the periods 1 April 2021 to March 2022 and April 2022 to March 2023		
	1 April 2022 to March 2023	1 April 2021 to March 2022
Energy consumption used to calculate emissions (kWh)	Total energy used in the period: 5,447,126 The energy consumed has been broken down by: - Gas = 4,001,216 - Electricity = 1,445,910	Total energy used in the period: 5,745,254 The energy consumed has been broken down by: - Gas = 4,301,263 - Electricity = 1,443,991
Scope 1 emissions in metric tonnes CO ₂ e		
Gas consumption	4,001,216 kWh x 0.18316 = 732,862 (732tCO₂e)	4,301,263 kWh x 0.18316 = 787,819 (787tCO₂e)
Company transport	588,912 miles x 1.17682 = 693,043kWh 588,912 = 947,759km Total 947,759 x 0.18315 = 173,582 kgCO₂e 173tCO₂e	598,260 miles x 1.17682 = 704,044kWh 598,260 = 962,803km Total 962,803 x 0.18315 = 176,347 kgCO₂e 176tCO₂e
Total scope 1	905tCO₂e	903tCO₂e
Scope 2 emissions in metric tonnes CO ₂ e		
Purchased electricity	144,5910 kWh x 0.21233 = 307,010 kgCO ₂ e 307tCO₂e	144,3991 kWh x 0.21233 = 306,602 kgCO ₂ e 306tCO₂e
Scope 3 emissions in metric tonnes CO ₂ e		
Business travel in employee owned vehicles	256,005 x 0.18315 = 46,887 kgCO ₂ e 46tCO₂e	239,455 x 0.18315 = 43,856 kgCO ₂ e 43tCO₂e
Total gross emissions in metric tonnes Co ₂ e	1315tCO₂e	1255tCO₂e
Intensity Ratio Tonnes CO ₂ e per person supported	0.571739tCO ₂ e per person	0.534043tCO ₂ e per person

Quantification and Reporting Methodology

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

Intensity measurement

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

Measures taken to improve energy efficiency

Alongside environmentally friendly approaches to travel and meeting arrangements the charity has begun to consider efficient heating systems in our properties.

Approved on behalf of the Board:



John Berriman
Chair of MacIntyre Care

Date: 15/12/2023

Impact Report

There is much to celebrate as we reflect on the year under review (2022/23). Learning to live with Covid has been a natural evolution and one made easier by the resilience and commitment of people who draw on our support and the workforce. Our drive has been to emerge from the pandemic stronger and with enthusiasm for increasing our impact on the lives of disabled people and having greater influence in the neighbourhoods where we work. We are not complacent about the ongoing risks of Covid and we continue to ensure that we place people's safety as a high priority. We do though recognise that the political, social and economic context in which we operate requires us to be courageous, imaginative and capable of providing creative solutions to people who draw on education and social care, to commissioners, the workforce and local communities.

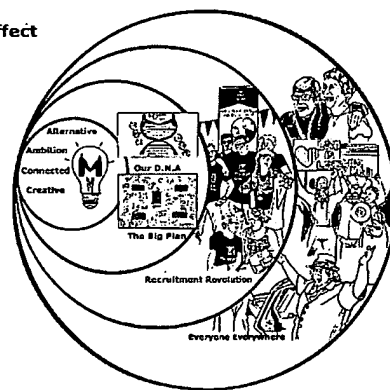
As the risk of Covid infections reduced we continued to plan strategically for the future. We built on our reviewed DNA (our shared value base) and aligned further with the vision of the Social Care Future Movement. We strengthened our Recruitment Revolution by working with Tricia Nichols, a social care consultant and invested further in our Community Ambassadors and Connectors. This activity has created what we term the "ripple effect" where our focus on connections ripple into all areas of the organisation and has a momentum that flows through all that we do. Most importantly the ripple effect has given us the confidence to be even more ambitious than we were for ourselves a confidence that underpins our revised purpose statement

Our Purpose

People who draw on MacIntyre's support have gloriously ordinary lives, living the life they choose, using their gifts, skills and

passions to contribute and connect to the people in their local neighbourhood. MacIntyre invests in, and helps shape, neighbourhoods to be inclusive and welcoming spaces for everyone.

The Ripple Effect



The number of total beneficiaries of the MacIntyre Group has increased slightly during the year under review to 1754 (1579 last year). Student numbers in MacIntyre Academies have increased to 280 (273 in 2021/22) as have the number of people directly benefiting from our Great Communities work to 336 (117 in 2020/21). The number of people who connect with MacIntyre for eligible adult social care has increased slightly to 904 (870 last year). The number of students accessing Wingrave and MacIntyre No Limits has remained stable at 234 (238 in 2021/22).

The workforce demographics and market conditions underpinning both the special education and social care sectors remain challenging. As our Recruitment Revolution continues we are confident of our ability to attract new pools of talented colleagues and to offer them an excellent induction and ongoing career pathway. We have continued to invest charitable funds in people and resources that strengthen our recruitment and community connecting activity in neighbourhoods

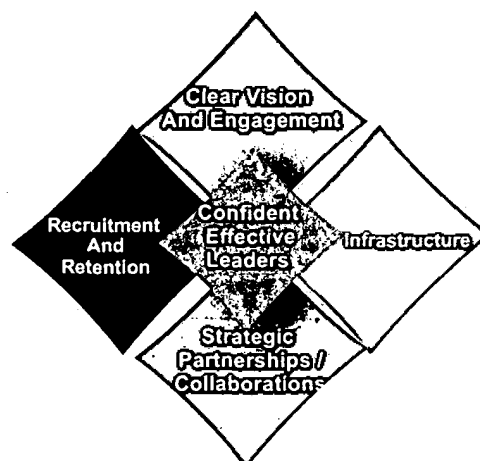
where we have a presence. It is exciting and positive to see the ripple effect of our community connecting activity not only with regard to the introduction of new staff but the contribution we are able to make to ensure local neighbourhoods are thriving places for disabled people to live, learn and work.

We continue to invest income from our funders into the direct operational delivery of our services. While an increasing number of councils are making unprecedented levels of savings we have had to work with focus to ensure that all of our contracts are sustainable. This enables us to deliver the number of hours as determined by each person's assessed needs and to pay our workforce a competitive salary. Where this is not the case we will always endeavour to work in partnership to consider positive solutions but ultimately if a commissioning Council or CCG is not able to cover the real cost of care and fulfil their statutory responsibility MacIntyre will cease contracts with these funding bodies. We never take this decision lightly and we are grateful for the advice and support made available to people drawing on support, their families and ourselves from Access Charity (www.accesscharity.org) and Cascaidr (www.cascaidr.org.uk).

As noted in previous years despite many years of financial pressures brought about by real term cuts to our funding we have not reduced the money that we spend on the development of the workforce. We continue to recognise that our workforce are our greatest asset and we are dependent on their knowledge and skill to ensure that our value is fully recognised to all of our beneficiaries. For the year under review Trustees have agreed further investment of our finite charitable funds in key practice areas. This includes a continued focus on coproduction, health equality, family engagement, recruitment and neighbourhood connectivity.

It is important to us that we continue to grow as an organisation to ensure our impact is as far reaching as possible and

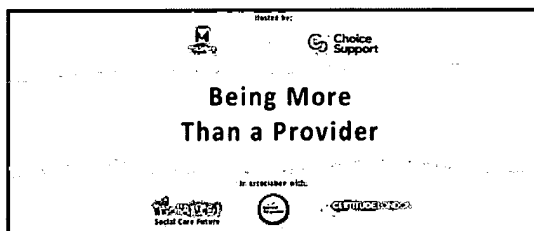
to ensure that we have a sustainable operating model for our schools, our FE partnerships and for our adult social care provision. For the year under review we commissioned Cranfield Business School to work with us to develop an ambitious growth plan for our adult social care provision and we are in the process of aligning our children and young people's services (CYP) growth activity to this plan. Our targets are rightly ambitious to ensure that we enable more people to leave inappropriate secure hospital settings and to support more people to access outstanding support in their own homes and neighbourhoods.



Critical Success Factors, Adult Services Growth

We can add additional value when we work in partnership. During the year under review we have strengthened our alignment with the Social Care Future Movement and are delighted with the impact that this movement is having on the thinking and policy development of the main political parties.

We are one of six not for profit organisations who have come together as part of the Social Care Future Movement to represent providers and to articulate the role that we play in reimagining the future of social care. We have coined the phrase "More Than a Provider" to give us an identity and our intention is to influence the policy development of the government of the day.



We continue to be active members of VODG, ARC and LDE and NATSPEC. We were delighted with the coproduced and delivered training alongside ARC and with the BILD collaboration to develop and deliver The Oliver McGowan Mandatory Training.

We work in an unpredictable political environment with uncertainty for disabled children, adults and their families. There is a widening attainment gap for children with special educational needs, significant health inequality and systemic discrimination faced by disabled adults. We will continue to work alongside others to ensure we can fulfil our purpose as creatively as possible to address this inequality and to close gaps. We will continue to drive change through influencing the policy agendas. We maintain the view that we all have to commit to an ambitious vision and move forward through a lens of aspiration on behalf of disabled children and adults.

I should like to take this opportunity to thank everyone for their shared energy for such a vision and for the part they have played in another extraordinary year.

S.A. Burslem

Sarah Burslem
CEO
MacIntyre

15/12/2023

About The MacIntyre Group

MacIntyre Charity

Our Vision

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

Our Mission

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

Our Purpose

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

MacIntyre Academies

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

Our Vision

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



Empowering People to Achieve

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

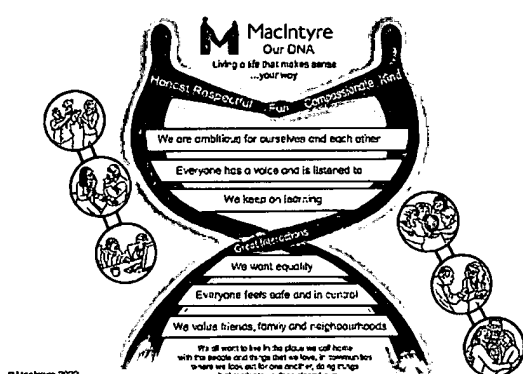
Building on this reputation by embedding genuine co-production is fundamental to our integrity and critical to our future success. We believe that our DNA underpins all that we do so it is deserving of continued focus and investment. As we grow and become more diverse it is important that we build up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

MacIntyre Strategy 2020 – 2023

MacIntyre's DNA

The shared value base that we call our DNA defines all that we do and how we do it, it sets us apart. It is important to us that we constantly reflect and refine how we articulate the DNA and how we ensure it remains the driving force in all that we do.

For the year under review we have aligned our DNA with the vision of the Social Care Future Movement and invested time and focus in activity that brings the DNA to life.



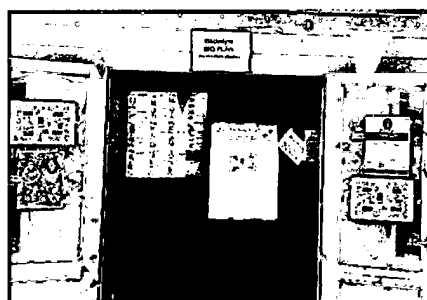
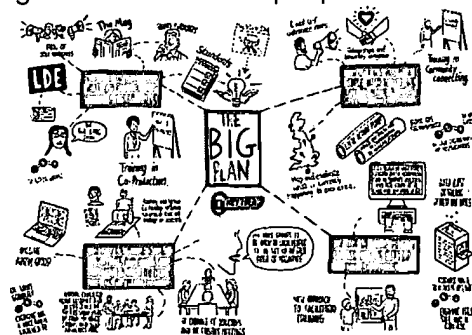
The Big Plan

MacIntyre's way of working, as described in our DNA, includes the key elements of ambition, everyone having a voice, learning, equality, safety and control and

valuing friends, family and neighbourhoods.

To achieve this universally it is important for us to plan how the people who draw on support, their families and our staff work together in ways where everyone is valued for the contributions they make, are true equals, and their voices are heard.

The "Big Plan", aims to achieve this and to ensure that true co-production (working together) is possible and is a reality across the organisation and beyond in the neighbourhoods where people live.



Work has continued on the Big Plan during the year under review. Co-Production training has been delivered in a number of areas including Warrington, Wigan, Flackwell Heath, Aylesbury and Chesterfield.

This training is co-developed, co-facilitated and participants are a mix of people who draw on our support and staff.

Local Big Plan events have been organised by local staff and held in St Albans, London and Wrexham and have brought together people who draw on our services, families and staff.



A number of themes have evolved from the Big Plan and we are delighted with progress made in the following areas:

Employment

It is clear that people drawing on support are seeking employment opportunities both within MacIntyre and with other employers. The Lead Self Advocate Group has extended its reach to provide peer support to those seeking employment opportunities, ensuring they have the right advice and support to secure work. Peer support has also been offered to people who draw on our support and also our employees who work as a MacIntyre Checker (6), an Easy Read Creator (8), a training facilitator (12) or a MacIntyre Dancer (8).

- **MacIntyre Dancers -** The MacIntyre Dancers continue to flourish and have developed a reputation as a talented group of artists who are catalysts for real change. They are a group with purpose and capable of bringing joy and focus to whatever event they attend. The group facilitate weekly rehearsal classes in collaboration with our Lifelong Learning colleagues.

The MacIntyre Dancers have actively participated in various events during the year under review, including the MacIntyre school fete, No Limits Graduation, and Oswestry Public Living Room. They facilitate an after schools club and a community dance social club.



- **Easy Read Creators and MacIntyre Checkers -** MacIntyre's team of Easy Read Creators and Checkers have expanded their scope of work to include external documents in addition to their ongoing internal projects.

The team work alongside Photosymbols and are to be featured in photographs on the Photosymbols' website.
- **Training Facilitators -** MacIntyre employs 12 facilitators who have lived experience of drawing on social care. For the year under review these facilities alongside out training and

development team delivered The Oliver McGowan Mandatory Training;

Supporting People with a Learning Disability and Dementia; and Loss and Bereavement Training with ARC.

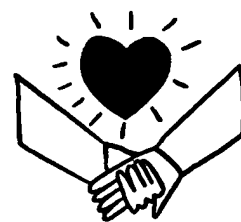


Personal Relationships and Sexuality

The Relationships and Sexuality Working Group are a group of people who have lived experience and or are employed by MacIntyre.

The Group's main aims, as identified by the Group, are to:

- Develop a structure and process of support and training across the organisation to include peer support.
- Create a "library" of resources for people to access for support, training and teaching.
- Review and update current policy and guidance.



Relationships and
Sexuality workgroups

Ambitious and Connected Neighbourhoods

People drawing on our support are ambitious for themselves and for the neighbourhoods where they live. It is our aim to support these ambitions by focusing on our role in ensuring that people with learning disabilities and autistic people are well connected, active, and respected within their local neighbourhoods.

Inspiring and Sharing

This year we have been focussed on supporting cultural change across the organisation demonstrating, encouraging and inspiring our staff to see the many benefits of working in a way that is more externally focused. The intention is for all our staff to be more connected and outward-facing.

Community Ambassadors

The Community Ambassador role began as a response to trying to support our staff and people who draw on our support to be confident and intentional in connecting with their neighbourhoods.

Examples from our Ambassadors:

- Connecting with a fully accessible sailing experience in Milton Keynes
- Making connections at the Flitwick Family Fun Day and the Ampthill Summer Gala
- Hosting a weekly Public Living Room at the Oswestry Market
- Organising a stall at the Oswestry Games and World Disability Week event
- Attending job fairs at Shrewsbury and Telford and Milton Keynes
- Hosted a St Patrick's and St David's Day afternoon tea and pop-up shop, which raised £300
- Helping our neighbours, Warrington Visually Impaired People aka Warrington Blind Society, to tidy up

and transform the sensory garden and water feature

- Hosting a new fortnightly Public Living Room in Warrington
- Speaking at local schools about the journey of people connected to MacIntyre into paid employment
- Setting up a Community Garden in Bedfordshire
- Working with a local rugby club to provide mixed ability sessions

Case Study Public Living Room, Oswestry

Our friends, the Camerados, had talked about Public Living Rooms as a way of meeting people and contributing to our neighbourhoods by creating a space for people of all kinds to come together.

MacIntyre's Community Ambassador Katie, and Jess who draws on MacIntyre's support, wanted to set one up in Oswestry to meet new people, help people out and raise MacIntyre's profile in the town. The events have been happening weekly.



Katie said: "I only moved to Oswestry in June 2022 and have been wanting to meet people and make friends. Jess is new to the area too and loves to meet new people and socialise. I went to see the market manager and talked to the Camerados about setting one up in the town. Each week we've met people in a space where they can come and feel

they can be themselves with have no judgement. The feedback has been very positive with, with one inspirational quote saying "We are who we are as individuals but stronger together."



Jess said "I really enjoy doing the Public Living Room talking to all different people of different ages, I feel it is a good idea to bring people together and make new friends and make the community a better place."



Public Living Rooms

As well as the Public Living Room in Oswestry, other pop-up Public Living Rooms have been hosted in a number of other towns, with further events planned for the coming year.



Community Roasts

In Chesterfield the Community Roasts have been taking place once a month since April 2022 hosting an average of 80 people at each event. The Roast is open to all with the purpose of connecting and supporting the local community.



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

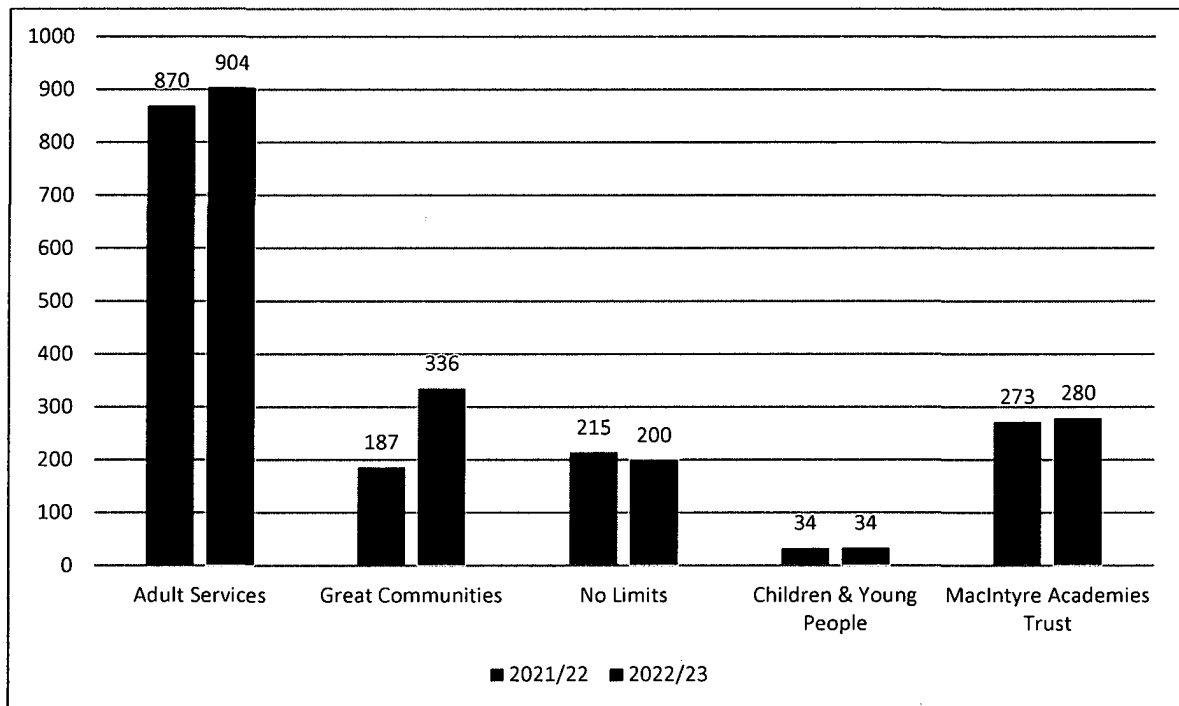
The MacIntyre Group remains unique with regards to the range of education and social care services that we provide.

Our intention is to provide education experiences that are as alternative as necessary to make sense to the children and young people, to provide safe, compassionate and ambitious places to

live that enable the children and adults who draw on our support to lead "gloriously ordinary lives".

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

People supported by the MacIntyre Group



People drawing on Adult Social Care

MacIntyre Care is commissioned by 68 Councils and Clinical Commissioning Groups (67 funders last year) to deliver support and care to 904 people (870 last year). We invest charitable funds to connect with 336 (187 last year) disabled people who are at risk of "falling through" the funding gap.

We have been involved with the Social Care Future Movement since its conception and representatives across MacIntyre are active Movement members. In 2022 we aligned our DNA to the Movement's vision.

"We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us."

Number of people supported

We support 326 (306) people living in their own home; 178 (182) people living in a registered care home; 330 (326) people access our lifelong learning centres and 70 (56) people supported through Shared Lives. A further 336 (187) people connect with MacIntyre through our local neighbourhood and Great Communities focus.

Shared Lives

In Warrington and Central Bedfordshire 49 Shared Lives carers (38 in 2021/22) offer support to 70 (56 in 2021/22) people in their own homes, either to live, to stay for short breaks or for day support.

Spare room in your home? Spare room in your heart?

In Summer 2023 MacIntyre was confirmed to be the sole provider of Shared Lives in Warrington.

Homes not Hospitals

MacIntyre has developed a bespoke model of support that we believe best supports people as they leave secure/inpatient setting and set up a home and a life that makes sense to them.

The model has MacIntyre's DNA at its heart and includes Positive Behaviour Support (PBS), a framework of support that is evidence based and empirically strong at its core. This is a tried and tested model and we have successfully supported many people who are stuck in secure settings when they should be "living in a place they call home, surrounded by the things and people they love, in communities where they are doing what matters to them."
(*Social Care Future*)

For the year under review we have supported two more people to move from secure settings into their new homes in the Greater Manchester area. We are committed to continuing this fundamental approach and have ambitious plans for the next 36 months.

Case Study Peter's story ... in his own words

My name is Peter, I am 65 years old. I've recently moved to Bury with MacIntyre in late 2022.

Before I moved, I had lived independently on the other side of Greater Manchester in my little flat, there I used to ride my bike a lot sometimes all day and even most evening and night. I used to clean and cook by myself in my flat and life was good. I however I got detained and put in a mid-secure hospital in Whalley.

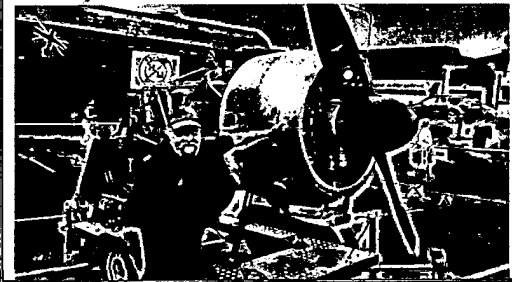
I spent 11 years of my life in Whalley with so many restrictions, This meant I could not go bike riding when I wanted; I could not cook every day. Instead I batch cooked every fortnight and froze my food. All I ever made and lived on for the 11 years was hotpot. I lost physical contact with my family for the 11 years. At some point I thought my life was over and I would never leave hospital ever again. In the hospital I spent most of my time in my bedroom I rarely came out to sit in the communal areas or interact with other patients. The only time I went out was every two weeks to do my food shopping. The little time I rode my bike was around the hospital grounds when staff could spare a few minutes to facilitate it. My life was miserable and hopeless - until MacIntyre came along.

I moved from the hospital into my new bungalow in the last quarter of 2022; I have been loving it ever since. I can now go bike riding to different areas with staff, I have freedom to cook and bake whenever I want including cooking and baking my own choice of meals and cakes. I have loads of space to do gardening and have started getting ready for summer. I enjoy tidying up inside and around my bungalow. My bungalow is in a very nice and quiet area which is central to Bolton,

Radcliffe and Bury. I love showing visitors inside and outside my bungalow I always take them on a tour of the property, which is from the kitchen through the sitting room, out the back door, around the garden and back through the kitchen then the inside rooms my bedroom, bathroom, exercise room and the staff room.

I have re-established contact with my family and my sister has been to visit me for the first time in 11 years. I made lunch for her and her husband. She has reassured me she will be coming down more often. I'm so happy I've got my life back again; I can go shopping to different places and different markets.

It is so amazing how so much has changed in the last 11 years and I'm so glad I'm out and living the community with the support of MacIntyre.



Great Communities

We have continued with great success our Great Communities work within the Warrington area this year. Great Communities is for people who have a learning disability or are autistic, and who access less than six hours' paid support a week.

Our intention is for people to build rich and reciprocal networks and make positive contributions to shaping inclusive neighbourhoods. Both of these elements should result in reducing dependency on paid traditional support and encouraging the emergence of new and innovative social care solutions.

Impact to date:

- 127 people feeling better connected
- A further 109 people who have benefited through the ripple effect
- 124 organisations supported to work more inclusively

Achievements for the year under review:

Co-produced

- Friendship Group steering group shaping future meetings and concepts (big push on meeting with NHS, Police and Fire Service to support independent living.
- Supported people to grow the North West Autism Steering Group to 15 plus members some real key issues raised.
- Presented a workshop on "agents for change" in our communities at the Autism Show in Manchester.
- Developed Soup & Chat alongside Warrington Voluntary Action based on the skills of five members and also people telling us they are struggling with the cost of living
- June's Art Group started in October – a response to her loving art but feeling lonely so holding an arts and crafts space
- Warrington Borough Council asked the Friendship Group to support development of their autism strategy
- Supported development of a Public Living Room by two people collaborated with Keyring, the Old School and Camerados

Contributed

- Connected three of our Great Communities members with the "bread and butter thing" community member food pantry at The Old School hub in Warrington.
- Attended Rugby League World Cup volunteer launch at the Halliwell Jones Stadium and connected two Great

Communities people up with the volunteer programme

- Completion of the HAF funding project working with Families United for our Friday group at the Puddle. The group led and supported on activities/games and guided tours at the facility for the families and also provided drinks and snacks.
- Connected and worked with the eco/green team to demolish and clear a space at Sandy Lane nursery after a request from a staff member who saw our work from our social media and external links (Puddle Project).
- Volunteer group working with Warrington Rowing Club on fifth community outreach programme
- People connected attended special school during careers week to tell students about their work and lives and inspired them

Collaborated

- Information sharing and support to Options Liverpool, Land Trust, ASDA Warrington, Keyring, Livewire, Community Repaint, Wolves Foundation, WVR College, Co-Op, Made by Mortals.
- Social media connections and marketing: further developed the Facebook page, Twitter account and linked with MacIntyre in Warrington to share information
- Worked alongside the Community Coordinators to support and link with recruitment
- Worked alongside the Community Coordinators to support and link with recruitment
- £6,088.12 from various funding streams used for gardening materials, rental costs

Celebrated

- North West in Bloom Royal Horticulture Society competition
- Dimensions Leaders Awards
- BBC Make A Difference Award

"It's amazing to see so many former students doing so well after they have left school and working in both paid jobs and working voluntary in the community."

Lynne Ledgerd, local teacher after meeting with people who work

"I never dreamt I would help write a song and then go to a proper recording studio where some famous people have made songs."

Andy, who connects with Great Communities— after the song creation and studio recording sessions with **Made by Mortals**



Arts and Crafts Group
First Wednesday of each month
1.30pm to 3.30pm

R-teacup Café
The Old School Fairfield and Howley
Fairfield Street, Warrington, WA1 3AJ

Are you creative - or would you like to be?

Join June and friends for a brew and a social couple of hours with some arts and crafts activities




MacIntyre Charity
promoting support MacIntyre Charities Ltd
www.mai.org.uk Registered Charity No 255040

MacIntyre
Providing support...your way

Case Study June's Arts & Crafts Group

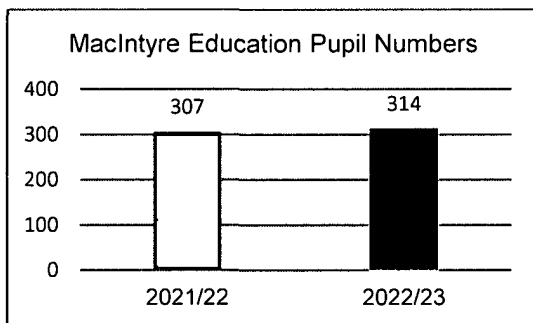
June enjoys art and crafts and spends a lot of her time creating and making.

June told us she was feeling lonely and would like to meet other people but she didn't have much money or confidence. Thinking about what she cared about and enjoyed, we connected her with a local artist who has a studio in a local community centre. The studio isn't used on a Thursday afternoon and he offered it to June. June promoted that people could come to the studio, with their art projects to craft together. June's confidence has increased and she has talked to Warrington Borough Council commissioners about the group and how it's helped her feel that she's making a difference.

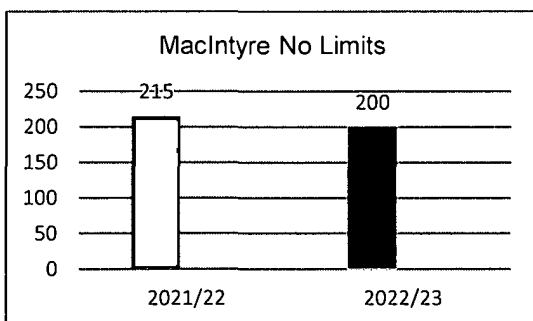
Children, Young People and their Education

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

We deliver education, care and support to 312 school age children at our Independent special school in Buckinghamshire and at our four Academy schools (311 in 2021/22).



We also deliver further education programmes of learning to 186 young people via our partnership arrangements with five colleges (215 in 2021/22).

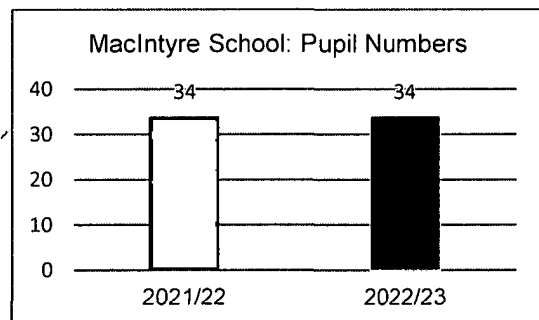


MacIntyre School, Wingrave

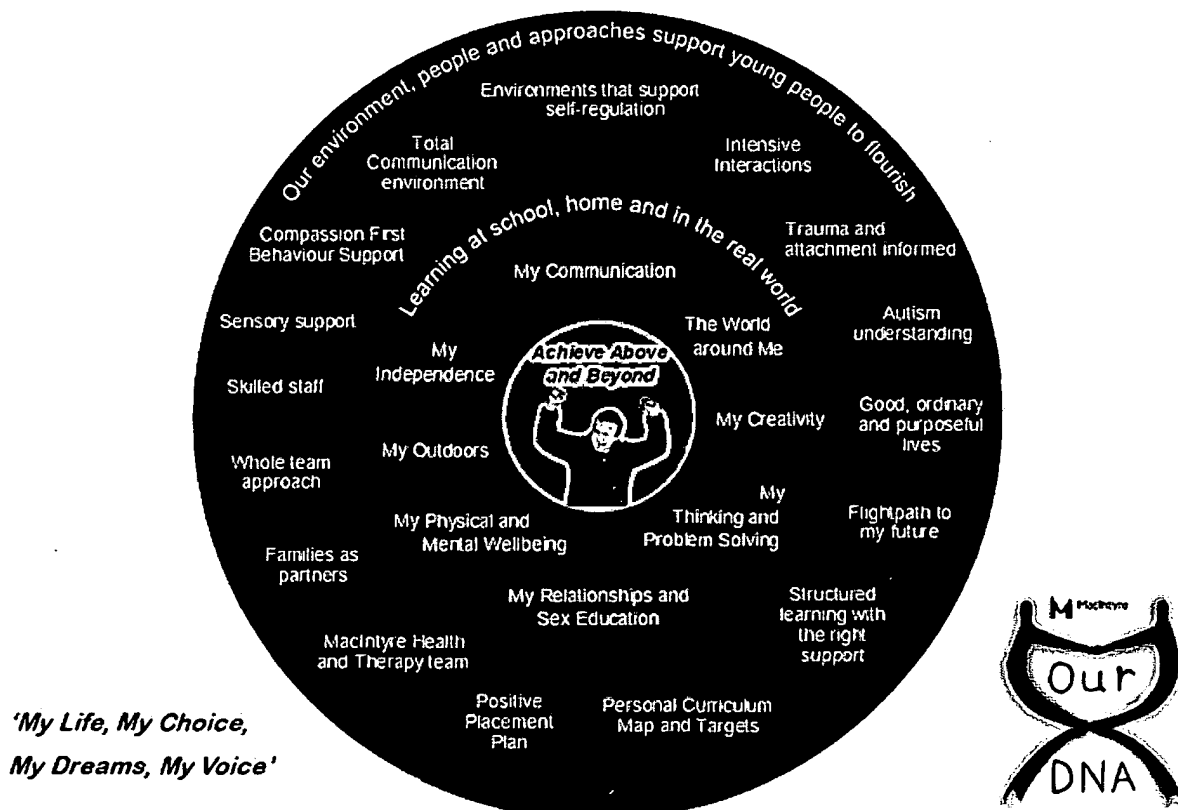
At MacIntyre School we believe that potential is limitless and that every young person can and will 'Achieve Above and Beyond'.

We currently provide person centred, individualised education to 31 children aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

Our school is currently rated as 'Good' by Ofsted (January 2020).



MacIntyre School and Children's Homes



Case Study

Maurice – a personalised approach

Maurice (not his real name) is a young person who came to MacIntyre School in September 2022 aged 12 with a diagnosis of autism and associated learning difficulties. He lives at home with his family and attends as a day student.

Prior to MacIntyre, Maurice attended a local authority special school where he was in a busy class of 15 children, all following an adapted national curriculum. Maurice was reported to be very disruptive, finding it difficult to settle or engage. He was supported 2:1 at all times, sometimes 3:1, to keep himself and others safe. Maurice struggled to engage in lessons and with the transition to and from school which was difficult for his parents.



When we met Maurice we believed that he would benefit from a more autism specific learning environment and approach, a curriculum focused on areas functional and relevant for him in preparation for adulthood and a holistic therapeutic approach to support his communication and sensory needs.

At MacIntyre School, Maurice is in a class of five young people. The environment is managed effectively to prevent the young people from impacting on each other, whilst also enabling social

interaction and communication and shared learning when appropriate. The curriculum has been adapted and personalised to focus on Maurice's learning priorities which initially focused on communication and sensory and emotional regulation but, with input and support from the therapy team, has been expanded to include all curricular subjects and offsite learning too, where he has been able to apply the skills learnt in school in a practical context meaningful to him.

Initially supported 2:1 at all times when he started at MacIntyre School, by Christmas this support level was reduced to 1:1, only requiring additional support when going swimming at the local leisure centre.



Maurice enjoys school and engages happily in all activities, with regular and positive interactions with adults and peers alike. These activities now include 1:1 table-top activities, joint attention activities and group activities with his classmates. Transitions to school, around the site and going offsite are smooth and positive. Maurice understands his routine and expectations and enjoys the activities presented to him. He is now participating in a wide range of offsite learning activities and his timetable includes four offsite trips each week including swimming, shopping, visits to the library and parks and local walks.

Maurice has completed two ASDAN accreditations this year, more than usually expected for a new student, and has made expected, or better than expected, progress in all areas of his learning. Parents have stated that he is now happy to go to school and when he comes home, which has been a significant improvement for the whole family.

Young People and their Further Education: MacIntyre No Limits™

Overview

MacIntyre No Limits™ provides community-based bespoke education packages to young people aged 16-24. Working as sub-contractors to both mainstream and special needs Further Education (FE) colleges, No Limits is often the only education option available to young people due to the complex nature of their disabilities and the barriers to learning that arise from them.

Acting as a bridging service between school and adulthood, we aim to improve the independence skills of the young people we work with, regardless of their starting point. We set and work towards aspirational goals based on learners' Education and Health Care Plans, taking into account their individual needs and destinations.

Learners at No Limits work to individual education timetables, working 1:1, 2:1 or 3:1 with highly-trained Community Teaching Facilitators (CTF) who develop and deliver challenging learning programmes built around the learner's personal learning goals, hobbies and interests. The CTF teams are supported by Programme Managers and Co-ordinators who are responsible for setting, planning and assessing learners' Individual Learning Plans.



This year No Limits has undergone a period of rapid growth and development, with a new provision opened in Bedfordshire and a complex overhaul of the curriculum completed and delivered.

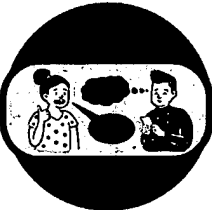
MacIntyre No Limits					
Provision	Base	Partner College/s	Year Opened	Number of Learners	Number of Staff
Bedfordshire	Cotton End, near Bedford	Milton Keynes College	2022	8	13
Bucks North	Aylesbury	Buckinghamshire Colleges Group	2012	40	30
Bucks South	Flackwell Heath, near High Wycombe	Buckinghamshire Colleges Group	2012	40	37
East Midlands	Thurmaston, Leicester	Homefield College, Warwickshire College Group	2012	16	18
Milton Keynes	Great Holm, Milton Keynes	Milton Keynes College	2012	43	52
Oxford/MAP	Abingdon	Abingdon & Witney College	2011	39	57

Our Approach

The MacIntyre No Limits curriculum aims to provide learners with the skills they need to develop into more independent adults, regardless of the level of independence they may have when they join us. Our new curriculum has been streamlined to make it more accessible for both staff and learners.

The MacIntyre No Limits Curriculum			
	"By the time I leave No Limits I will understand my own mind and body better. I will know more about how to stay safe, happy and healthy."		"By the time I leave No Limits I will feel like an adult in my own home. I will have the skills I need to live with less support than before."
	"By the time I leave No Limits I will know my way around my local area. I will feel confident when visiting more people and places."		"By the time I leave No Limits I will have a plan for what comes next in my life. I will have had a say in any decisions about my future."

Alongside the curriculum, No Limits uses four pathways to help learners, staff, parents/carers, partner colleges, and other stakeholders, to understand the purpose and intended outcomes of each learner's education programme. Learners are assigned to a pathway based on their EHCP and Baseline Assessment, but they are able to change pathways at any time if it becomes clear that a different one would be a better fit for them.

The MacIntyre No Limits Pathways			
	Onwards to Engagement "My aim at No Limits is to become more engaged with the world around me."		Onwards to Independence "My aim at No Limits is to improve my independence skills across the curriculum."
	Onwards to Employment "My aim at No Limits is to gain the personal and vocational skills I need to enter paid employment."		Onwards to Further Education "My aim at No Limits is to gain the personal and study skills I need to progress on to a college course."

Each of the four pathways covers most of the No Limits Curriculum, with different levels of emphasis depending on the learner's needs. The table below demonstrates how this can look.

MacIntyre No Limits Curriculum and Pathways Focus 'Heat Map'				
	Learners on the Onwards to Engagement pathway 	Learners on the Onwards to Independence Pathway 	Learners on the Onwards to Employment Pathway 	Learners on the Onwards to Further Education Pathway 
Skills in the All About Me curriculum 	Key focus: many objectives drawn from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP
Skills in the My Home, My Life curriculum 	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP	Lower focus: learners will have objectives from this part of the curriculum if indicated by the EHCP
Skills in the My Community curriculum 	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum
Skills in the My Future Plans curriculum 	No focus: learners on this pathway are unlikely to have any objectives from this part of the curriculum	Moderate focus: learners likely to have several objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum	Key focus: many objectives drawn from this part of the curriculum

Case Study

Jay's journey to being a "lively and active participant"

When Jay (not his real name) first came to MacIntyre No Limits™ he was in a state of high anxiety.

Transitioning to college was his first change of setting in twelve years, and it coincided with his older brother moving away to university. Although he seemed interested in the new car and new people who had come into his life, everything was a struggle: getting out of the house took hours, and getting out of the car in the community was nearly impossible. His communication was limited, and for the first few weeks almost all his staff team heard was 'no' as Jay declined every experience and activity offered to him. When he did come out of the car it was very briefly and fraught with anxiety for both Jay and his staff.

At this point everyone was concerned – No Limits staff, college staff, Jay's parents, other professionals – that the placement would not be right for him and that the package would be withdrawn.

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

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

Instead of "no", Jay's key phrase by the time he left MacIntyre No Limits was "can I come in?" He became eager to explore, and comfortable to engage with activities, make choices and take steps towards independence such as making his own hot drinks and participating in cooking.

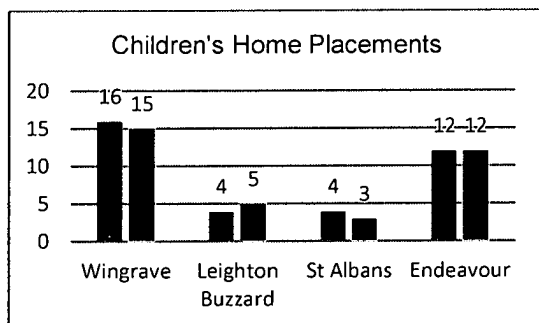
Jay's progress from a disengaged and unhappy young man to a lively and active participant in his programme was wonderful to watch. Jay's No Limits programme enabled him, once he left us, to make sense of, and decisions about, his adult daily life.

Compliments – "The best thing I have seen at MacIntyre No Limits this year is..."

- *"seeing how the students have progressed, some on to different courses, some from not engaging to attending the site regularly, which is a credit to the provision."* Partner College Staff Member, Oxfordshire
- *"positive and person-centred care and aspirations for service user I am involved with."* Associated Professional, East Midlands
- *"their consistency in their approach at improving the lives of those who attended No Limits."* Parent/Carer, Bucks North

Children drawing on Residential Care Support

MacIntyre's Children's Homes



MacIntyre currently provides a therapeutic home environment to 23 children and young people across 6 homes in Bedfordshire, Buckinghamshire and Hertfordshire. Twenty of these young people attend our independent special school in Wingrave.

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

We aim to stabilise the lives of young people who come to live with us, and support them to develop to their full potential. We offer a stable, secure and supportive environment, in which the children we care for can develop the skills and confidence necessary to help them fulfil their potential. We provide individualised and child centred approaches, and work with each young person to build an individual package of care that makes sense to them. Each home is led by a Registered Manager, with additional specialist support provided by our Therapy team including, Speech and language, Occupational Therapy, Intensive Interaction, Positive Behaviour Support and Health.

After a year of consolidation and planning for growth, we are pleased to report that we have successfully increased the capacity for residents at our children's homes from 26 to 30 with clear plans to expand our provision further next year. All homes are currently rated as 'Good' by Ofsted, with one inspection undertaken in 2023 and a further two due.

Case study Charles – preparing for adulthood

Charles (not his real name) is a young person who came to MacIntyre aged 14 with a diagnosis of autism, ADHD, PICA and SLD.

We have been supporting Charles at our children's home and independent special school in Wingrave for five years. He is due to leave this summer so his focus this year has been around independence and community access.

Less than a year ago Charles would only go out two days a week. He was stuck in an anxious cycle, particularly between the hours of 16:00 and 18:00 which resulted in high levels of incidents, presenting with self-injurious behaviours, a high level of damage, and physical behaviours towards staff resulting in physical injuries to those providing support. His anxieties would be triggered by watching Tipping Point and The Chase.

The team around Charles supported him to open up his world using his focuses around Emmerdale, Coronation Street and Disney to give him other options and remove his focus. We started small, using these times of

heightened anxieties to complete his sensory diet implemented and supported by our Occupational Therapist, adding pictures of actors from the shows or Disney characters for him to find on site. We supported Charles to be in control, supporting him to remove himself from watching these shows and to choose other activities to do.

Charles now goes out to enjoy a variety of activities including swimming, shopping, trampolining and mini golf. He engages daily in other activities such as messy play, painting, 'helping out'.

Charles has gained valuable independent skills like making his bed, washing his clothes, vacuuming and making meals. Charles still needs very consistent structure, however his incidents are now few and far between. He loves watching Disney films and engages in socialising with staff about what he enjoys. Charles' staff team have been described by both Charles' family and Local Authority as 'heroes'. They have prepared Charles to go into his adult life with strategies that work for him, and to help manage his amenities and skills in which will support him in everyday life.



Photo: Jake, one of Charles' peers

Quotes from Ofsted

Wingrave, Buckinghamshire – Good, June 2021

"Children continue to make good progress. There are indicators of substantial progress for some children. For example, one child had a starting point of low activity, poor self-care and presentation. The same child is now accessing activities, maintaining basic care skills and has improved health. This is as a result of the care and support provided by dedicated and inventive staff."

Hillside, Bedfordshire - Good, January 2023

"Staff provide nurturing care to the children. Good relationships between staff and children are evident. Children are happy. They like their daily routines and enjoy spending quality time with staff"

"Each child has a good placement plan, which details their individual needs and their preferred methods of communication. The children enjoy spending dedicated time with staff, who understand their communication styles. Staff recognise each child's progress. They praise children verbally and award certificates to celebrate their achievements".

"The staff help the children to learn a range of age-appropriate independence skills. These include general housekeeping tasks, daily personal hygiene, and learning how to cook. Children's confidence grows as they learn these valuable life skills"

Woodland View, Hertfordshire – Good, April 2022

"Staff are creative in how they help children to understand their rights and entitlements. One child made a video with staff to demonstrate what his rights are. On one occasion, staff made a complaint on behalf of a child; the child was happy with the outcome. Staff encourage children to have a voice and are good advocates for children".

"The manager and staff benefit from the input of a positive behaviour support coach. The coach oversees children's behaviour plans and gives staff good guidance. The children's plans focus on positive behaviour reinforcement and include the children's, parents' and school staff's views. Children are developing coping strategies to manage their emotions and behaviour".

**Endeavour House, Oxford, Good,
August 2022**

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

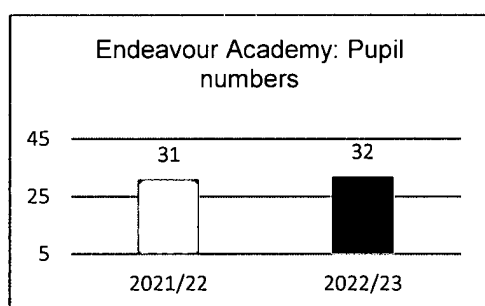
Children's views about their care are well sought. There has been an introduction of new children's surveys that are designed based on the specific communication needs of the child to ensure that everyone has a say. The introduction of a new 'our lives, our choices' photo board further demonstrates this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

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

MacIntyre Academies Trust

Putting children and families first

Endeavour Academy



Ofsted Rating: Good (January 2023)

"Pupils are highly valued at Endeavour Academy. Staff go out of their way to understand and support every pupil's unique characteristic and needs. Positive relationships make this a school where staff and pupils want to be. Adults' ready smiles and 'high fives' reassure pupils across the day, fostering an ethos of success."

Endeavour Academy received two nationally recognised awards in 2022/23:

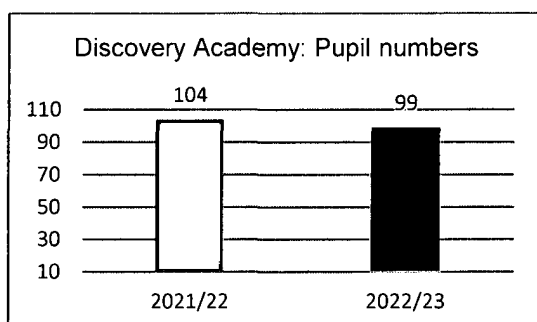
- UNICEF UK Silver: Rights Aware School status our focus was on raising staff's awareness of the rights of each young person and supporting our young people to have a voice across their school day.
- The Attachment & Trauma Sensitive Schools Bronze Award; the report mentioned the personalised individual approach to all our pupils & the multi-levelled support to protect Mental Health & Wellbeing for staff.

Pupils have had many opportunities to enhance their wellbeing this year, ranging

from the Pantomime, to singing hands visiting the school, these were well received and enjoyed by all. The Duke of Edinburgh scheme was a huge success and provided our students with the opportunity to enjoy outdoor learning.



Discovery Academy

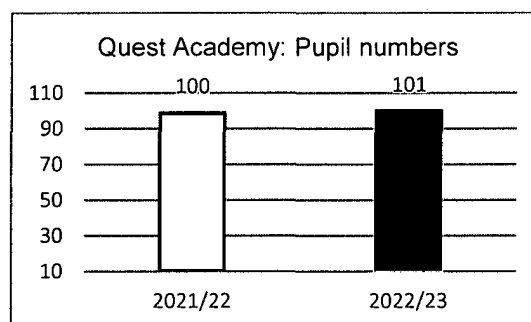


Ofsted Rating: Good (July 2018)

"Pupils, staff, parents and carers all agree that the school is a safe place in which to be. All aspects of safeguarding arrangements are strong."

This year, Discovery Academy has been working exceptionally hard to realign its curriculum and make it fit the needs of an increasingly diverse student body. It ran its first residential triple since the Covid pandemic, which was a huge success. Discovery has also delivered the national schools breakfast programme and the national tutoring programme to good effect to benefit the school's most vulnerable learners.

Quest Academy



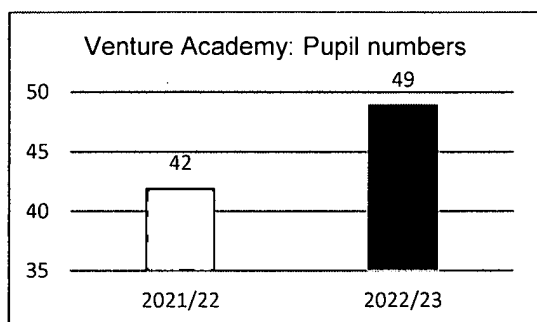
Ofsted Rating: Good (February 2022)

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

Quest is a well-established school that continues to be committed to its vision of "working together, nurturing individuals, celebrating uniqueness, unlocking potential, friendships and memories; *"Ready for Life"*.

This year, Quest achieved the UNICEF UK Silver Rights Respecting Schools Award.

Venture Academy



Ofsted Rating: Requires Improvement (September 2022)

"Relationships between staff and pupils are a strength of the school. Pupils are well cared for. Staff do all they can to make sure that pupils are happy and feel safe. Pupils say that there is always an adult to talk to if they have any worries or need help to manage their feelings. One pupil summed up the views of others by saying that staff have a 'unique way' of helping them."

Venture Academy joined MacIntyre Academies Trust in September 2020. It had previously been rated Inadequate. The school received good judgements for behaviour and attitudes and Personal development, both key areas it had been working on.

This year, Venture Academy has expanded its delivery of land-based learning and outdoor and adventurous activities. We have also focussed on achieving the Gatsby benchmarks, which define what world class careers provision in education looks like, though world of work activities and work experience opportunities.

Building a Culture of Excellence

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

MacIntyre Strategy 2020 – 2023

It is important to us that we are ambitious for ourselves and for others and that we strive for excellence.

Ambition and excellence are non-negotiable in our view as we navigate the current landscape and play our role in reimagining what outstanding education and care looks like.

We invest charity funds in areas of knowledge and skill in areas of practice that makes a real difference to the speed and depth by which we can achieve our ambitions.

We understand the need to demonstrate the impact of what we do to all stakeholders including our regulators.

Health Team

We recognise the importance of good health and believe that every person with a learning disability and/or autism has the right to equal access to health care.

In the year under review,

- The Health team were invited to an afternoon tea at the House of Lords under the umbrella of 'Women Achieving Greatness' in social care (WAGS). The invitation came from the Health team's nomination for the Girl Power Award for the Dying To Talk project. Providing support in creative ways for people in loss and bereavement
- The Health team continues to support all of MacIntyre in an area where there is difficulty talking and thinking about death and dying and this focus sits as one of the team's many objectives
- The Health team makes visits, in person or virtually to ensure that the health concerns of everyone is known, understood and the right support is provided and that everyone has access to the right path way of care
- Working with a family member to co-produce training content to upskill staff teams knowledge
- Working with No Limits around death and dying support, this has led to the work of co-production and job opportunities for a Beyond Words Book Club which is taking place from October 2023
- The Health team is ensuring there are opportunities for staff to co-produce training content to share wider with teams across all of MacIntyre.
- Working with local hubs across all of MacIntyre to support knowledge on health screenings.
- Conferences in person and virtually: a highlight was being joined by a person living with dementia sharing her experiences in a virtual workshop alongside our external consultant Beth Britton.
- Continuing to fly the flag for people living with dementia and a learning disability, staying closely connected with Dementia UK, and running our Dementia Special Interest Group (DSIG) which is available for internal and external audiences
- Successfully finished co-design groups in the Victoria & Stuart project looking forward to the next stages of trialling the toolkits and the positive impact it will have on staff and people who draw on MacIntyre's support
- Working towards Health Recording to be on the digital platform of Nourish

will support the wealth of knowledge that the Health team will have for all of the people that draw on MacIntyre's support. Having this knowledge will help provide the bespoke support

- MacIntyre's health team have become involved in the Oliver McGowan Mandatory Training and this is supporting other work to tackle health inequalities for people with learning disabilities and autistic people.

Case Study Breaking Down Barriers in Training

In partnership with ARC England, MacIntyre has co-designed and co-delivered interactive and accessible Loss and Bereavement training.

Co-designing and co-delivering training

Jess Hiles, who draws on our support and is also employed by MacIntyre, has worked with two co-trainers, Nicola Payne and Beth Britton, to design this training.



The partnership has enabled us to use the expertise we've gained from the Dying to Talk Project, and really live the principles of our Big Plan for the benefit of the whole social care sector.

Learning from each other

Jess, Nicky and Beth said "We've loved working on this training together. We've learnt from each other, debated and decided on what to include in our training, and tried really hard to give our participants the best possible experience so that, in Jess's words 'It will help them to learn what it's like when you lose someone.'"

Before and after every training session we've refined the training to ensure it best meets Jess's needs. Jess's

confidence has grown immensely throughout this period as we've overcome barriers and been creative in our thinking and approaches. Jess says of working with ARC on the training "It's been good and I've really enjoyed it."

Working hard... and having fun

Working on the training sessions has been a positive experience. Individuals from different organisations and backgrounds have joined our Zoom sessions, with many participants sharing their personal experiences alongside everything we contribute when talking about our own bereavements. Jess says of meeting lots of new people on the training: "I've been nervous, scared... and happy."

Feedback from our participants

- "It was lovely to hear the perspective from Jess and her experiences."
- "This was a great course, very relaxed and very informative. It was presented brilliantly and Jess was an absolute star. Thank you all very much for making something that is usually uncomfortable to talk about very easy."

Families

MacIntyre was founded by the parents of a young boy with a learning disability. The importance of supporting families to have their voices heard remains a key part of our DNA.



We have continued to open up our monthly family meetings and invite guest speakers to share knowledge, including Franklins Solicitors and Access Charity who shared information on benefits.

One family member said:

"The Let's Come Together meetings have been undeniably helpful to us as a family - not only helping our loved one, but us too. They are hosted and attended by committed MacIntyre staff who share their knowledge, guidance and reassurance with us family members/friends of loved ones using the service. Everyone is friendly and open and we all benefit greatly from the varied topics/speakers which are chosen by us the family members. On numerous occasions the meetings have helped our family when in a situation where we just did not know which way to turn. Let's Come Together meetings are the help and direction we all need during those stressful times."

All MacIntyre staff learn about MacIntyre's Family Charter during their DNA induction module 'We value families, friends and neighbourhoods'. They then have access to attend a CPD workshop called Working with Families which allows staff to really start to understand and have empathy on what families may go through and for MacIntyre to have a good and welcoming approach when working alongside families. This workshop is facilitated by Nicola Payne MacIntyre's Family Engagement lead and Debs Aspland an external advisor and family member who talks from the heart about her reality.

MacIntyre continues to mark a week each year to "Celebrate Families" and is about

to launch a resource called WISH (When I Support Him/Her). WISH was created alongside families to ensure families felt confident that all information regarding their loved one wasn't forgotten once a family member dies and, importantly, shared and understood by siblings and circles of support in the future.

Positive Behaviour Support (PBS) and Complex Support

MacIntyre's PBS approach always starts with building trust and rapport with the person, their family and their support team.

The PBS and Complex Support Team goes from strength to strength. During the year under review we have welcomed new colleagues into the team adding a wealth of professional experience and qualification both in the field of clinical psychology and behaviour analysis.

The team continues to work directly with operational teams to build on our DNA foundations, develop bespoke evidence based support for people drawing on our support and to create bespoke and enabling environments.

Our commitment to living our DNA is strengthened by our new Compassion First commitment within PBS. This lays out the ethical responsibilities that come with behaviour change supports, that we as a team commit to in our practice and that we expect of others in the delivery of positive behavioural supports.

We are committed to ensuring we remain at the forefront of this specialist area, meaning we remain or become first choice for commissioners, providers, people and their families

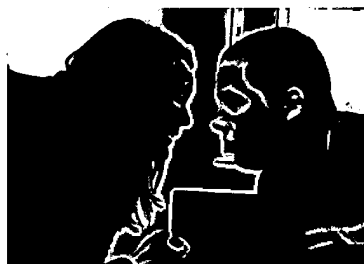


Photo:
Joanna
and Elvin,
Intensive
Interaction

Compliance and Safeguarding

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

The regulation Facts & Figures:

MacIntyre has 32 CQC, 1 CIW and 4 Ofsted registered locations. MacIntyre Academies Trust has an additional 5 Ofsted registered locations.

Inspections:

Name of Service	Current Overall Judgement	Date of Inspection
Anvil Close, London	Good	8 November 2022
Southview Close, London	Good	16 March 2023
Jenkins Court (Wingrave)	Good	August 2022
Hillside Children's Home	Good	January 2023

84% of MacIntyre's adult social care services are rated as Good or Outstanding by CQC.

Ofsted continued to inspect our children's homes and education settings as normal, 100% of our education and children's services are rated as Good.

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

This system requires an update every month; and this submission has been mandatory since August 2022. Providers can be financially penalised, to the sum of their CQC fee, if submission is not made

within the mandatory seven day window. To date we have a 100% submission rate. The Capacity Tracker holds data about the number of people supported, the size of our staff teams, Covid cases and vaccination information, contracted hours, overtime, absence and agency hours.

In the period of April 2022 to March 2023 we reported 1,032 Covid cases (288 people supported and 744 staff) in comparison to 1,047 (227 people supported and 820 staff) in April 2021 to March 2022.

Changes to services:

Most of our Hampshire Supported Living services moved to another provider in March 2022; however the MacIntyre Hampshire DCA did not close until May 2022. The remaining Supported Living Property in Emsworth moved to sit under MacIntyre Central England.

We transferred our two Essex services to another provider. We lost three other Supported Living Services and opened three new services in the North West. MacIntyre No Limits Bedford opened in September 2022.

Health & Safety

We see health and safety in a positive light and we do our utmost to enable people with learning disabilities to live a meaningful life and to achieve their hopes and dreams.

Over the past twelve months the Health & Safety Advisors have delivered online courses on topics including Risk Assessment for Managers, Health & Safety Representatives and Manual Handling Key Trainer CPD sessions.

We have introduced a new Health and Safety Induction training for new managers which has been well received as it offers an overview to all H&S related documents required in services and supports managers to prepare for audits.

Investigation training for Managers has also continued for Frontline Manager and Area Managers new to completing an investigation following a RIDDOR. In total, we have trained 173 staff members up from the 86 staff members trained last year.

Compliance and Health & Safety audits:

80 Finance audits
84 Medicine audits
125 Health & Safety audits
20 Hoist audits

Some face-to-face training programmes are being offered and delivered as an alternative to virtual training in areas where there is demand or preference. In addition, we have provided a number of face to face courses in Manual Handling People to staff teams in areas where there was no key trainer.

The Compliance and Health & Safety Team have attended regular Covid-19 planning and management calls since February 2020 to date. MacIntyre guidance has been regularly reviewed and updated in line with changes to Government guidance. The Covid-19 Infection Control Management Audit has continued to be completed on a quarterly basis during 2022-23, and is now under review with a plan to retire the form.

Health and Safety Stronger Together Committee



The Health & Safety Team are relaunching its organisation-wide Safety Committee with key members across MacIntyre's operational divisions. The Committee focuses on policy/procedure implementation, key risks and sharing best practice/knowledge throughout MacIntyre.

The Health and Safety Team launched its 'Stronger Together' Committee at the end of 2022, which brings together H&S Reps and people who draw on our support nationwide to ensure inclusion on designing accessible paperwork, sharing

best practices and creating supporting training movie clips. Some areas have shared easy read pictorial forms they have created so other services and areas can also use them. People who draw on our support have been active members of this committee and sessions are always well attended and everyone participates.

criticise: they want MacIntyre to be the best and have the best services and made me feel like no question is a daft question as we are all learning on the job as things constantly change."

Joanna Booth, Warrington

Case Study **H&S Audits: Joanna's story**



"I became a Front Line Manager in May 2022 and had my first audit in January this year. This made me quite anxious and nervous as it was the first one

on my own and didn't want to let anyone down.

I had shadowed my previous manager when he completed a health and safety audit so I knew what to expect. This is an idea that I think Front Line Managers could take up as senior support workers can help with the audit and they get an insight what needs to be in place.

I was still very anxious about this but on the day it all went well; the internal auditor was really friendly and approachable and went through everything she needed. She also helped me with many things giving me tips to make it easier and how to collate everything together. Trying to help with risk assessment so we didn't have too many when things could be added to the same risk assessments.

I also emailed her beforehand to get advice about risk assessments and about signatures and dates.

My experience is that the central Health & Safety team are there to help not

Inspiring and Engaging our Staff for Today and for the Future

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

MacIntyre Strategy 2020 – 2023

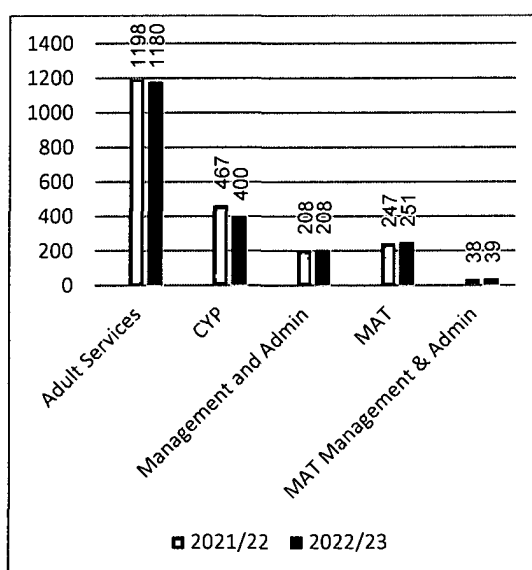
We have a diverse workforce across the Group including support workers, connectors, ambassadors, teachers, managers and leaders all of whom are bound together by our DNA and more specifically by an ambition to be the very best.

We understand the importance of attracting the right people for these diverse roles and of providing the very best employee experience for everyone. It is clear given the diversity of role that a "one size" approach to recruitment and retention would be limited and restricting.

We ensure that all employees have the knowledge, skills and support that is unique to them and their role. This may include mandatory training and formal qualifications.

We are supportive of innovation and enterprise and believe that any changes in legislation and regulation of education and social care services has to recognise the role that such innovation and enterprise plays in developing the future and delivering to our vision and purpose.

Breakdown of Workforce



Recruitment

Over the last year we have built on the learning of our *Recruitment Revolution*. The process of involving Tricia Nicoll, an external consultant and critical friend to challenge some of our entrenched views and methods to recruitment, proved extremely beneficial. This process, along with several key changes within the central recruitment team has allowed us to think differently about recruitment. We have engaged in local neighbourhoods to raise the profile of what we do and match local people's interests, skills and talents with those of people drawing on our support locally. The introduction of community-based colleagues to support recruitment has seen a transformation of hearts and minds, enabled us to create a strong culture of a positive candidate experience and resulted in the development of an exciting and efficient on boarding process.

In line with our DNA, we have ensured that people who draw on support have a voice and are actively listened to by co-producing events or taking advantage of events in our local communities. Ensuring people we support are involved in their local neighbourhoods has led to an increase in locally sourced staff without a background in social care.

Case Study Setting up a Mixed Ability Rugby Programme

An example of our approach was developing links with a local rugby club in Bedfordshire, where we were supporting a person with an interest in rugby.

We supported the club to develop a mixed abilities rugby programme, which has now grown with several people taking part each week, including now organising matches with neighbouring counties.

Aside from the huge benefit this has had on several people drawing on our support, this relationship with a local rugby club has produced several recruitment and volunteer opportunities, as a direct consequence of the relationships developed on the pitch.



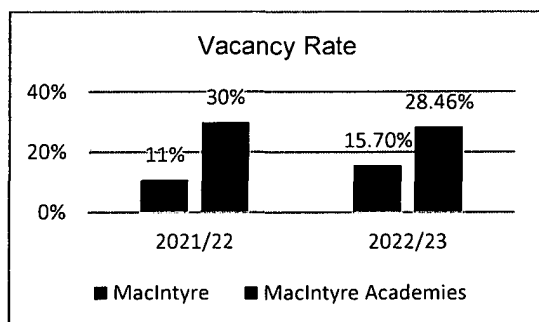
We are exploring the deployment of UK sponsorship visas as a further avenue for filling vacancies. After an initial allocation of ten sponsorship licenses from the Home Office, we have expanded this to twenty licences and have utilised ten sponsorship licences on existing MacIntyre staff with visas due to expire, and recruited a further ten external candidates. The intention is to keep this process under review and monitor the current cohort for six months, before determining whether to continue expanding our pool of sponsored workers.

We set out five critical success factors to measure our effectiveness and continue to track and monitor progress in the following areas:

- **Decrease overall vacancies to Under 10%**
 - **Improved candidate experience**
 - **Increase relief staff pool in key hotspot areas**
 - **Reduce agency spend by 50%**
 - **Improved data and KPIs tracking / monitoring**
-

We have successfully reduced vacancies across Adult Services to 11.8% (14.5%) which, given our range of services and wide geographical areas and variance, is extremely positive.

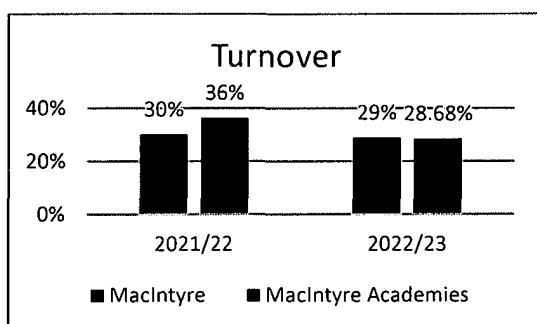
Within our Children & Young People (CYP) services, vacancies also reduced from 21% (24.3%) in the same period. There is an academic year cycle with both student numbers and staff flexing the impact of workforce demographics in our education and children services.



Retention

According to Skills for Care data, 4 out of 5 jobs in the UK economy pay more than jobs in social care, therefore we have had to appeal to different motivating factors other than pay when attracting and retaining staff. As already detailed within this report, we have prioritised attracting people within our local communities, without a background in social care, as a key component for filling our vacancies, along with the standard methods.

Along with our drive to ensure we recruit the right candidates in the quickest time possible, we are also keen to ensure that we retain our colleagues for years to come. It's extremely important to MacIntyre that we address and remove any barriers to retaining staff long term. We know, based on sector research from Skills for Care and our internal staff leaver data, that staff wellbeing plays a significant role in ensuring retention. In addition, recent staff surveys have also highlighted effective communication and value / recognition post Covid as key areas for us to get right.



Staff Wellbeing

We are therefore prioritising staff wellbeing initiatives, both within our operational services and within our central offices. This includes a renewed focus on engagement and involvement of central staff teams through the recently established Wellbeing Group, which has adopted a Five Ways to Wellbeing approach. Initiatives include walking clubs; social activities; learning & sharing activities both in person & virtually, with the aim of enhancing staff morale and thereby improving retention.

In addition, over the coming months we will be exploring the roll-out of a Mental Health First Aider scheme across MacIntyre, as well as reviewing our formal support offer to colleagues with Dyslexia in order to improve staff mental health and overall wellbeing.

Staff Communication

In relation to improving staff communication, we completed a specific staff survey on the best way to communicate with staff across our various divisions. The key findings and corresponding action plan will shortly be communicated. In the months ahead, we intend to:

- Ensure a consistent induction and welcome to all new staff in line with our DNA. This will include the roll-out of Personal Development Portfolios, earlier access to eLearning whilst awaiting start date and revised MacIntyre welcome pack
- Reinvigorate the work of the Staff Council and the Diversity Advisory Group, ensuring our recognised staff forums are consulted appropriately and used constructively as a platform for expressing staff views
- Consult on changes to celebrating, valuing and recognising the contributions of long-standing staff, including inspiring others by sharing these stories more widely.

Development

We know, based on sector research and internal staff surveys, that the likelihood of staff leaving decreases by up to 10% if workers had more training and access to recognised qualifications.

MacIntyre offers a mixed and varied blend of learning and development opportunities, which consists of both in-person and eLearning training. Over the last year, we have spent time ensuring that our approach to staff inductions is standardised, with all new starters receiving access to face to face induction training. This training incorporates MacIntyre's DNA, ensuring all staff understand the importance of our values. Training also includes a locally led induction, highlighting the local area specifics that will differ from region to region. This revised induction format has received very positive feedback from both those in attendance, as well as those facilitating sessions.

In addition we have streamlined mandatory / required training, to ensure staff prioritise the training required in their specific place of work, whilst also being able to select from a wider range of personal development courses of their choice. The introduction of a separate continuous professional development (CPD) module via Grey Matters will contribute to individual self-study and development. We are exploring new ways to highlight the diverse career pathways that exist within MacIntyre, whether vertical or horizontal in addition to introducing alternative ways of cascading learning. This includes internal coaching support for new or inexperienced managers, as well as 'Lunch & Learn' approach to workshops, where staff can attend and receive bite size practical advice on dealing with a range of issues.

Leadership

Following the refresh of our DNA last year, we have turned our attention to our MacIntyre Leadership Behaviour Charter, which was last issued in 2019. This was reviewed with colleagues from across all

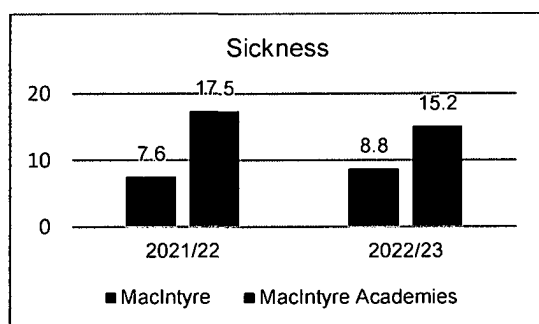
divisions and has resulted in a renewed **Leadership DNA**, which was launched at MacIntyre's Inspiring Leaders Conference in September 2023. The new Leadership DNA re-emphasises our values and the behaviours critical for all MacIntyre leaders to exemplify. The Leadership DNA will form the basis for manager supervisions, appraisals and 360s, ensuring a continuous feedback loop on how they embody MacIntyre's DNA. The Leadership DNA will be reinforced by MacIntyre's existing six month Leadership Programme, designed to support leaders and future leaders maximise their potential. This investment in leaders, is central not only to the career development of our leaders, but will positively impact our staff retention objectives, as well as the quality of support provided to those who draw on support.

Sickness and Absence

We continue our commitment to support the health, wellbeing and attendance of all employees. We continued at the start of the financial year to be cautious in our approach as the restrictions of the pandemic were lifted and the vaccination programme helped us to return to normal activities. Our staff continued with the wearing of PPE and regular Covid-19 testing to provide a safe and healthy environment, protect those that draw on our support and to protect their colleagues. We have continued to provide support and training focused on physical and mental wellbeing. Managers and their teams have been supported through individual and group counselling services as well as being supported by the HR Team, our Employee Assistance Programme, occupational health services and our rehabilitation services.

We continue to see an impact from the Covid-19 pandemic with many of our employees having experienced difficulties and delays in accessing treatment and care they need from the NHS to assist their recovery and return to work. This has meant that employees are absent for longer periods than they or we would have

previously expected. Consequently, whilst our shorter term period of absence have reduced with less absence due to Covid-19 our longer term absence periods have increased. This means that our absence levels have increased to 8.8 days per employee (7.6 days in 2021/2022) and we are focused on ensuring our employees can access the support available from MacIntyre to assist their earlier recovery including reasonable adjustments to help them in their return to work.



MacIntyre Care Salary Reviews

We reviewed our salary levels ahead of the start of the financial year and from April 2022 were able to continue paying above the National Living Wage (NLW) (£9.50 for ages 23 years and above) for all our employees. We remain committed to attracting, recognising and rewarding our employees and where affordable will pay above the published NLW as well as rewarding our employees for their work and long service through our My Rewards voucher scheme and making other employee benefits available. A further salary review was undertaken and salaries increased for our Children and Young People Services in September 2022 and for office based staff in October 2022 to ensure we remain as competitive as we can within what is affordable.

MacIntyre Academies Salary Review

Attracting and retaining top talent and creating a great place to work is a priority for MacIntyre Academies Trust. Ensuring our salaries and total rewards offer are competitive and attractive is key to our approach. In 2022/23, the Academies mirrored the Government's recommended teacher pay increases of between 5% and

8.9%. In addition, following an extensive benchmarking exercise, the Academies introduced a discretionary special school allowance for teaching assistants and other support roles to recognise the important work they do and additional responsibilities they hold. We also introduced a regional allowance for Oxfordshire based employees to compensate for the additional cost of living in comparison to other areas of the UK.

Case Study Making Reasonable Adjustments

"I joined MacIntyre in 2021 in a full-time position. While working with people at this service, I felt a sense of achievement and I was good at it. The Queen's Jubilee was coming up and we were all working together to make a real celebration for everyone. We organised decorations, food, and entertainments. Then unfortunately I felt my mental health go into decline. Life, like for so many of us, is challenging yet coming to work and supporting the people made things better. Unfortunately I had a big setback with my health and found myself unable to cope as I had done previously. In September 2022 I was too ill for work; I needed specialist treatment and support.

MacIntyre were very understanding and kept in touch through my road to recovery. I was provided with sources of external support and check-ins from my Manager and a member of the HR team. Working with my area manager, line manager, and the HR team through treatment, progress, and occupational health assessment, I slowly recovered and after six long months I returned to work slowly and on a part-time basis. It's been tough and, although I don't work full time anymore, I know that I make a difference to the people that live there and in turn this helps me keep a sense of perspective.

I thank MacIntyre for their patience and support and giving light at the end of tunnel."

Employee preferred to remain anonymous

Learning & Development

MacIntyre continues to invest at least 3% of our income in the knowledge, skills and capabilities of our workforce. Each person has access to learning and development opportunities that are required by our regulators and by our aspirations of achieving excellence in all that we do.

Our small Learning and Development team are instrumental in developing in supporting our open learning culture as well as focusing on the design and delivery of our mandatory training and formal qualifications as required for some posts.

Two of the Learning & Development team have been identified to deliver The Oliver McGowan Mandatory Training across the organisation and have completed the 'Train the Trainer' training and are now working with the Best Practice team to agree roll out of the programme

ELearning

The following eModules have been created during the year under review:

- Education and Training Standard (Level 3) – knowledge learning resource to cover the Legislation aspects
- Education and Training Standard (Level 3) – knowledge learning resource to cover the Professional standards aspects
- Dying to Talk – eModule 1
- Legionella eModule

The following modules have been created, and will be released imminently:

- Education and Training Standard (Level 3) EAT – Assessment Module 1
- Education and Training Standard (Level 3) – Assessment module 2

currently creating to launch with Module 1 as a set

During the year 24,540 eModules were completed (28,527 in 2021/22), an average of 12.48 per person (13.45 in 2021/22).

This reduction in completing learning this way is due to some training returning to the face-to-face model of delivery following the relaxing of Covid restrictions.

Internal Training Delivered

The face to face induction programme commenced in September of last year has been very successful. The primary focus is to welcome our new recruits on board, letting them know what their induction will entail and also the opportunities available to them post probation, as well as the implementation of the DNA.

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

Course name	Number of Sessions	Staff Completed
Accredited Medicines	6	92
Supervision	8	95
Induction (Face to face)	20	229
Induction (Zoom)	9	272
Recording and observation	8	40
Link working	2	8
Lead to succeed	6	25
PDP Support Workshops	39	75
Rota Planning	4	51
Total	102	887

Qualifications Completed

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

Qualification	Staff Registered	Staff completed
Level 2 Adult Care	8	2
Level 3 Adult Care	3	3
Level 3 CYP	24	13
Level 3 CYP Unit route	13	13
EAT	39	26
DET	6	2
Accredited medicines	82	74
Total	175	133

Quote from Community Learning Facilitator who recently completed the Education and Training Standard (EAT)

"This programme has been successful for me and can be seen in my day-to-day work with MacIntyre. Now in my daily planning for learners I have tried embed the main core as English/ literacy, communication, Maths and new technologies and I think my Evidence of learning reports are more structured by putting aims and objectives of the learning processes.

I am also aware to plan and to present engaging and inclusive teaching approach in my learning sessions.

Indeed, I have learnt about relevant legislations and their meaning, for example the meaning of the equality was previously standing for me to act in the same way for everyone which is slightly different in education as is not

about treating everyone the same but about giving everyone an equal opportunity to access the learning process.

I have also learnt that a professional standard for teachers and trainers existed; the teachers and trainers professional standards, and I should refer and comply with it and check that my teaching approaches is compliant with this standard.

Moreover, I have learnt about the role and responsibilities of a teacher in relation to teaching, for example the teaching process 'cycle' (identify needs, plan and design, deliver, assess and evaluate)."

Quote from Community Learning Facilitator re the support she received from Rachel Sanders throughout her Education and Training Standard programme

"I thought Rachel was an outstanding tutor, she had an abundance of patience and knowledge and managed well with a wide variety of learners. I felt that Rachel always had time to offer support and her feedback was always fair and balanced. Looking back on the course as a whole, Rachel is a great role model and I feel very lucky that she was our tutor throughout the programme."

Growing an Organisation with Integrity and Robust Financial Planning

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

MacIntyre Strategy 2020 – 2023

Growth

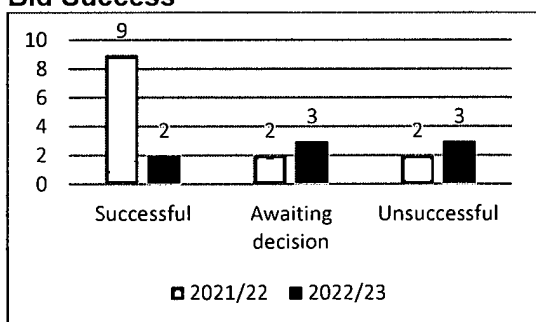
In 2022 we commissioned Cranfield School of Management to work with us to develop our ambitious Adult Services Growth Plan for 2023 to 2025. These workshops were attended by all Directors, presented to MacIntyre's Trustees and shared with all MacIntyre's managers in autumn 2022.

We are in the processing of finalising our growth strategy for our education and children and young people services with an implementation start date of January 2024.

We have a separate growth plan for the MacIntyre Academies Trust which for the next 2 academic years includes a target for one new school. We await the 2023 Wave of free school opportunities.

Following the promotion of Andrea Parr to Operational Director (South) we have recruited Sara Parkinson as our Head of Head of Business Development. Sara will work alongside operational directors for Adult Services and Children and Young People in the delivery of our growth plans that in the man focus on ten geographic areas.

Bid Success

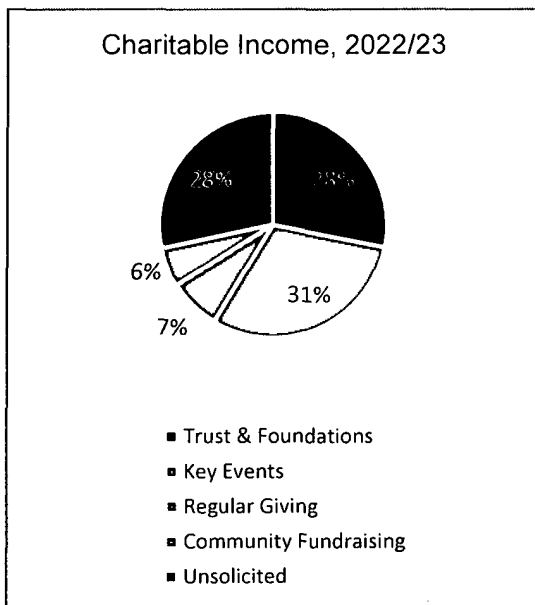


Charitable Income

Charitable income continues to be an important source of funding for those areas of our activity which are not covered by core funding.

MacIntyre Trustees agreed to invest £1.2m over three years in the continued design and delivery of key practice areas that represent excellence and in activity which we believe makes MacIntyre different; to deliver to our purpose; to embed ourselves as a local organisation where we shape communities. This has included our investment in the role of Community Co-ordinators who are leading our Recruitment Revolution and working with teams to map local community connections.

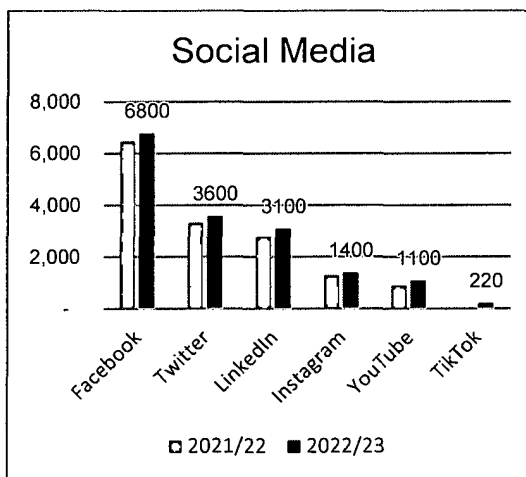
MacIntyre's biggest fundraising event of the year, the MacIntyre Golf Day, made a record profit of over £65,000 which benefitted one of our registered care houses in Bedfordshire. We are immensely grateful to all those who support us so generously each year at the Golf Day.



Marketing and Social Media

Our use of social media continues to be an effective way to reach new audiences, and to support our recruitment activity. In addition to our main Facebook account, and linked to our Recruitment Revolution, the number and use of these local accounts has increased during the year under review as a means to promote our local community engagement, events and stories.

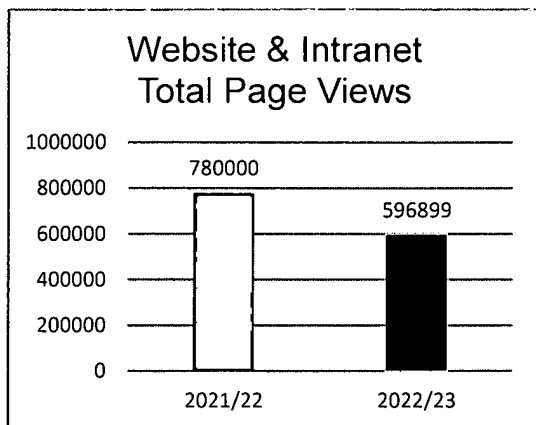
During the year under review we established a small presence on TikTok which we intend to develop further in the coming year.



Website and Intranet

The MacIntyre website remains a key tool in providing information about MacIntyre's offer to our different audiences.

A review of the content of the website is underway to better reflect our approach to community connecting.



From this



Digital and technology solutions

Nourish Digital Care Management System

During the year under review, MacIntyre made the decision to adopt a digital care management system across all our Adult Services. Following a thorough process, Nourish was the system chosen based on the functionality and ease of use.

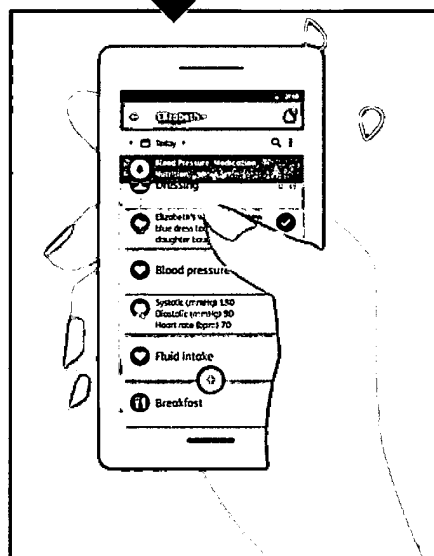
The Nourish digital care management system will enable MacIntyre to:

- enable people who draw on our support to actively contribute to the recording of plans and activities
- capture and record care planning and needs assessments
- capture real-time, auditable, records, notes and observations that can be accessed at the point of care
- support task planning, allocation, management and completion
- access the data contained within the system
- produce reports for individuals, sites and services
- enable family members to access information about their loved ones

Funding

The Government have set the adoption of digital care systems as a priority and have therefore made funding available through the Integrated Care Boards. We are ensuring we access this funding to offset the costs of introducing the system.

To this



Independent Auditor's report to the members of MacIntyre Care

Opinion

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

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

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

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

Our approach was as follows:

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

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

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

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

Use of our report

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

Moore Kingston Smith LLP

20/12/2023

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

9 Appold Street
London
EC2A 2AP

GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Notes	Funds £'000	Funds £'000	2023 £'000	Funds £'000	Funds £'000	2022 £'000
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	230	20	250	773	275	1,048
Charitable activities:	3						
Adult Support Services		38,029	-	38,029	39,875	-	39,875
Children and Young People Services		13,368	13,814	27,182	12,163	12,789	24,952
Investments		132	-	132	8	-	8
TOTAL INCOME		51,759	13,834	65,593	52,819	13,064	65,883
EXPENDITURE ON							
Raising Funds	3	56	-	56	53	-	53
Charitable activities:							
Adult Support Services		39,481	-	39,481	39,267	-	39,267
Children and Young People Services		12,468	14,612	27,080	12,642	14,255	26,897
TOTAL EXPENDITURE	3	52,005	14,612	66,617	51,962	14,255	66,217
NET EXPENDITURE FOR THE YEAR		(246)	(778)	(1,024)	857	(1,191)	(334)
Transfers between funds		121	(121)	-	197	(197)	-
Other recognised gains and losses							
Actuarial gains on Defined Benefit pension schemes		-	6,402	6,402	-	1,460	1,460
		(125)	5,503	5,378	1,054	72	1,126
Reconciliation of funds	11	22,995	16,523	39,518	21,941	16,451	38,392
TOTAL FUNDS CARRIED FORWARD		22,870	22,026	44,896	22,995	16,523	39,518

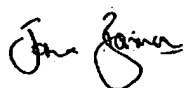
The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2023

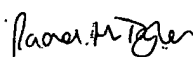
	Notes	Group		Charity	
		2023 £'000	2022 £'000	2023 £'000	2022 £'000
FIXED ASSETS					
Tangible Assets	6	31,876	31,742	13,665	13,878
NET CURRENT ASSETS					
Stocks	8	7	16	7	16
Debtors	9	12,996	7,607	11,404	7,057
Cash at bank and in hand	14	5,733	11,610	3,536	8,544
		18,736	19,233	14,947	15,617
CREDITORS:					
Within one year	10	(5,321)	(5,809)	(4,677)	(5,343)
NET CURRENT ASSETS		13,415	13,424	10,270	10,274
TOTAL ASSETS LESS CURRENT LIABILITIES		45,291	45,166	23,935	24,152
Defined benefit pension scheme liability	12	(395)	(5,648)	-	-
		44,896	39,518	23,935	24,152
Restricted Funds	11	22,026	16,523	786	887
Unrestricted funds					
Designated Funds	11	19,204	19,382	19,204	19,382
General Funds	11	3,666	3,613	3,945	3,883
TOTAL FUNDS		44,896	39,518	23,935	24,152

The charitable company's deficit for the year is £226k (2022: £1,213k).

Approved on behalf of the board:



John Berriman
Trustee



Rachel Taylor
Trustee

Company No. 00894054

15/12/2023

GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023 £'000	2022 £'000
Cash flows from operating activities	(4,479)	2,004
Cash flows from investing activities	(1,398)	(1,090)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	(5,877)	914
Cash and cash equivalents at 1 April	11,610	10,696
Cash and cash equivalents at 31 March	5,733	11,610
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	(1,024)	(334)
Adjusted for:		
Investment Income	(132)	(8)
Depreciation of tangible fixed assets	1,393	1,326
Defined benefit expense	1,152	1,694
(Increase)/Decrease in debtors	(5,389)	(1,596)
Increase in creditors	(488)	934
(Increase) in stock	9	(12)
Net cash provided by/(used in) operating activities	(4,479)	2,004
Cash flow from investing activities		
Interest received	132	8
Purchase of tangible fixed assets	(1,530)	(1,098)
Net cash inflow/(outflow) from investing activities	(1,398)	(1,090)
Analysis of cash and cash equivalents		
Cash at bank and in hand	5,733	11,610

1. ACCOUNTING POLICIES

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

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

Basis of consolidation

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

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

Going concern

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

Income

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

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

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

Resources expended

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

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2023:

76% of costs were allocated to Adult Support Services (2022: 75%) and
24% of costs were allocated to Children and Young People Services (2022: 25%).

Taxation

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

Fixed Assets

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

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

Depreciation

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

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

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

Freehold land and buildings

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

Stocks

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

Leasing and hire purchase contracts

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

Financial instruments

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

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

Employee benefits

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

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

Pensions

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

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

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

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

Fund accounting

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

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

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

Critical accounting estimates and areas of judgement

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

Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2023. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

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

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

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £250k (2022: £929k) of which £230k was unrestricted (2022: £690k) and £20k was restricted funds (2022: £239k).

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

	Charity	
	2023	2022
	£'000	£'000
Department for Work and Pensions (Access to Work)	-	6
Association FOWDF Funds	-	5
Dementia UK Admiral Nurse	-	44
Dying to Talk	-	50
DSCR	21	-
Inclusive Approach	-	15
Fund Raising by Services	17	-
Donations made in memorial	5	-
The Screwfix Foundation (Stony Stratford Coffee Shop)	-	1
Warrington Learning Centre	38	-
Total Grants Received	81	121

3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2023 Total	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	36,036	-	408	3,037	39,481	39,267
Children & Young People Services	11,399	14,612	-	1,069	27,080	26,897
Fundraising Costs	56	-	-	-	56	53
	<u>47,491</u>	<u>14,612</u>	<u>408</u>	<u>4,106</u>	<u>66,617</u>	<u>66,217</u>

3. (b) Analysis of Support Costs

	Adult Services £'000	Children and Young People Services £'000	2023 Total £'000	2022 Total £'000
Support Costs:				
Training	193	69	262	214
IT	284	100	384	138
Standards & Excellence	173	61	234	101
Management & Administration	1,195	420	1,615	1,661
Finance & HR	1,192	419	1,611	1,999
	<u>3,037</u>	<u>1,069</u>	<u>4,106</u>	<u>4,113</u>

3. (c) Surplus is stated after charging

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Depreciation	1,392	1,297	686	667
Operating Leases				
• Equipment & Vehicles	474	506	474	466
• Buildings	510	413	510	413
Audit remuneration				
• For statutory audit of the financial statements	98	112	40	40

4. EMPLOYEES

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

	Group		Charity	
	2023 No.	2022 No.	2023 No.	2022 No.
Adult Support Services	1,180	1,198	1,180	1,198
Children and Young People Services	651	716	400	467
Management and Administration	247	244	208	206
	<u>2,078</u>	<u>2,158</u>	<u>1,788</u>	<u>1,871</u>

Staff costs during the year amounted to:	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Wages and Salaries	40,418	42,953	34,128	36,566
Social Security Costs	3,382	3,291	2,777	2,770
Other Pension Costs	2,955	1,999	803	851
	<u>46,754</u>	<u>48,243</u>	<u>37,708</u>	<u>40,187</u>
Agency Staff Costs	5,705	3,228	4,652	2,633
	<u>52,459</u>	<u>51,471</u>	<u>42,360</u>	<u>42,820</u>

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £29,484 (2022: £42,818).

Employee emoluments:

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

	Group		Charity	
	2023 No.	2022 No.	2023 No.	2022 No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	2	3	1	3
£80,001 - £90,000	4	3	2	1
£70,001 - £80,000	3	1	1	-
£60,000 - £70,000	3	1	2	-

The total employer's pension contributions for the above higher paid employees during the financial year was £137k (2022: £115k) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £449,000 (2022: £449,000).

5. TRUSTEES' EMOLUMENTS

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

6. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Motor Vehicles £'000	Total £'000 £'000
Cost:						
At 1 April 2022	18,686	18,428	672	8,586	21	46,393
Additions	143	854	-	533	-	1,530
Disposals	-	-	-	-	-	-
At 31 March 2023	<u>18,829</u>	<u>19,282</u>	<u>672</u>	<u>9,119</u>	<u>21</u>	<u>47,923</u>
Depreciation:						
At 1 April 2022	5,490	1,924	672	6,559	9	14,654
Charge for the year	391	364	-	634	4	1,393
Disposals	-	-	-	-	-	-
At 31 March 2023	<u>5,881</u>	<u>2,288</u>	<u>672</u>	<u>7,193</u>	<u>13</u>	<u>16,047</u>
Net Book value:						
At 31 March 2022	<u>12,840</u>	<u>17,009</u>	<u>-</u>	<u>1,876</u>	<u>15</u>	<u>31,740</u>
At 1 March 2023	<u>12,948</u>	<u>16,994</u>	<u>-</u>	<u>1,927</u>	<u>9</u>	<u>31,878</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 2022	17,152	13	698	17,863
Additions in the year	755	(4)	300	1,051
Depreciation charged in year	(363)	-	(337)	(700)
Net Book value as at 31 March 2023	<u>17,544</u>	<u>9</u>	<u>661</u>	<u>18,214</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, Seebeck House, 1 Seebeck Place, Knowhill, Milton Keynes, MK5 8FR. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2023 is as follows:

	Restricted Funds £'000	Total 2023 £'000	Restricted Funds £'000	Total 2022 £'000
Income	13,814	13,814	13,411	13,411
Expenditure	(14,621)	(14,621)	(11,500)	(11,500)
Net income	(807)	(807)	1,911	1,911
Actuarial losses on defined benefit pension schemes	6,402	6,402	(2,624)	(2,624)
Net movement in funds	5,595	5,595	(713)	(713)

Balance Sheet	2023 £'000	2022 £'000
Fixed Assets	18,211	17,864
Current Assets	3,789	3,606
Current Liabilities	1,030	(458)
Defined benefit pension scheme liability	(6,402)	(5,402)
Net Assets	16,628	15,610

Restricted funds	13,814	3,148
Fixed asset funds	17,545	17,864
Pension reserve	(6,402)	(5,402)
Total Funds	24,957	15,610

8. STOCKS

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Stocks	7	16	7	16

9. DEBTORS

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade Debtors	9,871	6,442	9,544	6,243
VAT Recoverable	167	159	-	-
Other Debtors	7	69	5	17
Prepayments	895	635	777	635
Accrued Income	2,057	301	1,078	162
	<u>12,997</u>	<u>7,606</u>	<u>11,404</u>	<u>7,057</u>

A bad debt provision of £46k (2022 £46k) is included within trade debtors above.

10. CREDITORS: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade Creditors	643	734	511	593
Other taxes and social security	700	855	563	694
Fees in advance – deferred income	901	1,022	774	1,022
Other creditors	436	519	289	356
Accruals	2,641	2,677	2,540	2,678
	<u>5,321</u>	<u>5,809</u>	<u>4,677</u>	<u>5,343</u>

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
In respect of deferred income:				
Deferred income brought forward	1022	1,196	1022	1,196
Released from prior year	(1,022)	(1,196)	(1,022)	(1,196)
Deferred in current year	901	1,022	774	1,022
Deferred income carried forward	<u>901</u>	<u>1,022</u>	<u>774</u>	<u>1,022</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.

	Unrestricted General Funds £'000	Designated Funds £'000	Fixed asset Funds £'000	Restricted Restricted Funds £'000	Pension Fund £'000	Total Funds £'000
At 31 March 2022	3,613	19,382	17,861	4,310	(5,648)	39,518
Net Incoming Resources	53	(178)	350	(100)	5,253	5,378
At 31 March 2023	<u>3,666</u>	<u>19,204</u>	<u>18,211</u>	<u>4,210</u>	<u>(395)</u>	<u>44,896</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 £395k at 31 March 2023 (2022: £5.6m).

The balance of the restricted funds at 31 March 2023 of £786k (2022: £887k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £12.9m (2022: £13.9m) of freehold property used by the charity for the provision of services.

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

No Limits and Transforming Care

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

Developing Practice

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

Families

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

Technology

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

12. PENSIONS

- a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and NHS Pension Funds. The total pension cost for the charitable company during the year relating to this scheme was £803k (2022 £851k).
- b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.
- c. Under the TPS Agreement, employer contribution rates from September 2019 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.
- d. The pension charge for the year includes contributions payable to the TPS of £536k (2022: £609k). At the year-end £8,080 (2022: £6,428) was accrued in respect of contributions to this scheme.
- e. The employees of MacIntyre Academies belong to two principal pension schemes - the Teachers Pension Scheme for academic staff and the local government pension scheme (LGPS) for non-teaching staff which is managed by Oxfordshire County Council and Warwickshire County Council. Both are multi-employer defined benefit schemes.
- f. The LGPS obligation relates to the employees of MacIntyre Academies, who were the employees transferred as part of the conversion from the maintained school and new employees who were eligible to, and did, join the Scheme in the year ended 2015. The obligation in respect of employees who transferred on conversion represents their cumulative service at both the predecessor school and MacIntyre Academies at the balance sheet date.

The latest actuarial valuations relate to the date 31 March 2023.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made in the year ended 31 March 2023 was £806k (2022: £847k), of which employer's contributions totalled £605k (2022: £633k) and employee's contributions totalled £201k (2022: £214k).

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

Principal Actuarial Assumptions	At 31 March 2023	At 31 March 2022
Rate of increase in salaries – Oxford	2.95%	3.15%
Rate of increase in salaries - Warwickshire	3.95%	3.95%
Rate of increase for pensions in payment/inflation	2.95%	3.15%
Discount rate for scheme liabilities	4.75%	2.75%

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

	At 31 March 2023	At 31 August 2022
Retiring today:		
<i>Oxfordshire</i>		
Males	22.0	22.2
Females	24.7	24.5
<i>Warwickshire</i>		
Males	21.5	21.6
Females	19.1	24.1
Retiring in 20 years:		
<i>Oxfordshire</i>		
Males	22.1	23.1
Females	25.9	26.1
<i>Warwickshire</i>		
Males	21.5	22.7
Females	25.6	25.9

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

Change in assumptions	£'000	£'000
Discount rate -0.5%	1,050	385
Long term salary +0.5%	35	440
Pension increase +0.5%	1,030	363

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

	Expected Fair value At 31 March 2023	Fair value At 31 August 2022
	£'000	£'000
Equity instruments	4,156	3,366
Debt instruments	1,432	1,191
Property	845	675
Cash	131	107
Total market value of assets	6,565	5,339

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

	2023	2022
	£'000	£'000
At 1 September	10,987	8,797
Current service cost	1,565	1,908
Benefit paid	(18)	(10)
Interest cost	326	228
Employee contribution	210	205
Actuarial loss/(gain)	(6,110)	(141)
At 31 March	6,960	10,987

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

	2023	2022
	£'000	£'000
At 1 September	5,339	3,395
Interest income	158	93
Employee contributions	210	205
Benefits paid	(18)	(10)
Employer contributions	584	617
Actuarial gain/(loss)	292	1,039
At 31 March	6,565	5,339

13. OPERATING LEASES

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

	2023		2022	
	Land & Buildings	Other	Land & Buildings	Other
	£'000	£'000	£'000	£'000
Operating Leases Expiring:				
Within 1 Year	329	12	352	236
Within 2 to 5 Years	-	46	-	487

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	2023	Group Change in Year	2022	2023	Charity Change in Year	2022
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	5,733	(5,877)	11,610	3,536	(5,008)	8,544
	<u>5,733</u>	<u>(5,877)</u>	<u>11,610</u>	<u>3,536</u>	<u>(5,008)</u>	<u>8,544</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 2023 are represented by:

	Unrestricted		Restricted	Total
	General Funds	Designated Funds	Funds	Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	13,667	18,211	31,876
Net Current Assets	3,666	5,537	4,210	13,415
Long Term Liabilities	-	-	(395)	(395)
Total Net Assets	<u>3,666</u>	<u>19,204</u>	<u>22,026</u>	<u>44,896</u>

17. CAPITAL COMMITMENTS

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