



MacIntyre

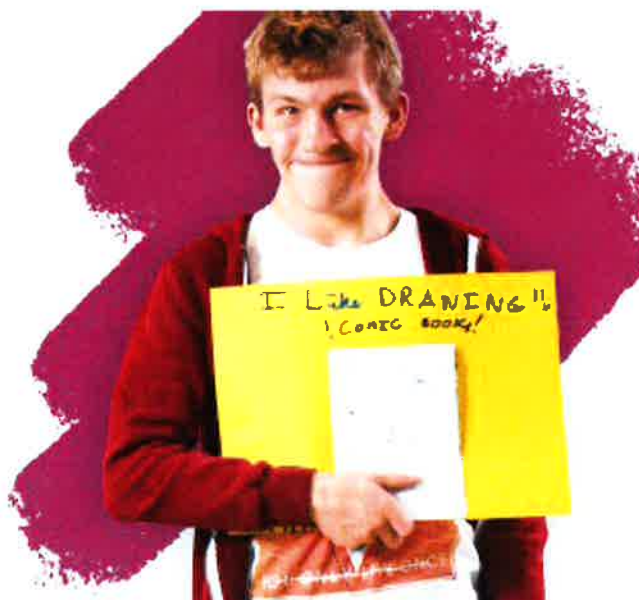
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MacIntyre

Report and Financial Statements Year Ended 31 March 2020

Registered Charity 250840

Company Registration Number 894054 (England and Wales)





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Legal & Administrative Details

Trustees

John Berriman (Chairman)
Ranjit Bhose (appointed 6th February 2020)
Adam Goldstein
Rosemary Hart
Dr Dragana Josifova
Neil Macmillan
Pam Meek
Ruth Smyth
Duncan Strachan
Nikki Williams-Ellis MBE
Rachel Taylor
Martin Zahra

Rajdeep Gahir also served as a Trustee, resigning from the Board and the Digital committee on 24th March 2020.

MacIntyre Care Director Team

Sarah Burslem

Chief Executive

sarah.burslem@macintyrecharity.org

Claire Toombs

Chief Operating Officer, Finance Director and Company Secretary

claire.toombs@macintyrecharity.org

Helen Bass

Workforce Director

helen.bass@macintyrecharity.org

Seb Moh

Adult Services Director

seb.moh@macintyrecharity.org

Laura Selby

Adult Services Director

laura.selby@macintyrecharity.org

Andrew Moran

Interim Director of Education

andrew.moran@macintyreacademies.org

Emma Killick, Becs Gratton, Natalie Macpherson and Rachelle Russell also served as members of the Director team during the year ended 31st March 2020.

Board Committees and Taskforces

Audit, Risk & Safeguarding

Rosemary Hart *
Duncan Strachan
Rachel Taylor (Chair from 1st April 2020)

Digital

Adam Goldstein
Faisal Uddin ** (co-opted 15th July 2020)
Martin Zahra *

Education

Adam Goldstein (Chair from 1st April 2020)
Dragana Josifova
Neil Macmillan *
Pam Meek

Governance

John Berriman
Ranjit Bhose
Rosemary Hart *
Pam Meek
Martin Zahra

Nominations

John Berriman *
Rosemary Hart
Rachel Taylor

Property

Rosemary Hart
Nikki Williams-Ellis*

Remuneration & Wellbeing

Ruth Smyth
Duncan Strachan *
Nikki Williams-Ellis MBE

Covid-19 taskforce

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

Wingrave taskforce

John Berriman *
Rosemary Hart
Neil Macmillan
Nikki Williams-Ellis MBE



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MacIntyre Academies Trustees

Sarah Burslem (representing MacIntyre)

Tony Greenwood MBE

Amy Harvey (appointed 4th March 2020)

Neil Macmillan *

Charlotte May (Vice Chair)

Shaun Temple Brown (resigned 31st December 2019)

Martin Zahra

* denotes committee chairs

** denotes co-opted committee member

Principal and Registered Office

602 South Seventh Street

Central Milton Keynes

Buckinghamshire MK9 2JA

Telephone: 01908 230100

Website: www.macintyrecharity.org

Company Registration No: 00894054 (England and Wales)

Registered Charity No: 250840

Advisors to the Charity

Auditors

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

Bankers

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

Solicitors

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

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





Report of the Trustees

As chairman of the Board of the MacIntyre Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31st March 2020. The report of our Chief Executive (CEO) provides a detailed insight into the strategic choices we have made and the actions and outcomes that underpin them in the year.

Financially, it has been one of the most challenging years in our history, with a difficult Ofsted care inspection at our children's home associated with MacIntyre School, Wingrave in the early part of the year and then Covid-19 arriving in the UK at the end of our financial year, hitting the care sector hard. Our meticulous planning and organisation helped to save us from the traumas that befell a number of other care providers.



Chair: John Berriman and his brother James

About MacIntyre

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

MacIntyre Care is a sector-leading national charity employing some 2,200 people providing learning, support, education and care to just over 1,500 children, young people and adults with learning disabilities, complex needs and autism, and their families across England and Wales. MacIntyre Academies Trust ("MacIntyre Academies") employs

some 230 people and provides education to over 180 children with special educational needs.

The MacIntyre group is relatively unusual amongst its peer group for providing a full range of services across the age groups, from children to adults and the elderly. We started in the late 1960s with a single residential school in Bedfordshire and we continue to this day to support a number of people who were educated at the school.

Trustees' Responsibilities

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

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

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

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

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



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

Providing Public Benefit

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

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

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

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

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

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

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

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

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



The Group's finances

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

Generating sustainable growth is so important to our future. The MacIntyre group had total incoming resources of £69.1m in 2020 (£59.3m in 2019), which is a 16% increase in the year. This follows a strong growth of 10% in the previous year. MacIntyre Care grew 1% (having grown 7% in the previous year) with total incoming resources of £51.4m in 2020 compared to £50.7m in 2019. MacIntyre Academies grew 10% in the year, with total incoming resources of £9.5m in 2020 compared to £8.6m in 2019.

The group incurred a deficit in the year of £1.5m, before utilising charitable funds of £0.5m. In the previous year the group generated a surplus of £1.7m, after taking account of donations & legacies received of £2.1m.

MacIntyre Care operates on fine margins and so it was disappointing that agency costs rose to £3.7m in 2020 from £3.4m in the previous year. MacIntyre Care incurred a deficit (excluding donations and legacies received or expended) in the year of £1m (£0.4m in 2019). The deficits in both years arose mainly in children and young people services. MacIntyre Care also utilised charitable funds of £0.5m in the year (net income from donations and legacies totalled £2.1m in the previous year).

We estimate that the one-off financial impact on the MacIntyre Care deficit following the July 2019 Ofsted inspection of Wingrave School was £0.5m. This comprises the operational and legal costs incurred following the inspection and the loss of income from commissioning authorities where students were either temporarily repatriated or who chose to seek alternative school provision. Further details are provided below under *our schools*.

Generating an annual surplus for reinvestment in the business is critical for our long term future and

we plan to restore the core operating activities of the business to surplus as soon as possible. Our plans unsurprisingly have been challenged by the national impact of the Covid-19 pandemic.

We contract in MacIntyre Care with 103 people who manage their own budget, 58 Local Authorities, 12 Clinical Commissioning Groups (CCGs) and 12 College partners. The annual round of fee negotiations was again tough, as it is each year. Trustees acknowledge the quality of the working relationships that management have established with our funding commissioners, whom we also thank for their ongoing support. These relationships have been tested extensively during the Covid-19 pandemic.

We have a cost conscious mentality, embedded firmly 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 continue to 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 stands at a healthy 6% (6% in 2019) and remains in the best quartile compared to the charitable sector as a whole.

We are most grateful to all those who are so generous in supporting the group, both financially and with their time. We know that donors and providers of funds want to be assured that their monies are being spent wisely and as fully as possible on charitable activities. The response to our Trustee Covid-19 appeal for iPads, puzzles and toys for those whom we support was particularly appreciated, given the very difficult circumstances.

The level of overall reserves in MacIntyre Care has built up prudently over nearly 55 years and today we have unrestricted general reserves of £2.1m (£2.3m in 2019). We estimate that over that time we have provided education to over 1,000 people with learning disabilities and we have supported over 2,500 adults and their families through our various MacIntyre Care services across the UK.

We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £38m (£31.7m in 2019).



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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.



Trustee appointment in 2020: Ranjit Bhose

The Trustee Board

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

We have a diverse, well-balanced, experienced and stable Board in MacIntyre Care. There are currently 12 Trustees, with an equal gender split. We have an excellent blend of Trustee capabilities which include legal, financial, risk management, property, sales & marketing, digital, Education, government, HR, genetics and general management skills.

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

Many of our Trustees undertake continuing professional development and diversity training in their professional roles outside MacIntyre. We

supplement this development with the regular provision of sector specific information and the use of other experts at both MacIntyre Board and committee meetings to ensure that Trustees are well equipped to fulfil their governance roles.

There were two Board changes in the year. We were delighted to welcome Ranjit Bhose to the Board from 6th February 2020. He has been a practising barrister for more than 30 years and was appointed a QC in 2012. He specialises in Local Government, Public, Property and Licensing Law, working with local authorities, housing associations and other public bodies. We were sad that Rajdeep Gahir stood down from the Board from 24th March 2020. She found that the demands on her time in building her business were incompatible with her contributing as effectively as she would have wished as a Trustee. We thank her and wish her well in her endeavours.

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 to management on a wide range of issues. Many of our Trustees also invest their personal time in visiting MacIntyre services and all this support is very much welcomed.

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

The senior management team

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

We wish the Directors well who have left us for new challenges and thank them for contributing so much to MacIntyre over the years. We are delighted that Seb Moh and Laura Selby have been appointed to the Director team responsible for Adult Services. Seb joined MacIntyre in June 2020 and Laura was promoted to the senior leadership team in autumn 2020, having previously been the lead on MacIntyre's *Transforming Care* work.



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I wanted to take this opportunity to say a special thank you to Emma Killick, who has left us after 26 years. She is a keen artist who has regularly exhibited her work and she is now undertaking a Masters in History of Art. Emma leaves an indelible mark on MacIntyre, having risen through the ranks, ultimately to lead Adult Services and our renowned Dementia Project. She leaves with our deep gratitude for all that she has done and will be much missed by many people we support as well as by her colleagues.



Retiring Adult Services Director and leader of the Dementia project: Emma Killick

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

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

The importance we place on collaboration

We are a major provider of education and social care services today in the UK and our ambition is to continue to grow to meet social and educational need. It is clear that there remains a significant appetite for the range of innovative specialist services that we provide and, more importantly, the way in which we provide them - *the MacIntyre way*.

We continue to focus on whether, and if so how, to share resources or collaborate with other charities in the sectors in which we operate. This has involved us in assessing the relative merits of various collaboration options, from joint front line or support activities, to simple alliances or the potential of a full merger.

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

Our governance structure

I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly Board meetings.

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

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

In times of crisis or where urgent action is needed, I establish small fast-response taskforces. During the year under review a short term taskforce was set up in July 2019 to support management in responding to the Ofsted care inspection of the Wingrave School residential homes. This taskforce completed its work in September 2019. In March 2020 a Covid-19 taskforce was established to help support and advise management and staff in handling MacIntyre's response to the global coronavirus pandemic. This taskforce continues in its work. Regular updates are provided to the full Board of Trustees on MacIntyre's responses to these issues and fast track decisions are taken as necessary.



We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately. We periodically commission independent governance reviews, the most recent of which was undertaken in 2015/16 by *Optimum Support for Charities*. Their report concluded that MacIntyre had instituted appropriate and largely effective governance systems, processes and procedures for a charitable organisation of our size, scale and complexity.

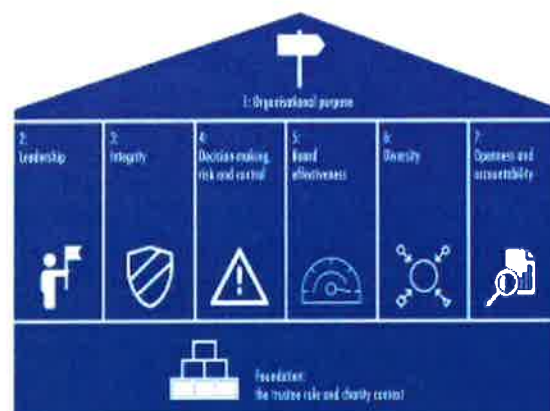
The report provided by *Optimum Support for Charities* commented in particular on the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. This is a major contributory factor to ensuring the quality of our governance and for monitoring our culture and approach.

Following revisions in 2018 to the Charity Commission Charity Governance Code we undertake regular self-reviews of our governance viewed against the Code. 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 governance committee oversees governance matters for and on behalf of the Board, including both external and self-reviews.

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 committee is satisfied with the results of the most recent and comprehensive governance self-review. The committee reviewed and recommended to the Board the code of conduct for Trustees and it recommended to the Board that we:

- enhance both the complaints and policy update reporting to Trustees
- augment existing Trustee training on safeguarding
- review our diversity policies and undertake Trustee training on diversity
- assess how best to enhance the reporting of both benchmarking activities and outcomes



Charity Governance Code Principles

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

Our schools

Our education committee oversees the strategic development of education services across both MacIntyre and MacIntyre Academies. The chairmanship of the education committee has been assumed by Adam Goldstein from Neil Macmillan with effect from 1st April 2020. The committee, which met once in the year under review, includes MacIntyre Trustees with a special education interest. The committee is attended by the Director of Education, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

We aspire for all our schools to espouse and promulgate the MacIntyre philosophy of care and education for children with special learning needs. Our schools in the year under review were Wingrave School in MacIntyre Care and three MacIntyre Academies schools in Oxford, Nuneaton and Rugby. Since the year end we were delighted to welcome Venture Academy into the MacIntyre fold. Venture Academy is based in Henley-In-Arden, South Warwickshire and is a special school catering for children and young people aged 9 -16 years with autism and/or a social, emotional or mental health diagnosis.



The school is not currently at full capacity. It currently has 26 students with plans to increase pupil numbers over the next three years up to 50 students.

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

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

MacIntyre Academies directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are three independent directors, including the Vice Chair Charlotte May who is a former deputy Head Teacher. MacIntyre Academies was pleased to welcome Amy Harvey to the Board and its finance committee in March 2020, following the resignation of Shaun Temple Brown after four years in post. His contribution to MacIntyre Academies was much appreciated.

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

Ofsted care inspection - as explained above in the section on *the group's finances*, the children's home linked to MacIntyre School, Wingrave was the subject of an Ofsted care inspection in July 2019. The school and the children's home are well-regarded and we have been running them without issue since as long ago as 1971.

At the conclusion of the inspection in July 2019 we were unexpectedly served with a suspension notice by Ofsted on the afternoon of 22nd July 2019. I immediately constituted a Board taskforce to help support management to understand the reasons for

the decision and navigate the resolution of this suspension. Regular Board updates were provided to Trustees. The work of the taskforce included undertaking a lessons learned exercise for application across the wider MacIntyre group.

We resolved the key issue that led to the suspension immediately and the suspension was lifted the following evening of 23rd July 2019. We then operated the school homes under a restriction notice until Ofsted revisited the homes a month later and declared themselves satisfied with the actions we had taken in respect of their other findings.

We were not in agreement with some of the findings of the inspectors and currently have a complaint lodged with the Regulator. We believe that at all times our students have been fully safe in our care. Ofsted returned to the school to undertake an education inspection in 2020 and we were pleased that the school was rated as Good with Outstanding for personal development. The financial impact of this inspection has been hugely damaging to MacIntyre. The operational and legal costs incurred following the inspection and the loss of income from commissioning authorities when students were not in our care totalled some £0.5m, which was a significant financial body blow.



MacIntyre School, Wingrave

The parents represented on the Wingrave Local Advisory Board, together with many other student parents, chose to write to Ofsted to express their concern at the way the inspection was handled and its impact. Many lives are affected and not just those of the students involved, but their families too.

Recruitment, retention, reward and development

Our staff are our lifeblood. They make the real difference to the day to day lives of the young people and adults who use our services. Our staff are aspirational for the people they support and interact with commitment and sensitivity.



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This expertise and positivity ensures that MacIntyre's DNA is brought to life and experienced by each person we support.

The nominations committee, which I chair, leads the process for Board and Trustee appointments. During the year the nominations committee oversaw the selection of Ranjit Bhose QC as a Trustee. MacIntyre recruits new Trustees both through the network of our current Trustees and also where appropriate through the advice of external professional agents.

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

Together with Martin Zahra, the chair of the Digital committee, I oversaw the co-option of Faisal Uddin, a technology specialist consultant, as a member of that committee for an initial term of one year, renewable at MacIntyre's discretion. I was involved together with Neil Macmillan in overseeing the appointment of Amy Harvey as a Trustee of the Board of MacIntyre Academies. Amy is a risk, controls and assurance specialist. We welcome both Faisal and Amy to their respective MacIntyre governance roles.

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 Duncan Strachan and met three times in the year. The committee reviews all recommendations on the remuneration of MacIntyre's staff, including key management personnel. The committee focusses on ensuring that the remuneration of all employees is competitive and fair within the current financial constraints that the sector faces. The Group invests more than 3% of its turnover in the development of the workforce.

The committee takes a report from the Workforce

Director and reviewed the 2019/20 workforce strategy, including pay and reward proposals. The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 75% of our staff, which is reflective of the wider social care sector. We are confident, due to our job evaluation process and salary bandings, that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2019) stood at 3.8% in favour of females.

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement and development in particular. It is essential that we continue to focus relentlessly on imaginative ways of recruiting people into MacIntyre and on reducing the level of staff vacancies, in order to reduce the use of agency staff and maintain high quality service levels. Pleasingly the level of agency staff has dropped significantly since the Covid-19 lockdown.

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

Harnessing digital technology

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

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



The pace of internal systems change has accelerated in the last two years, with the launch of a new payroll system in the previous year and a new intranet, CRM, training records database and online rota tracking in the year under review. The lockdown instituted as a result of Covid-19 has accelerated the nature and extent of use of digital technologies across the organisation, both as a work tool and to help the people we support. The digital committee is supporting management in looking to harness this technology take up and to institutionalise its key benefits.

Our properties

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



MacIntyre School, Wingrave

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

A key consideration for the committee, following the July 2019 Ofsted inspection of the Wingrave care homes, has been the long term plan for the residential houses at Wingrave. Plans remains under discussion with a view to minimising onsite accommodation and creating offsite homes for the school students.

Audit, controls, compliance, risk management and safeguarding

Our audit, risk & safeguarding committee reviews finance, audit, risk, compliance, health & safety and

safeguarding matters. The committee, chaired during the year by Rosemary Hart, met three times. Rachel Taylor has since assumed the chair with effect from 1st April 2020.

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

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

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

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

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



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

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

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

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

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

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



Endeavour School: safeguarding

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

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

Our investment policy

The Trustees have considered the most appropriate policy for investing funds and have decided to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements.

The generous donations received in the recent years meant that MacIntyre had a level of free funds that may be invested in the medium term for the wider charitable benefit. As a result, the Trustees started to explore whether to invest certain funds with professional wealth managers who specialise in the UK charitable sector. This process was however put on hold in the light of first the Ofsted inspection at Wingrave and then the market turbulence stemming from the Covid-19 pandemic.



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Our reserves policy

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

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

Covid-19 and its impact on MacIntyre

The combination of Covid-19's ability to spread, cause serious illness and overload the health system, prompted the UK government, along with other countries around the world, to introduce extensive public health measures aimed at containing and limiting the impact of the epidemic. On 3rd March 2020 the UK government unveiled its *Coronavirus Action Plan* and shortly afterwards we in MacIntyre instituted a lockdown of our services. The government subsequently instituted a national lockdown on 23rd March 2020.

Our early lockdown was designed to help keep safe the people whom we support and our staff. I established a Trustee Covid-19 taskforce to support management and we met weekly online throughout April and May 2020, before moving to fortnightly meetings in June and July 2020. The taskforce took reports from the Chief Executive and the Finance Director and we focussed on our operational readiness, levels of personal protective equipment (PPE), accessibility of testing, workforce matters, including recruitment and wellbeing, and financial considerations, including additional costs incurred and their recoverability. The taskforce continues to take a weekly dashboard report of key Covid-19 related information.

It is distressing to report that in the nine months since March 2020 two gentlemen and one woman we support, from London, Wigan and St Albans, lost their lives following a Covid-19 diagnosis, as did three people to whom we provided lifelong learning services in Milton Keynes. They lit up our lives in MacIntyre and we miss them.

The taskforce does not underestimate the challenges facing government in dealing with Covid-19. We were however struck by how difficult it was to secure sufficient PPE to secure the safety of our staff and to access testing for both our staff and the people whom we support.



It was also concerning that it took so long for government to recognise and acknowledge the pivotal role that social care workers play in society and that they too operate on the front line, in the same way as does the NHS. This was driven home by the media and adopted by the public at large. Thursday evening clapping for carers became as important to the nation as clapping for the NHS.

Looking to the future

Our first priority is to our beneficiaries and to keeping the adults and children we support safe. And given the financial challenges we faced in the year under review, it is inevitable that our priority for 2020/21 is to restore the group onto a sound financial footing and move to generating a small annual surplus again. We have by necessity reviewed in depth all our fee levels, service by service, nationwide. We have sought fee increases to cover the incremental costs of operating. In some cases we have received no uplift in fee for many years, which inevitably then makes those services untenable.

So in certain limited instances we have, since the end of the year under review, handed back some contracts for service to commissioning authorities. We have done this only after extensive negotiations and where we have been unable to arrive at a mutually satisfactory contract financial position.



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We only take this action in extremis and with an incredibly heavy heart. We cannot though threaten the financial stability of the group, and by extension the lives of those whom we support, by providing uneconomic service.

We understand that, like us, commissioning authorities operate under significant financial pressure and will do so all the more as a result of the enduring impacts of Covid-19. So we will continue to make the case alongside membership organisations such as VODG for significant government investment in the social care sector.

The much needed investment has been talked about for too long and we believe that it is essential, so that we and other providers of services to the learning disability sector can provide the care and education services that are needed by the people whom we support, their families and indeed by society at large.

In conclusion, on behalf of those whom we support, the Trustees and I would like to thank everyone associated with MacIntyre for your continued support. And thank you to all of our people for another year of incredibly hard work and commitment to MacIntyre and in particular for your remarkable support during this Covid-19 pandemic. Your commitment has been truly inspirational.

Approved on behalf of the Board:

John Berriman
Chair of MacIntyre

Date: 15 March 2021



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Chief Executive's Report



CEO: Sarah Burslem

Introduction

MacIntyre Care and MacIntyre Academies Trust (The MacIntyre Group) have remained ambitious for the children, young people and adults supported in our schools, in our *No Limits* provision and across our diverse range of adult social care settings. We supported 1,541 children, young people and adults in the year (1,520 last year). We employed 2,158 people in MacIntyre Care (2,175 last year) and 228 people were employed by MacIntyre Academies (190 last year), our Multi Academy Trust (MAT).

This slight overall increase in numbers masks considerable activity throughout the year. Many children and young people have transitioned in and out of our education provision; and hundreds of people in receipt of adult social care funding have seen changes to the scope and size of their support packages. We have been joined by 65 people in receipt of adult social care funding from 17 different Councils and said goodbye to 60 people, a small number of whom have sadly died, but the majority of whom have moved on to positive new opportunities. We have increased our *No Limits* student numbers from 189 to 205 during the year.

We have reviewed our strategy "Proud of Our Past and Ambitious for our Future" to ensure that we sharpen our excellence culture and remain ambitious for everyone connected to MacIntyre now and for the future. This review has been timely as we welcome new members of the senior leadership team and as we navigate a global pandemic.

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

relationships. It is on these measures that the people we support, their families and our more than 70 funders will judge our success.

Our secondary purpose is to make a difference to the communities and neighbourhoods where we have a presence. Within the current climate it has become more important than ever that we must exercise our influence and impact as far as possible to ensure that these communities are inclusive places for disabled people to live, learn and work. Our intention to work more formally to shape local communities through our *Great Communities* projects has enabled us to connect this year with over 84 local businesses and organisations and over 87 disabled people who are not in receipt of statutory support and who are at risk of being isolated.

The MacIntyre Group has a solid track record of developing innovative responses for disabled children, young people and adults in terms of education and care. We continue to ensure that the "MacIntyre offer" makes sense to each person and this concept of being an alternative in our curriculum and support model design and delivery lies rooted in the heart of our DNA. During the year we have continued to invest in expanding our school provision; in developing alternative children and young people residential support; and in building our expertise for supporting disabled adults to move from secure hospital settings to their own homes and supported by "community teams".

The year under review has been another difficult one for Councils with the impact of Covid-19 putting additional pressure on already fragile Special Education and Social Care budgets. While the full cost of the pandemic is yet to be realised it is clear that, despite the additional funding made available by Central Government, Councils will struggle to make the £608m savings planned for the 2020/21 financial year. It is within this context that worryingly only 4% of directors of Councils report with confidence they are able to meet their statutory duties (ADASS Budget Survey 2020).

We therefore appreciate the time and effort invested by most of our commissioners to work with us on creative and person centred solutions. It is always difficult for us to make the decision to end a commissioning relationship as we are only too aware of the impact that such a decision has on the people supported, their families and the staff teams.



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We will only make such a decision where we have been unable to build and sustain trustworthy and creative ways of working and where the core funding has fallen below the level that enables us to maintain a quality provision. It is testimony to the gifted and committed senior teams across MacIntyre and our commissioner colleagues that for the year under review there is only one Council where we have been unable to agree future contractual arrangements.

We are aware that the reform required for both the Special Education and Adult Social Care sectors is not only about money, and we welcome the opportunities to work at local and national levels to contribute to the reform research and debates. Our track record and experience in alternative service design and delivery is respected by our stakeholders and we are proud of the role that we play in shaping new ways of thinking and working.

The incentive to reform has never been greater as the Covid-19 pandemic exposes further levels of discrimination against disabled people and their families. This discrimination is in addition to further incidences of abuses that were uncovered during the year in secure settings such as Wharltton Hall and in the confirmation by the 2019/20 Learning Disability Mortality Review (LeDeR) that disabled people continue to die prematurely and from treatable causes. MacIntyre will continue to work with all local and national government, with membership organisations such as Learning Disability England (LDE), The Association for Real Change (ARC), The Voluntary Organisation Disability Group (VODG) and with change movements such as Social Care Future to advocate for equality, to achieve reform and to ensure that the voice of disabled people lies at the heart of this change agenda.

Education, children and young people services

Across the group we provided school and further education programmes of learning to 422 children and young people (406 last year). We are proud of our Independent Special school (33 Pupils currently and 33 pupils last year); of our three Academy schools (184 Pupils currently and 184 pupils last year) and of our *No Limits* provision that delivers Further Education programmes of learning to 205 students (189 students last year). All provide ambitious environments for children and young people who have complex disabilities and/or autism,

some of whom have experienced multiple exclusions from other settings.

Our focus for the year has been on ensuring that we continually improve the quality of the teaching and learning. To this end we have introduced bold new curriculums across our school and further education provision. These curriculums are designed to “stretch” students while focusing on their unique learning needs and ambitions. Our curriculums provide a menu of options, where we focus on the learning priorities that will take the young person to the stage of their learning.

“Adults never stop wanting the best for pupils. They see what each pupil might be capable of and work patiently and determinedly towards it. This is a school of aspiration and positivity.”
Ofsted, January 2020 regarding MacIntyre School, Wingrave



Our Alternative curriculum

The children and young people we educate and support have been affected by the Covid-19 pandemic. All of the children attending our schools are in receipt of an Education, Health and Care Plan (EHCP) so all of our schools have remained open. During the first lockdown 20% of students attended our Academy schools in person and 80% of students attending MacIntyre School, Wingrave in person. For other students remote learning was introduced.

We understand the importance of education to the lives of our students and their families and appreciate the trauma that would have been experienced by some as a result of the lockdown measures. We have developed restorative curriculums that will be in place for start of the 2020/21 academic year.



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MacIntyre School Wingrave

In 2018 we introduced a new senior leadership team headed by Executive Lead Maria Fiddimore to implement our ambitious plans for both the education and care delivery for all children attending the school and living in the associated children's homes. As explained in the report of the Trustees the care home associated with the school was inspected in May 2019 after which a temporary closure notice was issued. This notice was revoked within 24 hours and our complaint to the regulator focusing on their approach and some of their judgments remains live. We are grateful for the support of families and of the placing authorities and have not been deterred from our plans. We are pleased that the approach of the most recent inspection team was markedly different and the outcomes very positive. We are clear that outcomes for children are good for the 33 children currently attending the school. The education element of the school was inspected by Ofsted in January 2020 and assessed as Good with an Outstanding rating for Personal Development. Catherine Clifford, our Head of Education, took the decision in 2018 to implement a new curriculum, which was praised by inspectors, who commented:

"Leaders have radically overhauled the curriculum. They aim to make sure it is relevant, meaningful and helpful for pupils. Paying close attention to pupils' education, health and care (EHC) plans, the curriculum is personalised to each pupil's needs and the next steps they need to take."

Ofsted, January 2020

MacIntyre Academies

MacIntyre Academies is a Multi-Academy Trust providing special schools provision to 184 students. MacIntyre Care continues to sponsor MacIntyre Academies and in the year under review we have seen the quality of the alignment between the two organisations go from strength to strength. Group Trustees are committed to ensuring that we have one approach to education, ensuring that the charity ethos runs throughout and that we create ample opportunity for cross learning. In September 2019 Quest Academy moved to their new site providing education to 60 students. Discovery Academy maintained student numbers at 93 and Endeavour Academy maintained student numbers at 31.

Endeavour Academy - one of our biggest aspirations at Endeavour Academy is to provide an autism-friendly environment that provides our students with opportunities for a holistic and highly personalised learning. We believe that our students are ready to learn only when their sensory needs are met. We made several changes and adaptations to the school environment over the last academic year, including the introduction of an outside horticulture area, a Duke of Edinburgh area and a sensory garden. New adaptations and purchases have included a new climbing wall, adding further sensory lighting in the corridor and adding a new cross trainer and rowing machine to our exercise and gym equipment. Future plans include the creation of a musical corner in memory of a student who passed away unexpectedly in summer 2019.



Discovery Academy - during the 2019/2020 academic year we celebrated excellent exam results with our first cohort of leavers. This student group had been at Discovery since we opened our doors five years ago. We welcomed another new group of students and reached a capacity of 94 children and young people. Discovery has always sought to go beyond the confines of the classroom and last year we welcomed polar explorer Simon Wright, Jo Cotterill renowned child's author, and award winning illustrator Tony de Saulles amongst our visitors.

We further enhanced our classroom learning with more staff being trained to lead the Forest Schools curriculum and the introduction of Hospitality, Health and Social Care and Construction to our upper school options. We installed interactive whiteboards in all learning spaces and a partition in the Hall to enable Music and Drama to be taught at the same time.



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Quest Academy - as a new school Quest Academy continues to be monitored by the Department for Education (DfE) while we await our first Ofsted inspection.



Quest Academy

The last visit by the DfE in December 2019 was very positive with confirmation that the school is a Good school with the potential for some Outstanding features. Moving to the state of the art new building in September 2019 allowed us to deliver a curriculum in line with our vision and to introduce new subjects such as Adventure, Community and Enterprise Lessons (ACE), Land based Management, Performing Arts, Music Technology and Media. During the year the Regional Schools Commissioner accepted our application to increase our student numbers and to reduce our starting age. The school has started to be recognised nationally for its work with senior members of staff being involved in the projects overseen by Local Authorities, Ofsted and the Department for Education (DfE). We are delighted that the Discovery Headteacher was recognized publicly by being shortlisted for the TES *Headteacher of the Year Award*.

Our approach to quality in our schools

Our schools are regulated by The Office for Standards in Education, Children's Services and Skills (Ofsted). All schools must be compliant with the Education Inspection Framework. In addition, MacIntyre School Wingrave must also meet the Independent School Standards. 100% of the education provision that has been assessed by Ofsted has been rated as Good. This is an important achievement as for our Academy Schools this rating was awarded at the first inspection. We continue to focus on ensuring that all of our schools are on an Outstanding trajectory.



The Compassionate Schools Approach

MacIntyre's DNA is rooted in our Compassionate Schools Approach, the values of which underpin the Quality and Compliance Framework. The framework outlines the standards required to keep schools safe, financially viable, structurally sound, legally compliant and educationally improving. Whilst the framework holds academies, through their Principals and Local Advisory Boards, to account for standards, it also respects their need to meet stakeholder expectations, being user-focussed, and maintain their individual identity and autonomy.

The Trustees work closely with school leaders, organisational leaders and the Local Advisory Boards (local governing bodies) and review our approach to quality to ensure we continually improve. The skills and capability of the Local Advisory Boards have developed further during the year. The Boards play a crucial role in local governance and in the Ofsted inspection process. We can now celebrate having parent Chairs for three of the four Boards, which is testimony to the importance we place on parent voice.

Children's residential support - it is our intention to support children and young people who are not able to live full time in their family homes in safe, compassionate and thriving environments. We recognise that without intervention and positive support, some of the children are at risk of being admitted at some stage to secure inpatient settings. It is our hope that our children's homes and our approach will reduce this risk as far as is possible.



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Twenty one children attending MacIntyre School Wingrave reside for some of the time in a children's home in the school grounds or at Hillside, a separate residential children's home in Leighton Buzzard. The new leadership team at the school have introduced ambitious plans for ensuring that this provision will be rated as at least Good at the next inspection but most importantly to ensure that children thrive while with us.

Woodland View, a children's home in Hertfordshire, opened its doors to children in April 2019 and is currently home to four children. The children's home provides a safe and vibrant home for children who attend local schools and has separate short stay accommodation for children and families who find themselves in crisis situations. We have seen a significant reduction in the levels of anxiety experienced by the children who live at Woodland View and believe that this is in part due to our trauma informed and Positive Behaviour Support approaches.

Our approach to quality in our children residential provision

Our children's homes are regulated and inspected by Ofsted. All children's homes must be compliant with the Children's Homes Regulations (2015) and against which Ofsted will judge the overall quality of the home. From these regulations Ofsted have set out nine standards ("The Quality Standards") that must be met by all children's homes. The Quality Standards describe outcomes that each child must be supported to achieve while living in the children's home.

When working with children in care at MacIntyre, we constantly re-evaluate our concept of 'possible' to ensure it is ambitious and child centred. Through the implementation of a Periodic Service Review (PSR), designed by us but which uses the quality standards as its framework, the children's homes have the tools to regularly review quality and compliance across the homes, the ability to track and monitor progress and a clear process for accountability.

Woodland View was assessed as Good at the first inspection and the children's homes connected to Wingrave are currently rated as Requires Improvement. We are confident that the provision is a Good provision. We were pleased that the inspectors who visited recently for an interim visit made the following comment "Children were

observed to be happy, engaged in purposeful activities and motivated by the enthusiastic staff team. The staff team is motivated and committed to providing good-quality care to children".

"The home is a safe environment, with children encouraged to enjoy the indoor and outdoor spaces. During the periods of lockdown, staff carefully planned activities for children to ensure that appropriate distances were observed, and children were still able to enjoy variety and choice. Parents were supported to maintain contact with children to ensure that these familial bonds remained in place and supported the children's emotional security during unsettled times"

Ofsted 2020

No Limits

We currently have 12 partnerships (9 last year) which deliver further education to 205 students (189 last year). The focus on continuous improvement and on staff recruitment and retention for all of these delivery partnerships in the first half of the year helped to ensure that we could maintain a level of delivery to young people and wider support to families when colleges closed due to the pandemic.

We are confident that all of the teaching and learning delivered across all partnerships is at least Good as per Ofsted guidance. The introduction of an uplifted pay structure has ensured our ability to recruit and retain in increased numbers. We believe wholeheartedly in this model of further education (FE) enabling young people to acquire the knowledge and skill necessary for them to make a healthy and happy transition into adult life. The outcomes for young people this year have included the take up of a university placement, access to further college courses in mainstream college environments, employment and volunteering opportunities.

Our approach to quality in our FE provision

No Limits has a robust approach to quality assurance, supported by a detailed annual Quality Calendar. Programme managers and programme co-ordinators complete regular scheduled audits of planning and evidence recording, as well as assessing teaching quality via a combination of pre-arranged and spontaneous observations. All teaching staff are formally observed annually, with additional observations during probation or when needed. Using the Ofsted assessment criteria,



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managers and front line leaders set high expectations for the planning, implementation and assessment of teaching activities. Additionally, managers and coordinators are responsible for creating and maintaining self-assessment reports for their provision, and developing quality improvement plans which address areas of weakness and set aspirational goals for the future.

Adult Services

MacIntyre supported 1,115 people in the year (1,112 previous year) in a variety of settings. This includes people who live in their own home and who are eligible for care and support (289 adults), people living in registered care (215 adults) and people receiving outreach and day support (516 adults). We are an advocate of the Shared Lives (SL) model of support believing that such an environment and ideology provides great outcomes for people. We have three SL agencies in Warrington, Essex and Central Bedfordshire and have a total of 103 people placed with SL carers (101 last year).

We constantly strive to develop innovative solutions for people, solutions that are underpinned by the principle that we enable people to live a life that makes sense to them; a life where they have increased control and characterised by ambition, warmth and fulfilment. It is this vision that has underpinned this year's negotiations with the 58 Councils (60 last year) and 12 CCGs across England and Wales (12 last year) as we endeavour to evolve historical models of care and support, redesign historical contracts and to influence current local and national commissioning practice. In the main we have engaged successfully with people we support, families and commissioning partners, ensuring that current arrangements afford the right levels of security for people supported and that income levels cover the true cost of the care and support provided.

We were delighted to provide new packages of support to 65 people during the year including four people who have moved from secure inpatient environments to their own home. MacIntyre's "welcome all" approach and our diverse range of provision has been characterised in full across our Adult Services this year. We have continued to plan for the transition of young people from our schools into our adult social care provision, we have welcomed more people who fall under the *Transforming Care* agenda and we have continued to improve our provision and our external focus for people with complex health needs and for people as they get older.

Transition services - all children at our schools and all FE students from *No Limits* have access to transitional support in a timely fashion to ensure that the next stage of their life is planned well when they leave us. Where these young people are eligible for adult social packages in geographical areas where we have an infrastructure we aim to provide a proposal for consideration. We are delighted to be currently working with three young people and their families, Reside Housing and two commissioning authorities to secure two properties and to design an appropriate support package for later this year when children move on from the school setting.

Transforming Care - the abuse uncovered at Wharleton Hall was truly shocking and once again placed a spotlight on the collective inability of Department for Health and Social Care (DHSP) and some professionals to move people who are inappropriately placed in secure assessment and treatment units. Despite the *Transforming Care* focus over 2,100 people, including 230 children, remain in secure settings. NHS data confirms that there has been very little movement for people, with discharges taking too long. This remains a truly disturbing issue and one that MacIntyre will continue to apply pressure to by adding our voice to umbrella groups such as VODG.

From an internal perspective MacIntyre is purposeful through our children and young people transitional programmes to ensure that children and young people are supported in ways that prevent entry into secure inpatient settings. We have invested over many years in the provision of alternative community based solutions.

MacIntyre currently supports seven people who would in other circumstances fall into the *Transforming Care* cohort and are working with four people who will move to a MacIntyre supported package of care and support in the next few months.

Our *Transforming Care* model of support is bespoke to the unique circumstances and needs of the person we are supporting. We are ambitious for each person and work closely with families and professionals to ensure a happy and meaningful life and home. Working under a Supported Living model the person has their own tenancy and will be supported to become an active citizen within their local community.



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Transition support

We have access to a practice development team and a skilled operational team to ensure effective support for every person. We have invested charitable funds in the year in the role of a Transition and Family worker who will work intensively with people concerned and their families who have quite often experienced significant periods of trauma. We continue to employ a full time forensic practitioner and a dedicated senior Positive Behaviour Support practitioner, both of whom provide dedicated support to the people we support, their families and to the local operational teams.

Health Equality - the discrimination and health inequalities faced by disabled people was further highlighted by the 2019 and 2020 LeDer reports. We are aware of the challenges that we face as a social care provider to ensure that we continue to prioritise the health of everyone in our care. Our investment of charitable funds in this area, coupled with the external success in grant funding, has enabled us to dramatically improve our internal expertise as well as to make a positive contribution to the knowledge and practice of the wider sector.

Across our adult social care services we support 235 people who have a significant health related issue including 57 people who have dementia (63 last year) and we support 328 people who are over the age of 55. It is therefore vital that our small but growing health support team focuses on the continuous improvement of the core knowledge and skill across our workforce. To this end they have delivered face to face Health Calendar training to more than 1,000 staff. This core training has been complemented throughout the year by the production of 151 health focused resources, 32

eLearning health modules and booklets, 9 films and 31 case studies of good practice. All of this enables our workforce to promote healthy lifestyles and to better record people's health and track changes over time.

The Dementia project funded by the Department of Health, which came to an end in early 2019, transformed our approach to supporting people with dementia and their families. We continue to run Dementia Specialist Interest Group sessions and continue to work in partnership with Beth Britton, a consultant, trainer and mentor, campaigner and speaker specialising in issues affecting older people, health and social care and specifically dementia, and Dementia UK with our ongoing plans. Part of the project legacy is that during the year we continued to hold dementia and health focused events and continued to produce key practice resources. This included five MacIntyre Memories and Miles fundraising events and the continuation of three MacIntyre Memory Cafes in Milton Keynes, Warrington and Chesterfield.

"It was great to see so many families, staff and people supported all come together at the Memories and Miles event. This is the first race and medal my daughter has ever been able to take part in, thank you"

Family member

Our outstanding "Keep Going.....Don't Stop" Group in Chesterfield were winners of the Dimensions Leaders Awards in 2019. During the year this group of people with lived experiences have created 12 easy read health, dementia and wellbeing resources. We are delighted that with the support of a grant of £5,000 the team will continue to make a difference over the coming months.

Lastly, and worthy of particular note, was the development and release in March 2020 of our End of Life Care. This guidance enables us to prepare people though advance care planning for a good end of life.

External influence and working in partnership

Our ability to succeed in achieving our primary purpose of delivering excellence and our secondary purpose of influencing communities will be enhanced by working in partnership with others. There are many examples of partnership working across the Group. However for the year under review there are two areas of partnership working that have had an impact on the quality of our adult



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services internal practice and have influenced the wider sector: Health and Great Communities.

Health - we understand that our vision for greater health equality for disabled people will be better achieved by working in partnership and pooling research, knowledge, experience and resources. We are a respected contributor on health working parties hosted by SCIE, NICE and LeDeR and have active partnerships with Dementia UK and BILD. We are particularly excited about the partnership with Admiral Nurses and Dementia UK, a partnership that has resulted in a successful joint funding bid (£126k over two years) that has enabled us to appoint Jane Nickels, the UK's first Learning Disabilities Admiral Nurse.

Emma Killick, Director of Adult Services, Sarah Ormston, Health Advisor, Rosie Joustra and Rachel Silver, Health Officers with lived experience have spoken on many external platforms over the year including Dementia Action Alliance, BILD and VODG events. We are proud of the resource and guidance that we have developed and openly share these with the wide sector via our website and social media, where we now have over 1,000 followers on our Dementia Twitter account.

Our impact in the area of health equality will develop further in the months ahead as we have been successful in securing two further grants: The National Lottery Community Fund grant (£169k over two years) will fund our Dying to Talk project. The project will empower and support people with a learning disability to lead the discussions in end of life care to ensure their end of life wishes are respected and followed. The Hospice UK grant (£24k over 12 months) will be a partnership project with Willen Hospice and focus on End of Life Care.

Great Communities - during the year we have extended the reach of the Warrington Great Communities project, developed a new Great Communities project in Worcestershire and adopted some of the emerging principles and approaches within our group wide DNA. We continue to work in partnership with Community Catalysts (a social enterprise and community interest company) in the design, monitoring and evaluation of the project outcomes. Our Great Communities projects aim to achieve two interconnected outcomes. Firstly we reach out to disabled people who are in danger of "falling through the gap" and living in isolation as they are not eligible for statutory funding. We then work alongside these people enabling them to

nurture their talents, interests and skills and to use these talents and skills to connect with others and to play an active role in their neighbourhoods. Through this connectivity and with additional purposeful education we work alongside community groups and local businesses enabling them to be inclusive and nurturing of disabled people. This approach has enabled us to connect with 87 people who have described themselves as lonely and or isolated, and to connect with over 84 businesses and organisations. A number of disabled people connected to the projects have initiated social groups and community enterprises including film clubs, cycling groups, friendship groups, cook smart groups and foodbanks.

Our approach to quality and compliance in adult social care

Following the update of our corporate strategy (Proud of our Past and Ambitious for our Future) we have invested in our teams who provide compliance and quality support and oversight across our adult social care services to ensure that we meet our strategic objectives. While compliance and quality activity is interlinked there has been a particular focus this year on regulatory compliance, safeguarding, health and safety and achieving excellence in a number of practice areas.

Trustees take a special interest in both quality and compliance, both at the Trustee strategy meetings and in committee meetings, where they review our strategy and evaluate impact and performance. Performance is scrutinised throughout the year by the senior leadership team at a range of internal forums.

Regulatory compliance - our adult social care provision is regulated in England by the Care Quality Commission (CQC) and in Wales by the Care Inspectorate for Wales (CIW). 92.5% of our CQC regulated services is rated as Good or above with 7.5% of services being rated as Outstanding. Our Worcestershire Domiciliary Care Agency was rated as Outstanding in May 2019. CIW rate services as either Compliant or non-compliant: 100% of our Welsh provision is rated as compliant.

Our Head of Compliance Sue Martindale remains a committed member of the CQC Adult Social Care Co-Production Group. The topics for the year under review covered by the group have included: Oral health in care homes, Local System Reviews and exploring Leadership in Adult Social Care.



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It is important to us that we achieve 100% of ratings that are at least Good and that year on year we see an increase in Outstanding services. The cornerstone to this success will be employing a full complement of creative and competent registered managers for our care homes and for our Domiciliary Care Agencies. To this end during the year we introduced a programme of training, coaching and support to all people in the role of Registered Managers. The programme started with two workshops: Effective use of the Care Act and The Liberty Protection Safeguarding procedures. Over 50 people attended these workshops that were planned and delivered by Belinda Schwehr, CEO of Cascaidr.

Compliance oversight within MacIntyre includes both our safeguarding and Health and Safety functions and regular reports are prepared for quality and governance purposes. The Safeguarding Group continues to steer the direction of all safeguarding work across the charity, supported by Deborah Kitson, CEO of the Ann Craft Trust, who acts as our critical friend - challenging us to continuously reflect, learn and improve what we do. Meetings took place every quarter and the terms of reference were updated as part of the Safeguarding Workplan 2018-2020. Membership of the group is kept under constant review to ensure that all areas of the organisation are represented and connected.

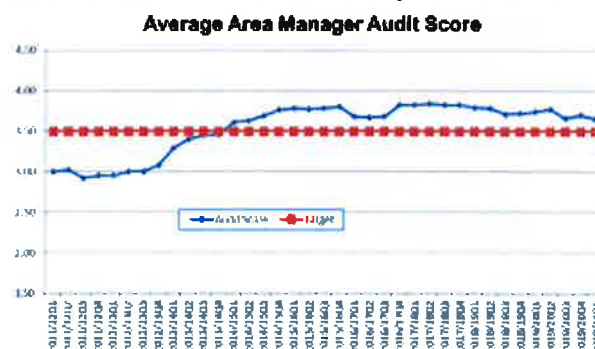
During the year MacIntyre continued to be involved in the following sector-wide safeguarding projects:

- The second National Safeguarding Adults Week that took place in November 2019.
- MacIntyre (as part of the Safeguarding Network) contributed to the development of safeguarding resources for the wider voluntary sector as part of a lottery funded project (The Safer Sector Partnership). This included the Head of Compliance & Safeguarding contributing to a video describing what safeguarding means in practice.
- The Head of Compliance & Safeguarding has been a member of a NICE Guideline Committee which is developing a NICE Guideline 'Safeguarding Adults in Care Homes' due to be published in 2021 (delayed due to Coronavirus).

We continue to work in line with the Serious Incident guidance updated by the Charity Commission in late 2018. Regular updates on safeguarding policy,

guidance and incidents have been presented throughout the year by Directors at the Audit, Risk and Safeguarding committee and the annual report is presented to the committee in July each year. Trustee representatives from the Audit, Risk and Safeguarding committee attended the Safeguarding Group Meetings in November 2019. Highlights of the report for the year include: Reviewing and reissuing of our Whistleblowing - Speaking up to raise Concerns policy documents and the review of our core mandatory safeguarding training.

Our annual Health and Safety report was presented to Trustees, the headlines of which were a reduction of 3% in Riddor reportable incidents and a consistency of over-achievement of targets for our organisation-wide Health and Safety audit scores.



Our last external Health and Safety audit visits with BSI took place in February/March 2020. Auditors visited places of work and teams across MacIntyre. The reports produced following the audits established that MacIntyre's Health and Safety management met the OHSAS 18001 standard. MacIntyre's Health and Safety Team are now working with The Royal Society for the Prevention of Accidents (RoSPA).

Excellence in Practice - we continue to employ a number of support colleagues who have the relevant qualification or experience to ensure that we create a real momentum in in our quest for excellence, particularly in those practice areas that are key to our overall success. This team of specialists headed up by Kirsty Peachey, our Head of Quality, has for the year under review included: Belinda Bradley (Head of PBS), Gwenne McFadzean (Communication and Great Interactions Advisor), Catherine Farrell, (Person Centred Advisor and Advocacy Lead), Sarah Ormston, (Health



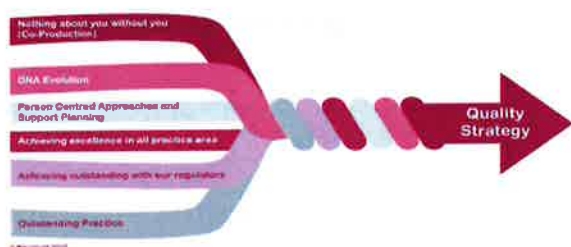
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Advisor) and Nicola Payne (Family Engagement Consultant).

This team developed in consultation with others the Quality Strategy and associated strands of work as set out below:

- Strand 1: "Nothing about you without you" (Co-Production)
- Strand 2: DNA Evolution
- Strand 3: Person Centred Approaches and Support Planning
- Strand 4. Achieving excellence in all practice area
- Strand 5 Achieving outstanding with our regulators
- Strand 6: Outstanding Practice



In November and December 2019 the team connected with over 800 people as part of our annual Roadshows. The Roadshows on this occasion were facilitated in ways to ensure that people were able to give their views on the quality framework and the strands of work noted above.

Other activity in support of the quality strategy have included the continuation of the Intensive interaction approach at MacIntyre school, the roll out of DNA training across the Group and the introduction of a revised two day induction programme that has a significant focus on our DNA.

For many years MacIntyre has invested in our approach to Positive Behaviour Support (PBS) as this is an area of practice where we aspire for excellence. Under Belinda Bradley's leadership we became one of the first organisations to develop our own PBS and Restrictive Physical Intervention (RPI) Training pathway and to gain certification of this with the Restraint Reduction Network (RRN).

Developing our own training has enabled us to do so with our values at the heart and to deliver in a way that makes sense to our people and settings.

The PBS team of 7 lead Coaches under Belinda Bradley's leadership has become an integral part of

the MacIntyre *Transforming Care* team including contributing to improvements to systems for supporting complex assessments and transitions, supporting existing teams through a number of difficult challenges and carrying out assessments and transition work for people we do not yet support. Reducing restrictions and improving quality of life are a key focus for all of these people and the Covid-19 pandemic has brought considerable additional challenges. Creative local and PBS team leadership has successfully ensured that we are able to continue to support people with very complex needs and histories to live a life that makes sense to them.

During the year we have developed and trialled MacIntyre's PBS Leaders' Programme. This initially involved a taught day followed by completion of a workbook of coached activities linked to real work in the Leader's service. We have since needed to become more flexible in delivering this in a number of ways including through blended learning. Programmes have started for leaders in Greater Manchester, Warrington, *No Limits* and Wingrave teachers and children's home team leaders.

Sui-Ling Tang (a person with lived experience) and Catherine Farrell (Person Centred Advisor) are active members of the Supported Loving Network. The network connects people and provides a platform for disabled people to discuss all issue relating to relationships and love. As well as contributing to meetings they have spoken at numerous events, produced new Skills For Care guidance as part of a small team and co launched the new Milton Keynes and Bedfordshire supported Loving networks meetings. Sui-Ling presented a Radio 4 documentary on disability and relationships.



Sarah Burslem and Sui-Ling Tang



Making a difference with charitable funds

Consideration is given each year by Trustees as to how our charitable funds can assist us in meeting our primary and secondary purposes. For the year under review charitable funds were allocated as follows:

- **Transforming Care** (£90k) - Laura Selby has provided crucial leadership oversight and additional capacity in the development and oversight of our *Transforming Care* offer. Carly Morrissey has been recruited as a Family Liaison Worker supporting the families of people who fall under the Transforming Care area of provision
- **Excellence in Practice** and retaining a reputation as a lead provider (**£250k**) - our Health Lead (Sarah Ormston), Rachel Silver and Rosie Joustra (Health project assistants) were funded by our charitable income following the completion of the Department of Health funded project
- Belinda Bradley's post (part time) and two Lead Coaches were funded by charitable funds in order to drive and consolidate our **Positive Behaviour Support** learning and skill acquisition.
- The development of our **leadership programme** for Managers was initially commissioned and implemented by external consultant Pauline Wiseman (Management and leadership consultant) and an initial investment of charitable funds was made available
- **Working in new ways** (£140k) - we are working in partnership with Learning Disability England (LDE) to develop a network of self-advocates across the organisation and of a representative group who will be commissioned and paid for the work undertaken on behalf of the organisation
- Our **Great Communities** projects in Warrington and Worcestershire are funded through our charitable income
- Nicola Payne took on the role of **Family Engagement Advisor** in September 2019. This post is a further charitable investment and will result in a real step up in how effectively we

engage with our families and ensure their views and experiences shape what we do

- **Digital capability** (£200k) - Claire Toombs is overseeing our Digital and technology workplan and for the year under review we have used charitable funds to develop and implement a Customer Relationship Management System, develop and launch a new Intranet and a new Learning Management system (LMS) and to develop a project plan for the introduction of an online rota system.

Growth

Growth is important to us as it enables us to connect with more people, retain a sound commercial position and enables us to constantly reinvigorate our thinking and our practice.

Transforming Care and Building the Right Support: as noted earlier in this report we remain committed to supporting people with very complex needs, in particular those leaving Assessment and Treatment Units, long stay hospitals, and secure accommodation. In the two years ended March 2020, we have supported eight people to leave this type of accommodation and move into their own homes in their local communities. This is an achievement considering the length of time and amount of planning required for a positive transition period, and the hard work and resources required from specialist, operational and development teams.

We are already part of the Coventry Solihull and Warwickshire Transforming Care Framework, and in March 2020 we successfully tendered to be part of the Greater Manchester Complex Needs Framework. Earlier this year we submitted two successful proposals for people who will be leaving hospital and moving back to the Greater Manchester area through this framework. Arranging appropriate housing continues to be a major block for people who are leaving secure settings. We have worked closely with NHS England and our housing partner Reside to access NHS England funding to purchase and adapt appropriate housing for people we will be supporting through these Frameworks. We have had one successful application to NHS England this year, and another in the application process. We have developed good links with the NHS England Housing leads across the country, and this work is beginning to bear fruit for people with complex needs who we will be supporting over the coming months and years.



As well as supporting people to leave long stay and hospital accommodation, we are also working to prevent people being admitted into this type of service in the first place. We have submitted successful proposals to support six younger people who are or will be living independently for the first time after leaving school or home, all of whom are extremely complex and were in danger of being admitted to an Assessment and Treatment Unit or similar.

New Frameworks: we have tendered for seven new Frameworks over the last year, and have been successful in all these applications. As well as the Manchester Complex Needs Framework, this has included new Supported Living Frameworks in Hertfordshire, North Wales (covering 5 counties including Wrexham) and Solihull.

We have also been successful with our reapplication to the Worcestershire Supported Living and Domiciliary Care Framework; as well as having completed successful tenders for new the Derbyshire Day Opportunities Framework; and the Wigan Ethical Framework – a multi-lot Framework covering supported living, day opportunities and children's services.

Tenders, proposals and call-off: We have submitted 13 tenders, proposals and mini-tenders for services over the past year, nine of which we have been successful, a 69% success rate. These have included new supported living services in Shropshire, Manchester and the West Midlands, and include six significant, high value packages for people with complex needs.

Marketing

The Marketing team's key function is to increase the profile of the organisation, showcasing the impact that our provision has on the people we support. In the year in review:

- The Intranet went live in June 2019. Significant improvement in managing our internal communications and resources with average of 8,600 page views each month and has been particularly timely given the information we have needed to make available for the pandemic
- Coronavirus Information Hub built on the Intranet in March. Over 75 requests to add information and resources in first 6 weeks.
- Communications for MacIntyre teams to support awareness, promotion, recruitment, best

practice – website news, social media and printed materials

- Distribution of the MacIntyre Digest, an email newsletter for professional contacts and our printed newsletter, *The Ring*, to supporters
- MacIntyre attended
 - TES SEN Show Manchester
 - Autism Show Manchester
 - Sponsored BAPS Awards

Awards

We were proud to receive recognition of our work during the year in review:

- Dimensions Learning Disability & Autism Leaders Award; five nominations. Winners: "Keep Going...Don't Stop" group and Ciaran's Film Club
- National Learning Disabilities and Autism Awards 2019: several nominations. Winner – Katie Marshall, Leicester "Complex Support Worker" category
- Good Website Guide – Charity of the Year
- Institute of Fundraising Chilterns Award for Lorraine Devereux "Rising Star"

Fundraising

The small Fundraising team seek to raise funds which provide the 'extras' which are not covered by statutory funding. Our local and community fundraising events also serve to raise awareness of the charity

- Funding for a new project "Dying to Talk" secured from National Lottery Community Fund (£169k). "Dying to Talk" will be a three year project, delivered across England that will support people with a learning disability to be included, learn about and make choices regarding dying and death from experiencing family and friends dying; to thinking about their own mortality and what they would like to happen when the time comes for them
- MacIntyre Golf Day in May 2019 raised £50k, proceeds of which were split between Wingrave and Amptill Lifelong Learning
- We were the nominated charity for the third year at the Milton Keynes Dragon Boat Festival in June, raising £9k
- Franklins Corporate Challenge raised £6k
- Other individual fundraising events included walks, runs and cycle, events, Tough Mudder, parachute jump, Mount Snowdon trek, fashion



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show, quiz night, garden party, donations in lieu of birthday presents

- The MacIntyre Lottery continues to be a reliable source of regular income

Workforce

It is important to us that our education, social care and support staff are valued and recognised for the work that they do. Recognition and appropriate remuneration is particularly important in the current climate for colleagues working across our adult social care services. We continue to champion their value at every opportunity, at both local commissioning levels and at a national strategic level.

At the latter stages of the year under review and for the start of 2020/21 we have predominately focused on our response to Covid-19, ensuring that we support the health, wellbeing and safety of our employees. Our staff teams have shown tremendous creativity and resilience to ensure that all health and safety measures were put in place to prevent the virus from spreading within our services and to make sure that the people supported were as safe as possible whilst continuing to enjoy life during lockdown. Many employees have spent time away from their own families in order to support people and we appreciate the delicate balance many have faced with managing their personal circumstances with their professional responsibilities. MacIntyre's leadership and support personnel have worked closely with local teams to ensure timely interpretation of guidance, consistent and open communications for staff as well as providing training in areas including wellbeing and health and safety.

Our recruitment activity in the period after the end of the year as Covid-19 hit has been extremely successful and we were able to recruit and induct over 300 staff. We have been joined by colleagues from a number of different industries including the arts, finance, IT, retail, hospitality and aviation and we welcome the opportunities that the different sector experience will bring to MacIntyre and people supported. It is a delight to see examples such as a dance teacher holding dance classes in local services and an experienced IT professional solving connectivity problems for people they support to stay connected with families.

As we continue to live with Covid-19 we are keeping working arrangements under constant review based on the latest government advice and will continue reviewing operational needs and ongoing risk assessments for employees.

Equality Diversity and Inclusion - we are committed to positively promoting equality of opportunity, encouraging diversity in the workplace and creating a good working environment for all our employees. Part of our corporate behaviours that underpin success is ensuring that we promote equality, value diversity and support the rights and dignity of everyone.

MacIntyre's Equal Opportunities and Diversity in Employment Policy, which covers equal opportunities in employment, was reviewed in June 2019. In February 2020 we commissioned an external organisation to review the effectiveness of our diversity and inclusion practices and to support in areas where we could improve, specifically in relation to supporting our BAME employees. Within the context of the Black Lives Matter movement we have listened to a number of our BAME staff in order to both hear their views and understand how we can find better ways of having a diverse and inclusive workforce which shapes positive experiences for all employees and people supported. In the meantime we acknowledge for many this may feel like an emotional and testing time. The wellbeing of our staff and people supported is paramount and we are therefore ensuring appropriate support is available for people who require this.

Staffing Details

The group directly employed 2,386 staff in the year which is a 1% increase from last year. The average age profile for staff employed by MacIntyre Care remains at 45 years with the average age of MacIntyre Academies employees being 38.

2019/20 Remuneration - Pay and Reward

We conducted a comprehensive pay review during 2019 and implemented all recommendations during the latter part of 2019 and early 2020. Our focus remains on direct education and support staff and uplifts ranged from 3% - 15%.

In September 2019 Teacher's salaries were increased in line with NASUWT published scales and with increases to the SEND allowance.



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In December 2019 a “thank you” payment was made through MacIntyre Rewards voucher system to 1,972 front line staff within MacIntyre Care.

Sleep In Update

The decision by the Supreme Court in respect of *Royal Mencap Society v Tomlinson-Blake* case remains outstanding. We have been involved in sector debates over the implications of possible outcomes for our sector.

Recruitment and Retention

Despite low unemployment rates for the year under review (3.8% as at October 2019, its lowest level in nearly 45 years) we saw improvement in our core indicators when compared to the same period of 2018. We believe that this is due in part to the changes to our attraction methods and new application process. We have seen a 44% increase in applications received this year, a 14% increase in the number of interviews taking place and a 9% increase in new starters. We are introducing a new applicant tracking system later in 2020 which will enable us to continue to achieve greater efficiencies in our process and to ensure that we communicate well with all applicants.

We are looking to gain the “Great Place to Work” certification which will sit alongside our Disability Confident Employer and Mindful Employer relating to health and wellbeing for employees. This gives us a competitive advantage, strengthens our employer brand and demonstrates to candidates and employees that we want to invest in and support our workforce.

Turnover and Vacancy Rates

The new HR and Payroll system, coupled with the implementation of an online rostering system, has helped us to report turnover and vacancy data with greater accuracy. Our vacancy rate in MacIntyre Care was 7% (7.1% last year) compared to the sector average of 8.3%; our turnover rate was 25.1% (22.1% last year) compared to the sector average of 30.4%. Turnover rate for MacIntyre Academies for the academic year 2019/20 was 15.13% (28.9%) compared with the education sector average of 16.1%.

Sickness Absence

Managing and supporting our employees with their health and wellbeing is key to the overall workforce plan and to our economic efficiency plans. The average number of days sickness per employee for MacIntyre Care is eight days and for MacIntyre

Academies is seven days (academic year) compared to 14 days per employee for the NHS (Times survey 2019).

There is an increased focus on mental health, which remains the most common cause of long-term absence and according to the latest CIPD Health and Wellbeing at Work report is a growing issue for three fifths of organisations within the country. We are proactively increasing awareness of mental health and throughout the last year have rolled out mental health training to managers and the Staff Council.

In addition to the HR team, we continue to support health and wellbeing through the use of the following services:

- Medigold Occupational Health
- LifeWorks Employee Assistance
- HCML Rehabilitation Services
- Westfield Health (Optional Healthcare Insurance)

We have been able to support employees both with general health concerns and after incidents at work (eg trauma support) using the above services.

Learning and Development

The MacIntyre Group prides itself on the learning and development opportunities which are provided to staff. Having access to specialist teams and a high quality learning environment is key in ensuring that the day to day experiences for people supported are provided by competent, capable and compassionate staff.

Having a Learning and Development (L&D) team in MacIntyre Care which is accredited with City & Guilds brings many benefits to the organisation and our staff. We are extremely fortunate that the team are very flexible in their approach and able to train in all areas of the organisation. Over the last year the L&D team have delivered face to face training to over 1,000 employees including on programmes such as corporate induction; performance management; supervision and appraisal; medication; safeguarding as well as train the trainer programmes. In addition they have supported over 250 employees with professional qualifications such as Health & Social Care Levels 2 & 3; CYP Level 3; Diploma in Education and Training Level 5; as well as Frontline Leaders and Registered Managers Award Level 5.



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We have registered our interest in reviewing the Level 4 Apprenticeship in Care which has specific options for Learning Disability and Autism Spectrum Disorder, mental health, dementia and end of life.

A bespoke induction portfolio for staff working in Welsh services was launched last year, and we are in the process of finalising a new induction portfolio for staff working in English services.

MacIntyre are collaborating with BILD and others on the development and delivery as part of a pilot for the mandatory training in autism and learning disabilities for all health and social care staff. This training will be called the Oliver McGowan Mandatory Training in Learning Disability and Autism. Oliver was not supported by MacIntyre but his mother led a national campaign following his preventable death in 2016.

All new employees at MacIntyre Academies received a consistent induction programme which also incorporated eLearning; provided by VVV (Veale Wasbrough Vizards; a law firm specialising in the education sector) and covering key compliance training including, but not limited to, Safeguarding, Keeping Children Safe in Education, Prevent, GDPR, Code of Conduct, COVID-19 and Equality and Diversity. A separate provider IHASCO delivered all H&S content. The in-house HR team delivered a range of recruitment and HR training courses supplemented by external training; such as GDPR Gatekeeper training (provided by GDPRiS) and Mental Health Awareness for Managers (provided by MIND). In addition; staff received a range of specialist training courses aligned to roles such as Team Teach and Autism Awareness; and for employees in Endeavour House; level 3 Diploma. Towards the end of the last academic year the personality profiling tool, Insights Discovery was introduced. To date the Trust Leadership Group have been profiled, and work is currently underway to profile Senior Leadership Teams in each school with a focus on improving team effectiveness.

The Culture and Leadership Pathway Programme (CLPP)

The second cohort of the Culture and Leadership Pathway Programme, which provides mentoring support for managers, ended in December 2019, with 15 people completing the programme. Feedback on the programme has been consistently positive and a further 18 managers have taken up places.

"I had my appraisal this week and my manager complimented me on how much I had grown in resilience over the last year and how much my confidence had grown. I was delighted with the feedback throughout my appraisal and thank this course for assisting me in getting to where I am now!"

CLPP attendee

E-Learning

In March 2020 we implemented a new Learning Management System, *Totara*, in MacIntyre Care.



27,009 e-learning modules or face to face training courses were recorded on the LMS between 1 April 2019 and 31 March 2020: this equates to each user on the system completing, on average, 11 e-learning modules and/or training courses during the year.

Staff Council

During the year Staff Council started the Green Project. The aim of this project was to ensure that MacIntyre's environmental policy is put into action in a way that is individual to each service, which involves both staff and people we support, and is effective for the environment. As part of this project, staff and people we support submitted photos around the theme Gardens and Greenery. There were 78 separate entries. The winning photos were made into a calendar printed by MacIntyre's Prints Charming print shop, part of our *No Limits* offer in Leicester, and which was sold at the Roadshows and across MacIntyre.

This Staff Council fund, a fund to support extraordinary projects with lasting impact agreed funding of £8.5k for 12 separate applications. The projects in receipt of these funds included a polytunnel in the North West as part of a horticulture project to promote community



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engagement, and a Skoog music system for *No Limits* students in the South West.

Concluding message of thanks

MacIntyre is a diverse organisation remaining relatively unique as a provider of both education and adult social care. The context in which we are currently working does have its challenges: the reform plans for both social care and special needs education have been further delayed, funding for both remain an issue, we are navigating a global pandemic and facing a level of uncertainty as a result of Brexit. Despite this we are thriving and for this I would like to thank the many people who make this possible.

The people we support and our staff teams have shown real optimism and resilience this year and for this we are grateful. We are grateful also to the support given by the families connected to MacIntyre and we appreciate just how hard the current restrictions imposed by COVID-19 are. We are thankful also to our many partners and supporters who give their time, advice and guidance so generously. Lastly I would like to thank Rachelle Russell, Natalie Macpherson and Becs Gratton who left the senior team earlier this year, with a combined length of service totalling over 30 years and who have made a tremendous contribution to MacIntyre over this time. We wish them well for the future.

Sarah Burslem
Chief Executive of MacIntyre

Date: 15 March 2021



Independent Auditor's report to the members of MacIntyre Care

Opinion

We have audited the financial statements of MacIntyre Care for the year ended 31 March 2020 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of 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 2020 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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. 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.

In connection with our audit of the financial statements, 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 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 or a material misstatement of the other information. 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 trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; 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 its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 5, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit

conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

Use of our report

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

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP
Statutory Auditor
Devonshire House
Goswell Road
London

22 March 2021

GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2020

		Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	Notes	£'000	£'000	2020 £'000	£'000	£'000	2019 £'000
INCOME AND ENDOWMENTS FROM							
Donations and legacies	2(a)	44	280	324	1,828	280	2,108
Fixed Asset Donations		-	7,810	7,810	-	-	-
Charitable activities:	3						
Adult Support Services		41,026	-	41,026	38,068	-	38,068
Children and Young People Services		10,347	9,533	19,880	10,737	8,284	19,021
Investments		37	-	37	70	-	70
TOTAL INCOME		51,454	17,623	69,077	50,703	8,564	59,267
EXPENDITURE ON							
Raising Funds	3	75	-	75	66	-	66
Charitable activities:							
Adult Support Services		42,266	-	42,266	38,206	136	38,342
Children and Young People Services		10,579	9,812	20,391	11,217	7,957	19,174
TOTAL EXPENDITURE	3	52,920	9,812	62,732	49,489	8,093	57,582
NET INCOME FOR THE YEAR		(1,466)	7,811	6,345	1,214	471	1,685
Transfers between funds		23	(23)	-	(141)	141	-
Other recognised gains and losses							
Actuarial (losses)/gains on Defined Benefit pension schemes		-	(135)	(135)	-	(520)	(520)
Net Movement in funds		(1,443)	7,653	6,210	1,073	92	1,165
Reconciliation of funds	11	22,501	9,244	31,745	21,428	9,152	30,580
TOTAL FUNDS CARRIED FORWARD		21,058	16,897	37,955	22,501	9,244	31,745

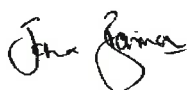
The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2020

		Group		Charity	
	Notes	2020 £'000	2019 £'000	2020 £'000	2019 £'000
FIXED ASSETS					
Tangible Assets	6	30,057	21,801	14,322	13,988
NET CURRENT ASSETS					
Stocks	8	8	8	8	8
Debtors	9	6,988	6,010	6,383	5,223
Cash at bank and in hand	14	7,671	9,889	5,080	7,797
		14,667	15,907	11,471	13,028
CREDITORS:					
Within one year	10	(4,471)	(4,455)	(3,922)	(3,901)
NET CURRENT ASSETS		10,196	11,452	7,549	9,127
TOTAL ASSETS LESS CURRENT LIABILITIES		40,253	33,253	21,871	23,115
Defined benefit pension scheme liability	12	(2,298)	(1,508)	-	-
		37,955	31,745	21,871	23,115
Restricted Funds	11	16,897	9,244	673	574
Unrestricted funds					
Designated Funds	11	18,926	20,226	18,926	20,226
General Funds	11	2,132	2,275	2,272	2,315
TOTAL FUNDS		37,955	31,745	21,871	23,115

The charitable company's (loss)/surplus for the year is (£1,163k), (2019: £1,100k).

Approved on behalf of the board:



John Berriman
Trustee

15 March 2021

Company No. 00894054



Rachel Taylor
Trustee

15 March 2021

GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2020

	2020 £'000	2019 £'000
Cash flows from operating activities	(738)	2,644
Cash flows from investing activities	(1,480)	(741)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	<u>(2,218)</u>	<u>1,903</u>
Cash and cash equivalents at 1 April	9,889	7,986
Cash and cash equivalents at 31 March	<u>7,671</u>	<u>9,889</u>
Reconciliation of net income/(expenditure) to net cash inflow from operating activities		
Net incoming/(outgoing) resources	6,346	1,685
Adjusted for:		
Investment Income	(37)	(70)
Depreciation of tangible fixed assets	1,071	848
Fixed asset donation	(7,810)	-
Decrease in investment properties	-	200
(Increase)/Decrease in debtors	(978)	(554)
Increase in creditors	670	537
(Increase) in stock	-	(2)
Net cash provided by/(used in) operating activities	<u>(738)</u>	<u>2,644</u>
Cash flow from investing activities		
Interest received	37	70
Proceeds from sale of property	-	208
Purchase of tangible fixed assets	(1,517)	(1,019)
Net cash inflow/(outflow) from investing activities	<u>(1,480)</u>	<u>(741)</u>
Analysis of cash and cash equivalents		
Cash at bank and in hand	<u>7,671</u>	<u>9,889</u>

1. ACCOUNTING POLICIES

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

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

Basis of consolidated

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

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

Going concern

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

Income

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

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

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

Resources expended

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

Where costs relate directly to a particular activity they are allocated to that activity. Central support costs are allocated to activities based on a percentage of income. In 2020:

80% of costs were allocated to Adult Support Services (2019: 72%) and
20% of costs were allocated to Children and Young People Services (2019: 28%).

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.

Property held for resale

Property that is not being used for charitable purposes has been transferred to current assets awaiting sale.

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 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 2020. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

2. INCOMING RESOURCES

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

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

2.1. NET INCOMING RESOURCES

(a) Donations and Legacies

MacIntyre thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £324k (2019: £2,108k) of which £44k was unrestricted (2019: £1,828k) and £280k was restricted funds (2019: £280k).

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

	Charity	
	2020	2019
	£'000	£'000
Bernard Sunley Charitable Foundation (Quest Academy)	10	-
Cheshire Memory Café	-	1
Department of Health – Dementia Project*	-	104
Department for Work and Pensions (Access to Work)	-	4
Milton Keynes Memory Café	-	9
MKCF (Great Holm)	2	-
Oliver Ford Foundation (KGDS)	4	-
Morrisons	4	-
Reps on Board	-	15
Skills for Care – Workforce Development Fund	-	5
The Morrison's Foundation (Woodland View)	34	-
The Screwfix Foundation (Stony Stratford Coffee Shop)	5	-
Warrington Borough Council (Film Club)	5	-
Warrington Community Cafe	-	4
Total Grants Received	64	142

*Department of Health and Social Care during the year 2018/2019 grant funds were received of £104,153. Total expenditure on this project during the year was £109,275. This was the final instalment of IESD grant funded Dementia Project which was completed in December 2018.

3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2020 Total	2019 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	37,834	-	301	4,131	42,266	38,841
Children & Young People Services	9,806	9,812	-	773	20,391	18,675
Fundraising Costs	75	-	-	-	75	66
	<u>47,715</u>	<u>9,812</u>	<u>301</u>	<u>4,904</u>	<u>62,732</u>	<u>57,582</u>

3. (b) Analysis of Support Costs

	Adult Services £'000	Children and Young People Services £'000	2020 Total £'000	2019 Total £'000
Support Costs:				
Training	552	117	669	735
IT	168	47	215	231
Standards & Excellence	168	42	210	212
Management & Administration	1,987	253	2,240	2,045
Finance & HR	1,256	314	1,570	1,418
	<u>4,131</u>	<u>773</u>	<u>4,904</u>	<u>4,641</u>

3. (c) Surplus is stated after charging

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Depreciation	1,071	848	680	637
Operating Leases				
• Equipment & Vehicles	332	334	100	292
• Buildings	557	342	362	342
Audit remuneration				
• For statutory audit of the financial statements	48	48	36	32
• For audit-related assurance of services	3	3	-	-
• For accountancy services	5	5	-	-

4. EMPLOYEES

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

	Group		Charity	
	2020 No.	2019 No.	2020 No.	2019 No.
Adult Support Services	1,644	1,548	1,644	1,548
Children and Young People Services	549	567	364	399
Management and Administration	193	183	160	157
	<u>2,386</u>	<u>2,298</u>	<u>2,168</u>	<u>2,104</u>

Staff costs during the year amounted to:	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Wages and Salaries	40,863	38,059	36,408	33,941
Social Security Costs	3,028	2,690	2,624	2,364
Other Pension Costs	1,663	1,266	890	649
	<u>45,554</u>	<u>42,015</u>	<u>39,922</u>	<u>36,954</u>
Agency Staff Costs	4,439	3,842	3,716	3,367
	<u>49,993</u>	<u>45,857</u>	<u>43,638</u>	<u>40,321</u>

Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £32,354 (2019: £11,009).

Employee emoluments:

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

	Group		Charity	
	2020 No.	2019 No.	2020 No.	2019 No.
£100,001 - £110,000	1	1	1	1
£80,001 - £90,000	3	5	2	2
£70,001 - £80,000	4	8	2	2
£60,001 - £70,000	3	4	1	-

The total employer's pension contributions for the above higher paid employees during the financial year was £91,869 (2019: £27,357) to a defined contribution scheme.

Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Finance Director, Workforce Director, Operations Directors and Business Development Director. The total emoluments and employee benefits of this group were £517,000 (2019: £445,250).

5. TRUSTEES' EMOLUMENTS

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

6. TANGIBLE ASSETS

	Freehold Land and Buildings	Long Term Leasehold Property	Short Term Leasehold Property	Equipment and Furnishings	Total £'000
	£'000	£'000	£'000	£'000	£'000
Cost:					
At 1 April 2019	17,668	8,662	671	6,173	33,174
Additions	513	24	-	980	1,517
Disposals	-	-	-	(348)	(348)
Transfer from LA	-	7,810	-	-	7,810
At 31 March 2020	<u>18,181</u>	<u>16,496</u>	<u>671</u>	<u>6,805</u>	<u>42,153</u>
Depreciation:					
At 1 April 2019	4,415	1,026	671	5,261	11,373
Charge for the year	352	197	-	453	1,002
Disposals	-	-	-	(279)	(279)
At 31 March 2020	<u>4,767</u>	<u>1,223</u>	<u>671</u>	<u>5,435</u>	<u>12,096</u>
Net Book value:					
At 31 March 2020	<u>13,414</u>	<u>15,273</u>	<u>-</u>	<u>1,270</u>	<u>30,057</u>
At 1 April 2019	<u>13,253</u>	<u>7,636</u>	<u>-</u>	<u>912</u>	<u>21,801</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	Equipment and Furnishings £'000	Total £'000
Net Book value as at 1 April 2019	7,521	218	7,739
Additions in the year	24	485	509
Transfers in the year	7,810	-	7,810
Disposals	-	(259)	(259)
Depreciation charged in year	(195)	132	(63)
Net Book value as at 31 March 2020	<u>15,160</u>	<u>576</u>	<u>15,736</u>

7. SUBSIDIARY UNDERTAKINGS

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

A summary of the subsidiary's results for the year to 31 March 2020 is as follows:

	Restricted Funds £'000	Total 2020 £'000	Restricted Funds £'000	Total 2019 £'000
Income	17,344	17,344	8,284	8,284
Expenditure	(9,812)	(9,812)	(7,699)	(7,699)
Net income	7,396	7,531	585	585
Actuarial losses on defined benefit pension schemes	135	135	(520)	(520)
Net movement in funds	7,397	7,397	65	65

Balance Sheet	2020 £'000	2019 £'000
Fixed Assets	15,736	7,813
Current Assets	604	2,789
Current Liabilities	(549)	(464)
Defined benefit pension scheme liability	(2,298)	(1,508)
Net Assets	13,493	8,630

Restricted funds	55	2,325
Fixed asset funds	15,736	7,813
Pension reserve	(2,298)	(1,508)
Total Funds	13,493	8,630

8. STOCKS

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Stocks	8	8	8	8

9. DEBTORS

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Trade Debtors	5,396	4,240	4,940	3,904
VAT Recoverable	66	96	-	-
Other Debtors	94	26	64	24
Prepayments	600	581	584	527
Accrued Income	832	1,067	795	768
	<u>6,988</u>	<u>6,010</u>	<u>6,383</u>	<u>5,223</u>

A bad debt provision of £32k (2019 £32k is included within trade debtors above).

10. CREDITORS: amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Trade Creditors	990	750	817	683
Other taxes and social security	724	712	573	585
Fees in advance – deferred income	1,650	1,894	1,649	1,755
Other creditors	497	473	338	414
Accruals	610	626	545	464
	<u>4,471</u>	<u>4,455</u>	<u>3,922</u>	<u>3,901</u>

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
In respect of deferred income:				
Deferred income brought forward	1,775	1,775	1,755	1,775
Released from prior year	(1,775)	(1,775)	(1,755)	(1,755)
Deferred in current year	1,650	1,894	1,650	1,755
Deferred income carried forward	<u>1,650</u>	<u>1,894</u>	<u>1,650</u>	<u>1,755</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		Fixed asset Funds £'000	Restricted	Pension Fund £'000	Total Funds £'000
	General Funds £'000	Designated Funds £'000		Restricted Funds £'000		
At 31 March 2019	2,275	20,226	7,813	2,939	(1,508)	31,745
Net Incoming Resources	(143)	(1,300)	7,810	633	(790)	6,210
At 31 March 2020	<u>2,132</u>	<u>18,926</u>	<u>15,623</u>	<u>3,572</u>	<u>(2,298)</u>	<u>37,955</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 £2,298k at 31 March 2020 (2019: £1,508k).

The balance of the restricted funds at 31 March 2020 of £673k (2019: £574k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.

Purposes of Designated Funds

The designated funds balance includes £13.4m (2019: £13.2m) of freehold property used by the charity for the provision of services.

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

No Limits and Transforming Care

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

Developing Practice

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

Families

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

Technology

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

12. PENSIONS

- a. The Charity contributes to a defined contribution pension scheme, the MacIntyre 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 £830k (2019 £589k).
- 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 16.48% with employee rates varying between 7.4% and 11.7%.
- d. The pension charge for the year includes contributions payable to the TPS of £409k (2019: £293k). At the year-end £10,684 (2019: £9,272) 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 2020.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made the year ended 31 March 2020 was £679k (2019: £324k), of which employer's contributions totaled £455k (2019: £243k) and employee's contributions totaled £81k (2019: £81k).

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

Principal Actuarial Assumptions

	At 31 March 2020	At 31 March 2019
Rate of increase in salaries – Oxford	1.8%	3.7%
Rate of increase in salaries - Warwickshire	2.6%	3.0%
Rate of increase for pensions in payment/inflation	1.8%	2.4%
Discount rate for scheme liabilities	2.3%	2.5%

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

	At 31 March 2020	At 31 August 2019
Retiring today:		
<i>Oxfordshire</i>		
Males	22.2	23.4
Females	24.3	25.5
<i>Warwickshire</i>		
Males	21.6	22.5
Females	23.08	24.7
Retiring in 20 years:		
<i>Oxfordshire</i>	22.9	25.7
Males	25.6	27.9
Females		
<i>Warwickshire</i>	22.5	24.3
Males	25.4	26.7
Females		

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

Change in assumptions	£'000	£'000
Discount rate 0.5%	411	717
Long term salary +0.5%	14	5
Pension increase +0.5%	395	708

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

	Expected Fair value At 31 March 2020 £'000	Fair value At 31 August 2019 £'000
Equity instruments	1,313	1,162
Debt instruments	541	396
Property	234	173
Cash	39	47
Total market value of assets	2,127	1,778

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

	2020 £'000	2019 £'000
At 1 September	3,286	2,246
Current service cost	1,058	438
Past service cost	7	-
Employee contribution		81
Benefit paid	(9)	-
Interest cost	97	40
Employee contribution	154	81
Actuarial loss/(gain)	(167)	481
At 31 March	4,426	3,286

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

	2020	2019
	£'000	£'000
At 1 September	1,178	1,466
Interest income	52	27
Employee contributions	154	81
Benefits paid	(9)	-
Employer contributions	455	243
Actuarial gain/(loss)	(302)	(39)
At 31 March	2,128	1,778

13. OPERATING LEASES

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

	2020		2019	
	Land & Buildings	Other	Land & Buildings	Other
	£'000	£'000	£'000	£'000
Operating Leases Expiring:				
Within 1 Year	324	30	290	65
Within 2 to 5 Years	102	848	102	735

14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	2020	Group Change in Year	2019	2020	Charity Change in Year	2019
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	7,671	(2,218)	9,889	5,080	(2,717)	7,797
	<u>7,671</u>	<u>(2,218)</u>	<u>9,889</u>	<u>5,080</u>	<u>(2,717)</u>	<u>7,797</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 2020 are represented by:

	Unrestricted		Restricted	Total
	General Funds	Designated Funds	Funds	Funds
	£'000	£'000	£'000	£'000
Tangible Assets	-	11,535	18,522	30,057
Net Current Assets	2,132	7,391	673	10,196
Long Term Liabilities	-	-	(2,298)	(2,298)
Total Net Assets	2,132	18,926	16,897	37,955

17. CAPITAL COMMITMENTS

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