



MacIntyre

Providing support...your way

# MacIntyre Care

## Report and Financial Statements Year Ended 31 March 2022

Registered Charity 250840

Company Registration Number 894054 (England and Wales)



## Contents

	<b>Page Number</b>
Legal & Administration Details	<b>3</b>
Strategic Report	<b>6</b>
Impact Report	<b>13</b>
Trustees' Report	<b>48</b>
Independent Auditor's Report to the members of MacIntyre Care	<b>56</b>
Statement of Financial Activities (including Income & Expenditure Account)	<b>60</b>
Balance Sheet	<b>61</b>
Cash Flow Statement	<b>62</b>
Notes to the Financial Statements	<b>63</b>



## Legal & Administrative Details

### Trustees

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

Each Trustee served for the whole of the year ended 31<sup>st</sup> March 2022

### MacIntyre Care Director Team

#### **Sarah Burslem**

Chief Executive  
sarah.burslem@macintyrecharity.org

#### **Claire Toombs**

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

#### **Seb Moh**

Quality & People Director  
seb.moh@macintyrecharity.org

#### **Laura Selby**

Adult Services Director  
laura.selby@macintyrecharity.org

#### **Andrea Parr**

Adult Services Director (Interim)  
andrea.parr@macintyrecharity.org

#### **Kevin Rodger**

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

The MacIntyre Care Director team in place at 1<sup>st</sup> April 2021 served for the whole year ended 31<sup>st</sup> March 2022. Since the year end our former Workforce Director, Helen Bass, has left MacIntyre Care. Seb Moh, who was formerly Adult Services Director for the South, has assumed a new role as Director of Quality and People and Andrea Parr has been appointed as interim Adult Services Director for the South.

## **Board Committees in the year ended 31<sup>st</sup> March 2022**

### **Finance**

*(incorporating audit, risk, compliance and property)*

Rosemary Hart  
Duncan Strachan  
Rachel Taylor \*

### **Digital**

*(incorporating technology and cyber security)*

Adam Goldstein  
Faisal Uddin \*\*  
Martin Zahra \*

### **Education**

*(including children's services)*

Adam Goldstein \*  
Dragana Josifova  
Neil Macmillan  
Pam Meek

### **Governance**

*(incorporating nominations)*

John Berriman  
Ranjit Bhose  
Rosemary Hart \*  
Rachel Taylor  
Martin Zahra

### **Quality & Safeguarding**

*(including health and safety)*

Rosemary Hart  
Dragana Josifova  
Pam Meek \*  
Ranjit Bhose  
Ruth Smyth

### **Remuneration & Wellbeing**

*(including retention, equality, engagement and development)*

Ruth Smyth \*  
Duncan Strachan  
Nikki Williams-Ellis MBE

\* denotes committee chairs

\*\* Faisal Uddin was co-opted to the Digital committee on 15<sup>th</sup> July 2020. He stepped down from this role on 30<sup>th</sup> April 2022

**MacIntyre Academies Trustees**

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

**Principal and Registered Office**

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

Company Registration No: 00894054 (England and Wales)  
Registered Charity No: 250840

**Advisors to the Charity**

**Auditors**

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

**Bankers**

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

**Solicitors**

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

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

# Strategic Report

I am delighted to provide this Strategic report for the year ended 31<sup>st</sup> March 2022 in my role as Chair of MacIntyre Care. The accompanying Impact report of our Chief Executive (CEO) provides an insight into the strategic choices we have made and the actions and outcomes that underpin them and crucially the impact we have made in the year. The Trustees' report which follows provides a comprehensive explanation of how we undertake our governance responsibilities in MacIntyre Care. All three reports taken together are designed to provide a deep level of transparency of our activities for all our stakeholders.

## **An Historical Perspective**

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

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

persuade those who commission us that we should be and continue to be a trusted service provider.

## **Strategy and Purpose**

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

Our values are shaped by the visionary belief of our founder of the learning potential of people with learning disabilities, their value as individuals, their right to equality and their importance to society. We define our values in the MacIntyre Care DNA. The Impact report of our Chief Executive comments on the DNA refresh exercise that was carried out across MacIntyre Care in the year under review, ensuring that the DNA remains relevant and is expressed in an accessible and meaningful way for all.

Our purpose is to achieve excellence in everything we do. Our primary purpose is to make a positive contribution to the lives of children and adults with a learning disability and /or autism. We make this contribution by ensuring that all our interactions are great, that our education and social care knowledge and skills represent excellence and that we support people to develop purposeful and warm relationships. Our secondary purpose is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing

partnerships and demonstrating best practice.

### **Social Care**

We have for many years made the case alongside membership organisations such as the Voluntary Organisations Disability Group (VODG) and Learning Disability England (LDE) for significant government investment in the social care sector. Funding for children and adults with learning disabilities remains inadequate and local authorities continue to face immediate and significant funding pressures, made worse by the *Covid-19* pandemic.

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

Over the last two years we have been taking an increasing role in #socialcarefuture, a growing movement of people with a shared commitment to bring about major positive change in what is currently called social care. It's for those who want to take part in imagining, communicating and creating together a future where social care makes a major contribution to everyone's wellbeing and which, as a result, will enjoy high levels of public and political support. Those coming together in this growing movement include people whose insight and expertise comes from drawing on social care, families, professionals, managers, support providers, user-led organisations,

politicians, commissioners, community groups and others. We are attracted by the vision and recognise that it will require significant change in what social care does and how it works, moving away from institutional practices by shifting power to people and communities.

### ***Covid-19***

The *Covid-19* pandemic continued to impact on the people drawing on our support, our workforce and our practice, making it another challenging year both strategically and operationally. The changing stance of the government in the year over the mandatory vaccination of all health and social care workers added additional complexity and naturally unsettled many of our staff. We maintained an intense focus on ensuring the wellbeing of both those we support and our staff. At the time of this report, it is just over 32 months since the UK government first instituted a national lockdown to help combat the spread of *Covid-19*. We had imposed our own tough restrictions a few weeks earlier.

Over that 32-month period, six people we support and two of our staff members died within 28 days of a positive *Covid-19* diagnosis. There is deep sadness in MacIntyre Care about each death, but we also know that we did all that we could to keep everyone we support and employ as safe as possible during the pandemic. The importance of protecting all those we support is emphasised by research from the universities of Manchester and Warwick which reveals that over 2,600 people with a learning disability in England have died of *Covid-19*. Research has also shown that people with learning disabilities are twice as likely to get *Covid-19* and between three and four times more likely to die of *Covid-19*.

Over the course of the year under review we were able to progressively return to a more normal way of supporting people and we were able to embed our *Covid-19* procedures into business as usual.



Although we saw the same spikes in infections as were seen nationally, pleasingly no one we support or employ died from *Covid-19* in the year under review. Managing in the context of *Covid-19* has served to prove our resilience in a crisis. Trustees acknowledge the quality of the working relationships that management have established with our funding commissioners, whom we also thank for their ongoing support.

### **Recruitment**

As *Covid-19* restrictions have eased, there has been an increase in job vacancies across all industries, resulting in a tight labour market in the UK. Labour shortages are reported (by the Institute for Employment Studies) to have arisen largely due to the growing number of people who are economically inactive, meaning that they are not in work and not looking for work. They also reflect a decline in foreign workers in the UK who, because of a combination of *Covid-19* and Brexit, have returned to their countries of origin. It is further reported (by the Institute for Fiscal Studies) that in some industries vacancy levels have been driven by unappealing pay packages in low paying occupations. In MacIntyre Care we have experienced these challenges and view recruitment as our current number strategic priority and challenge.

Strategically it is vital that we continue to raise awareness of the opportunities within MacIntyre Care and change attitudes of people toward working in our sector. Our future pipeline needs to include significant numbers of people who are not currently working in our sector. Our recruitment investment plans are designed to ensure that MacIntyre Care is well connected in all geographical communities and neighbourhoods where we work. This connectivity is designed to raise our profile and enable us to attract new pools of local candidates.

We have encouraged each person who works with us, including Trustees, to act as an ambassador for MacIntyre Care and

to recognise that every action we undertake has a potential recruitment impact. One key activity to support our recruitment goals is the investment that we have made in three new Community Connector roles. The remit of the Community Connector is to connect with local people and to facilitate a match in terms of interests, skills and talents with new recruits and people who draw on our support. To do this the Connectors take the lead from people drawing on our support and local teams, make new connections within their local community, engage with potential candidates and forge collaborative working relationships. Outcomes from this work have already demonstrated that the benefits are wider than just recruitment with potential for influencing our evolving co-production, supporting our fundraising and business development activity and expanding work experience opportunities for people who draw on our support.

### **Milton Keynes**

In the 1960s the UK government decided that a further generation of new towns in the South East of England was needed to relieve housing congestion in London. Milton Keynes was chosen as a site located equidistant from London, Birmingham, Leicester, Oxford and Cambridge. MacIntyre Care, then based in Bedfordshire, was approached with a view to establishing learning disability services in Milton Keynes and in 1987 we started the first phase of development of our long-standing services at Great Holm. We moved our central office headquarters from Bedfordshire to Milton Keynes in 1991 and we continue to view our relationship with Milton Keynes as a pivotal one.

Our central office facilities have met our needs over the years but we have concluded that strategically now is the time to move to new premises that are fit for MacIntyre Care's needs in the next decade and more. We have reaffirmed our commitment to Milton Keynes and we are delighted that it was granted City status in



August 2022. We have secured a new central office location since the end of the financial year and the premises review has coincided with a strategic review of the local MacIntyre Care offer and our further education and adult services provision to the local community.

### **Technology**

During the year MacIntyre Care, in common with numerous other organisations within and outside our sectors, was subject to a cyber attack, which we reported to the regulatory authorities and to Thames Valley Police.

We suffered a limited data breach but no financial loss. We were transparent about the attack with our staff, the people we support and their families and with commissioning authorities. As explained in the Trustees' Report, the Information Commissioner's Office have since confirmed that they are satisfied with our response to the attack and they regard the matter as closed from their regulatory perspective. It is a sad indictment of society at large that the attackers chose as their target a not-for-profit social care and education charity whose primary purpose is to make a positive contribution to the lives of children and adults with a learning disability and /or autism.

## Five year trend summary of finances

(expressed in £m to the nearest million)

	2022 £'m	2021 £'m	2020 £'m	2019 £'m	2018 £'m
<b>Group Net Income Summary</b>					
Income					
MacIntyre Care					
Adult Services Charitable Activities <sup>1</sup>	40	43	41	38	36
Children's Services Charitable Activities	13	11	10	11	11
Donations and Legacies <sup>2</sup>	1	-	-	2	-
MacIntyre Academies					
Children's Services Charitable Activities <sup>3</sup>	13	11	10	8	7
Fixed Asset Donations <sup>4</sup>	-	2	8	-	-
<b>Total Income in the year</b>	<b>67</b>	<b>67</b>	<b>69</b>	<b>59</b>	<b>53</b>
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(39)	(42)	(42)	(38)	(36)
MacIntyre Care Children's Services	(9)	(11)	(11)	(11)	(11)
MacIntyre Academies Children's Services <sup>3</sup>	(17)	(12)	(10)	(8)	(6)
<b>Net Income for the year</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>1</b>
<b>Group Balance Sheet Summary</b>					
Fixed Assets <sup>4</sup>	32	32	30	22	21
Cash and Equivalents	12	11	8	10	8
Other Net Assets	1	1	2	2	2
Defined Pension Scheme Liability <sup>5</sup>	(5)	(5)	(2)	(2)	(1)
<b>Net Assets</b>	<b>40</b>	<b>39</b>	<b>38</b>	<b>32</b>	<b>30</b>
Restricted Funds	16	16	17	9	9
Designated Funds	19	19	19	20	19
General Funds	3	3	2	2	2
<b>Total Funds</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>32</b>	<b>30</b>
<b>Summary of Group Cash Flows</b>					
Operating Activities	4	4	(1)	3	3
Investing Activities	(1)	(1)	(1)	(1)	(1)
<b>Change in Cash and Cash Equivalents</b>	<b>3</b>	<b>3</b>	<b>(2)</b>	<b>2</b>	<b>2</b>

<sup>1</sup> We currently contract in MacIntyre Care with 99 people who manage their own budget, 55 Local Authorities, 12 Clinical Commissioning Groups (CCGs) and 5 college partners.

<sup>2</sup> Donations and legacies include £5m over the last six years from the estate of a parent of a lady whom we supported over several decades. These donations are being used to support our wider charitable activities. We are most grateful to all our donors for their generosity.

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

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

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

## Finances

The MacIntyre Care group had total incoming resources of £65.9m in 2022, which is in line with the previous year (of £67.2 m) once adjusted for the £2.1m fixed asset transfer in. This follows strong growth in the previous three years. MacIntyre Care reduced its overall income by 0.5% this is the net impact of growth of £2m set against the reduced income of £2.7m as a result of the transferring out contracts in Cheshire and Hampshire. MacIntyre Academies grew 12% (18% in the previous year), with total incoming resources of £12.8m in 2022 compared to £11.6m in 2021.

The group generated an unrestricted fund surplus in the year of £0.9m (£0.9m in the previous year). MacIntyre Care generated a surplus in the year of £0.4m, utilised charitable funds of £0.3m in the year (£0.5m in the previous year).

MacIntyre Care operates on fine margins and so it was disappointing that agency spend levels rose again after having fallen in the previous year. We experienced a significant spike in agency cost during December 2021 and January 2022 when *Covid-19* isolation numbers were particularly high nationally. Minimising agency spend remains an ongoing priority but is one that is a huge challenge in the context of staff shortages.

Generating sustainable growth has always been so important to our future. The five year trend analysis shows how we have carefully managed our growth in MacIntyre Care and sought to build strongly our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades.

Our ongoing principal day to day financial challenges in MacIntyre Care are the minimisation of agency costs and empty place costs and the negotiation of fair and reasonable fee increases from commissioning bodies. In MacIntyre Care Academies our main financial challenge is

to ensure that we sustain levels of fees which enable us to deliver outstanding education and maintain buildings, facilities, and equipment.

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 6% (6% in 2021) and remains in the best quartile compared to the charitable sector as a whole.

The level of overall reserves in MacIntyre Care has built up prudently over the decades and today we have unrestricted general reserves of £3.6m (£3.2m in 2021). We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £39.5m (£38.4m in 2021), and a healthy level of liquid funds. We continue to place funds in cash deposits on fixed and short term arrangements to meet our cash flow requirements.

## Governance

The Board of Trustees has the ultimate responsibility for governing MacIntyre Care and directing how it is managed and run and the accompanying Trustee report explains how we have discharged our responsibilities in the year. We restructured our Board committees at the start of the year and changed several of the committee chairs. A periodic refresh enables us to ensure that we always focus on the key issues and we introduce fresh ideas and thinking to the leadership of the committees. The main change introduced at the start of the year under review was to establish a separate Quality & Safeguarding committee, so intensifying the focus on these crucial areas.

### **Our People**

Our people are our lifeblood and their commitment is truly inspirational. The leadership of her team from our Chief Executive has been exceptional and she has consistently demonstrated her personal and MacIntyre Care's organisational strengths in a crisis. May I also pay tribute to our special cadre of volunteers for their selfless help and commitment to MacIntyre Care. On behalf of those whom we support, the Trustees and I would like to thank everyone associated with MacIntyre Care for their personal contribution and for providing the environment in which our group can flourish.

Approved on behalf of the Board:



John Berriman  
Chair of MacIntyre Care  
Date:

# Impact Report

I am delighted to be able to share information and celebrate our achievements for the year under review (2021/22). The MacIntyre Care Group has a strong legacy that is characterised by ambition, resilience and innovation. All of these qualities are vital as we navigate some extremely challenging dynamics associated with the Special Education and Adult Social Care sectors. We understand in the current climate that as a not-for-profit specialist education and care provider and as a Mutli-Academy Trust (MAT) we have a role to play in designing new models of education and support. We also understand that continuity of education, care and support is vital to the children and adult who draw on our support and their families. We remain committed to do this in ways that represent the very best practice and to influence the reform and funding agendas across both sectors.

First and foremost I would like to give credit and thanks to everyone drawing on our support and the workforce for their unwavering resilience during the pandemic. The restrictions placed on disabled adult and children were profound and it is important to recognise that for many the consequences will be felt for some time to come. Our schools remained open throughout all periods of lockdown; however for some children learning was blended and for some increased periods of time was spent out of the classroom, a situation that for many has had education, social and emotional consequences. It has become clear that the pandemic exposed widening gaps in health equality for disabled people, characterised by the fact that in the early stages of the pandemic people with a learning disability were twice as likely to get *Covid-19* and between 3 and 4 times more likely to die from the virus (“The impact of the COVID-19 pandemic on the health of adults with intellectual impairment: evidence from two longitudinal UK surveys”, report produced

by Journal of Intellectual Disability Research, co-authored by Chris Hatton: <https://bit.ly/ImpactOfCovid19>).

There were significant changes in the patterns of work for employees across the MacIntyre Care Group. We remain grateful to all of our colleagues who worked tirelessly to keep others safe quite often with selfless regard to their personal and home situations. Some of these changes in working practice remain through choice or because of continued government restrictions. As we learn to live with *Covid-19* and variants of the virus it is a constant challenge to balance our quest for ensuring the equality of opportunity for the children and adults who draw in our support with our desire to keep people safe. We tackle this balance with integrity drawing on the views of people who draw on our support, their families and our workforce and by remaining fully engaged with the Department for Health and Social Care and Department for Education guidance and with sector membership organisations.

I noted in this report last year just how important our values and culture were as we navigated the pandemic. It seemed timely as we adapt to living with Covid, and as we reflect on our future, that we celebrate and strengthen the values that underpin what we do and how we do it. To this end during the year under review we have refreshed our shared value base (DNA), developed new ways of articulating this and created a real momentum for cultural change through co-production. The discussions and consultations associated with these activities have injected a sense of purpose and energy that will ensure we continue to have impact in what are very difficult times.

Our ability to succeed and to strengthen our resolve continues to lie in the connections we have and in relationships we create. We have seen a determination

in enabling our representative groups to have greater influence and impact on what we do and how we do it. Our Co-Production group (Co-Pros), made up of people who draw on our support has continued to work alongside Learning Disability England (LDE) in the development of confidence, knowledge and skills. Nicola Payne continues to facilitate our Family Representative Group and we have a new Chair for our increasingly effective Staff Council Group.

The number of total beneficiaries of the MacIntyre Care Group has increased during the year under review. Our student numbers in MacIntyre Academies have increased to 277 (273 in 2020/21) as have the number of people we connect with via our Great Communities work to 287 (117 in 2020/21). The number of people who connect with MacIntyre Care for eligible adult social care has however decreased slightly, while the number of students accessing Wingrave and No Limits has remained stable at 245 (253 in 2020/21). This is representative that, sadly, there are a very small number of Councils that are unable to pay MacIntyre Care the full cost of providing care and support. Where this is the case and after tireless negotiations we have been left with no choice but to end our contractual arrangements with those Councils. We never underestimate the impact that this has on the people who have been drawing on our support and families and will always ensure that the transition from one provider to another is as positive and seamless as possible. We appreciate the severe economic strain that Councils are under but it is important that we retain a commitment to the highest possible standards across all areas of our delivery.

I am grateful to all of the people who joined MacIntyre Care as employees during the pandemic. The majority of these people were new to education and social care having joined us from a variety of other industries. We have been delighted with the rich pool of experiences, talents and gifts that these new recruits have brought and shared with people who draw on our support and colleagues. This

simple but effective principle of recruiting new talent underpins our intentional “recruitment revolution”. The workforce demographics and market conditions underpinning both the education and social care sectors are unprecedented in their complexities and pose real issues across the country for wider sector and market stability. It is within this context that we continue to be focused on attracting and retaining the very best people recognising that this is critical to achieving our full impact and delivering to our ambitious agenda.

Despite the financial pressures brought about by real term cuts to our funding over a prolonged period of time, we have not reduced the money that we spend on the development of the workforce. We recognise that our workforce are our greatest asset and we are dependent on their knowledge and skill to ensure that our value is fully recognised to all of our beneficiaries. In support of this quality agenda Trustees have agreed further investment of our finite charitable funds in key practice areas. Of particular note is the focus that this investment has enabled us to have in terms of addressing the health inequality experienced by disabled people and in working with disabled people and their local neighbourhoods to ensure these communities are as inclusive as possible.

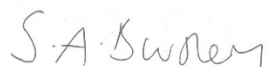
Working in collaboration with others remains important to us especially where there are reciprocal benefits. We are grateful for the support that our membership organisations such as VODG, ARC, LDE and NATSPEC provided during the pandemic and hope that our engagement strengthened their influence with the government and policy makers. There is undoubtedly mutual benefit from a practice perspective in our key partnerships such as Community Catalysts, LDE, BILD, TLAP, Dementia UK and the Social Care Future Movement.

MacIntyre Care has been a member of the Social Care Future Movement since its conception. The Movement is made up from people who draw on social care, and

other interested parties and have created a vision for social care. The Movement is committed to delivering to the reality and MacIntyre Care alongside Certitude, United Response and Choice Support are playing a particular role as to defining the contribution that third sector organisations can play in building the momentum and delivering to new models of care and support.

The Government's levelling up ideology is particularly pertinent for disabled children, adults and their families. We continue to see a widening attainment gap for children with special educational needs, significant health inequality and systemic discrimination faced by disabled adults. It remains to be seen as to whether the recent legislation and policy underpinning special education and adult health and social care achieves the intended outcomes. MacIntyre Care's view is that we all have to commit to an ambitious vision and move forward through a lens of aspiration on behalf of disabled children and adults.

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



**Sarah Burslem**  
**CEO**  
**MacIntyre Care**



# About The MacIntyre Group

## MacIntyre Charity

### Our Vision

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

### Our Mission

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

### Our Purpose

To achieve excellence in everything we do.

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

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

## MacIntyre Academies

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

### Our Vision

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

A word cloud of terms related to education and support. The words are arranged in a roughly circular pattern and vary in size and color (shades of orange, yellow, and blue). The words include: children, support, experts, communities, excellence, skills, youngpeople, collaborate, adults, values, innovative, practice, range, education, transition, and knowledge.

# Empowering People to Achieve

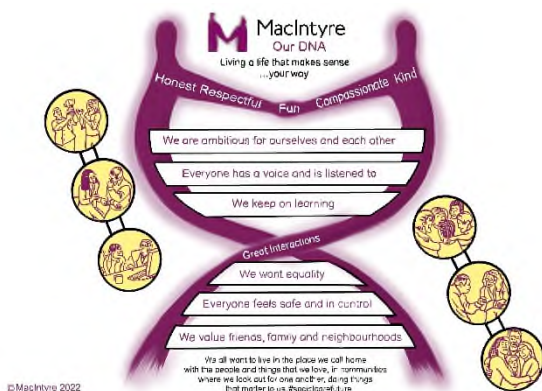
*“We are proud of our reputation as a provider that innovates in order to meet the needs of disabled children and adults; excels in a number of key practice and technical areas and who invests in the training and development of an increasingly diverse workforce.*

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

## Our DNA

It is important to us that we continually evolve as an organization and we remain mindful of the need to strengthen the commitment to and the understanding of our shared value base (our DNA). During the year under review we have reviewed what we say about our values and how we say it. There have been several stages to this review including asking people who draw on our support and our employees what is important to them. The final DNA was then co-produced by Paul Payne (Self-Advocacy and Co-Production), Sarah Burslem (CEO), Sui-Ling (Best Practice team Advocate), Catherine Farrell (Best Practice Manager – Co-Production) and Belinda Bradley (Head of Best Practice). It has been a huge pleasure to launch this refreshed DNA in fully accessible formats to all stakeholders over the summer months.

## The MacIntyre Care DNA



## MacIntyre Care Strategy 2020 - 2023

During the year under review we have significantly strengthened our central support teams in support of our compliance, quality and people agendas.

Our Best Practice team act as the guardians of our DNA and as catalysts for innovation and excellence. Their focus over the past 12 months has been:

1. Developing a culture, working protocols and forums that ensures that **co-production** is a genuine way of working across the MacIntyre Care Group.

Embedding co-production within our culture:

- We have increased the number of employees and contributors to MacIntyre Care who have lived experience of drawing on social care.
- We have offered training to people who draw on our support to further develop their self-advocacy and co-production skills.
- We have involved more people with lived experience in the co-delivery of training.
- We have aligned our co-production activity with like-minded movements such as Social Care Future
- We have co-produced an organisation-wide co-production strategy that we call the Big Plan



2. Contribution to **external co-production** and self-advocacy forums. We have hosted the first face-to-face ARC self-advocates forum and the face-to-face Supported Loving network in Milton Keynes. MacIntyre Care's role in the Social Care Future movement has also been gaining momentum with plans for Provider focused gatherings later in the year. We also continue to be part of the BILD Build for the Future Group.
3. **Employing and establishing partnerships with** a range of specialists, clinicians, experts by experience and sector experts to ensure that our education and support for disabled children and adults is excellent and represents the very best practice. Our aim is to be recognised as sector leading specialists in health, PBS, autism, mental health, dementia and trauma-informed support.
4. Continuing to increase the numbers of disabled people we connect with who are **not accessing formal social care** support. For the year under review the number of people increased from 117 to 187. Our purpose is to work alongside these people as they connect with local employers, local businesses and community groups exploring the roles they can play to collectively improve the inclusivity of local neighbourhoods

"The Big Plan is important and it's to have a lot of people involved from all around MacIntyre Care.

There are things that people need help with like reviews and some people don't understand voting or what co-production means. So we need to explain to people what co-production is.

I have enjoyed Iain's ice breaker, I've enjoyed doing my presentation in front of everybody and having a laugh and a chat and meeting lots of people in the hall."

Sui-Ling Tang

5. Strengthening our commitment to **working with families**. We have continued to support the staff teams in gaining more awareness of how best to work alongside families and provide the best support to ensure relationships stay on track. We have created and introduced a Family Charter as a support tool to use in day to day life as well as a reflective tool.

10 Working with Families Induction Workshops

12 "Let's Come Together" Family Forums

25 episodes of our Families Podcast

Development of our MacIntyre Family Pack

6. Ensuring that all of our documentation is accessible. **Easy Read Creators and The Checkers** are employees with lived experiences who meet regularly as part of a team.

The **Sui-Ling Show** continues to go from strength to strength each month and is now up to its 24<sup>th</sup> episode. In addition to talking to people across MacIntyre Care, Sui-Ling also interviews people from outside the organisation where they share their work and interests.

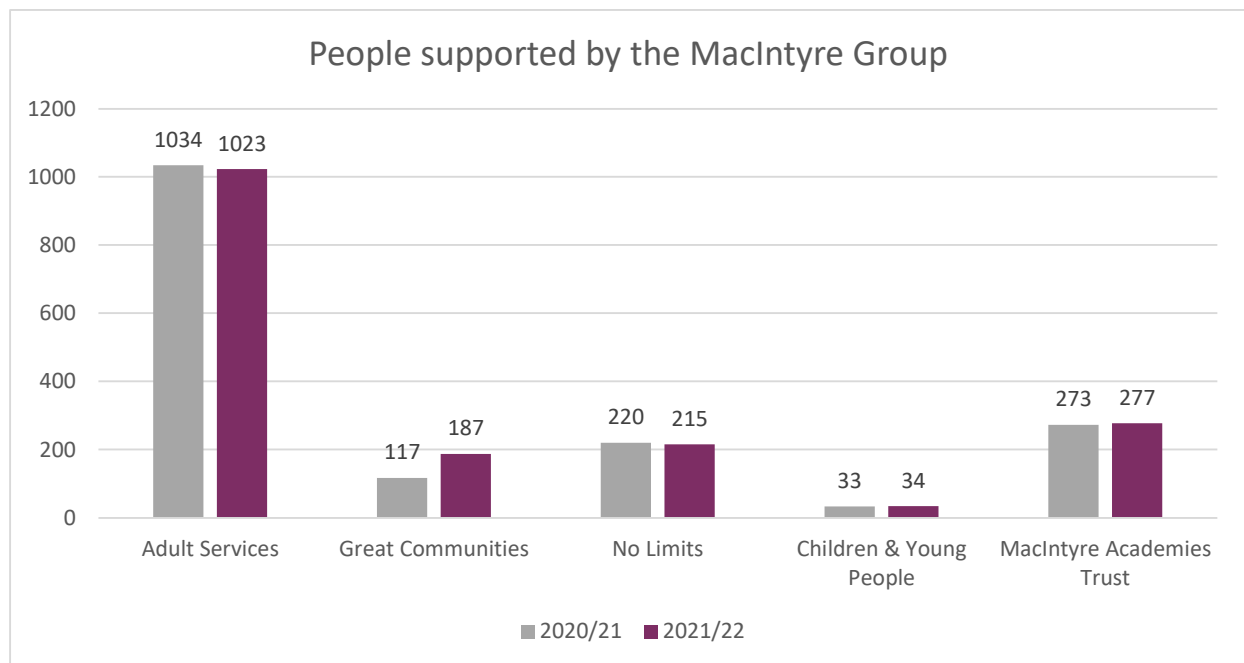
# About the Children, Young People and Adults who draw on our support

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

During the year under review we were joined by disabled adults living in Greater Manchester, Shropshire, Wrexham. The total number of adults eligible for social care and supported by MacIntyre Care decreased in the year under review from 1034 to 1023. The numbers of learners accessing our No Limits Further Education

(FE) programmes of learning decreased from 220 to 215 and the number of children supported across our children services and MacIntyre Academies increased from 273 to 277.

MacIntyre Care's secondary purpose is to have a positive influence on the communities where we work and on our sector by connecting well, nurturing partnerships and demonstrating best practice. We are proud of our connectivity activity at the heart of the neighbourhoods where we work and have seen "beneficiaries" of this work increase from 117 to 187.



# People drawing on Adult Social Care

67 Councils and Clinical Commissioning Groups (78 funders last year) commission MacIntyre Care to deliver support and care to 1,023 (1,034 last year) disabled adults. Irrespective of a person's disability, it is important to us to have impact in support of each person living a rich life that makes sense to them. We remain very much part of the Social Care Future (SCF) Movement, a Movement made up of people with lived experience, providers, commissioners and other stakeholders, all of whom have a passion for social care reform. We have intentionally aligned our ambitions and refreshed DNA to reflect the Movement's vision.

We support 306 (399) people living in their own home, 182 (234) people living in a registered care home and 326 (332) people access our lifelong learning centres and 56 (69) people supported through Shared Lives. A further 187 people connect with MacIntyre Care through our local neighbourhood and Great Communities focus.

We understand the current financial and welfare challenges facing disabled people. For those drawing on our care and support we have ensured that the fees paid by local councils and CCGs are of the appropriate level to meet a person's need as assessed under the Care Act. This has become increasingly challenging during the year under review as Councils struggle to balance their budgets. We have proactive and positive relationships with our funders and in the main work collaboratively for creative solutions. It is a sad reality however that in some areas the level of funding set by Councils is not sufficient to cover the true cost of care. Where this relates to Councils that we currently contract with we have to make

some difficult decisions to prevent financial instability of the wider charity. As a founding sponsor of the Access Charity people drawing on our support can access legal advice ensuring their rights under The Care Act are not compromised.

## Donna's story

Donna is Manchester born and bred, a fan of Manchester United with all her family roots in and around the Salford area. Following her mum's death Donna became trapped in a cycle of; living in a service, experiencing service breakdown, sectioning under the mental health act and returning to a new "service". Donna is Autistic and has a learning disability. Her only way of really being able to communicate her needs because of her learning history as an adult trapped in this cycle is to use behaviours labelled as "concerning".

When we first met Donna in February 2021, we already had worked in partnership with NHS England and the local CCG, and she had a Salford located home being adapted for her. We were able to support her transition even through the tougher days and uncertainty of the pandemic. Each week someone from Donna's dedicated team were able to visit and spend time with her in Grimbsy.

The team were able to get a hire vehicle of her own to use, so that when they visited she was able to out with them, without having to wait for a pool car from the hospital to be available, something that caused her a great deal of distress. Going out in the car, visiting the beach, walking and jumping in puddles and simply experiencing a sense of freedom is something that, we have discovered, holds great meaning for Donna.



In April 2022, nearly three years from first being known to us, Donna left the hospital and came to live in her new home. She really enjoys being the centre of her world and loves to choose who she wants to spend time with. The most important thing at this early stage is that her team are simply just spending the time to get to know her and she is learning to trust them.

MacIntyre Care has an open and honest relationship with the local CCG team and work in partnership to plan next steps and problem solve if ever needed. Donna still uses her behaviour to communicate, as this is the only way she knows how and this causes anxiety to Donna and to all those around her. However, over time with a steady and graded approach to her PBS plan and good practice leadership, we are confident that she will explore new ways of communication. Donna's father now visits regularly having barely been able to see his daughter for two years. He says all the time, he has never seen her this happy.

### **Matty's Story**

There is growing evidence that *Covid-19* and, more specifically, the extended periods of lockdown have had an impact on the mental health and wellbeing of significant numbers of people. Matty's story so far demonstrates just how impactful the pandemic was for him and his family and how the MacIntyre Care team, alongside our PBS team, and a now engaged and responsive community team are now supporting his recovery after a very difficult few years.

School was closed for Matty in March 2020. This change and the lockdown became a real struggle for him and his family. Matty is autistic and the struggle we all faced with the change and the constant worry of the unknown was heightened and he became unwell and this led to some real concerns around his actions and thinking. After a short

stay in an acute ward Matty moved into his own flat at Lane End House with the full support of his family as it was agreed that returning home was not the best option for him. However, this next step at 17 years was again another big change and he struggled to cope. The impact on his mental health meant that sadly shortly after moving into his own home he needed another stay as an inpatient in a specialist provision.

Matty, his family and MacIntyre Care took this as an opportunity to develop external relationships with the health teams at the hospital and externally in the community and putting a robust and creative support plan in place for when he returned home, where his tenancy was kept open for him.

Working closely as a team, staff where trained and coached both in positive behavioural support approaches, focusing on creating a low arousal environment, as well as having external training and support to understand Matty's mental ill health from a holistic view. The relationship with him was nurtured through visits to the hospital and visits home for short periods of time.



A year on and Matty is making great progress, he is growing in confidence and coping well. He is coping well with living away from his family home and sharing time and space with others who live in the same block of flats. Matty sees his home as a place to relax and feel safe when sometimes things may start to overwhelm him and he chooses when to involve his support team and how he wants to spend his day. Good relationships are being developed between himself and his team and they can often be found playing computer games together, swimming or out shopping. It is fantastic to see.



Photo: Matty

### ICS / Health

During the year under review we saw the development of 42 Integrated Care systems (ICS) across England. These integrated care systems will bring together providers and commissioners of NHS services across a geographical area with local authorities and partners to collectively plan local health and care services. We expect to be an integral part of how the system operates and is governed in the areas where we work and we continue to explore this with local partners.

In 2021, 13% of people who draw on our support within registered care and supported living accommodation services were either diagnosed or suspected of living with Dementia. By September 2022, we will have concluded our organisation wide annual health check, which will

further inform the support available to people as they get older and more generally ensure that those who draw on support within MacIntyre Care have access to the correct health care and treatment when required.

### Shared Lives

In Warrington we celebrated our 10 year anniversary. 38 Shared Lives carers offer support to 56 (69 in 2020-21) people in their own homes, either to live, or stay for short breaks but also for day support. 21 people live with their Shared Lives carer ranging in age from 17 to 65. Our Shared Lives scheme has been under review by Warrington Borough Council in preparation for us to be part of the new Dynamic Purchasing System and externally reviewed by Shared Lives Plus who gave a glowing report recognising our vibrant and quality approach and recommended the local authority offer increased investment to ensure the scheme can develop.

#### Bethan's Story, Shared Lives

Bethan was referred to us two years ago; a young woman with a learning disability, she had a full and varied life until she had a breakdown. She hadn't left the house and had lost touch with all of her friends. With support from a Shared Lives carer she started to volunteer at a stables twice a week, started to attend the different social nights in Warrington and attends our new Lifelong Learning site, the Puddle project on a Friday. Bethan is a confident and happy young woman who has been on holiday with her friends and has a boyfriend. She has worked at the Puddle catering for some of the weekend events. Her family are so proud of her achievements and happy she's got a Shared Lives family.

#### Eden's Story, Shared Lives

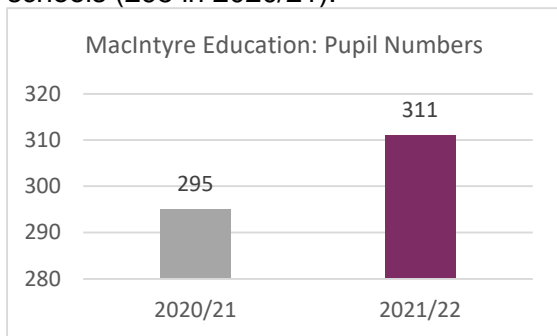
Eden was referred by children's services as a young person who had experienced a variety of broken foster placements and children's homes. Eden was exploring their identity and had an

eating disorder that was causing associated dental problems. Eden has an interest in art and tattooing, loves animals and was placed with a Shared Lives carer who worked on building their self-esteem and making them feel part of something worthwhile. With support from their Shared Lives carer, Eden has enrolled in a course in painting and decorating, has stopped tattooing their face and been discharged from the eating disorder clinic.

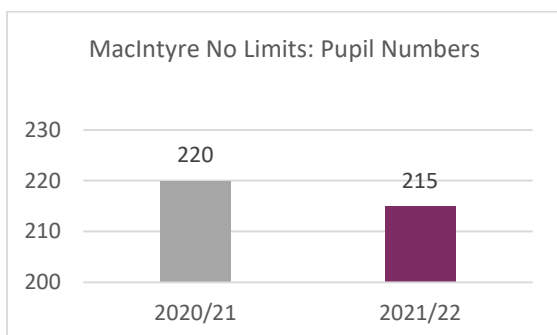
# Children, Young People and their Education

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

We deliver education, care and support to 311 school age children at our Independent special school in Buckinghamshire and at our four academy schools (295 in 2020/21).



We also deliver further education programmes of learning to 208 young people via our partnership arrangements with four colleges (220 in 2020/21)

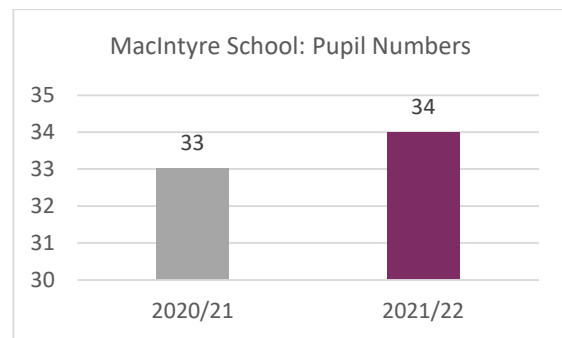


The impact of *Covid-19* continued to disrupt the delivery of education and care across the country for the year under review. All of our schools and children's home continued to provide outstanding experiences for young people and deliver highly ambitious and outstanding outcomes.

## MacIntyre School, Wingrave

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

We are delighted to report that both the School and our on-site residential provision continues to be judged by Ofsted as Good.



## Preparing young people for adulthood

Mary\* is a 17-year-old who has Autism, ADHD, SLD and epilepsy. This year she has successfully completed her ASDAN Independent Living module and made amazing progress towards achieving her Bronze Duke of Edinburgh award by completing a two-day expedition along with two peers.

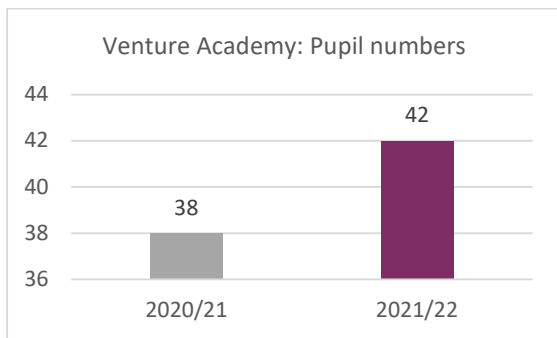
When Luke\* first arrived at MacIntyre School he displayed signs of high anxiety, especially relating to personal care. This year in he has made become much more independent and willing to help from his support workers to get washed, dressed and brush his teeth, often finishing the tasks independently.

\*Names changed

# MacIntyre Academies Trust

Putting children and families *first*

## Venture Academy, Henley-in-Arden, Warwickshire

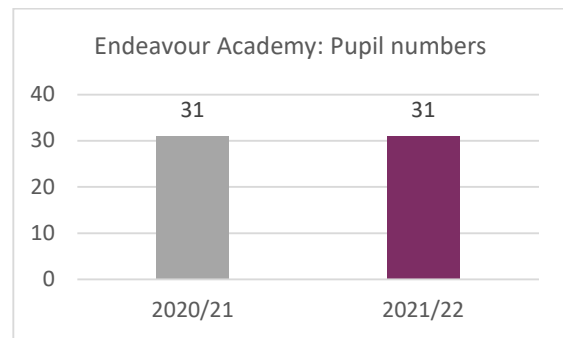


In September 2020, MacIntyre Academies welcomed Venture Academy (formerly known as Arden Fields School) to the Trust. As a previously underperforming School the Trust has invested heavily in improving the facilities, in innovative ways to engage learners and enrich and invigorate the curriculum. We look forward to evidencing our progress to Ofsted in the 2022/23 academic year.



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

## Endeavour Academy, Oxford, Oxfordshire

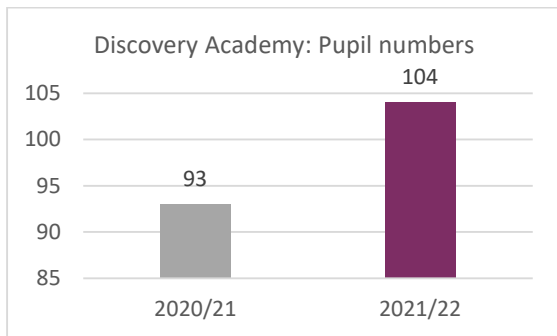


Our specialist school and children's home in Oxford is for children and young people aged between 8 and 19 with autism and severe learning difficulties who benefit from an autism specific environment. Developed in partnership and Oxfordshire County Council, Endeavour was established to meet the needs of local students and their families.

Our aim is to provide our children and young people with the skills and opportunities that will equip them to live purposeful lives.



## Discovery Academy, Nuneaton, Warwickshire



At Discovery (and across the Trust) we value children as individuals and offer a personalised approach to learning that combines: the nurturing approach of a Primary School the range of curriculum and facilities of a Secondary School and close working relationship with families. Our purpose designed building is light and airy and helps our learners feel more relaxed as they go about their school day.

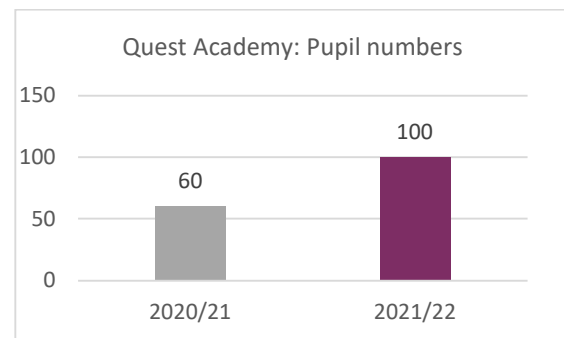
Here is an example of some positive feedback from a parent at Discovery:

“[My son] has had an incredible term and year at Discovery! He has excelled in his classes and been a part of Discovery’s football team.

Recently, whilst participating in a Thrive session, he was awarded 7 out of 8 on his skills stars plus an extra one for patience and resilience. His class Teaching Assistant, was super proud of him and his recent efforts.

What might at first seem like small steps eventually turn into giant leaps!”

## Quest Academy, Rugby, Warwickshire



As a newly opened Free School / Academy, Quest received its first Ofsted Inspection in 2022. It was judged to be Good with Outstanding features for the personal development of students. An amazing achievement given the challenges of the past two years of maintaining positive learner progress.

Quest also had four finalists invited to the National Engage Progress and Achievements Awards which celebrates the amazing progress and achievements of students nationally.

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

All pupils benefit from an extensive range of opportunities to support their personal development. These include the ‘ACE’ (adventure, community and enterprise) curriculum and opportunities to showcase their achievements and talents at ‘Questival’.

Ofsted, Inspection, February 2022

# Young People and their Further Education

## No Limits Core Curriculum

- Communication
- Personal Development
- Health and Wellbeing
- Friendships and relationships
- English and Maths functional skills
- Independent living
- Community participation
- Employability



Pathway 1: Onwards to Engagement

Pathway 2: Onwards to Independence

Pathway 3: Onwards to Further Education

Pathway 4: Onwards to Employment

MacIntyre No Limits aims to be a sector leader in providing bespoke post-16 education for young people with learning disabilities and/or complex needs. We support them to build the skills, experiences and independence they'll need to successfully transition into adult life. Our vision is for all young people to gain the skills, experiences and independence they need to successfully transition into adult life.

For the period under review programmes of learning we delivered over 5,000 hours of learning to 208 young people in partnership with Buckinghamshire College Group, Milton Keynes College, Abingdon and Witney College (Oxfordshire) and Homefield College (an independent college in Leicestershire).

## **Emily's Story – achieving her dream of a catering career**

When MacIntyre first met Emily, she found taking part in new experiences a challenge, had limited confidence and often felt anxious. With support and encouragement, Emily began working for a local non-profit café, where she slowly began to step out of her comfort zone and take the first step towards working in hospitality. When Emily reached her final year with MacIntyre No Limits, she and her parents were keen to find new ways to inspire her.

In her final year with MacIntyre, staff worked alongside Emily to find a suitable work experience placement aligned to her passion for food and interest in hospitality.

Emily secured a placement in John Lewis catering department which she could assist with serving lunchtime meals. Learning from the team at John Lewis, Emily began to independently serve meals and always went the extra mile. She was praised for her polite manner.

Emily then went on to be accepted into an internship at the Hilton Hotel and continues to follow her dream to work in catering armed with confidence and Independence.

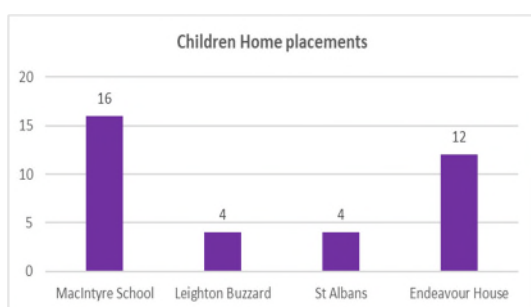
Reflecting on Emily's journey with MacIntyre No Limits, Emily's mum said:

*“MacIntyre offered us a unique opportunity to explore what was important to Emily. She was not an independent traveller and so staff provided one-to-one support, which enabled her to travel to the café. “This was the first time Emily had travelled without parental support, but this boosted her self-esteem, whilst preparing her for the future.”*



## Children drawing on Residential Care Support

The MacIntyre Care Group currently provides a home environment to 36 children, 20 of whom attend our independent special school in Wingrave, 12 attend our Academy school in Oxford and 4 who attend local schools in St Albans. We have capacity for 42 young people with clear development plans in place for each site.



Three of our children's homes were inspected by the regulator, Ofsted, in 2022. All were rated Good.

"The staff have positive relationships with children. Some children have complex communication needs. Staff use creative communication methods. During the inspection, staff were observed to be enthusiastic, patient and nurturing with children. The children were relaxed, happy and having fun with staff. Children feel loved, valued and understood."

*St Albans Ofsted Inspection Report, February 2022*

"Children receive good-quality individualised care from a skilled and caring staff team.

"Children make recognisable progress from their individual starting points and staff capture all the milestones using photos and producing written reports."

"Children's views about their care are well sought. There has been an introduction of new children's surveys that are designed based on the specific communication needs of the child to ensure that everyone has a say."

*Endeavour House Ofsted Inspection, July 2022*

"All children attend education and are making good progress. A multi-agency approach to care planning enhances the care provided.

The quality of relationships means that children benefit from responsive health and education services that meet their needs, enabling tailored support that reduces children's anxieties.

Committed staff are confident in using a range of communication methods to engage children in daily routines and improving basic skills such as making their beds and cooking. Children who move on from the home are supported to do so by compassionate, proactive staff.

Good recording by staff has enabled learning to be shared across the whole team. As a result, there is a noticeable reduction in incidents with specific children."

*Wingrave Ofsted Inspection Report, July 2022*



# Building a Culture of Excellence

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

## MacIntyre Care Strategy 2020 - 2023

Being ambitious for ourselves and others is rooted in our DNA as is our intention to ensure that everything we do is the very best it can be. MacIntyre Care has continued to invest in strengthening our DNA, developing a culture of genuine co-production and continually improving the level of knowledge and skill across the Group. This is particularly important in the current climate and in the absence of reform legislation and long term funding solutions. We continue to target our finite charitable funds in support of our excellence agenda and continue to organise ourselves in ways that ensure the majority of our core funding from councils is spent on the direct delivery of education, care and support.

### Health

We have continued to invest charitable funds in the health agenda. We continue to draw on research and work undertaken by external experts to inform our practice. For the year under review it has become clear that disabled people have experienced significant discrimination and health inequality during the pandemic (people with learning disabilities, health inequalities and Covid-19 – An overview. Chris Hatton Professor of Social Care November 2021). This is within the context of wider discrimination and health inequality as set out in the latest Learning Disability Mortality Review (Learning Disability mortality review: Action from learning report 2020/21)

We have responded by investing in our internal Health team and in the network of partners and collaborators. The focus of which has been:

**Health Committee** - Building representation to the health committee and defining the committee's terms of reference. The committee now has representation from all stakeholders and has taken on the responsibility for developing, monitoring and quality checking our health strategy and planning. Additional members this year have been Jim Blair (Independent Clinical Reviewer NHSE, Consultant Nurse, Learning Disabilities) and Sarah Kilby, our Best Practice Manager for PBS and Complex Support. The intention is that we remain linked to and learn from external experts and that we achieve equal benefit to all people accessing our education and support provision.

**Dying to Talk Project:** a National Lottery-Community Fund project that supports everyone to talk about death and dying. The project is designed to support people to have choice and control of their futures.. The team has links to local hospices ensuring we work seamlessly in support of end of life care for disabled people. The team has supported Marie Curie to create the national easy-read dissemination of the UK Commission on Bereavement report.

**Health Recording:** We use the health calendar to support people with their changing health needs and support a timely diagnosis of a health condition. We have grown our team of local health recording trainers which will support consistently with rolling out the mandatory training and keeping on top of local practice.

**Annual Health Check Audits:** We have undertaken a local annual health check audit. Doing this has provided the health team with a clear vision and pathway of what we need to focus on to support everyone to live healthy lives and to avoid premature deaths, linking into LeDeR. We will provide bespoke support across all of MacIntyre Care.

**Reflective Review following the death of a person:** we have developed a reflective and supportive process to ensure that we can continually improve the support & guidance provided to our operational colleagues and those effected by the death of a person supported. We will also ensure that this work is linked to LeDeR

**Stuart and Victoria Project:** MacIntyre Care is working in partnership with Kingston University, funded by National Institute for Health Research (NIHR) The project supports end of life care planning. A study inspired by Stuart and Victoria who had strong plans for when they died and had what can be referred to as a “Good Death”. The project wants to support more people to have plans in place.

**Admiral Nursing and Dementia Support**  
Our funded project in partnership with Dementia UK came to an end in February 2022 and we took the decision to retain a Learning Disabilities Admiral Nurse (LDAN) to ensure we continue to have a focus on the support needs of people who have dementia and to build on our achievements.

#### Investment in our Learning Disabilities Admiral Nurse and Dementia UK partnerships has:

- Ensured timely access to specialist dementia support by people drawing on our support and their families
- Provided access to the Dementia UK helpline and MacIntyre Memory Cafés
- Improved knowledge and skills across the workforce
- Improved links with external organisations
- Ensured a MacIntyre influence and presence at key national groups, conferences and working groups.
- Enabled us to embed a Dementia Specialist Interest Group
- Seen the publication of a monthly blog

#### Case Example: how the Learning Disabilities Admiral Nurse (LDAN) worked with staff and clients in a MacIntyre Care Supported Living service

Jane, MacIntyre’s Learning Disabilities Admiral Nurse said: “Initially I received an email from an Area Manager asking if I could support the team as they supported a gentleman with a diagnosis of dementia. I was able to meet the gentleman, those he lived with and his staff team and establish aspects that were of particular concern. I went through the usual process of checking when he had his last annual health check, the quality of his last annual health check, and when he last had his medication reviewed. I was then able to liaise with the GP as required. Whilst going through the process of requesting particular tests/assessments I also kept

the team on board, explained my actions to them.

*“During my visit we briefly discussed health concerns regarding the other people that lived in the home. I think because I have the title of ‘nurse’ staff felt comfortable asking for additional support around other aspects of concern. As a nurse I feel I have a duty of care and can offer support in other aspects and topics where I am knowledgeable - for example, epilepsy.”*  
(Jane Nickels, Learning Disability Admiral Nurse).

Sadie, Manager for the area said *“Jane came out to meet John\* (the person who draws on our support) and the other people he lives with. She massively helped us update his support plan, his risk assessment. Everything we needed, she knew. She contacted us by email afterwards, and by phone, and sent us links to dementia information pages. We’ve supported John for 30 or so years... he’s lived in his current home for 20 years. He attends our learning centre during the day. We all know him very well, but we were struggling to make sure the support for his dementia was right. Jane supported with the specialist health guidelines section in the support plan which has helped the staff team, they can now add to this and keep it relevant.*

*As well as dementia, the man also has Downs Syndrome and dysphasia. Although it isn’t really within her remit, Jane knew quite a bit about these as well so it was incredibly useful to have Jane’s input and expertise around these other needs. The other person John lives with has diabetes and epilepsy, so Jane also helped with their support plan too. So, we had even more help that we were expecting and this was really useful.”*

\*the person’s name has been changed

### Oliver McGowan Mandatory Training Trial

110 MacIntyre staff attended training co-delivered by MacIntyre’s first Autism Advocate Vicky Smith and Gwenne McFadzean.

This was part of the national trial of the Oliver McGowan Mandatory Training in partnership with the British Institute for Learning Disabilities (BILD).

### Autism

MacIntyre Care’s Autism Steering group has worked with autistic people from across MacIntyre Care to collect their experiences of being autistic. These have been compiled into a short film: **MacIntyre Care’s Autistic Voices**, which is now part of ‘must’ training for all MacIntyre Care operational staff. The film introduces the basics of understanding autism through these voices of autistic people and is part of a suite of autism training opportunities for MacIntyre Care staff.

### Positive Behaviour Support (PBS) and Complex Support

MacIntyre Care continues to work closely in partnership with people seeking social care support and a wide range of other partners to develop alternative community based housing and support options for people inappropriately placed in Assessment and Treatment Units and people with learning disabilities who have been detained under forensic orders. This work is now led by MacIntyre Care’s Best Practice Manager for PBS and Complex Support, Sarah Kilby, and the PBS team. Through continuing professional development, new appointments and external partnerships our knowledge and skills to be able to successfully offer this complex support continues to grow.

Our PBS team is now firmly embedded within our Best Practice team and continues to play a big role in supporting pro-active development of the systems and skills needed to ensure a smooth start to support with MacIntyre Care and ongoing learning and improvement. We have also worked hard to ensure our PBS Framework has a strong and unwavering values base that places the rights and voices of people who draw on the support of team, many of whom are autistic, at the heart of all decisions. As an in-house PBS team we are able to build real and meaningful relationships and make a difference to people's quality of life and the quality of their support.

service on numerous occasions and made some useful observations and recommendations to support staff to adapt some of his routines. As a result, this person now wants to get out of bed and is venturing outside for the first time in over two years to enjoy an ice cream at the beach. A simple thing for most of us but an enormous achievement for the person we support. The impact of Kat's support has been so welcomed and heart-warming for the team who now have renewed hope that he will once again be able to live his best life."

**Sarah Kilby**  
**Behaviour Analyst**

"I have been working very closely with the PBS team over the past few months in my role as Frontline Manager. They have been a true credit to MacIntyre and to each person drawing on our support. Hannah has such passion for her job role and has certainly taught me lots. She works hard in making sure people are receiving the right support and is always there to listen to staff and what support they need. Hannah demonstrates fantastic great interactions when supporting people and she has had such a real positive contribution to the staff teams and people who draw on our support in this area."

"I hear from the managers every week about how each service is getting on. Kat has always been of huge value to our region and always gets lovely feedback from staff, but recently we have had some amazing news from one particular service. The pandemic has had a devastating effect on some of the people we support's mental health and it has been extremely hard for staff to encourage people back out of their homes to enjoy the activities and hobbies they used to enjoy. One person drawing on our support was causing real worry and concern to his staff team with his mental health. Kat visited the

### **Dom's Story**

MacIntyre Care's PBS team have recently recruited a new team member, Dom Sharpe. Dom is a Best Practice Advocate who, in Spring 2021, presented his story on stage at a conference for the first time. Supported by Sarah Kilby, MacIntyre Care's PBS and Complex Support Manager, Dom focuses his case study on lived experience as an autistic young man with a learning disability, who through lack of correct early diagnosis in childhood, found himself within the acute mental health system. In his presentation, Dom is open and honest, and in his own words describes his experience as scary. Although he "learnt to behave" (Dom's words) in the hospital, as soon as he returned to everyday life, he had no new ways of coping with all the things he found difficult. All he had was just a new diagnosis of Emotionally Unstable Personality Disorder, stronger medication and bad memories.

Finally after being recognised as Autistic and having a learning disability, Dom's life began to take a different path. MacIntyre Care's team in Wigan met Dom two years ago at the start of the pandemic, when Dom and his Dad, David were really having a hard time



coping with the changes. Over the last two years, Dom has gradually been working towards living in his own home. Because time away from his Dad is difficult for Dom, getting used to the change will take time but he now spends several days a week supported by MacIntyre Care in his bungalow.

Central to Dom's journey is his framework of individualised Positive Behaviour Support (PBS). PBS has helped Dom and his team to understand how his serious self-harming behaviours have been shaped throughout his life and what value and use they have for him in the 'here and now'. It is widely recognised that behaviour is shaped through the external environment but evidence in the field of contextual behaviour theory shows that our thoughts are shaped in just the same way. Unhelpful or negative thoughts lead to unhelpful or often harmful behaviour.

In his presentation Dom says, that as an Autistic person with a learning disability he needs help to learn skills that allow him to cope and understand the world around him and the thoughts that impacted on him because of his past, which then led to his mental health difficulties and him ultimately using self-injurious behaviours to seek out medical or police intervention to soothe and make him feel safe and cared for, at times when that's not what he felt.

Because of Dom's mental health diagnosis and trauma history, the PBS team have worked closely with both health and psychology colleagues and some of the key supports that have made a real difference for Dom have been:

- working alongside his MacIntyre Care team to proactively practice skills taught as part of DBT, a form of behavioural therapy, working in tandem with Greater Manchester Mental Health Team

- practising acceptance to manage change and disappointment when things don't work out how he wants in terms of life's everyday annoyances, especially the little things such as a poor Zoom connection!
- practising mindfulness to distract from those unhelpful thoughts and make better choices when calmer about how to respond in situations or being able to ask for help

Honest as ever, Dom reflects in his presentation that some days are tough but the evidence is that Dom is hurting himself less and less. He now feels confident to hold down two work roles, one with us in MacIntyre Care and one in his local community, and he has been developing a new sense of self, separate from the one that he had before that was linked to the frequency of A&E visits.

Reflecting on his conference debut Dom said:

*"I was nervous but excited too. I enjoyed doing a mindfulness session with the whole of the conference at the end. Everyone joined in including doctors who were there! I wanted to share my story so no-one else has to go through what I did"*

## **Ambitious and Connected Neighbourhoods**

Our secondary purpose is to make a contribution to the local neighbourhoods where we work, ensuring people who are in danger of falling through the funding gap are connected and that neighbourhoods are vibrant and inclusive places to live, learn and work. This is a focus for all of us who are connected with MacIntyre Care and our charitable fund investment has continued to achieve real traction in two key geographical areas, Warrington and Chesterfield.

117 people connected in Warrington who are in danger of falling through the gap

70 local people coming together for community roast dinners in Chesterfield

Development of a social enterprise – Tech Wizards

Developing two eco projects that are developing urban space in Warrington

£6k raised locally for local projects

“Yesterday I visited the MacIntyre Great Communities Eco Project based at the Old School House working with volunteers with learning disabilities/autism as a community green scheme it’s something I’m proud to see for both its social and environmental benefits.”

Charlotte Nicholls, Warrington North MP

## **MacIntyre Care Dancers**

The award winning inclusive dance company DanceSyndrome provided leadership and dance training across MacIntyre Care. To date 7 people drawing on our support have successfully completed the Dance Leader qualification. Subsequently, 5 people have been offered paid positions as Dance Leaders and the other 2 people wanting to undertake this role on a volunteer basis. Recruitment for Dance Artists in each of the areas is ongoing with several job offers currently being progressed.

In June 2022, a number of the Dance Leaders performed for the first time together at the ‘More Than A Provider’ gathering hosted by the Social care Future Movement in Manchester.



**Photo:** MacIntyre Care Dancers

## Compliance and Safeguarding

**Inspections:** CQC introduced Infection Prevention Control onsite inspections as a measure to be reassured that care homes were keeping people, staff and visitors as safe as possible from Covid infection.

CQC allocated a number of inspections per provider, during the year we had four inspections as below:

Name of Service	Current Overall Judgement	Date of Inspection
The Grove, 4	IPC Inspection – Good/Assured	13/01/2022
Anvil Close	IPC Inspection – Good/Assured	03/02/2022
Glenview	IPC Inspection – Good/Assured	21/02/2022
The Cherries	IPC Inspection – Good/Assured	22/02/2022

87% of MacIntyre Care’s adult social care services are rated as Good or Outstanding by CQC.

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

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

This system requires updating every day including bank holidays and weekends. It holds data about the number of people supported, the size of our staff teams and everything *Covid-19* related including cases, vaccinations, PPE and Infection Control Training to name but a few.

MacIntyre Care has 32 CQC registered locations, and currently 1,828 staff and 1,001 people we support. In the period

between 2 April 2021 and 31 March 2022 we reported:

- 1,084 cases of Covid
  - 234 cases of people we support
  - 850 staff cases
- 4,291 doses of Covid vaccination in staff
- 1,984 doses of Covid vaccination for those we support

**New registrations** - We opened our new Hertfordshire DCA in March 2022, and an additional 7 supported living services in the year to March 2022.

**Safeguarding** - The Ann Craft Trust delivered training to 44 managers, this means that we now have 44 safeguarding trainers who can confidently deliver in depth safeguarding training to any team within MacIntyre Care. As always we are proud to be working closely with The Ann Craft Trust who advise us, train us and scrutinise us as a critical friend.

This year saw the first publication of the Annual Safeguarding Report in Easy Read and made available to all people who draw on our support.

**Data Protection** - MacIntyre Care recruited our first full-time Data Protection Manager, Jaie Cooper. Jaie comes with a wealth of knowledge and experience plus the ability to make Data Protection law accessible and understandable enough that everyone can understand their responsibilities.



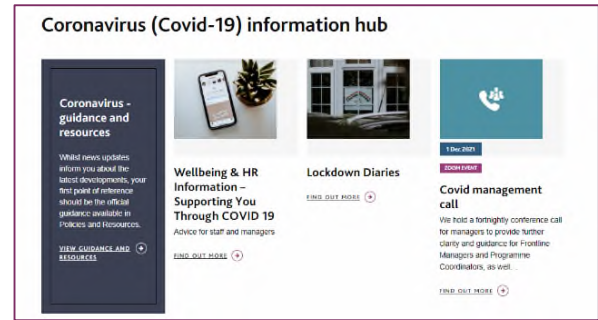


## Health & Safety

### Compliance and Health & Safety audits:

- 71 Finance audits
- 75 Medicine audits
- 102 Health & Safety audits
- 19 Hoist audits

The Health & Safety Team delivered risk assessment for managers, health & reps training and professional development training for manual handling with 86 staff members being trained and the majority being managers.



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

Monthly COVID-19 Infection Control Management Audit		
Month being Audited (please highlight one): February, March, April, May, June, July, August, September, October, November, December,		
Service Name: _____		
Topic for review	Question	Answer Y/N
<b>Training</b>		
Donning and Doffing Personal Protective Equipment	1. Have staff completed this training?	
	2. Do staff know how to don and doff PPE safely?	
Infection control eLearning	3. Have staff completed their infection control eLearning? (This should be completed monthly)	
	4. If there have been any near misses in the last 4 weeks relating to PPE breaches or safe infection, have these been reported into a spreadsheet? You must check that they have been reported into the spreadsheet.	Please state what an NMI if there have been any near misses in the last 4 weeks
	5. Have all staff received updated PPE and hand hygiene (LHD) guidance?	Why no answers for this question must be sent through to the nearest Area Manager
6. Have staff received relevant training for any COVID-19 testing, their company, the department or unit, locally and through Fire support? (LHD and PPE as a service)	Why no answers for this question must be sent through to the nearest Area Manager	
7. Are training records recorded on the LMS?	Why no answers for this question must be sent through to the nearest Area Manager	
<b>Infection Control</b>		

The Compliance and Health & Safety Team have attended regular Covid-19 planning and management calls since February 2020 to date. 2021-22 continued to have focus on auditing with a PPE audit and hand hygiene audit being introduced to run alongside the general infection control audit. In June 2021 a meeting took place with MacIntyre Care insurers to review our infection control measures, we were complimented by a specialist in the field.

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

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

**MacIntyre Care Strategy 2020 - 2023**

## Breakdown of Workforce

Currently we have 2083 staff (2370 in 2020/21) across the MacIntyre Group

- Registered Care - 446
- Supported Living - 712
- Lifelong Learning - 135
- Outreach - 33
- Shared Lives - 5
- Regional Admin & Managers - 40
- No Limits - 206
- CYP - 165
- Support Function - 86
- MAT - 255

## Recruitment Revolution

We aspire to be the sector leader in our recruitment and retention of a talented and committed workforce. In order to do this we have been moving away from our traditional recruitment activity and investing in new and innovative ways of attracting, recruiting and retaining staff as part of our #RecruitmentRevolution. We have been joined by Tricia Nicoll from Tricia Nicoll Consulting who is an expert in attracting people, especially those people who may not have considered working in social care or education and are therefore not aware of the many professional opportunities that are available to them.

Our #RecruitmentRevolution has started with our new Community Connector roles that have been embedding MacIntyre Care into the hearts and minds of people in the local communities we are part of. Our workforce, people supported and families have joined together on the #RecruitmentRevolution holding the core values that by attracting and recruiting outstanding people to join the MacIntyre

Care team, whether in CYP, No Limits, Adult Services or our Central functions, we will enable people we support to have gloriously ordinary lives.

**Quote from Community Connector:**

*“It has been such a gratifying experience and learning curve; to relook through an ‘asset based’ lens, at the local areas and vibrant communities that MacIntyre are already a part of and to build on these opportunities and relationships, in a mutually beneficial way, which is widening our talented workforce and accelerating our community impact!”*

Sarah, Community Connector

**Quote from New Employee:**

*“I have come from a retail background and this job has been a totally different experience. Each day is different and I feel that each day I make a difference in the world and go home feeling I truly made a difference in someone else's life. I just wish I had thought about this type of work sooner.”*

DG, Support Worker

During 2021/22 within MacIntyre Care we have recruited 504 new colleagues (798 in 2020/21), of which 21.5% have joined the team as they were recommended by a MacIntyre employee as being a great place to work.

For the 2021/22 academic year MacIntyre Academies recruited 67 new employees..

### Megan's Story

"I'm Megan and I'm a Support Worker at Wingrave's residential children's home. I graduated from university last summer with a degree in Education and Early Years. I've never worked in care before, my previous employment had always been part-time jobs in the hospitality sector."

### What interested you about joining MacIntyre?

"I saw MacIntyre online, so knew of the organisation, plus my cousin works here too. I always wanted a job after university that would give me not just a lot of experience, but also one that would help make a difference to someone's life. This gives me all of that, it's definitely the best job I picked."

### What is it like to work with children and young people?

"Every day is completely different. It's not a typical 9am to 5pm role. It's nice because you are part of the children and young people's lives. It's really lovely seeing the difference you're making and seeing their progression."

### What is the training and support like?

"We get a lot of training. It was different for me because of the pandemic so I've done a lot of training online and over Zoom. The team and managers I work with are also so supportive and are always on hand to give advice and

feedback. So yes, you get lots of training and support from day one.

### What do you love most about your role?

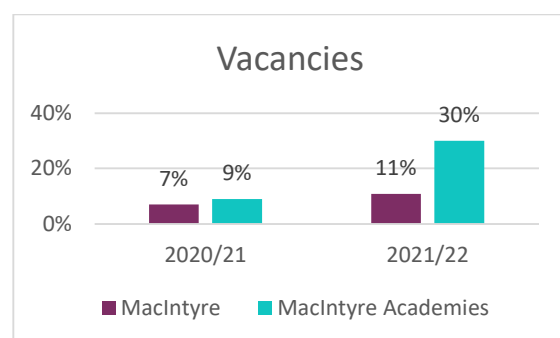
"Definitely seeing the progress! One of the young people I currently support has made so much progress recently and everybody can see it. I think that is the best part of my role, seeing the progress."

### What would you advise someone who is thinking of starting a career working with children?

"You need to be patient and caring, but being a Support Worker here will bring so much joy to your life. There are certainly never any dull moments!"

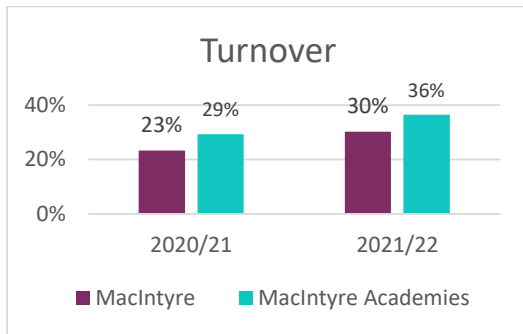
### Vacancies

Vacancy levels across adult social care and education have been steadily rising for the past few years. There was a brief respite during the early days of the pandemic when colleagues who had been furloughed considered moving to our sectors. For the year under review we saw levels return to pre pandemic levels with an indication that worse is to come given the economic and social dynamics we are facing.



### Turnover

MacIntyre Care continues to maintain below average social care sector turnover rates of 34.4%.



### Support our Staff’s wellbeing

We are committed to supporting the health, wellbeing and attendance of all employees and recognise the value of the contribution of employees to our success. During the pandemic we have focused our wellbeing efforts on ensuring we provide a safe and healthy environment for our staff to work and people we support to live. Our staff have had to work during this period in some quite challenging circumstances and our focus has been on supporting their wellbeing including resilience in order to help support our staff from mental and physical ill-health. In addition to supporting people with physical and emotional wellbeing, we also support our employees with financial, personal and professional wellbeing through our HR Advisors, Employee Assistance Programme and Occupational Health.

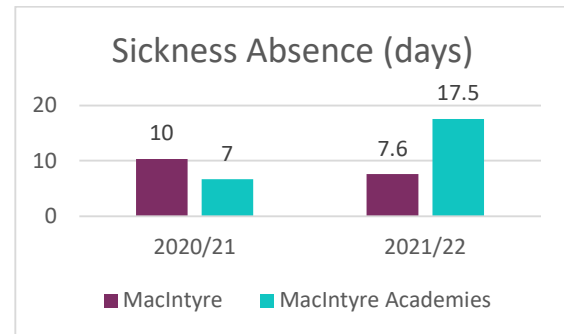
### STRAW – Staff Resilience And Wellbeing project, University of Kent

MacIntyre Care continue to work in partnership with the University of Kent to develop an effective model of support for staff after stressful events at work. Belinda Bradley, Head of Best Practice has been a member of the advisory group for the research team and MacIntyre Care are now part of a training trial which we hope will make a difference to our skills and abilities to support staff and reduce the risks of any negative impacts from their work on their personal wellbeing.

### Sickness and Absence (days)

During this financial year the *Covid-19* pandemic has continued to have an impact on the education and social care sectors. However in MacIntyre Care during this period we have reduced our sickness levels which continue to remain

below the social care average (9.5 days) to 7.6 days on average per employee.



### Employee Story

“In 2021 I applied for a promotion with MacIntyre and was successful. Shortly after my promotion I contracted *Covid-19*. After isolating for 10 days I returned to work but found I could not function like I had previously, I could not put words together or build a narrative in my mind and I found this incredibly debilitating. After a few days passed I noticed that things were not improving; my speech was affected and the pressure of my role became too much. I was really shocked at what was happening to me and I found it incredibly frightening.

I spoke to a senior colleague in my area who was so compassionate and caring. She supported me and gave me really good advice including “at MacIntyre we are a big family”. I will never forget this. I loved my job and feel part of the MacIntyre family. I ended up back in hospital but during this time, and when I returned to work, the MacIntyre Managers and team could not have been more supportive to me, they made me feel so incredibly valued and gave me back my sense of self-worth.

I can honestly say I have never felt so supported by so many colleagues and so valued for the job that I love doing. I feel so lucky to be part of the MacIntyre family and especially the wellbeing support that has been provided to me throughout my career.”

## Equality, Diversity and Inclusion

At MacIntyre Care we do not want to just meet our legal and contractual obligations we want to achieve greater outcomes as we believe equality, diversity and inclusion is essential to achieving our vision, supporting our employees' best interests and providing a better and more positive experience for the people drawing on our support, their families and all connected with MacIntyre Care. We are therefore committed to providing a positive environment, supported by a culture where everybody is treated with dignity and respect.

In April 2022 The MacIntyre Care's Diversity Advisory Group (DAG) was formed. The key aims for the 15 employees who form the Diversity Advisory Group, led by Shané Francis-Myles an external consultant specialising in this area, is to support processes and initiatives which will embed diversity, equality, and inclusion within the organisation.

The Diversity Advisory Group purpose and responsibilities include:-

- An advisory role to guide the development and implementation of MacIntyre's diversity, equality and inclusion strategy and plan.
- Provide insight and knowledge to the Leadership Team on related issues.
- Assist in creating awareness, and education across the company.
- Act as diversity, equality, and inclusion champions.
- Advise and support communications locally, to assist in ensuring that the communications are appropriate and inclusive.
- To act as a pilot group to be trained and provide feedback when diversity related training and any further learning initiatives are developed.

Everyone is unique and by ensuring that we, as a charity, are representative of our society and the people we support will enable us to achieve great outcomes for people.

Quote from Group member:

*"The Diversity Advisory Group has been looking at how we support and celebrate diversity across MacIntyre, with a particular focus on BLM, LGBTQIA+ Pride, and Neurodiversity.*

*We are bringing our ideas to staff across MacIntyre, including through Best Practice meetings, Manager Seminars and the Inspiring Leaders Conference; as well as considering how demographic data can help us to offer better support to marginalised staff and people we support."*

Christine, DAG group member

## MacIntyre Care Salary Reviews

In seeking to attract, recognise and reward our employees we always aspire to pay above the National Minimum Wage (NMW), provide continuous professional development and a benefits packages that reinforces our organisational values and recognises the achievements of our employees. In April, 2021 we increased MacIntyre Care frontline staff salary above the National Minimum Wage (NMW) to £9.00 per hour and in January 2022 further uplifted their hourly rate to a minimum of £9.50 ahead of the April NMW 6.6% increase. We conducted a job evaluation and benchmarking exercise for No Limits Programme Managers, Adult Services Frontline Managers and our Children and Young People's Frontline Staff which resulted in attractive pay uplifts. Adult Services Area Managers were awarded a one-off payment and we are pleased that some of our funders provided a bonus payments to some of



our Adult Social Care staff which we were delighted to pass on. In addition to this we continue to financially support staff that require time off work due to Covid.

### **MacIntyre Academies Salary Review**

Attracting and retaining top talent and creating a great place to work is a priority for MacIntyre Academies Trust. Ensuring our salaries and total rewards offer are competitive and attractive is key to our approach.

In 2022/23, the Academies mirrored the Government's recommended teacher pay increases of between 5% and 8.9% and we are on track to meet the Government's commitment for new teacher pay to rise to £30,000 from September 2023. In addition, following an extensive benchmarking exercise, the Academies introduced a discretionary special school allowance for teaching assistants and other support roles to recognise the important work they do and additional responsibilities they hold. We also introduced a regional allowance for Oxfordshire based employees to compensate for the additional cost of living in comparison to other areas of the UK."

## Learning and Development

We continue to invest in the continuous professional development (CPD) of our workforce. For the period under review we have assessed the training requirements across MacIntyre Care to ensure that all areas have a clear workforce development plan and all employees understand the learning activity that is essential and opportunities for continual professional development. We have been able to return to face to face learning for some training courses as the pandemic restrictions lift, this has been welcomed by many and whilst online learning has its place face to face sessions will increase in the coming months.

Across MacIntyre Care 800 online induction sessions were completed from April 2021 to March 2022. In addition to this, 2 face-to-face local induction days were delivered.

During the year 28,527 eLearning modules were completed (20,840 in 2020/21), an average of 13.4.5 learning programmes each (9.5 in 2020/21)

163 people have completed qualifications with our internal team during the year

We have supported a total of 52 staff through the Education and Training (level 3) programme and 8 through the Diploma in Education and Training (level 5 – Degree), these programmes have been hugely successful, with completion rates reaching 98% within the agreed timeframes. The staff attending these courses are committed from day one and complete their assignments in their own time to a really good standard.

Seven No Limits staff that previously qualified on the Education and Training (Level 3) were identified to register onto the Level 5 Education Diploma as part of their own progression, to build capacity within the division and to support growth, four of whom have been successful in their applications for higher level roles.

### EAT Level 3 testimonials:

“Since I have completed my Level 3 Education and Training course many people have commented at work how they have seen my confidence in my own ability grow.

This has had an extremely positive effect on the quality of support and facilitation I am now giving learners at MacIntyre.”

“I feel there has been a vast improvement in my practice. I feel much more confident to adapt to different learners and have a better scope for understanding what is required of me in my role and how I can achieve my aims more objectively.

I feel I am more reflective on my own practice than I was before I undertook the course. I’ve really enjoyed the professional and warm delivery of our tutor Rachel.”

### DET Level 5 testimonials:

“As a new member of the Programme Co-Ordinator team in No Limits South Bucks, I have found the course beneficial by supporting me to understand the new role that I took over when starting the course. In particular around quality in the service, I had a mild understanding of the quality cycle within the provision I work in, but I feel that I gained further



understanding when completing assignments based around this. I also feel I am more confident in carrying out observations for staff. Due to gaining more knowledge around the teaching cycle and the expectations of a teacher or trainer (The professional standards for teachers and trainers 2022). As a trainer in general, I feel like my skills have broadened, I feel competent and confident that I can lead sessions with a much better understanding.”

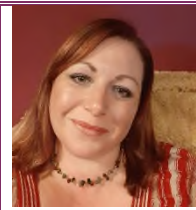
“I have recently been promoted to the PCO role and this course has definitely impacted on how I performed at the interview. I was able to demonstrate knowledge related to stakeholders and how MacIntyre works with them. The course has also prepared me for the PCO role as I have better understanding of the education process, how regulations, funding, DNA and quality cycle plays a role what we do at No Limits.”

### Liz’s success story:

Liz Lyman started working for MacIntyre Care in April 2017 as a Community Teaching Facilitator then as a Programme Co-ordinator in October 2019, she has recently just been interviewed and was appointed as the new Programme Manager in Milton Keynes. Liz has also completed her Education and Training level 3 and her Diploma in Education level 5 through MacIntyre Care.

Liz is a great team member and has invested significantly to develop her own knowledge and skills to become the great leader that MacIntyre Care aspires to have. By taking time for her own professional development not only has Liz been able to upskill herself in many areas but she has also been able to support her staff team to do the same, meaning a much better experience and great outcomes for the young people being supported within our No Limits provision.

### Liz’s testimonial:



“I absolutely loved, and on a few occasions, hated the course as it was really demanding and juggling a full time role and a Level 5 course was not without its challenges, but this made me better at managing my time, prioritising and also showed me how important it is to achieve deadlines and to maintain regular contact with people if you are not able to.

Since completing the DET course 12 months ago I have used the knowledge I gained when working with staff and learners and have been able to better support CTFs to plan sessions that are meaningful as it helps to put a lot more theory behind the practice. I recently became Programme Manager for No Limits Milton Keynes, something I would not have been able to do without the DET Level 5. I will always be grateful for the opportunity to complete this course as it has opened so many doors for me with my career and also given me a greater insight in to the world of education, which I love.

I am proof that you can teach an old dog new tricks as 5 years ago I had just started as a CTF with no formal educational qualifications, having been out of education myself for over 20 years, now I am a Programme Manager with a Level 5 Diploma in Education!”

### Leadership:

In March of this year our new Leadership programme “Leading to Succeed for Aspiring Managers” was launched, the programme consists of 6 days and to date we have delivered 4 days. The target audience is for those leaders who are working at Front Line Leader level or above with ambition to progress to a higher level role. There are 14 leaders currently working through the programme and to date two have been successful in

progressing to an Area Manager within adult services role.

**Testimonials:**

“I really enjoy attending the Leading to Succeed for Aspiring Managers programme it is helping me in so many ways.

It has given me the opportunity to meet others within wider MacIntyre not just other Managers from North/South but also people I speak to on a weekly basis such as colleagues from HR and Marketing. This enables me to feel more confident in contacting them as they are now familiar to me and not just someone at the end of an email or phone call.

The programme has also had an impact on my Area as meeting people from different departments talking about what their teams do and the support they can offer has enabled me to feedback to my Manager’s and they now feel more confident to know where to go for support and advise.

My Management team like my feedback about the program and have commented they too would like a similar program for them to attend.

The programme has been so informative, giving me lots of new ideas in terms of my Recruitment strategy and performance management plans. I now have teams making applications to Staff Council fund to help fund projects within our area. I will miss the programme when it ends.”

“I feel the programme has supported me in my previous role learning from others and sharing practice which I have taken into my new role.

The guest speakers have been a real insight into what the wider MacIntyre do.”

# Growing an Organisation with Integrity and Robust Financial Planning

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

## MacIntyre Care Strategy 2020 - 2023

It is essential to all of our stakeholders that we remain commercially stable and that we are able to continue to invest in our future. We achieve this by ensuring that all of our statutory contracts are funded to a level that covers the true cost of care and by securing new contracts that deliver a surplus. In addition MacIntyre Care chooses to invest our finite charitable funds in areas that add value to our core service provision.

For the year under review our overall income has remained stable. This does however mask a considerable amount of movement across all divisions. In summary we are providing education and care to more children across the Group. The number of people drawing on eligible adult social care has reduced slightly and the number of people in danger of “falling through the eligibility funding gap” has increased. This is the result of intense negotiations with councils who have been unable to fund the true cost of care and where the consequence has been that we have sadly had to exit from these contracts. As more people fall outside of the tightened eligibility criteria we are seeing an increase in connection with our Great Communities initiatives.

We are very conscious of the economic struggles experienced by an increasing number of councils who are struggling to meet their budgets. Our greatest concern is for the impact that this will have on people drawing on social care support. We continue to ensure that people are well represented legally and endeavour to lead open and honest negotiations in a proactive manner with all council partners.

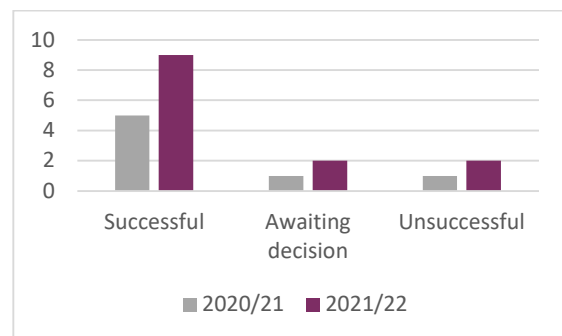
### Growth

Growth is important to us because it enables us to connect with more beneficiaries. For the year under review Kevin Rodger, CYP Director, has developed a comprehensive growth plan for the MAT and for MacIntyre Care’s Children and Young People services.

We have commissioned Cranfield Executive Business School to work alongside our Adult Social Care senior leadership team in the development of a dedicated growth plan that will run from Autumn 2022 for two years.

We have initiated plans to move our central office and to better use our learning centre site in Milton Keynes to exemplify our best practice; to develop collaborative opportunities across our different teams and to provide work experience opportunities for disabled people.

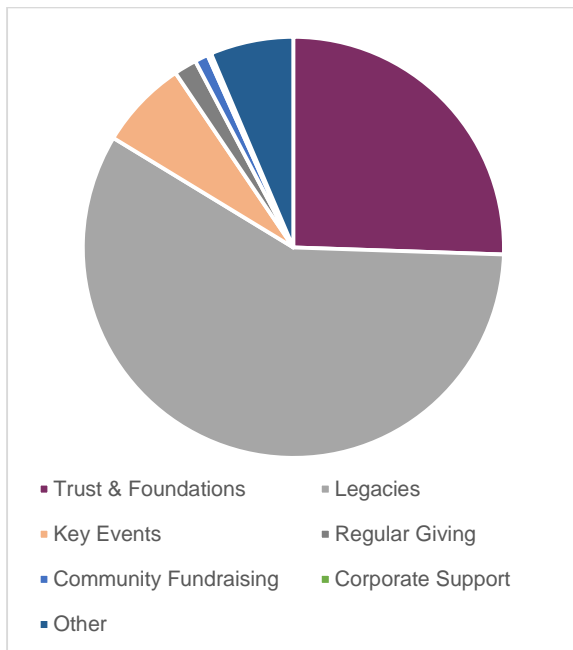
### Bid Success



**Charitable Income** - Grant and fundraising income continues to enable us to add value through the funding of posts and items which directly benefit people we support and which are not covered by our core fees.

In 2019 MacIntyre Care Trustees agreed a five-year investment plan for charitable funds totally £2.4m. This investment will be allocated to growth, excellence in practice, working in new ways and recruitment.

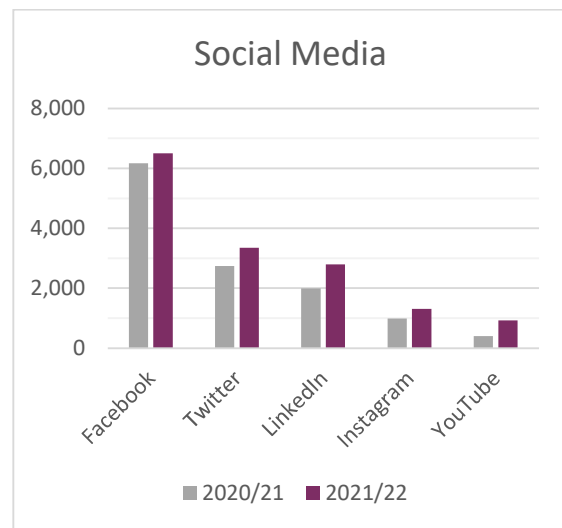
In the year under review, grants from Trusts & Foundations and Legacy income continued to be the main source of charitable income and reflects the focus of the small fundraising team. For the year under review the split of fundraising income was as follows:



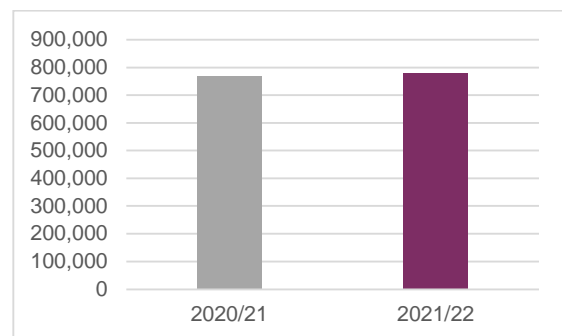
**Marketing and social media** - Our use of social media continues to grow with platforms such as Facebook and Twitter playing a key role in our marketing and recruiting activity. The Yammer platform for our internal communications continues to go from strength to strength.

MacIntyre Care’s website, intranet, printed and digital communications are effective ways of communicating with both external and internal audiences.

## Social Media



## Website and Intranet Total Page Views



The fairly static number of page views this year reflects the peak of usage of the MacIntyre Care intranet during the *Covid-19* pandemic in 2020/21.

**Digital and technology solutions for disabled people** – during the year we initiated a ‘Data Project’ led by a small team to review the efficiency and effectiveness of our digital systems. The team have initial priorities to consider HR, rostering, financial and recruitment systems, with a phased plan to also included digital systems for the people who draw on our support to be in control of their own data and communication.

# Trustees' Report

## Report of the Trustees

As chairman of the Board of the MacIntyre Care Trustees I am pleased to present this report which focusses on how we have discharged our legal and governance responsibilities in the year ended 31<sup>st</sup> March 2022.

### About MacIntyre Care

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

MacIntyre Care is a sector-leading national charity employing some 2,100 people providing learning, support, education and care to just over 1,250 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 280 people and provides education to over 275 children with special educational needs.

### Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently

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

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

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

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

### Providing Public Benefit

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

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

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

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

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

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

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

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

## **The Trustee Board**

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

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

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

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

I am very grateful to each of my fellow Trustees who continue to give very generously of their time, both to Board and committee meetings as well as lending their expert support and advice to management on a wide range of issues. Many of our Trustees also invest their personal time in visiting MacIntyre Care services and all this support is very much welcomed. The advice and guidance provided by Dr Dragana Josifova during the year to many of our staff concerned about the *Covid-19* vaccination programme was widely appreciated within MacIntyre Care.

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

## **The senior management team**

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

Each member of the MacIntyre Care Director team served for the whole of the year under review. This provided a helpful level of stability after a period of Director change in the previous year. Since the end of the year, Helen Bass, Workforce Director, has left MacIntyre Care. We are grateful to Helen for all she did to drive forward our workforce agenda for over seven years. Seb Moh, formerly Adult Services Director for the South, has assumed a new role as Director of Quality and People and Andrea Parr has been appointed as interim Adult Services Director, for the South.

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

The Directors 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, including Learning Disability England (LDE) and #socialcarefuture. The relationships formed through these activities were pivotal as we and others across our sector grappled with the challenges of *Covid-19*.

We see these external roles as an important opportunity for sharing, learning and



establishing MacIntyre Care more widely in the minds of those with whom we work and to support the wider disability sector, transforming how others think about and deliver education and social care.

### **Our governance structures**

I aim to create an environment that enables strong and effective teamwork between Trustees and Directors. We undertake most of our Trustee business in full bi-monthly Board meetings. In the year under review, we mainly met over Zoom while *Covid-19* was still impacting us, but in the later part of the year we were pleased to start to return to in-person 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 Care Director, so that all Trustees can probe and understand the committees' decisions.

We restructured our Board committees at the start of the year and changed several of the committee chairs. A periodic refresh enables us to ensure that we always focus on the key issues and we introduce fresh ideas and thinking to the leadership of the committees. The main changes introduced were to establish a separate Quality & Safeguarding committee, incorporate the Nominations committee into the existing Governance committee, and incorporate the property committee into a revised Finance, Audit & Risk committee. Ten of our 12 Trustees have been or currently serve as committee chairs, so we have a real depth of experience within our ranks and a great sense of support and teamwork.

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

In times of crisis or where urgent action is

needed, I establish small fast-response taskforces. There was no requirement for a taskforce to be set up in the year under review. The most recent taskforce operated in the first six months of 2020 to help support and advise management and staff in handling MacIntyre Care's early month response to *Covid-19*.

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

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

The committee met once in the year with Rosemary Hart in the chair and satisfied itself with the results of the most recent and comprehensive governance self-review. The committee has reviewed the terms of reference of the various Board committees, particularly following the restructuring of the committees. The governance committee also assessed Trustee training needs and recommended the Safeguarding training provided by the Ann Craft Trust. The committee checked that policies and the register of Trustees' interests are up to date, and it received an update on complaints. It is presently working on a review of the language in our articles of association, ensuring they meet modern requirements. The Board is satisfied that MacIntyre Care is applying all the seven principles in the way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code.

### **Our schools**

Our education committee oversees the strategic development of education services across both MacIntyre Care and MacIntyre Academies. The committee, chaired by Adam Goldstein, met once in the year under review, and its members include MacIntyre Care Trustees with a special education interest. Since the end of the year under review the committee met to review and approve the formal response of MacIntyre Care to the March 2022 SEND Green Paper. The committee is attended by the Group Director of Education and Children's services, whose oversight responsibilities include ensuring that there is maximum cross-over of learning between the two charities. School Principals attend the committee as invited.

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

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

**MacIntyre Academies** Directors include Neil Macmillan (chair) and Martin Zahra, who are the two nominated MacIntyre Care representatives. Additionally, there are three independent Directors, including the Vice Chair Charlotte May who is a former deputy Head Teacher. MacIntyre Care, as sponsor, is itself a corporate member of MacIntyre Academies and is represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care is the Company Secretary of both MacIntyre Care and MacIntyre Academies. She was also the accounting officer of MacIntyre Academies until 15<sup>th</sup> February 2022, at which date Kevin

Rodger, Group Director of Education and Children's Services, assumed the accounting officer role.

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

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

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

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

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

The committee takes a report annually from the Workforce Director. The committee reviewed the 2021/22 workforce strategy, including pay and reward proposals. The committee endorsed and recommended to the

Board management's proposals to bring forward the dates for increasing salaries in children's residential services and in adult services and for making increased additional shift payments over the Christmas and New Year period. The incremental 2021/22 cost of these crucial staff retention measures at £1.1m was significant but judged by management and Trustees as an essential retention matter.

The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up three quarters 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 2022) stood at 4.1% (2021 7.6%) 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, welfare and development. Recruitment has become our number one priority following *the Covid-19* pandemic and the committee and the Board were briefed on the vital importance of focusing relentlessly on imaginative ways of recruiting people into MacIntyre Care, on reducing the level of staff vacancies and retaining our valued staff.

A particular focus was placed in the previous year across MacIntyre Care and at the Board on equality, diversity and inclusion (EDI). In the year under review the MacIntyre Care Diversity Advisory Group created an EDI charter and an EDI strategy was finalised. Mandatory EDI training was rolled out across MacIntyre Care.

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

### **Quality and safeguarding**

A quality and safeguarding committee was established from 1<sup>st</sup> April 2021. Safeguarding was previously monitored alongside other risks at the former audit, risk and safeguarding committee. The committee, chaired by Trustee Pam Meek, a headteacher with extensive experience of safeguarding, met once in the year. The committee took the annual safeguarding report and also a report on quality and achieving best practice.

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

**Safeguarding** - we have an organisational culture in MacIntyre Care that prioritises safeguarding. The wellbeing of the children and adults we support has always been and always will be our top priority. Equally we seek to provide a safe and trusted environment which safeguards our staff and promotes their wellbeing. The working environment is not always easy and some of the people we support show challenging behaviours.

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

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

The committee receives reports from the Compliance Manager, which includes the results from the Health & Safety Manager,

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

### **Harnessing digital technology**

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

The committee, chaired by Martin Zahra, met four times in the year. It is presently focussed on our IT plans and strategy, including overseeing projects connected to our CRM and HR/payroll systems and online rostering. We have also evaluated the software implications on MacIntyre Care of the Russia war with Ukraine, which prompted us to make one change of supplier.

Early in the year under review MacIntyre Care was subject to a cyber attack and the committee devoted much time to supporting, advising and guiding management on the IT issues arising from the attack. We have since implemented a range of actions which are designed to mitigate against future attacks. The Information Commissioner's Office have confirmed that they are satisfied that we have taken all appropriate actions on detecting the issue and have supplied them with sufficient information as part of their investigation and they regard the matter as closed from their regulatory perspective. We are appreciative of the specific insights and advice of Faisal Uddin on this matter. He was co-opted to the digital committee in July 2020. He has sadly found it necessary to step back from the committee since the end of the year under review due to the pressures of his external executive work commitments.

### **Finance**

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

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

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

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

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

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

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

**Compliance** - the committee receives reports from the Compliance Manager, which includes the results from Ofsted and the Care Quality Commission's inspections of our services.

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

**Our properties** - the committee takes reports from the Chief Operating Officer and reviews the stock of MacIntyre Care group properties, property moves, new builds, major refurbishments and property funding. Grand Union Housing undertake property condition surveys and generate cyclical reports and MacIntyre Care commission contractors to undertake necessary property maintenance. The key areas of focus in the year for the committee were: the search for a new central office location in Milton Keynes; the conversion at Great Holm of the former pool area into a gym and the refurbishment of the garden for more use by the people living in the local services; and works at Wingrave School together with the proposed sale of three empty houses previously forming part of the Wingrave provision.

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

**Statement of disclosure to auditor** - so far as the Trustees are aware, there is no relevant audit information of which the 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.

#### **Our investment policy**

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

donations received in the recent years are being used over the medium term for the wider charitable benefit.

#### **Our reserves policy**

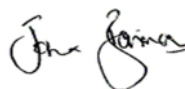
The Trustees have considered the Charity Commission guidance on reserves in updating MacIntyre Care's reserves policy. MacIntyre Care is substantially funded by income through grants and contracts to provide services. This income is, in the main, predictable on an annual basis.

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

#### **Going Concern**

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

#### **Approved on behalf of the Board:**



**John Berriman**  
**Chair of MacIntyre Care**

**Date:**

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

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 55, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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



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

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

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

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

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

Our approach was as follows:

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

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

#### **Use of our report**

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

*Moore Kingston Smith LLP.*

Date: 31 January 2023

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

9 Appold Street  
London  
EC2A 2AP

**GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022**

		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Notes	Funds £'000	Funds £'000	2022 £'000	Funds £'000	Funds £'000	2021 £'000
<b>INCOME AND ENDOWMENTS FROM</b>							
Donations and legacies	2(a)	773	275	1,048	162	267	429
Fixed Asset Donations		-	-	-	-	2,070	2,070
Charitable activities:	3						
Adult Support Services		39,875	-	39,875	42,685	-	42,685
Children and Young People Services		12,163	12,789	24,952	10,671	11,341	22,012
Investments		8	-	8	3	-	3
<b>TOTAL INCOME</b>		<b>52,819</b>	<b>13,064</b>	<b>65,883</b>	<b>53,521</b>	<b>13,678</b>	<b>67,199</b>
<b>EXPENDITURE ON</b>							
Raising Funds	3	53	-	53	43	-	43
Charitable activities:							
Adult Support Services		39,267	-	39,267	42,076	-	42,076
Children and Young People Services		12,642	14,255	26,897	10,519	11,500	22,019
<b>TOTAL EXPENDITURE</b>	3	<b>51,962</b>	<b>14,255</b>	<b>66,217</b>	<b>52,638</b>	<b>11,500</b>	<b>64,138</b>
<b>NET INCOME FOR THE YEAR</b>		<b>857</b>	<b>(1,191)</b>	<b>(334)</b>	<b>883</b>	<b>2,178</b>	<b>3,061</b>
<b>Transfers between funds</b>		<b>197</b>	<b>(197)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains and losses</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Actuarial (losses)/gains on Defined Benefit pension schemes</b>		<b>-</b>	<b>1,460</b>	<b>1,460</b>	<b>-</b>	<b>(2,624)</b>	<b>(2,624)</b>
<b>Net Movement in funds</b>		<b>1,054</b>	<b>72</b>	<b>1,126</b>	<b>883</b>	<b>(446)</b>	<b>437</b>
<b>Reconciliation of funds</b>	11	<b>21,941</b>	<b>16,451</b>	<b>38,392</b>	<b>21,058</b>	<b>16,897</b>	<b>37,955</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>22,995</b>	<b>16,523</b>	<b>39,518</b>	<b>21,941</b>	<b>16,451</b>	<b>38,392</b>

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

**CONSOLIDATED GROUP AND CHARITY BALANCE SHEETS FOR THE YEAR END 31 MARCH 2022**

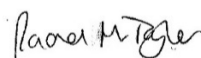
	Notes	Group		Charity	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
<b>FIXED ASSETS</b>					
Tangible Assets	6	31,742	31,958	13,878	14,103
<b>NET CURRENT ASSETS</b>					
Stocks	8	16	4	16	4
Debtors	9	7,607	6,011	7,057	5,155
Cash at bank and in hand	14	11,610	10,696	8,544	8,231
		19,233	16,711	15,617	13,390
<b>CREDITORS:</b>					
Within one year	10	(5,809)	(4,875)	(5,343)	(4,471)
<b>NET CURRENT ASSETS</b>		13,424	11,836	10,274	8,919
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		45,166	43,794	24,152	23,022
Defined benefit pension scheme liability	12	(5,648)	(5,402)	-	-
		39,518	38,392	24,152	23,022
Restricted Funds	11	16,523	16,451	887	809
Unrestricted funds					
Designated Funds	11	19,382	18,751	19,382	18,751
General Funds	11	3,613	3,190	3,883	3,462
<b>TOTAL FUNDS</b>		39,518	38,392	24,152	23,022

The charitable company's surplus for the year is £1,213k (2021: £1,151k).

Approved on behalf of the board:



John Berriman  
Trustee



Rachel Taylor  
Trustee

Company No. 00894054

## GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	<b>2022</b> <b>£'000</b>	<b>2021</b> <b>£'000</b>
Cash flows from operating activities	2004	4,086
Cash flows from investing activities	(1,090)	(1,061)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	<u>914</u>	<u>3,025</u>
Cash and cash equivalents at 1 April	10,696	7,671
Cash and cash equivalents at 31 March	<u>11,610</u>	<u>10,696</u>
<b>Reconciliation of net income/(expenditure) to net cash inflow from operating activities</b>		
Net incoming/(outgoing) resources	(334)	3,060
Adjusted for:		
Investment Income	(8)	(3)
Depreciation of tangible fixed assets	1,326	1,234
Fixed asset donation	-	(2,070)
Defined benefit expense	1,694	480
(Increase)/Decrease in debtors	(1,596)	977
Increase in creditors	934	404
(Increase) in stock	(12)	4
<b>Net cash provided by/(used in) operating activities</b>	<u>2,004</u>	<u>4,086</u>
<b>Cash flow from investing activities</b>		
Interest received	8	3
Purchase of tangible fixed assets	(1,098)	(1,064)
<b>Net cash inflow/(outflow) from investing activities</b>	<u>(1,090)</u>	<u>(1,061)</u>
<b>Analysis of cash and cash equivalents</b>		
Cash at bank and in hand	<u>11,610</u>	<u>10,696</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 consolidation**

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting 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 2022:

75% of costs were allocated to Adult Support Services (2021: 80%) and  
25% of costs were allocated to Children and Young People Services (2021: 20%).

### **Taxation**

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

### **Fixed Assets**

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

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

### **Depreciation**

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

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

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

### **Freehold land and buildings**

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

### **Stocks**

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

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

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

## Financial instruments

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

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

## Employee benefits

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

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

## Pensions

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

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

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

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

## Fund accounting

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

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

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

## Critical accounting estimates and areas of judgement

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

### Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 12, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 March 2022. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

## 2. INCOMING RESOURCES

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

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

### 2.1. NET INCOMING RESOURCES

#### (a) Donations and Legacies

MacIntyre Care thanks all donors who have contributed to the work and the organisation during the year. The income from donations and legacies was £929k (2021: £429k) of which £690k was unrestricted (2021: £162k) and £239k was restricted funds (2021: £267k).

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

	Charity	
	2022	2021
	£'000	£'000
Department for Work and Pensions (Access to Work)	6	6
Association FOWDF Funds	5	-
Dementia UK Admiral Nurse	44	41
Dying to Talk	50	6
Eveson Charitable Trust (Great Communities, Worcs)	-	4
Inclusive Approach	15	-
Skills for Care – Workforce Development Fund	-	12
The Morrison's Foundation (Woodland View)	-	26
The Screwfix Foundation (Stony Stratford Coffee Shop)	1	-
<b>Total Grants Received</b>	<b>121</b>	<b>95</b>

### 3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs £'000	Restricted Project £'000	Designated Expenditure £'000	Support & Other £'000	2022 Total £'000	2021 Total £'000
Adult Support Services	36,726	-	244	2,297	39,267	42,076
Children & Young People Services	11,170	14,255	-	1,472	26,897	22,019
Fundraising Costs	-	-	53	-	53	43
	<u>47,896</u>	<u>14,255</u>	<u>297</u>	<u>3,769</u>	<u>66,217</u>	<u>64,138</u>

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

	Adult Services £'000	Children and Young People Services £'000	2022 Total £'000	2021 Total £'000
<b>Support Costs:</b>				
Training	144	70	214	372
IT	172	146	138	162
Standards & Excellence	49	52	101	119
Management & Administration	733	428	1,161	1,822
Finance & HR	1,214	1,285	2,499	1,531
	<u>2,312</u>	<u>1,981</u>	<u>4,113</u>	<u>4,006</u>

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

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Depreciation	1,297	1,234	667	759
Operating Leases				
• Equipment & Vehicles	506	437	466	432
• Buildings	413	410	413	410
Audit remuneration				
• For statutory audit of the financial statements	112	48	40	36
• For audit-related assurance of services	3	3	-	-
• For accountancy services	5	5	-	-

### 4. EMPLOYEES

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

	Group		Charity	
	2022 No.	2021 No.	2022 No.	2021 No.
Adult Support Services	1,198	1,473	1,198	1,473
Children and Young People Services	716	585	467	384
Management and Administration	244	286	206	252
	<u>2,158</u>	<u>2,344</u>	<u>1,871</u>	<u>2,109</u>

Group

Charity

<b>Staff costs during the year amounted to:</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	£'000	£'000	£'000	£'000
Wages and Salaries	42,953	43,755	36,566	37,824
Social Security Costs	3,291	3,267	2,770	2,753
Other Pension Costs	1,999	1,966	851	883
	<u>48,243</u>	<u>48,988</u>	<u>40,187</u>	<u>41,460</u>
Agency Staff Costs	<u>3,228</u>	<u>2,484</u>	<u>2,633</u>	<u>2,020</u>
	<u><u>51,471</u></u>	<u><u>51,472</u></u>	<u><u>42,820</u></u>	<u><u>43,480</u></u>

### Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £42,818 (2021: £40,892).

#### **Employee emoluments:**

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

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	No.	No.	No.	No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	3	3	3	1
£80,001 - £90,000	3	5	1	3
£70,001 - £80,000	1	-	-	-
£60,000 - £70,000	1	3	-	2

The total employer's pension contributions for the above higher paid employees during the financial year was £114,594 (2021: £93,604) to a defined contribution scheme.

### Key management personnel

Key management personnel include the senior management team of the organisation comprising of the Chief Executive, Chief Operating Officer, Workforce Director and Operations Directors. The total emoluments and employee benefits of this group were £449,000 (2021: £511,500).

### 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

	<b>Freehold Land and Buildings</b> £'000	<b>Long Term Leasehold Property</b> £'000	<b>Short Term Leasehold Property</b> £'000	<b>Equipment and Furnishings</b> £'000	<b>Motor Vehicles</b> £'000	<b>Total £'000</b> £'000
Cost:						
At 1 April 2021	18,404	18,428	672	7,777	16	45,297
Additions	282	-	-	810	6	1,098
Disposals	-	-	-	-	-	-
At 31 March 2022	<u>18,686</u>	<u>18,428</u>	<u>672</u>	<u>8,587</u>	<u>22</u>	<u>46,395</u>
Depreciation:						
At 1 April 2021	5,125	1,419	671	6,107	3	13,327
Charge for the year	717	-	-	605	4	1,326
Disposals	-	-	-	-	-	-
At 31 March 2022	<u>5,843</u>	<u>1,419</u>	<u>671</u>	<u>6,712</u>	<u>7</u>	<u>14,653</u>
Net Book value:						
At 31 March 2022	<u>12,843</u>	<u>17,009</u>	<u>1</u>	<u>1,875</u>	<u>15</u>	<u>31,742</u>
At 1 March 2021	<u>13,275</u>	<u>16,996</u>	<u>1</u>	<u>1,674</u>	<u>12</u>	<u>31,958</u>

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

	<b>Long Term Leasehold Property</b> £'000	<b>Motor Vehicles</b> £'000	<b>Equipment and Furnishings</b> £'000	<b>Total £'000</b>
Net Book value as at 1 April 2021	16,995	12	847	17,854
Additions in the year	-	6	630	636
Depreciation charged in year	(353)	(4)	(270)	(627)
Net Book value as at 31 March 2022	<u>16,644</u>	<u>14</u>	<u>1,206</u>	<u>17,864</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 2022 is as follows:

	Restricted Funds £'000	<b>Total 2022 £'000</b>	Restricted Funds £'000	<b>Total 2021 £'000</b>
Income	12,789	12,789	13,411	13,411
Expenditure	(12,549)	(12,549)	(11,500)	(11,500)
Net income	240	240	1,911	1,911
Actuarial losses on defined benefit pension schemes	(5,402)	(5,402)	(2,624)	(2,624)
<b>Net movement in funds</b>	<b>(5,162)</b>	<b>(5,162)</b>	<b>(713)</b>	<b>(713)</b>

<b>Balance Sheet</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
Fixed Assets	17,864	17,854
Current Assets	3,606	3,321
Current Liabilities	(458)	(403)
Defined benefit pension scheme liability	(5,402)	(5,402)
<b>Net Assets</b>	<b>15,610</b>	<b>15,370</b>

Restricted funds	3,148	2,918
Fixed asset funds	17,864	17,854
Pension reserve	(5,402)	(5,402)
<b>Total Funds</b>	<b>15,610</b>	<b>15,370</b>

## 8. STOCKS

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Stocks	16	4	16	4

## 9. DEBTORS

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade Debtors	6,442	4,228	6,243	4,054
VAT Recoverable	159	240	-	-
Other Debtors	69	50	17	29
Prepayments	635	633	635	633
Accrued Income	301	860	162	439
	<u>7,606</u>	<u>6,011</u>	<u>7,057</u>	<u>5,155</u>

A bad debt provision of £46k (2021 £26k) is included within trade debtors above.

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

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade Creditors	734	870	593	769
Other taxes and social security	855	795	694	630
Fees in advance – deferred income	1,022	1,196	1,022	1,196
Other creditors	519	474	356	364
Accruals	2,677	1,540	2,678	1,540
	<u>5,809</u>	<u>4,875</u>	<u>5,343</u>	<u>4,499</u>

In respect of deferred income:	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Deferred income brought forward	1,196	1,650	1,196	1,650
Released from prior year	(1,196)	(1,650)	(1,196)	(1,650)
Deferred in current year	1,022	1,196	1,022	1,196
Deferred income carried forward	<u>1,022</u>	<u>1,196</u>	<u>1,022</u>	<u>1,196</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	Restricted	Pension	Total
	General	Designated	Fixed asset	Restricted	Pension	Total
	Funds	Funds	Funds	Funds	Fund	Funds
	£'000	£'000	£'000	£'000	£'000	£'000
At 31 March 2021	3,190	18,751	17,004	4,849	(5,402)	38,392
Net Incoming Resources	423	631	860	(542)	(246)	1,126
At 31 March 2022	<u>3,613</u>	<u>19,382</u>	<u>17,864</u>	<u>4,307</u>	<u>(5,648)</u>	<u>39,518</u>

### Purposes of Restricted Funds

The restricted funds balance includes the restricted pension fund provision relating to MacIntyre Academies. This balance, included in restricted funds above is £5.6m at 31 March 2022 (2021: £5.4m).

The balance of the restricted funds at 31 March 2022 of £887k (2021: £809k) 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 £13.9m (2021: £13.3m) of freehold property used by the charity for the provision of services.

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

### No Limits and Transforming Care

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

### Developing Practice

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

### Families

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

### Technology

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

## 12. PENSIONS

- a. The Charity contributes to a defined contribution pension scheme, the MacIntyre Care Pension Plan, where staff transfer under TUPE arrangements. MacIntyre Care has upheld pension rights and makes payment to local authorities and NHS Pension Funds. The total pension cost for the charitable company during the year relating to this scheme was £851k (2021 £884k).
- b. The charity and MacIntyre Academies participate in the Teachers' Pension Scheme (England and Wales) ("the TPS"), for its teaching staff. Under the definitions set out in FRS102, the TPS is a multi-employer scheme. The Charity has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Charity sets out below the information available on the scheme.
- c. Under the TPS Agreement, employer contribution rates from September 2019 have increased to 23.68% with employee rates varying between 7.4% and 11.7%.
- d. The pension charge for the year includes contributions payable to the TPS of £609k (2021: £429k). At the year-end £6,428 (2021: £7,120) 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 2022.

### Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made in the year ended 31 March 2022 was £k (2021: £754k), of which employer's contributions totalled £k (2021: £565k) and employee's contributions totalled £k (2021: £189k).

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

Principal Actuarial Assumptions	At 31 March	At 31 March
	2022	2021
Rate of increase in salaries – Oxford	3.15%	2.8%
Rate of increase in salaries - Warwickshire	3.95%	3.6%
Rate of increase for pensions in payment/inflation	3.15%	2.8%
Discount rate for scheme liabilities	2.75%	2.1%

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

	At 31 March 2022	At 31 August 2022
Retiring today:		
<i>Oxfordshire</i>		
Males	22.2	22.4
Females	24.5	24.7
<i>Warwickshire</i>		
Males	21.6	21.8
Females	24.1	24.2
Retiring in 20 years:		
<i>Oxfordshire</i>		
Males	23.1	23.4
Females	26.1	26.3
<i>Warwickshire</i>		
Males	22.7	23.0
Females	25.9	26.1

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%	385	439
Long term salary +0.5%	440	517
Pension increase +0.5%	363	418

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

	Expected Fair value At 31 March 2022 £'000	Fair value At 31 August 2021 £'000
Equity instruments	4,123	3,211
Debt instruments	960	1,056
Property	452	471
Cash	113	130
<b>Total market value of assets</b>	<b>5,648</b>	<b>4,867</b>

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

	2022 £'000	2021 £'000
<b>At 1 September</b>	<b>8,797</b>	<b>4,426</b>
Current service cost	1,908	988
Benefit paid	(10)	(6)
Interest cost	228	115
Employee contribution	205	189
Actuarial loss/(gain)	(141)	3,085
<b>At 31 March</b>	<b>10,987</b>	<b>8,797</b>

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

	<b>2022</b>	<b>2021</b>
	£'000	£'000
<b>At 1 September</b>	3,395	2,128
Interest income	93	58
Employee contributions	205	565
Benefits paid	(10)	(6)
Employer contributions	617	189
Actuarial gain/(loss)	1,039	461
<b>At 31 March</b>	<b>5,339</b>	<b>3,395</b>

### 13. OPERATING LEASES

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

	<b>2022</b>		<b>2021</b>	
	<b>Land &amp; Buildings</b>	<b>Other</b>	<b>Land &amp; Buildings</b>	<b>Other</b>
Operating Leases Expiring:	£'000	£'000	£'000	£'000
Within 1 Year	352	236	410	212
Within 2 to 5 Years	-	487	-	561

### 14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	<b>2022</b>	<b>Group Change in Year</b>	<b>2021</b>	<b>2022</b>	<b>Charity Change in Year</b>	<b>2021</b>
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	11,610	914	10,696	8,554	323	8,231
	<u>11,610</u>	<u>914</u>	<u>10,696</u>	<u>8,554</u>	<u>323</u>	<u>8,231</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 2022 are represented by:

	<b>Unrestricted General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>
	£'000	£'000	£'000	£'000
Tangible Assets	-	17,106	14,636	31,742
Net Current Assets	9,261	2,276	1,887	13,424
Long Term Liabilities	(5,648)	-	-	(5,648)
<b>Total Net Assets</b>	<b>3,613</b>	<b>19,382</b>	<b>15,523</b>	<b>39,518</b>

### 17. CAPITAL COMMITMENTS

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