



**MacIntyre**

Providing support...your way

# **MacIntyre Care**

## **Report and Financial Statements Year Ended 31 March 2024**

Registered Charity 250840

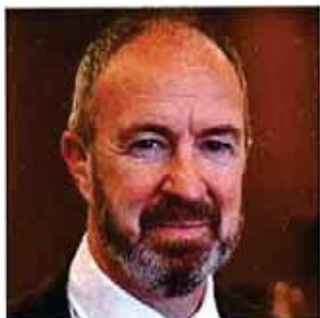
Company Registration Number 894054 (England and Wales)



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# Trustees' Report



## Welcome from Neil Macmillan, Chair

I was delighted and honoured to be selected to succeed John Berriman as Chair of Trustees from 1<sup>st</sup> April 2024. I know MacIntyre intimately having been a Trustee of MacIntyre Care since November 2007 and Chair of MacIntyre Academies since its creation in December 2012. While I personally have no relative supported by MacIntyre, I feel the same close bond to the charity as other Trustees, both family and non-family, and look forward to overseeing MacIntyre for the foreseeable future.

I am pleased to welcome Denise Cockrem back into the MacIntyre family as Chair of MacIntyre Academy Trust with effect from 1<sup>st</sup> October 2024. Denise was previously a Trustee at MacIntyre so already knows us well.

I would like to take the opportunity on behalf of all the Board to thank John for his remarkable dedication and commitment to MacIntyre. He brought to his role both deep strategic thinking and grounded operational support to management and the Board. His compassion, care and concern for all the people we support, the people we employ and our Trustees has always shone through. We all learned from him through his patient and knowledgeable chairmanship. His Outgoing Chair Reflections later in this annual report and accounts is a demonstration of his deep knowledge of and personal affection for MacIntyre. We wish John all the best for the future.

We have been in challenging times for a number of years now in the Social Care sector and I don't see this abating any time soon but with a change of Government perhaps a fresh perspective will emerge. We continue to pride ourselves on ensuring the best care for all our people and staff whilst exercising strong financial control.

## About MacIntyre Care

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

MacIntyre Care is a sector-leading national charity employing some 1,788 people providing learning, support, education and care to over 1,474 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 290 people and provides education to over 280 children with special educational needs.

## The Trustee Board

We are fortunate to have a strong and highly skilled Trustee and Senior Management teams who work well together, which is very helpful for the day to day running of the MacIntyre Group.

We have a diverse, well-balanced, experienced and thoughtful Board in MacIntyre Care. The Board presently comprises of 11 Trustees. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, health, risk management, sales & marketing, digital, education, government, HR, social care and general management skills.

# Trustees' Report

During the year, John Berriman, Nikki Williams-Ellis and Dr Dragana Josifova stood down from the Board. We owe them both a deep debt of gratitude for their collective advice, guidance, leadership and support of many years.

Three of our Trustees; Duncan Strachan, Pam Meek and Ruth Smyth, have relatives who are supported by MacIntyre Care. These close family links with MacIntyre Care have been ever-present for nearly 55 years and are 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 a number of Trustees are vested personally and connected intimately to our services.



**Neil Macmillan**  
Chair

**Date:** 5th December 2024

# Trustees' Report

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 2024.

## 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.

# Trustees' Report

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.

## 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.

We have a diverse, well-balanced, experienced and thoughtful Board in MacIntyre Care. The Board is presently composed of 11 Trustees, with a near equal gender split. We have an excellent blend and great richness of Trustee capabilities which include legal, financial, health, risk management, property, sales & marketing, digital, education, government, HR, social care and general management skills.

Three Trustees stood down from the Board in the year including John Berriman after 20 years in the chair, together with longstanding Trustees Nikki Williams-Ellis and Dr Dragana Josifova. We owe them all a deep debt of gratitude for their collective advice, guidance, leadership and support.

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.

Many of our Trustees invest their personal time in visiting MacIntyre Care services and their support is very much welcomed. Each of my fellow Trustees continue to give very generously of their time, both to Board and committee meetings as well as lending

# Trustees' Report

their expert support and advice to management on a wide range of issues. I know that we will benefit from the expertise that both Liz Barter and Dr Anna Severwright, our most recent Trustee appointments, will bring to our deliberations.

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.

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

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

## **Our governance structures**

We aim to create an environment that enables strong and effective teamwork

between Trustees and Directors. The Board meets on a regular basis.

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.

Trustees have either been or currently serve as Board committee chairs. The minutes of all committee meetings are available to Trustees via an online portal.

In times of crisis or where urgent action is needed, we establish small fast-response taskforces. During the year there has been no requirement for a taskforce to be set up.

We have always placed a premium on good governance and ensuring that we manage our affairs effectively and appropriately.

**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 Board is satisfied that MacIntyre Care is applying all the seven principles in the

# Trustees' Report

way that it is governed and that it meets the desired outcomes in respect of each of the seven principles of the Code.

## MacIntyre Care Board of Trustees

John Berriman (Resigned 31.03.2024)  
Ranjit Bhose  
Adam Goldstein  
Rosemary Hart  
Dragan Josifova (Resigned 28.08.2023)  
Neil Macmillan  
Pamela Meek  
Ruth Smyth  
Duncan Strachan  
Rachel Taylor  
Nicola Williams-Ellis (Resigned 31.12.2023)  
Martin Zahra

## MacIntyre Academy Trust Board of Trustees (MAT)

Sarah Burslem  
Anthony Greenwood  
Neil Macmillan  
Amy Patel  
Martin Zahra

### 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.

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 were 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** has MacIntyre Care as its sponsor and MacIntyre Care is itself a corporate member of MacIntyre Academies, represented by our Chief Executive, Sarah Burslem. Claire Toombs, Chief Operating Officer of MacIntyre Care, is the Company Secretary of both MacIntyre Care and MacIntyre Academies. Kevin Rodger, Group Director of Education and Children's Services, was the accounting officer of MacIntyre Academies during the year under review until 8<sup>th</sup> March 2024, at which date Claire Toombs assumed that role.

### Recruitment, retention, reward and development

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

Our remuneration & wellbeing committee, which reviews remuneration and other workforce related matters, is chaired by Ruth Smyth, and met twice in the year. The



# Trustees' Report

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

Trustees are briefed regularly at the full Board as well as at committee meetings on the focus on recruitment, retention, equality and staff engagement, welfare and training and development. The committee takes workforce reports, including pay and reward proposals, HR reports and a report from the diversity advisory group. The key focus areas in respect of diversity were neurodiversity, sexuality and ethnicity.

Recruitment and retention remained of critical importance and the committee, as well as the Board, was kept updated on the vital importance of focusing relentlessly on imaginative ways of recruiting people into MacIntyre Care, on reducing the level of staff vacancies and retaining our valued staff.

The committee further reviews the annual gender pay gap report. In MacIntyre Care our workforce is predominantly female, with women making up 75% of our staff. We are confident, due to our job evaluation process and salary bandings, that men and women are paid equally for the same or similar roles. There is however an under-representation of males in all divisions within the organisation, which is one of the main reasons for our mean gender pay gap, which at the latest date of reporting (April 2023) stood at 3.9%—(April 2022 4.1%) in favour of females.

MacIntyre Care is a '*Disability Confident Employer*' which helps to positively change attitudes, behaviours and cultures whilst making the most of the talents that people with disabilities can bring to our

organisation. When working with employees who have a disability, we join together with our occupational health provider and *Access to Work* in order to implement reasonable adjustments, thereby ensuring staff are not disadvantaged in undertaking their role.

## Quality and safeguarding

The quality and safeguarding committee, chaired by Trustee Pam Meek, a head teacher with extensive experience of safeguarding, met twice in the year. The committee took the annual quality report focussing on achieving best practice. It also took safeguarding and compliance reports. It further took an update on health and families and was briefed the continuing concerning disproportionate national death statistics for people with learning disabilities.

**Quality** - our 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. The committee reviewed the results of the CQC and Ofsted regulatory visits across MacIntyre Care and was updated on the CQC single assessment framework, including the requirement for providers to evidence their best practice ensuring the people they support are safe and healthy.

**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.

# Trustees' Report

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

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

## **Harnessing digital technology**

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

The committee, chaired by Martin Zahra, met once in the year. In addition to receiving an update from the IT Manager, the committee focussed on the implementation of the *Nourish* care management system, which is an electronic solution for care planning and daily care notes. It is designed to enable MacIntyre adult services to move from paper and spreadsheet records to an interactive digital platform which every individual who draws on our support can

have an active part to play in their data and recording.

We are delighted that Mike Saul has joined the Digital committee as an independent co-opted member.

## **Finance**

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

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

# Trustees' Report

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

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

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

The **whistleblowing policy** is subject to an annual review 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.

**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. During the year the committee oversaw a market testing exercise in respect of the appointment of the external auditors. The Board approved the committee's recommendation that Moore Kingston Smith LLP be re-appointed as auditors of the MacIntyre group.

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

## **Our investment policy**

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

## **Our reserves policy**

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

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

# Trustees' Report

## Going Concern

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

## Streamlined Energy & Carbon Reporting

We provide data in the table below of our UK Greenhouse gas emissions and energy use for each of the periods April 2023 to March 2024 and April 2022 to March 2023.

## Quantification and Reporting Methodology

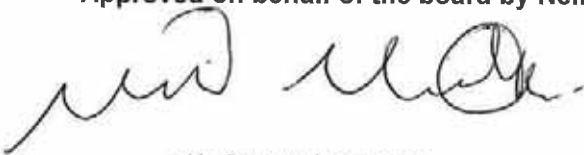
We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2023 UK Governments Conversion Factors for Company Reporting.

## Intensity Measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub>e per person supported, the recommended ratio for the sector.

UK Greenhouse gas emissions and energy use data for the periods 1 April 2022 to March 2023 and April 2023 to March 2024		
	1 April 2023 to 31 March 2024	1 April 2022 to 31 March 2023
Energy consumption used to calculate emissions (kWh)	Total energy used in the period: 508,944  The energy consumed has been broken down by: • Gas = 301,822 Electricity = 207,122	Total energy used in the period: 5,447,126  The energy consumed has been broken down by: • Gas = 4,001,216 Electricity = 1,445,910
Scope 1 emissions in metric tonnes CO <sub>2</sub> e Gas consumption	552,181 kWh x 0.18316 = 101,137 <b>(101tCO<sub>2</sub>e)</b>	4,001,216 kWh x 0.18316 = <b>732,862 (732tCO<sub>2</sub>e)</b>
Company transport	530,002 miles x 1.17682 = 623,716kWh 530,002 = 852,953km Total 852,895 x 0.18315 = 156,218 kgCo <sub>2</sub> e  156tCo <sub>2</sub> e	588,912 miles x 1.17682 = 693,043kWh 588,912 = 947,759km Total 947,759 x 0.18315 = 173,582 kgCo <sub>2</sub> e  173tCo <sub>2</sub> e
<b>Total scope 1</b>	<b>257tCo<sub>2</sub>e</b>	<b>905tCo<sub>2</sub>e</b>
Scope 2 emissions in metric tonnes CO <sub>2</sub> e Purchased electricity	207,122 kWh x 0.21233 = 107,672 kgCO <sub>2</sub> e <b>107tCo<sub>2</sub>e</b>	144,5910 kWh x 0.21233 = 307,010 kgCO <sub>2</sub> e <b>307tCo<sub>2</sub>e</b>
Scope 3 emissions in metric tonnes CO <sub>2</sub> e Business travel in employee owned vehicles	243,225 x 0.18315 = 44,546 kgCO <sub>2</sub> e  <b>44tCo<sub>2</sub>e</b>	256,005 x 0.18315 = 46,887 kgCO <sub>2</sub> e  <b>46tCo<sub>2</sub>e</b>
<b>Total gross emissions in metric tonnes Co<sub>2</sub>e</b>	<b>408tCo<sub>2</sub>e</b>	<b>1315tCo<sub>2</sub>e</b>
Intensity Ratio Tonnes CO <sub>2</sub> e per person supported	0.272tCO <sub>2</sub> e per person	0.571739tCO <sub>2</sub> e per person

Approved on behalf of the board by Neil Macmillan, Chair



Date: 5th December 2024

# Strategic Report

I am delighted to provide this Strategic report for the year ended 31<sup>st</sup> March 2024. The accompanying Impact report of Sarah Burslem, our Chief Executive (CEO), provides an insight into the strategic choices we made in the last year 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.

## Strategy and Purpose

We seek regular external advice in formulating our strategic direction. Annually the Board and Directors are briefed by Cordis Bright, an organisation which provides research, evaluation and consultancy aimed at improving public services. The most recent comprehensive update received by Trustees from Cordis Bright covered the state of quality in social care, adult social care expenditure, local authority inspections and local authority finances. Section 114 notices have been and remain of particular concern to us.

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

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

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

Our strategic actions in this year included a review of our DNA, the creation of the Big Plan and significant focus on our growth. This laid the ground for our focus on *Everyone Everywhere*, a project to develop skills that lead to greater external connections for everyone who draws on our support and for us as an organisation to have a greater influence in the neighbourhoods where we work.

Our intention is to ensure that people drawing on our support are more connected to their local neighbourhoods, that our presence and profile locally is enhanced and that we contribute to the shaping of local neighbourhoods to be inclusive and ambitious places for disabled people in which to live and learn. Strategically we are looking to offer added value to our core contract provision. The early signs are that our *Everyone Everywhere* activity is having a highly positive impact.

# Strategic Report

## Collaboration

We have for many years made the case alongside membership organisations such as the Voluntary Organisations Disability Group (VODG), ARC and Learning Disability England (LDE) for significant government investment in the social care sector. Disappointingly funding for children and adults with learning disabilities remains inadequate and local authorities continue to face significant funding pressures. It is to be hoped that a new government will prioritise such spending.

In a number of cases in recent years, including last year in Worcester, we have found it necessary to withdraw from service provision as the funding offer made has been uneconomic. We are not alone in taking this action. It is always as a last resort but we cannot jeopardise the ongoing quality and stability of MacIntyre for people drawing on our support or the financial wellbeing of the charity.

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

We have aligned ourselves with and are a leading force in #SocialCareFuture, a movement for social change. Its vision is that everyone should have the support, resources and opportunities to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing the things that matter to us. To achieve this, we believe that social care needs to be reimagined, reorganised and resourced differently. We are delighted that since the year end Dr Anna Severwright, a convenor

of the Social Care Future movement, has joined the MacIntyre Board of Trustees.

We continue to work collaboratively with five other like-minded charitable organisations, collectively styled as *More Than a Provider*. This collaborative work first arose some two years ago as a result of us collectively wishing to get across a unified message to politicians, civil servants and think tanks about the vital importance of the reform of social care and the unique role of third sector providers.

## MacIntyre Academies

Our vision is for all young people to have confidence and belief in their potential, be ready for a successful adult life and connected where they live. As a Trust we have three core values that underpin all our ways across our schools. These are compassion (we focus on the positives), ambition (we challenge ourselves to go further) and partnership (we are better when we work together).

Since the year end we are delighted to have been advised that we were successful in our applications to take on two further Academies in Quorn in Leicestershire and Malvern in Worcestershire in September 2027. This will take to six the number of Academy schools under the Multi-Academy Trust umbrella. It fulfils the original growth strategic intent established at the time of the formation of MacIntyre Academies.

## Recruitment and retention

Recruitment and retention of staff remain pivotal to our ongoing success. Our intent is to create a positive workplace culture where our staff are happy and connected to MacIntyre; to ensure that our DNA provides the foundation for local ambition and creativity to thrive and thereby ensure people who draw on MacIntyre's support have gloriously ordinary lives; and to develop a consistent approach to on-boarding and staff induction across MacIntyre.

# Strategic Report

The recruitment revolution, which is an enduring organisation-wide challenge, was launched two years ago and is going well with fresh thinking, new activities and MacIntyre people prepared to challenge the status quo. The focus strategically has now moved towards retention, including reducing agency hours and vacancy levels. We recognise how important it is that we ensure that our recruitment campaigns and internal communications highlight the multiple and diverse careers options that are available within MacIntyre. One of our unique qualities is our diverse portfolio of services which allows for our people to progress their careers up through the organisation and laterally across different organisational divisions.

Career development, succession planning and a focus on staff wellbeing are each important components of our retention strategy, as are our restructured onboarding and induction plans. These are designed to ensure that there is a locally led induction plan for each new starter and that each person is introduced to and understands the MacIntyre DNA and our purpose. Taken together we have a comprehensive set of programmes and activities to seek to keep ahead of the game on recruitment and retention.

## **The Trustee Board**

The Board of Trustees has the ultimate responsibility for governing MacIntyre Care and directing how it is managed and run. The accompanying Trustee report explains how we have discharged our responsibilities in the year.

## **Our People**

Our people are our lifeblood and their commitment is truly inspirational. On behalf of those whom we support, I would like to thank our staff, directors, volunteers, Trustees and advisers for their personal contribution and for providing the environment in which our group can continue to flourish.

# Strategic Report

## Five year trend summary of finances

(expressed in £m to the nearest million)

	2024 £'m	2023 £'m	2022 £'m	2021 £'m	2020 £'m
<b>Group Net Income Summary</b>					
Income					
MacIntyre Care					
Adult Services Charitable Activities	42	38	40	43	41
Children's Services Charitable Activities	13	13	12	11	10
Donations and Legacies	1	1	1	-	-
MacIntyre Academies					
Children's Services Charitable Activities	14	14	13	11	10
Fixed Asset Donations	-	-	-	2	8
<b>Total Income in the year</b>	<b>70</b>	<b>66</b>	<b>66</b>	<b>67</b>	<b>69</b>
Expenditure on Charitable Activities					
MacIntyre Care Adult Services	(42)	(40)	(39)	(42)	(42)
MacIntyre Care Children's Services	(13)	(12)	(13)	(11)	(11)
MacIntyre Academies Children's Services	(14)	(15)	(14)	(12)	(10)
<b>Net Income for the year</b>	<b>1</b>	<b>(1)</b>	<b>-</b>	<b>2</b>	<b>6</b>
<b>Group Balance Sheet Summary</b>					
Fixed Assets					
Cash and Equivalents	7	6	12	11	8
Other Net Assets	6	7	1	1	2
Defined Pension Scheme Liability	-	-	(5)	(5)	(2)
<b>Net Assets</b>	<b>45</b>	<b>45</b>	<b>40</b>	<b>39</b>	<b>38</b>
Restricted Funds					
Designated Funds	19	19	19	19	19
General Funds	4	4	4	3	2
<b>Total Funds</b>	<b>46</b>	<b>45</b>	<b>40</b>	<b>39</b>	<b>38</b>
<b>Summary of Group Cash Flows</b>					
Operating Activities	(2)	(5)	2	4	(1)
Investing Activities	-	(1)	(1)	(1)	(1)
<b>Change in Cash and Cash Equivalents</b>	<b>(1)</b>	<b>(6)</b>	<b>1</b>	<b>3</b>	<b>2</b>



# Strategic Report

## Finances

The MacIntyre Care group had total incoming resources of £69m in 2024, which compares to £66m in the previous year. Generating sustainable growth has always been so important to retaining a sense of forward momentum and it is an increasingly challenging ambition when local authorities have major funding challenges. We have always operated on fine margins and will no doubt continue to do so.

The five year trend analysis shows how we have managed our core income in MacIntyre Care and sought to strongly build our education and children's services in MacIntyre Academies. We have enjoyed great growth in reach and service capability over the decades. This growth has more recently been against the huge headwinds of local authorities reining in their budgets and, where necessary for our financial wellbeing, us transferring out uneconomic service contracts, overhead and energy cost inflation and rising national minimum wage levels.

MacIntyre Academies had total incoming resources of £14.3m in 2024 compared to £13.8m in 2023. Overall the group generated an unrestricted fund loss in the year of (£0.5m) (£0.2m in the previous year). MacIntyre Care generated a deficit in the year of (£0.3m) (£0.2m in the previous year) and utilised charitable funds of (£0.4m) in the year (£0.1m in the previous year). MacIntyre Academies Trust made a deficit of (£0.2m) (£0.8m in 2023) following actuarial adjustments to the defined benefit pension scheme as a result in changes in actuarial assumptions introduced in the year.

Our ongoing principal day to day financial challenges in MacIntyre Care are the minimisation of agency costs and empty place costs and the negotiation of fair and reasonable fee increases from commissioning bodies. Minimising agency spend remains an ongoing priority but is one that is a huge challenge in the context

of staff shortages. In MacIntyre Academies our main financial challenge is to ensure that we sustain levels of fees which enable us to deliver outstanding education and maintain buildings, facilities, and equipment.

We have a cost conscious mentality, embedded alongside our desire to be innovative and to provide the best possible education, support and care for the wide variety of people whom we support. We benchmark our cost profile against others in our sector, as a means of ensuring that we remain competitive and efficient. One efficiency measure is the level of central administrative costs expressed as a percentage of turnover, which for MacIntyre Care stands at a healthy 5% (6% in 2023).

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 (£3.6m in 2023). We remain a robust and secure group financially with a strong consolidated balance sheet, with total group funds of £45.3m (£44.9m in 2023), 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.

**Approved on behalf of the Board:**



**Neil Macmillan**  
**Chair of MacIntyre Care**

**Date:** 5th December 2024

## Reflections of Outgoing Chair



*John Berriman with his brother James*

I am delighted, as I stand down as the outgoing Chair of MacIntyre, to offer what I believe is my unique perspective on the development of MacIntyre over its nearly 55 years as a charity.

My brother James was diagnosed with Down's syndrome shortly after he was born in the late 1950s. As he took the first steps on the education ladder as a young teenager it became clear to our parents that the lifetime opportunities for him, and others with a learning disability like him, were incredibly limited. This was something they wanted to change.

Chance led to a meeting in 1969 between my father and Ken Newton-Wright, a visionary man who too had a young son, Andrew, of a similar age with Down's syndrome and who was determined to create a better future for his son and others. He had already incorporated a charity, MacIntyre, a few years earlier and soon after that meeting MacIntyre Schools started business, run by Ken Newton-Wright and overseen by a board of parent governors which included my father.

MacIntyre opened its first residential special needs school, Westoning, in 1970 for eight children at an old manor house in rural Bedfordshire. James, who by then had been living for several months with the Newton-Wright family, was the first student across the threshold, together with Richard Burrows, who drew for over 50 years on MacIntyre's support until very sadly he died in 2023.

James, who sadly now has dementia, continues to draw on the support of MacIntyre to this day. It was a great sadness that his wife Angela, to whom he was very happily married for nearly 25 years, died in April this year. They were, to our knowledge, one of the first couples with Down's syndrome in the UK to marry. It was wonderful that MacIntyre provided tremendous support to them both throughout their marriage.

I joined the governance of MacIntyre in 1986 at which time my father was the Chair of the group. At that time MacIntyre had two special needs schools and was increasingly providing support to young adults as the cohort of initial schoolchildren grew older. Annual turnover in terms of fees received at that time was just under £2m. Under an overarching Foundation, we then had a fundraising charity and a housing association as well as MacIntyre Schools, now known as MacIntyre Care.

The Trustees asked me to take on the Chair role of the group in late 2003 at which time we employed some 1,300 staff, our turnover was £28m and we had reserves of just under £6m. That one initial small school venture of MacIntyre had proved to be the springboard for great growth in terms of numbers of children, and later adults, supported by MacIntyre across the UK.

The MacIntyre group now comprises the main care charity MacIntyre and a fast growing multi academy trust, MacIntyre Academies, first established in 2012. The group remains faithful to its core today and currently operates five schools/academies, with two more in the pipeline, and supports adults in just under 100 care settings across the UK. The group has expanded across England and Wales and taken on a large number of people who were stuck in long stay hospitals and given them the opportunity to live ordinary and purposeful lives, supported by MacIntyre. This was one of my father's key objectives for the development of MacIntyre back in the late 1980s.

MacIntyre runs in the blood of those who are closely associated with it and there is a huge reservoir of affection for the group and its people and all that it does to make the lives of people with a learning disability and / or autism, better. MacIntyre is there to help people live their own fulfilled lives day to day.

# Reflections of Outgoing Chair

In recent times we have aligned ourselves with #SocialCareFuture, a movement for social change. Its vision is that everyone should have the support, resources and opportunities to live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing the things that matter to us. To achieve this, we believe that social care needs to be reimaged, reorganised and resourced differently.

I am delighted that today MacIntyre is working collaboratively with five other likeminded charitable organisations, collectively styled as *More Than a Provider*. This collaborative work arose because of us collectively wishing to get across a unified message to politicians, civil servants and think tanks about the vital importance of the reform of social care.

When our staff can leave social care work in MacIntyre and earn more money stacking shelves in a local supermarket it is easy to understand the challenges facing the sector and us in building a vibrant and committed workforce. And talk to anyone in MacIntyre and their pride in the organisation bursts through.

I have always been clear that the keys to success of MacIntyre from my Chair perspective have been the commitment of our workforce, my relationship as Chair with the Chief Executive, the strength of our finance director and her team and the breadth of the skills, knowledge and experience of my fellow Trustees.

I am proud to leave a vibrant and diverse Board. Work is ongoing as to how best to reflect the voice of the people we support with learning disabilities and / or autism at the board. I have always placed a significant premium on good governance. Pleasingly our last governance review, undertaken by an independent organisation, highlighted the strength and openness of the working relationships between Trustees and Directors and amongst the respective teams. This is a major contributory factor to ensuring the quality of our governance.

I have been fortunate to have been supported by two outstanding Chief Executives in my 20 years as Chair. Our current CEO, Sarah Burslem, is hugely well regarded in MacIntyre and by the Board and she and I have enjoyed a tremendous working relationship. She has been outstanding in her role and MacIntyre is very lucky to have her at the helm.

Her predecessor, Bill Mumford, led MacIntyre for 20 years and had a significant profile in and outside the charity. The government approached him in 2014 to take up a secondment as the Director of the Winterbourne Joint Improvement Programme, designed to help move patients from long stay assessment and treatment units into the community. This appointment was a great recognition of MacIntyre's increasingly leading position in the social care world and of Bill's stature in the sector.

Over the last 20 years, as one might expect, the boardroom has been a place of camaraderie, challenge, support and friendship and forensic analysis. As Trustees we have become good friends and the Directors and Trustees work highly effectively with each other, all with the common purpose of making life better for the children and adults that MacIntyre support.

Sometimes a presentation or a short video clip brings us all up short. It is emotional to hear first-hand from a young adult with severe mental challenges and learning disabilities who has been pushed as a youngster, and then a young adult, from one hospital to another over so many years. It still shocks me to hear of these dreadful experiences in this day and age. But set against that, the genuinely uplifting fact is that MacIntyre can and does make a truly life changing difference to the lives of the people it supports. And that is why we are all involved and remain so for years.

I would like to thank each and every member of staff, volunteer, Director and Trustee, past and present, for their incredible work and dedication to MacIntyre. And a big thank you to our generous donors and our funders.

I reflect that the founders of MacIntyre would surely be delighted that their original 1970 aim of providing "not only special education to the extent of each child's capability, but occupational training and employment in adulthood" has been delivered on so effectively and so broadly across England and Wales. I believe that they would be very proud of all that has so far been achieved and hopefully with so much more to come. It is a personal joy that my father at 96 years of age is still as interested in and proud of MacIntyre and his two sons as he was over 50 years ago.

# Reflections of Outgoing Chair

I hand on the baton to Neil Macmillan as my successor and the Trustee Board in a time of great financial uncertainty for social care. I am delighted that Neil was the unanimous choice of the Trustees. He has already made a wonderful contribution to MacIntyre's development over the last 17 years and has demonstrated his chair capabilities in leading MacIntyre Academies Trust over more than a decade since its formation.

Successive government administrations have said they will address the funding issues connected to social care and they have not done so. The problems are exceedingly knotty and difficult to resolve. However kicking the can down the road does no one any favours and local authorities are then left juggling inadequate resources.

I leave knowing that under Sarah Burslem's outstanding stewardship MacIntyre will continue to use imagination and innovation to tackle seemingly intractable problems and provide empathy and support to deliver the very best social care and education services to all those who draw on its support. I know that MacIntyre will continue to work collaboratively, in particular with *More than a Provider* colleagues, to find a way of addressing the challenges and finding potential solutions to how we best look after such a vulnerable part of society – those who have learning disabilities and / or autism.

## **John Berriman**

Chair of MacIntyre, December 2003 to March 2024



*Sir David Berriman, James and John*

# Impact Report

Pride and ambition are important to us at MacIntyre. We are proud of all that we continue to achieve and proud that the legacy of our founders Ken and Marjorie Newton Wright remains palpable in the way that we do things (our DNA). Being ambitious at a time when the context for children, their families, and disabled adults has its challenges is for us a given. It is in our DNA to move forward with ambition and optimism to ensure that children and young people have belief in their potential and are well prepared for adulthood and to ensure that disabled adults drawing on our support live Gloriously Ordinary Lives. We have the passion, experience and drive to ensure this is a reality and remain determined to make a wider contribution to the much needed reform to the ideology and policy underpinning specialist education and adult social care in England and Wales. Both sectors have been at a crossroads for some time, with far too many children with special education needs being excluded from education and too many disabled adults being denied choice as to the lives they live. Our vision is that children with special educational needs will have access to an education curriculum that makes sense to them and that learning will take place in an environment that can meet every young person's learning style. Wherever possible this will be in a school, college or an alternative provision that is local to them and their families. We have been part of the Social Care Future Movement since its inception and share the Movement's vision that "we all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us". We pride ourselves on our ability to attract, recruit, develop and retain colleagues who are excited by this vision and who will work tirelessly to achieve it. Our experience and heritage gives us the know-how and our strategy (Proud of our Past, Ambitious for the Future 2024-2029) sets out in more detail how we will focus and behave to make as much impact as possible in the lives of disabled children, young people, their families and disabled

adults. As a proud third sector provider we work with integrity alongside many talented partners, people drawing on our support, their families, our incredible workforce and other talented and likeminded people and organisations. We are very happy to share all that we do and reflect on the influence we have and the impact we make. We are clear that we have a role to play in shaping an ambitious narrative and delivering excellence that underpins great education and social care. When we get it right children and young people and adults live and learn in ways that are valued, connected and rooted in places that have real meaning and purpose and where everyone's skills gifts and talents are celebrated.

As we reflect on the past year and celebrate all the achievements as set out in this report I should like to extend my thanks to everyone who has played a role in our success. Particular thanks go to John Berriman, our outgoing Chair. John had provided expert stewardship to MacIntyre over many years and has been a great source of inspiration and support to me personally. I look forward to working more closely with Neil MacMillan and to all that we are going to achieve over the next exciting 12 months.



**Sarah Burslem**  
CEO

Date: *5th December 2024*



# About The MacIntyre Group

## MacIntyre Care

### Our Vision

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

### Our Mission

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

### Our Purpose

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

## MacIntyre Academies

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

### Our Vision

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



# Empowering People to Achieve

*“Our vision is to ensure that everyone drawing on our education and support live lives that make sense. We want every child and young person to have confidence and belief in their potential, be ready for a successful adult life and connected where they live.*

## MacIntyre Strategy 2024–29

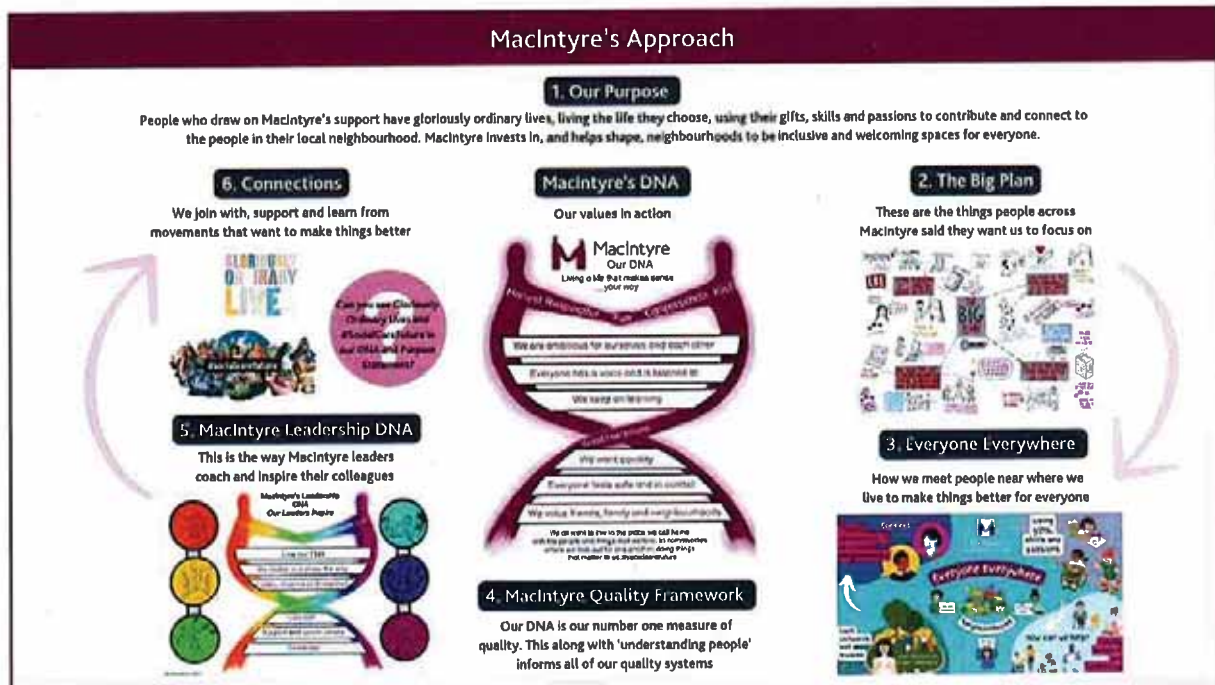
### MacIntyre’s DNA

The shared value base that we call our DNA defines all that we do and how we do it, it sets us apart. For the year under review we have continued our focus of aligning our DNA with all the activities that make up our approach and have invested time and focus in activity that brings the DNA to life.

support, access an education that makes sense to them and live a “Gloriously Ordinary” Life.

Work continues to embed The Big Plan, Our Compassionate schools approach, Everyone Everywhere and MacIntyre’s Quality Framework and Leadership DNA.

The Our Approach Explainer graphic below illustrates how the different strands of MacIntyre’s approach connect and lead to each person who draws on MacIntyre’s



# Introduction to Co-Production: what, how and why

The Big Plan, launched in 2022 included four key areas of work

1. Everyone to understand what Co-production (working together) is
2. How can we all meet people near where we live to make things better for everyone
3. How can we make sure all meetings and events help everyone to join in and be part of decision-making
4. How can we make person centred reviews better for everyone



## The Big Plan - Everyone to understand what Co-production is

The Big Plan Team have held Co-Production events this year in Buckinghamshire, Chesterfield, Milton Keynes, Shropshire, Warrington and Wigan. They have been co-designed and facilitated to groups of people who draw on our support and staff. The content includes raising awareness of the Big Plan and what co-production is and producing ideas and planning community-based projects. With the development of Everyone Everywhere during the year, these sessions have also begun to connect to and support this movement. The Co-Production Standards document and film will be used to support this work.

## The Big Plan – How can we all meet people near where we live to make things better for everyone?

The development of Everyone Everywhere and review of the MacIntyre Purpose statement have really helped increase the effort that is being invested in strengthening connections to people’s local neighbourhoods.

The Everyone Everywhere infographic, shown below, explains the key messages.



Weekly Everyone Everywhere stories help strengthen understanding of what good community connecting looks like. The Big Plan team will continue to support this work and ensure it is ‘done with’ and not ‘done to.’

## The Big Plan – How can we make Person Centred reviews better for everyone?

During the year co-produced and co-delivered Person-centred review training was offered across the organisation. The focus is on the practical skills needed to facilitate a review and groups were intentionally small to allow this. Local Managers identified who they felt should complete this training to ensure there are skills facilitators to deliver this across their area with the intention that participants would then facilitate a review and provide evidence to show that this met a high standard..

Good quality reviews are an important foundation for all of the following:

- Self-advocacy
- Co-Production



- Everyone Everywhere including gifts skills and passions matching and planning
- Good quality support plans
- Good quality support plans on Nourish

In addition to training, a priority for 2024 is to ensure that all areas have trained and signed off review facilitators and that the information from these reviews is captured to inform local and national decision-making.

**The Big Plan – How can we make sure all meetings and events help everyone to join in and be part of decision making?**

**Lead self-advocate group**

The Lead Self-advocate Group is led by disabled people who work or volunteer for MacIntyre. The intention for this group is to act as a peer support network but also to mentor and support others who would like to have a job to develop their confidence and skills. The group have identified both the training they would like to receive and the training that they would like to deliver to new members. In 2024 this group will take a lead role in our efforts to improve the employment opportunities available to disabled people.

Several local ‘Shout-Out’ groups continue to go from strength to strength. Support for groups elsewhere is being provided by the “Best Practice” group who are using the learning from supporting these groups to develop a resource pack and method of support for groups elsewhere.

The Co-production Group (The Co-Pros) are in the process of recruiting to the People’s Council. The Council will work alongside the Staff Council and other representative groups to ensure that all of the Group’s focus and activity is based on the views and feedback of people drawing on our support and our employees.



**The Sui-Ling Podcast Series.**

The Sui-Ling show continues to go from strength to strength.

There have been 11 episodes this year, including interviews with Simon, Sebastian and Elmi from tAchieve Together team, Chris and Francesca from Made by Mortals, Jess Sutton talking about the Autism Network, Meg and Rachel from MacIntyre’s Health Team and special episode to promote The Mag.



For and by people who draw on support, The Mag was relaunched in February 2024 with a shift in focus.

It continues to be co-produced and include articles contributed by people who draw on our support; but the team are now working with people to develop The Mag to be more of a place for people to express their views and to include new material about what it is important to them. New members have been recruited to the team including the editorial and reporting teams.

We were delighted that Warrington Borough Council purchased copies of The Mag on behalf of the town’s citizens.

## Everyone Everywhere

We have intentionally embedded our Everyone Everywhere approach during the year under review. At a simple level we know that good things happen when we connect with others around us, when we are able to follow our dreams and develop our skills, gifts and talents. Success for us is when people drawing on our support shift their view of themselves from someone needing help to someone who gives to others, when local communities become more inclusive and ambitious places for disabled people to learn, live and work and when perceptions of special education and social care are changed.



June, who draws on MacIntyre's support, has a great example of connection in action:  
*"Before, I felt really secluded and unhappy. I love art and I wanted to meet people. With some help and support it expanded from just getting out and about again and meeting people to actually bringing people together to do art. I am getting out and helping others. I definitely want to continue and help more people with my group."*

### **Beyond the college**

In Aylesbury, our MacIntyre No Limits™ team and students are based on the local college premises. This is a great home base but it's important for us all to look beyond the college buildings and make connections in the local community. This both supports our Post-16 education programme and each student's individual learning path.

### **A challenge at the library**

A staff member had been talking about the library and needing someone to do a work experience placement. We were aware that the library has a sensory room, filled with expensive equipment. One problem: library staff did not know how to use the equipment properly, so the room was a bit of a wasted opportunity.

### **No Limits steps in**

We knew immediately this was something we could help with, as we have loads of experience with sensory equipment. We worked with library staff to get everything going and set up properly. Together, we created a warm and inviting sensory space for library patrons to use.

### **A shared venture**

We began to think about how we could take this further and increase the impact on people in the local community. The answer? A partnership with Aylesbury Library in which we run Seasonal Sensory Sessions on a Monday. These are aimed at people who have special education needs, but anyone can join in. We use the sensory room and other spaces to host multi-sensory activities and simple crafts. These sessions have proved popular locally, with up to 20 people attending. They have increased both attendance at the library and awareness of MacIntyre and what is possible for autistic people and people with learning difficulties. In turn, it means that No Limits students have gained confidence in being able to make a contribution.

One student, Electra, says: *"It's a free session in term time with a seasonal themed event every Monday in the afternoon to help people feel calm. I find that the sensory room works well after a busy and tiring weekend as it has a relaxing element to it. I do also enjoy playing some of the games on the projector myself mainly the Water and Star Ship games because they are fun and I can just focus on one thing."*

### **Village Life**

In the village where MacIntyre School is located it became apparent that there were plenty of opportunities for our young people to contribute to their local village and we were keen to get involved wherever possible.

### **Wingrave Church**

The church is very much at the centre of the village, hosting warm spaces and tea afternoons, Christmas tree festivals, plant sales and everything in between. Our school and young people have always been invited to join these activities and we attend where we can. A village email arrived giving details about a monthly Church clean, asking for any willing volunteers to come along and lend a hand so we put together a team of five young people all eager and willing to get stuck in. One young man in particular has a very keen interest in keeping areas well dusted so this was a perfect opportunity for him to show off his skills. The ladies at the church were warm and inviting, keen to learn and understand the young people who draw on our support and we deemed the initial clean up a success. The lead co-ordinator confirmed we would be welcome back to help anytime. So we continue to help clean the church on a monthly basis and our team of 5 look forward to dusting the pews and sweeping the leaves from the floor as well as having a chat with the lovely ladies, some of whom now visit our monthly Community Café and are familiar faces within the school.

**Moving outside**

One afternoon, another village email came through detailing a village litter-picking event that was coming up. The email was asking for additional volunteers to help and for any keen bakers to provide cakes for the litter-picking volunteers! Our Community Café offered to donate some homemade bakes for the event and we got straight to work identifying a team of young people who love to walk in the village and enjoy keeping their areas clean and tidy. There was a great turnout there was from villagers and MacIntyre young people alike, the event was a great success and our Community Café received great praise for the cakes and treats donated also.

**Duke of Edinburgh Awards**

Some of the young people involved are able to use these volunteering opportunities to help them achieve their Duke of Edinburgh awards and we continue to look for events and opportunities where we can give back to our local village and foster great community connections!

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

The MacIntyre Group comprises two organisations, MacIntyre Care and MacIntyre Academies Trust. MacIntyre Care is a registered charity and a corporate member and sponsor of MacIntyre Academies Trust, a multi-academy trust which was formed in 2012, set up to ensure we could expand our education provision to more children and young people.

MacIntyre Care operates nationally in England and Wales. MacIntyre Academies presently operates in Oxford, Rugby, Nuneaton and Henley in Arden.

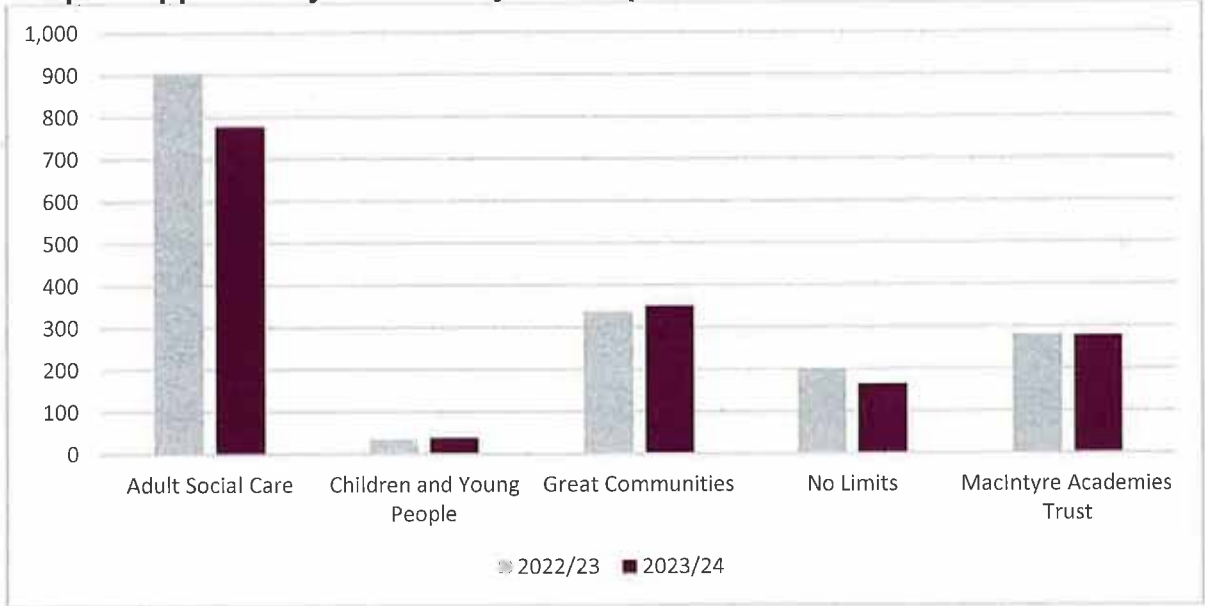
The MacIntyre Group remains unique with regards to the range of education and social care services that we provide. Our intention is to provide school based education experiences with curriculums and learning spaces that are as alternative as necessary to make sense to the children and young people. Our No Limits community based innovation further education programmes enable young people prepare for adulthood in geographical areas that are important to them and near to families and friends who they love. We strive to ensure that the disabled adults who draw on MacIntyre’s support lead “gloriously ordinary lives” by “living in a place they call home, with the

people and things that they love, in communities where people look out for one another, doing things that matter to them” (Social Care Future vision).

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

We recognise that we are better and can achieve more when we work in partnership with others. For the year under review we pay particular thanks to the Social Care Future movement who have been instrumental in our DNA reflections; to Tricia Nichols who has helped shape our recruitment revolution and introduced us to the concept of Gloriously Ordinary Lives and to Sian Lockwood and Simon Stockton who have helped steer our Everyone Everywhere journey.

## People supported by the MacIntyre Group



For the year under review the total number of people drawing on our support has reduced. This is in the main due to the very difficult decision we made not to enter into a new contracts with two Councils when our active contracts came to an end. Both decision were based on our views that the contractual arrangements did not afford the rights of disabled people as set out in the Care Act and as a result funding would not cover the true cost of care. The size of the funding deficit would, in our view, result in uncertainty for people drawing on the support and possibly destabilise the wider charity. Every effort was made to resolve this situation on behalf of the many people affected and their families.

Within this context and the very difficult economic position facing local Councils our preference is to work with those partners who understand the need to reimagine social care and who are working with providers and local communities to achieve this. We have long-standing relationships stretching decades with a number of Councils and are excited by our plans to reach out to more people over the next five years.

People joining MacIntyre during the year under review included 46 people accessing My Time (Life Long learning) in Bedfordshire, 26 people who we support in their own tenancies including 3 people who have moved away from secure settings such as assessment and treatment units and 6 people who we support in a registered care environment.

# People drawing on Adult Social Care

MacIntyre has been involved in the Social Care Future (SCF) Movement since its conception and continue to be an active ally. For the year under review we have committed to coproducing our organisation wide strategy and updating our plan for adult social care. Both are being heavily influenced by the SCF Movement’s vision: We all want to live in the place we call home, with the people and things that we love, in communities where we look out for each other, doing the things that matter to us (SCF).

It is pleasing to see policy influencers such as the Fabian Society and politicians embrace the movement and make the commitment to its vision as they consider policy and legislation relating to social care. We will continue to make a contribution to the movement as they work with the new government on its plans for a national care service.

### People drawing on our support

MacIntyre Care is commissioned by 65 Councils and Clinical Commissioning Groups (68 funders last year) to deliver support and care to 776 people (904 last year). We invest charitable funds to connect with 348 (336 last year) disabled people who are at risk of “falling through” the funding gap.

We support 230 (326) people living in their own home; 173 (178) people living in a registered care home; 300 (330) people access our lifelong learning centres and 73 (70) people supported through Shared Lives. A further 348 (336) people connect with MacIntyre through our local neighbourhood and Great Communities focus

We have developed a detailed Adult Social Care Workplan (2024 – 26) that sets out our areas of focus under our five threads which are:

- People
- Sustainability
- Workforce
- Best Practice
- Compliance



**Russell’s Story – A Social Care ‘influencer’**  
Russell is a positive and approachable person, enthusiastic about sharing his journey and his lived experience since he moved into his own tenancy supported by MacIntyre.

Russell has become actively involved with supporting recruitment and induction for MacIntyre in Warrington. He attended a careers drop-in community event to talk about his day-to-day life. He described his life experience before and after being supported by MacIntyre, and the positive difference his MacIntyre staff team has made.

Russell also meets new recruits during their induction in Warrington and shares his passion for music and film.

**Talking to Social Care Students**  
Russell has now extended his work in the community even further. We connected with the Health and Social Care team at Warrington and Vale Royal College and were invited to do a talk and Q&A session with the Year One students. Russell spoke passionately about how happy he is

and what a 'gloriously ordinary life' looks like for him. He also addressed perceptions of what social care is through his experience and the positive relationship he has with the staff who support him and his house-mate.

#### **A successful outcome**

The session was so successful that Russell has been asked to attend at the college again to talk to the second year students.

Russell on his recent experience working with the group and college: *"It was fantastic I very much enjoyed talking to the students. It was quite exciting for me and I liked that they asked me lots of questions. I am very proud of myself and the staff and the students were very nice and friendly."*

Course tutor Katie spoke about the experience: *"It was a really good session today with Russell and the students found it really interesting on hearing about Russell and how he engages with the community through his work with MacIntyre."*

Russell is so positive about engaging with others in his community and helping people to understand exactly what 'good' looks like when it comes to Social Care.

to help out at the local Church, which has a lot of involvement with community cafés and food banks. Stephen went along for an informal meet and greet, which turned into a couple of induction days.

#### **Volunteering**

Stephen now volunteers at the Church, helping out at community breakfasts, visiting the local garden centre to do food pick-ups and becoming a familiar and popular local face. His staff team have noticed how much this work has improved his confidence in a very short time. His speech and communication have improved and he is generally more relaxed.

#### **What it means**

We asked Stephen what his volunteer work means to him. This is what he said: *"I like to help people it makes me feel good, I also like talking to people and get to know them."*

Since he moved into his own place, Stephen has turned from being a young man who was solitary, unsocial and would stay up late playing computer games to someone who is thoughtful of others, fun to be with, and who enjoys making connections.

### **Stephen's story**

Stephen is a man in his early 20s, kind, full of fun and energy. Following a period in an Assessment and Treatment Unit, MacIntyre supported Stephen to move into his own home tenancy in Greater Manchester where he is now enjoying some of his favourite hobbies – including computer games.

#### **Looking for connection**

But there's a wider world outside his home. Stephen was beginning to feel ready for more friendships and involvement. He wanted to find ways to help others. One of the staff team wondered whether Stephen would like



## **MacIntyre's contribution to reimagining social care and shaping "Great Communities"**

Our Everyone Everywhere approach brings a focus to the importance of people and connections for all of us including people who draw on social care.

Our Great Communities project goes one step further in intentionally turning those connections into community partnerships and activities that can in themselves make a valid contribution to the landscape that we call social care. In other words good social care is more about inclusive and nurturing communities rather than an hour of time and task delivery. This is how we would like policymakers, politicians, providers, commissioners and the wider public to think about, and invest in, the social care of the future.

### **Our Great Communities story in Warrington**

MacIntyre has been a provider in Warrington for over 30 years. We currently have three formal contacts with the Local Authority, the first as part of the local Supported Living Framework agreement we provide care and support to over 40 people who have housing tenancy, the second focuses on "day time" activity for approximately 60 people. This second contract involves a number of people who are not in receipt of other eligible support. In addition we have a thriving Shared Lives agency that connects people for both long term living arrangements and for short break activity. The total income from the council is approximately £4.2m per annum. Our relationship with the Council is exceptionally positive and we are well connected with other organisations, with community networks and groups.

### **The Need**

The story that sparked the Warrington "Great Communities Project" involved a homeless young woman who was asking for money outside King's Cross Station. Sian Lockwood (then CEO of Community Catalysts) who happened to be at the station spent time with her to understand her story. The woman had Downs Syndrome and had been evicted from her

tenancy (private landlord) after her formal support was stopped. An assessment had concluded that she was no longer eligible for public funding and support. This sparked a national debate and real concern that this could be a story that would be repeated. It also shone a light on the physical and emotional trauma faced by disabled people who may fall through the funding gap. MacIntyre in partnership with Community Catalysts chose to respond in a way that would not only support people who were danger of falling through this gap but would be ambitious for the role that disabled people play in the shaping of vibrant and inclusive neighbourhoods. Ultimately our vision was to play a role in shaping inclusive and connected communities where disabled people were true participants and contributors and less dependent on more formal and traditional social care "services". We chose to focus on Warrington as our presence and existing connections gave us confidence that we could secure maximum impact. We intentionally considered the number of disabled people already drawing on our support who could make a contribution and ultimately benefit from this approach.

### **The Impact**

MacIntyre has used charitable funds to develop a project that is strengths based and led by people for people. Great Communities intentionally reaches out to disabled adults in Warrington who have a learning disability or are autistic who are not eligible currently for social care support or who access less than 6 hours paid support a week. The ripple impact of the connections made and the activity initiated are there to benefit all local people including those who draw on larger packages of social care support. In time the ambition is that these people can grow their informal networks, foster interests skills and talents and increase their contributions to their local neighbourhoods – all of which reducing the amount of traditional social care support. Great Communities principles fit into the wider context within Warrington with the focus on community-led support and strengths and asset based approaches. The Great Communities work has ensured

Warrington has been recognised as a creative, connected community.

### The Future - We are 'More Than a Provider'

We are clear that reform is required and we believe that we have a contribution to make in the reimagining and design of new social care solutions. Our track record of working alongside disabled people, council and others is good. Our Everyone Everywhere approach and our learning from our Great Communities has demonstrated that:

- Providers can play a role in shaping local communities/neighbourhoods.
- Disabled people have talents and skills that are valuable to the fabric of inclusive neighbourhoods.
- Investment in neighbourhoods and communities has to be part of any future social care plan
- Invest to save – such an approach prevents people accessing social care and has potential to reduce number of hours for those eligible.

We have joined up with five other organisations, all who align with the SCF vision and all who have a proven track record in delivering innovative solutions to social care. Fundamentally we believe that we are well placed as not for profit third sector organisations to help policy makers develop fresh ideas, ambitious and workable solutions for disabled adults who draw on social care. .

### Who are the partner organisations?

The partnership includes Brandon Trust, Certitude, Choice Support, Dimensions and United Response. The organisations have shared values and over 240 years' combined experience of creating positive solutions for people drawing on social care.

Together we support 12,000 people and employ 21,000 staff across England and Wales and have a combined income of £571m. We hope our combined influence means that government ministers and policy writers, in all political parties, can benefit from our experience about what social care needs to be able to thrive, and

what people who draw on our support need to live gloriously ordinary lives.



# Children, Young People and their Education

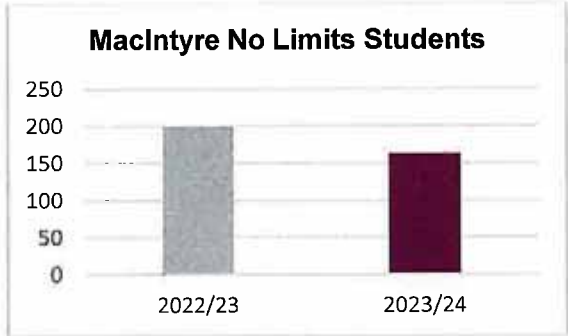
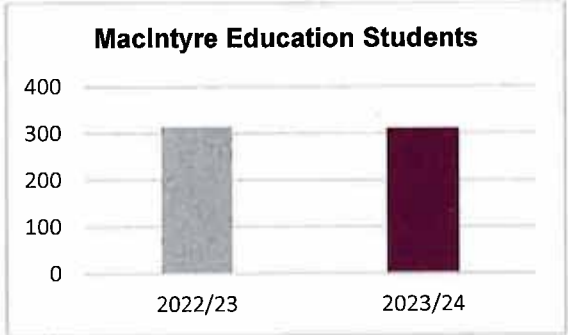
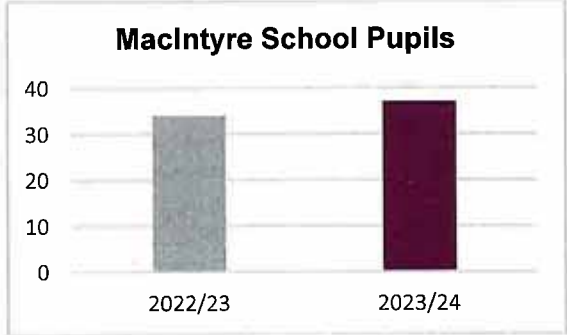
The MacIntyre Care Group prides itself in providing excellent education, care and support to children and young people aged between 8 and 19 with severe learning difficulties, autism and other complex needs.

We deliver education, care and support to 314 school age children at our Independent special school in Buckinghamshire and at our four Academy schools (312 in 2022/23).

In May 2024 we were delighted to share the news that we have been successful in our application for two new special schools where we will be working alongside Leicestershire and Worcestershire local authorities to open new schools in Quorn and Malvern respectively in September 2027.

## MacIntyre School, Wingrave

At MacIntyre School we believe that potential is limitless and that every young person can and will 'Achieve Above and Beyond'. We currently provide person centred, individualised education to 31 children aged between 8 and 19 with severe learning difficulties, autism and other complex needs.



At the most recent Ofsted inspection in February 2024 MacIntyre School was rated 'Good' in all areas, with Personal Development rated as 'Outstanding'. In the inspection, Ofsted stated that:

*"Pupils relish their time at MacIntyre School because it makes a positive and pivotal difference to their lives. Many have a history of negative experiences of education. However, from the moment pupils step through the school gates, they experience a nurturing and caring welcome."*

The report also highlighted how positively parents and carers spoke about the advice and resources provided. One parent said: *"This school is a lifeline for our child and the family."*

# Young People and their Further Education: MacIntyre No Limits™

We work in partnership with further education and independent specialist colleges to provide an inclusive and flexible No Limits education programme for young people aged 16 and over. The unique MacIntyre No Limits™ approach enables young people with autism, learning disabilities, specific learning difficulties and social, emotional and mental health needs to continue their education and develop skills in preparation for adulthood. We currently offer further education opportunities in a range of locations across the UK, including Buckinghamshire, Oxfordshire, Milton Keynes, Bedfordshire and the East Midlands.

In the year under review, No Limits developed relationships with local authorities to offer programmes of learning direct through 'EOTAS' (Education Other Than At School) funding.

**Our Vision** - MacIntyre No Limits aims to be a sector leader in providing bespoke post-16 education for young people with complex needs. We believe that all young people can thrive in learning settings where their preferences, interests and strengths are placed at the centre of their programme. Working closely with young people and their families and carers, highly qualified No Limits staff will develop individual learning packages which meet learners' environmental, emotional, communication and sensory needs, enabling them to develop the skills for greater independence in adulthood.

## The MacIntyre No Limits Curriculum

### The No Limits Curriculum

The No Limits Curriculum aims to develop learners' skills across four key areas, which are closely linked to the government's "Pathways to Adulthood" statement.

Although each learner's targets and timetable are uniquely suited to their needs, most learners' programmes will contain targets from all four curriculum areas.



By the time I leave No Limits, I will understand my own mind and body better. I will communicate more effectively, and know more about how to stay safe, happy and healthy.

By the time I leave No Limits, I will feel like an adult in my own home. I will have the skills I need to live with less support than before, and will have more control over my environment.



By the time I leave No Limits, I will be more familiar with my local area, how to get around it, and how to get help if I need it. I will understand more about how my community works.

By the time I leave No Limits, I will have a plan for what comes next in my life. I will be better equipped to make choices, and will have had a say in any decisions about my future.



## Jay's Story

When Jay (not his real name) first came to MacIntyre No Limits, he was in a state of high anxiety. Transitioning to college was his first change of setting in twelve years, and it coincided with his older brother moving away to university. Although he seemed interested in the new car and new people who had come into his life, everything was a struggle: getting out of the house took hours, and getting out of the car in the community was nearly impossible. His communication was limited, and for the first few weeks almost all his staff team heard was "no" as Jay declined every experience and activity offered to him. When he did come out of the car, it was very briefly, and fraught with anxiety for both Jay and his staff.

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

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

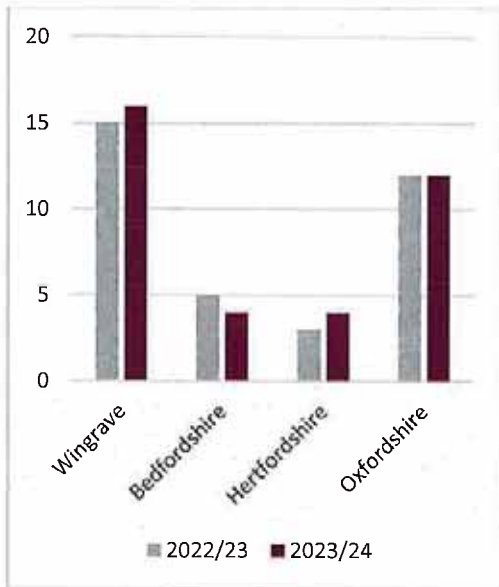
Over the subsequent two years, Jay's communication skills blossomed. He began to spontaneously use full sentences, jokes and banter, and clear statements of what he wanted and needed. He developed the skills to access the community safely and successfully, and began to enjoy interacting with his peers.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

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

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

# Children drawing on Residential Care Support

## MacIntyre Children's Homes



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

MacIntyre currently provides a therapeutic home environment to 24 children and young people across 4 homes in Bedfordshire, Buckinghamshire and Hertfordshire. Twenty of these young people attend our independent special school in Wingrave. Twelve children are supported at Endeavour House in Oxfordshire on either a short breaks or respite basis.

## Mary's story

Prior to MacIntyre, Mary\* had not left home for nearly two years, had not been receiving any form of education and was completely nocturnal - sleeping all day and awake all night. Her independence skills were minimal. This is Mary's story.

Mary moved to MacIntyre School and Children's Homes 18 months ago. As with all the young people we support, we have put a whole team around Mary to make sure we really understand what makes sense for her: we have looked at her therapy input; her communication needs; what motivates her and really built a relationship with her.

At MacIntyre we use a technique called "Intensive Interaction". This involves really understanding the fundamentals of communication for Mary, then mirroring what she does, and coming down to Mary's level and engaging with her. Just through these changes we have been able to build a relationship with Mary.

Mary now baths twice a day, she goes to bed at night; she is using lots of different forms of communication, including objects of reference. The development of her communication skills has increased her independence - she will go and get it herself, pictures, and Intensive Interaction continues to be a huge part of her life.

Mary has come on so far - you may see her out for a walk, going to the supermarket and choosing her own shopping, or you may see her enjoying messy play.

She has become more independent - she will get herself a drink and will be involved in making her dinner. She goes to school. She goes out.

Mary's story tells itself – such phenomenal progress which is directly due to the commitment of our staff, the value of the therapeutic input, and the MacIntyre staff team working to understand what makes sense to Mary and making sure that we put that in place. Mary's family remain involved and enjoy spending time together.

*\*Name changed*

During the year under review all of the Children's homes were rated as Good by Ofsted.

### **Wingrave, Buckinghamshire**

The last Ofsted inspection at the children's homes was in February 2021, at which time it was rated 'Good'.

In the year under review, the children's homes at Wingrave were split to fall under two registered managers. The first inspection under this new registration will take place in the second half of 2024.

### **Hillside, Bedfordshire, 'Good', February 2024**

"The children enjoy a wide range of positive experiences that support their individual preferences. This includes regular trips out, bowling, rugby, going out for food and helping in the local community by taking the bins out for neighbours. This helps children to build their confidence and social skills.

Staff encourage the children to go to school. They all have very good attendance records and are making progress from their starting points. When the children talk about school, they are enthusiastic about their experiences."

"The children enjoy trusting relationships with staff. There is music and laughter at the house. A parent said, 'We know he is loved. We know that he cannot make up the affection that he has for the staff and the home.'"

### **Woodland View, Hertfordshire, 'Good', July 2023**

"Children were observed to be happy, playful and relaxed with the staff. Staff have meaningful relationships with children, and they show children genuine care and interest. Children feel secure, valued and loved."

"Children take part in a range of activities, including day trips to local festivals, theme parks and theatre productions. One child said, 'Staff take me to the library often, because it is my favourite activity.' Parents are welcomed to participate in activities in and out of the home. Children thoroughly

enjoy these fun and enriching experiences and can enjoy them with family."

### **Endeavour House, Oxfordshire, 'Requires Improvement' September 2024**

We are confident, now that a permanent Registered Manager is in place that we will return to a 'Good' assessment from Ofsted at their next visit.

"Children have made progress. One parent reports that their child is doing 'amazingly well'. Staff have helped their child to develop independence skills. The child can use the bus and go shopping with staff's support."

"High levels of attentive staff help children build good relationships with other children. Staff have a good understanding of the children's routines and needs."

### **Endeavour House, Oxfordshire, Good, August 2022**

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

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

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

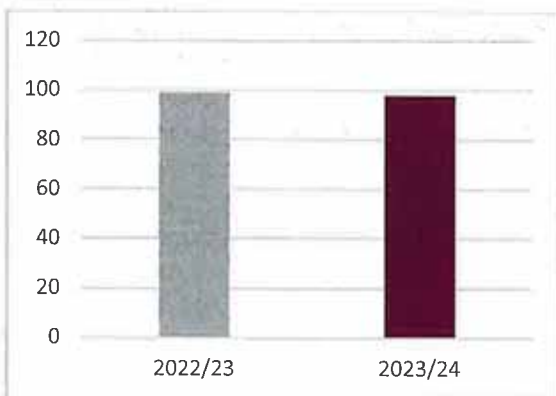
# MacIntyre Academies Trust

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

Putting children and families **first**

MacIntyre Academies currently comprises four Academies in Oxfordshire and Warwickshire. In May we were delighted to share the news that we have been successful in our application for two new special schools where we will be working alongside Leicestershire and Worcestershire local authorities to open new schools in Quorn and Malvern respectively in September 2027.

## Discovery Academy



In the year 2023-24 Discovery Academy has focussed on embedding our curriculum, expanding the range of enrichment we have on offer for pupils in and out of lessons and gaining the silver award as a 'Rights Respecting School'. We were delighted to retain a strong 'Good' Ofsted report that highlighted the hard and effective work of our team and its leaders. There have been challenges in terms of budget and recruitment, but the team are continuing to focus on these areas and have developed a relationship with 'Step into Teaching' to focus on having more graduate level recruits to support us with 12 month fixed term contracts linked to limited funding agreements for 1:1 support.

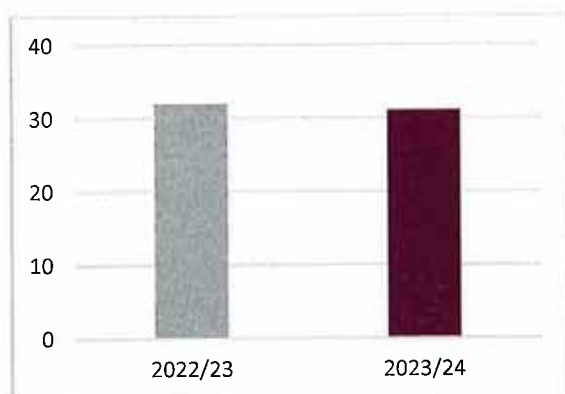
### Ofsted, January 2024:

"Everyone is made to feel welcome at this school. Leaders want the best outcomes for all pupils. Staff work hard to build positive relationships with pupils and to help them feel welcome within the school community. Pupils speak positively about the support and guidance that staff provide. This helps them to overcome barriers to learning."

Leaders cater for pupils' personal development particularly well. Pupils have access to many opportunities. These include sports, mindfulness, arts, coding, drumming sessions and outdoor activities such as forest school. Pupils benefit from trips and visits to, for example, museums and theatres. These experiences enhance their understanding of the curriculum. Pupils enjoy taking part in leadership responsibilities, including being student councillors or being part of the LGBTQ group. All of this helps pupils to play an active role in school life."



## Endeavour Academy



We were delighted to be awarded the Attachment and Trauma Sensitive Schools Silver Award. The awarding letter states:

*“What really shone through in today’s verification is that an attachment and trauma sensitive approach is increasingly interwoven into strategy, policy and practice. It is no longer a ‘tick box’ of things to do, but a rich tapestry which is organic and dynamic, responding to children’s needs in each developmental area. Staff hold shared values which are expressed through a common narrative. Themes around trust, relationships, empathy, commitment and compassion emerged in each conversation I had today. These shared values are the ‘golden thread’ running through the whole culture and life of the school”.*

We have also trained seven members of staff to be Mental Health First Aiders, of whom two are also trained as Youth Mental Health First Aiders and two are trained on Menopause Awareness.

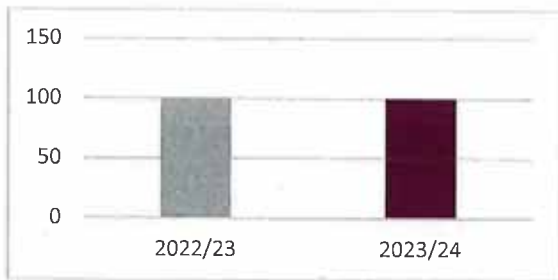
We continue to offer as many opportunities as possible to young people to enhance their experience of school with regular visits and trips which have included two pantomimes, Singing Hands and a visit from CBeebies star Nick Cope alongside our regular work with high quality offsite providers. Six pupils successfully completed their Silver Duke of Edinburgh Award alongside a further five who have completed their Bronze Award. Our outdoor learning offer continues to expand through Forest School and ASDAN awards in horticulture

and small animal care. All our pupils in Year 14 have completed a wide range of ASDAN qualifications across a diverse range of subjects to support their next steps when they leave Endeavour.



Photo: young people engaging in sports day parachute games, Summer 2023

## Quest Academy



In January 2024, Quest Academy welcomed a new Principal.

The school has since made quality improvement within the classroom a top priority by implementing a coaching and developmental observation process. This initiative ensures consistency in classroom practices across the school while also providing evidence to support the school's quality of education profile.

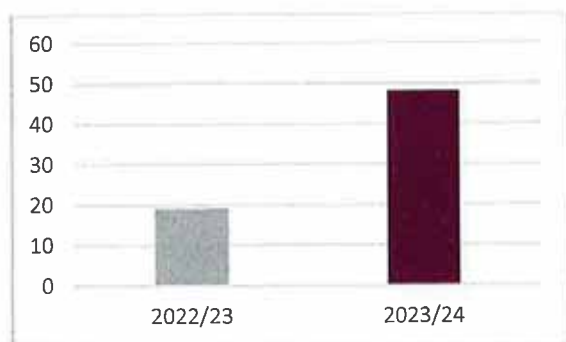
Additional priorities have included strengthening the extended leadership team, enhancing staff professional development, and raising expectations of all learners. Looking ahead, there are exciting projects planned, such as the development of the school's Forest School Area and Library, set to come to fruition in the coming year.

Ofsted Rating: Good (February 2022)  
"Everything that happens at Quest Academy helps pupils to be ready to learn and to be 'ready for life'. This results in tangible benefits, both personal and academic, for all pupils. Pupils are very well supported to help develop their self-confidence and self-belief. The pupils spoken to told inspectors how much better they are doing at this school. One pupil summed this up by saying, 'I feel good about the future.' Parents and carers wholeheartedly agree with this view."

Photo: World Book Day 2024



## Venture Academy



In the year 2023-24, Venture Academy has been focussed on embedding our work around how our curriculum is sequenced and further developing the quality of subject knowledge of our staff delivering, at times, a number of subjects.

We have also gained the Rights Respecting Award at Bronze level and we are now hoping to work towards the Silver Level. We have further improved our practice in early reading testing and support for pupils in order to better inform planning and delivery. We have also had our first ever cohort of pupils undertake their Duke of Edinburgh Bronze award.

The building at Venture remains a limiting factor in aspects of our support and provision, particularly for pupils with a more acute presentation of unsafe behaviours. We have a number of ambitious plans for the year ahead including further developing our vocational offer and increasing our range of work experience opportunities.

**Photo:** The 2023 leavers "Glamp" at Venture Academy. Pizza was enjoyed, FIFA was played, some karaoke and a film were enjoyed.



# Building a Culture of Excellence

*“MacIntyre prides itself in aspiring to be the very best we can be. We understand that it is our practice (what we do and how we do it) that makes a real difference to the quality of education, care and support that we can offer. We want everyone connecting to us to have access to education and support that is ambitious, progressive and ultimately makes sense to each person.”*

**MacIntyre Strategy 2024-29**

## Families

MacIntyre continues to have a committed focus on family engagement. “We value friends, families, and neighbourhoods”



### Let's Come Together national family meetings

A monthly commitment to invite families and circle of support to an evening meeting. Having a mix of staff and families has made this meeting feel inclusive and supportive with a vast amount of knowledge in the room.

*“Let's Come Together is so important, for me it is the sharing of knowledge between parents and staff. It is a place where if you are feeling a bit lost and lonely there is someone who knows how you are feeling” – Jo, Parent*

### MacIntyre Family Podcasts releases

Our podcasts are available on several platforms and have had over 800 downloads and have collaborated with some external organisations such as Books Beyond Words and ARC England.

### MacFamilies X (formerly Twitter)

600 followers and a platform to network which allows MacIntyre to develop new relationships and open opportunities to work externally.

### Working with family workshops

163 employee attendees.

### National Family Engagement Group

Led by MacIntyre but inclusive of other providers have met twice during the year under review.

### Preparing to Support pack

During the year under review our support pack for siblings was developed and launched. We are grateful to people who draw on support, their families and our critical friend Debs Aspland for the support they have given us in the design and implementation of this and other family support resources.

**PREPARE**  
TO SUPPORT  
*Programme*

**M** MacIntyre  
*Providing support, your way.*

- 21 week supportive programme for families of a loved ones with a learning disability.
- Themes covering financial management, jargon, getting to know aspirations, medical details, support, housing & more.
- A roadmap to becoming an effective supporter, tailored to your unique situation.



**Debs says:** *“As we reflect on this past year, it's truly heartening to be involved with a company that not only values the suggestions from family carers but acts upon them with a commitment to positive change. The invaluable work I am involved in through my consultancy, especially in strengthening MacIntyre's relationships with families, continues to make a profound impact. Looking ahead, we're excited to launch 'Prepare to Support,' a project that empowers siblings to care for their loved ones when parents may not be able to. This came from families telling us this was one of their biggest fears. The continued support and engagement from senior leadership ensures the organisation can make a real difference in the lives of people with SEND and their families!”*

## Health

Improving the health outcomes for people who draw on our support remain a key focus for us. We understand that there are potential risks to people as profound changes are made to the way primary and secondary health is structured and delivered across England and Wales.

We have introduced a roll out of Nourish (a digital social care recording system) during the year under review. We believe this alongside the focus of our dedicated operational teams and our health advisors will support our health equality vision.

## Health Equality

Achieving health equality remains high up on the health team's agenda. The Learning from Lives and Deaths of People with Learning Disabilities (LeDeR) report shares the findings of why people with learning disabilities and autistic people are dying from preventable deaths. The health team responds to the report and ensures that prevention workshops and education are provided that link to the findings. By doing this we are helping raise awareness and supporting people to live longer, healthier lives.

We have run accessible workshops on health inequalities, dementia, breast care and constipation during the year under review and retained a consistent focus on the promotion of annual health checks. Our workshops are always co-delivered by a person with lived experience. MacIntyre has committed to delivering the Oliver McGowan Mandatory Training in Learning Disabilities and Autism which has a significant focus on health inequalities.

## Health Recording

Health Recording has been a continued mandatory requirement for MacIntyre's adult social care where all 24-hour support services are required to use the Health Calendar.

The Health Calendar captures rich data that supports people with a learning disability to have the right care and pathways of support that sadly are commonly not given access to due to health professionals making incorrect judgments which lead to people who draw on MacIntyre's support having delayed care or at times returning home with no pathway of support which can lead to preventable deaths.

We have been working closely with Nourish to ensure when the transition from the paper version of the recording goes to digital via Nourish, we are still confident we are recording rich data. We continue to support the local health recording trainers to lead local workshops across adult services.

Training data from our LMS shows that 1,124 out of 1,419 allocated staff have completed Health Calendar training.



*"Knowing that MacIntyre has such an in-depth health recording process to support people who draw on support is so reassuring. I know that when this is done well it really can open doors to an earlier and a timelier diagnosis"*

**Nicola Payne, Health Manager**

#### **End of Life Care (Dying to Talk)**

Since the end of the funded Dying to Talk project, the Health Team has continued to champion the work to support people to feel more comfortable in approaching the topic of death and dying, ensuring the work of the Dying to Talk project continues. Running workshops and accessible workshops to start conversations and preparing to plan for the future has been successful and well-received.

*"It has been difficult to have conversations about death and dying with a person I'm supporting. They are in their mid-70s and have significant anxieties about death and dying. Their mother became progressively unwell and died when the person was young. This had a big impact on them. In the past I have had to be very cautious about talking about end-of-life planning because anything to do with funerals, hospitals or ambulances are triggers for this person's anxiety. I revisited this person's advance care plan after the Dying to Talk training and had a breakthrough moment. I began a conversation around music that they might want at their funeral. They weren't as anxious as they had been previously, and it ended up being a positive conversation. Applying the tips from training helped me have better conversations."*

## **MacIntyre Support Worker**

### **Collaborations**

Collaborations with people who have lived experience and with other influencing organisations in the design and delivery of excellent training is important to us. During the year our collaborations have included:

Loss and Bereavement – external workshops delivered to external audiences in collaboration with ARC England.

*"ARC worked with MacIntyre to develop the first co-produced training course we have offered in England and Wales, which was inspired by MacIntyre's existing Dying to Talk course. The training was co-delivered by someone with experience of a learning disability, loss, and bereavement and as we progressed with the work, it became clearer and clearer that our values, approach, and aims were perfectly aligned with those of MacIntyre. This led to the production of a highly successful Loss and Bereavement training course and the decision to move towards this model of training course development and delivery in the future for all ARC programmes. We are excited about the new opportunities that will surely come from our partnership with MacIntyre and we are confident that the work we do together will make a real difference in the lives of people that learning disability and autistic people."*

**Clive Parry – Director, ARC England**

**The Victoria and Stuart Project** -MacIntyre was a co-applicant in the [Victoria & Stuart Project](#) – funded by the National Institute of Health Research. The Victoria and Stuart Project is about finding the best ways to help people with learning disabilities and autistic people understand and/or plan for the end of their life. We want to make sure that people with learning disabilities and autistic people get the right care and support when they are ill and going to die. We want to ensure that staff feel empowered and confident using this toolkit with people who draw on their support.

From January to June we worked in co-production with, health professionals, support workers, policy makers, families,

experts by experience, nurses, and researchers to create the toolkit.

From October to December we facilitated 16 sessions with the Victoria & Stuart Project team, with 21 members of staff signing up to participate in the project. This resulted in 14 members of staff completing the training and are in the phase now of testing the toolkit with a person who draws on their support. The feedback will inform how the toolkit is finalised.

From January to March 2024 (when the project funding ended), our focus is to ensure that everyone who participated in the training tries out the toolkit and provides feedback. Staff members also have the opportunity to join a final focus group.

*"It's been an absolute privilege to work with a variety of people from different backgrounds with varying skill sets. I am proud of what we have achieved so far and what we will continue to do in 2024."*

**Meg Wilding, Victoria & Stuart Project Lead at MacIntyre"**

### **Dementia Support**

MacIntyre are recognised externally for their dementia support and continues to work with external organisations to showcase the person-centred approach we use. We continue to work closely with Beth Britton, our external consultant., Beth supports our approach and provides support to local services is something Beth has great expertise in, and her visits are beneficial to teams.

*"It has been wonderful to work with the MacIntyre Health Team again this year as we've delivered two insightful and industry-leading Dementia Special Interest Groups (on environments and dementia risk-reduction and prevention), continuing to show how MacIntyre are pioneering in the world of dementia and learning disability. I've also been very privileged to work with Nicky and Jess as we've co-designed and co-delivered Loss and Bereavement training for ARC England - an educational experience that I believe is ground-breaking in social care.*

*Finally, a personal highlight has been working with Nicky to provide specific*

*support for several people who have dementia. This is always complex work with many different strands of need and difficulty to unpick, but so rewarding to be able to support teams to provide optimal care and work on improvements to their practice.*

*Documenting some of the wider themes of this work in this blog*

*<https://www.macintyrecharity.org/news-blogs/supporting-people-living-with-dementia-to-lead-their-best-lives/> has also ensured that other MacIntyre services and external health and social care colleagues can benefit from this learning.*

*As ever, it has been a true privilege to work with such a dedicated, person-centred team. Thank you MacIntyre Health Colleagues!"*

**Beth Britton Award-winning Content Creator; Consultant; Trainer & Mentor; Campaigner & Speaker.**

We continue to host the Dementia Special Interest Group (DSIG) twice a year, opening the event up externally (connected with 40 new external health professionals) to ensure we are connecting and sharing what we do well. The team always invites guest speakers and has a good relationship with Dementia UK which has a platform at every DSIG.

The MacIntyre Memory Cafés in Milton Keynes has been running since 2015 and this year we opened up the doors and welcomed 226 people. The purpose of the Memory Café is to connect with the community and offer our support and knowledge to those who are impacted by dementia. Where possible we want to have a Dementia UK Admiral Nurse at each café in 2024. We want to ensure that all of the Memory Cafés have the same framework so we can confidently know we are providing the best possible support.

We were approached by NHS England and Dementia UK to co-produce a film about living with Dementia and a Learning Disability. Rosie Joustra, expert by experience, was delighted to be involved. This film is now hosted in the Dementia Resource Suite on the LeDeR website. You can watch the film [here](#)



*“As part of the work I am doing for NHS England, I needed to create a short film to talk about living with dementia. We wanted it to be about someone living with a learning disability and dementia and having worked with MacIntyre before on a number of things, for me the obvious perfect fit was to work with Rosie and MacIntyre. It was a pleasure to work on this film. I think we have created something that is inspirational, motivating, educational, and importantly very real”*

**Vic Lyons, Head of Digital & Dementia, Dementia UK**

MacIntyre had a platform at the 2023 Dementia Congress where Rosie Joustra shared the importance of navigating dementia when you have a learning disability, and we showcased the new NHS and Dementia UK film. One delegate posted on X (formerly Twitter):

“Yes Rosie! Your talk was excellent and brought so clear a well-needed message to #UKDC2023 today about inclusivity, challenging stigma and not forgetting that people with a learning disability and dementia are people first with gifts and aspirations. Keep going!”

### **Conferences and Networks**

During the year the Health Team have represented MacIntyre at a number of events:

- Following an approach by Learning Disability England the team were asked by the Coalition for Personalised Care to present at an online webinar.
- The Team facilitated a session on the Health Inequalities that people who draw on our support face, this was a brand-new opportunity for us to present this content as previously we have only been

approached for our Project work around Dementia (Dementia Project) and End of Life Care (Dying to Talk Project)

- The team presented at VODG’s Joint Operations Directors’ and Quality & Safeguarding Professional Network Meeting. We presented the End-of-Life Care work and our involvement in the Victoria & Stuart Project.
- We were invited to the Oliver McGowan Mandatory Training celebration event which took place in London. One of our co-trainers met Paula McGowan and shared with her how good it was to have a paid role at MacIntyre.

## **Positive Behaviour Support**

Since 2015, when MacIntyre first began our PBS journey the support needs of those to whom we provide support for, and their teams has become more complex and ensuring we remain in a position to provide the right level of specialist and impactful support has been the focus for this year. Whilst undoubtedly MacIntyre has always supported individuals with behavioural support needs, it was in 2015 that our journey to ensuring people were being supported in the most ethical and informed way possible really began with the introduction of the Positive Behaviour Support (PBS) Policy. Unquestionably MacIntyre’s commitment to this approach has made a lasting impact on those who draw on us for support. However, to ensure we are continuing to provide the very best support we can, it was clear that a review was needed.

During the year we reviewed and unpacked our own position and offer. Reviewed through the lens of current evidence-based best practice in the field of PBS and complex support; this involved reflecting over past years’ successes and taking learning from aspects that have not worked well. The review aimed to ensure we avoid the potential for delivering ‘poor PBS’ within MacIntyre, to clarify what PBS is now within MacIntyre and to plan how we can remain and be recognised as market leaders in this area.

This work resulted in our ability to define what PBS is and is not; within a wider



national context but most importantly this definition supported us to understand and identify areas for improvement and development within MacIntyre.

This work led to the development of our 'Compassion First' Positive Behaviour and Complex Support Approach. It is an approach underpinned by five 'Compassion First' action statements, setting out how we will work with compassion to ensure that the support we provide is kind, ethical and respectful.

Measurable impacts comparable to 2022 figures have been a:

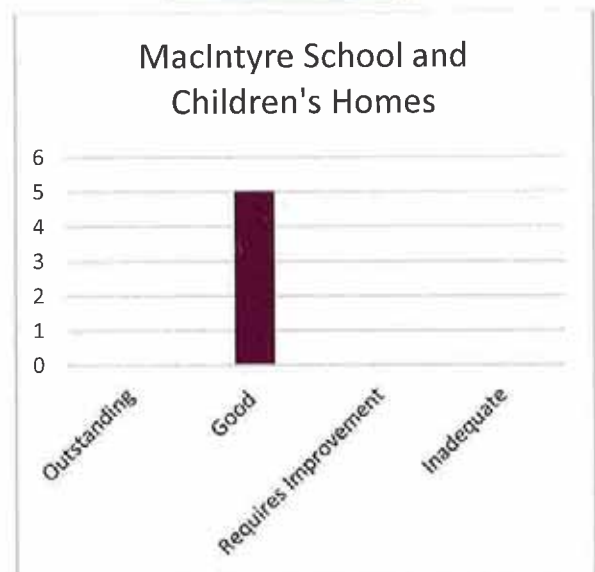
- 48% reduction in staff injuries related to incidents involving behaviours of concern
- 50% reduction in relation to injuries to people who draw on us for support (non -self-injurious)
- 48% reduction in harm occurring from self – injurious or self-harm behaviour.

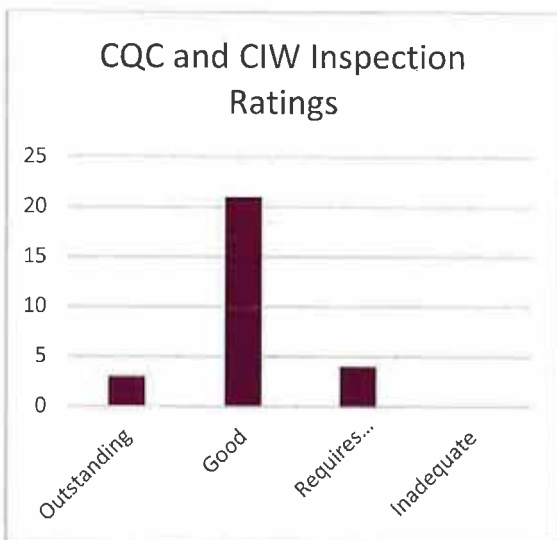
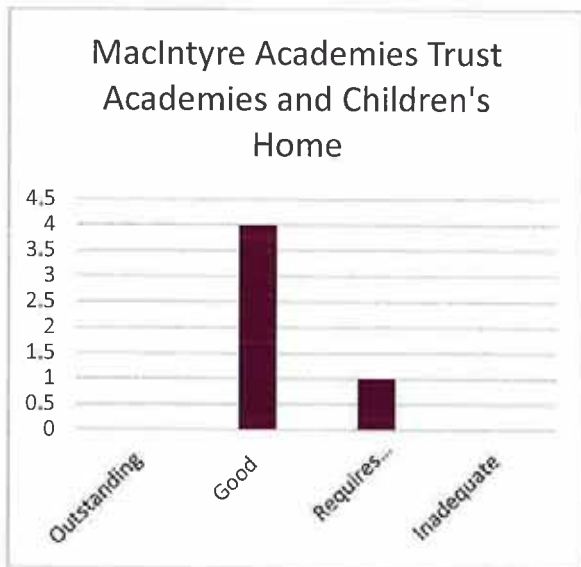
## Compliance & Safeguarding

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

### The Regulation Facts & Figures:

MacIntyre has 29 CQC, 1 CIW and 5 Ofsted registered locations. MacIntyre Academies Trust has an additional 5 Ofsted registered locations.





## Data and Systems

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

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

date we have a 100% on time submission rate.

## The Data Security and Protection Toolkit (DSPToolkit)

is a self-assessment that evidences that the organisation is meeting NDG standards (National Data Guardian). It is a requirement for all organisations that are accessing NHS data to complete the toolkit, demonstrating that they are putting into practice the 10 security standards recommended by the NDG.

It is an annual submission with a firm deadline (typically end of June), however the evidence that is uploaded into the toolkit is worked on all year round as part of our standard data protection and data security accountability protocols, for example MacIntyre's Record of Processing Activities, Training Dashboards and Training Needs Analysis, Consent Reviews, Cyber Security requirements, Retention Schedule etc.

To date we have submitted our self-assessment, on time and reaching "Standards Met" every year since the toolkit has been active (Version 1: 2018-2019). This is very important, as there is a risk to the access MacIntyre has to NHS data is we do not submit the assessment on time, and achieving the minimum requirements.

## Safeguarding Workplan 2024-2027

MacIntyre is committed to the safeguarding of the adults, young people and children who draw on our support across the organisation. We are dedicated to the continuous improvement our processes and practice.

The recently revised and relaunched Safeguarding work plan aligns our DNA with the Care Act's Six Principles of Safeguarding. We recognise that our commitment to Making Safeguarding Personal challenges us to ensure the link between safeguarding and every day gloriously ordinary lives is seamless, understood and embedded in everything we do.



### Safeguarding Committee

The year has seen the committee membership numbers and attendance increase, resulting in greater focus, engagement, and involvement from local areas and central teams. The CEO of the Ann Craft Trust continues to be an active member of the committee in his role as 'critical friend', but additionally now provides professional mentorship to the Head of Compliance and Safeguarding. This partnership working has aided the steering of the organisation to be keep safeguarding as a priority.

As a result of the work and analysis done by the committee, we have made the decision to introduce Area Safeguarding Leads into each adult social care operational area, in line with our CYP Designated Safeguarding Lead structure. Trained by the Ann Craft Trust, the Leads will be instrumental for us to achieve the goal of Making Safeguarding Personal for each and every person that draws on our support.

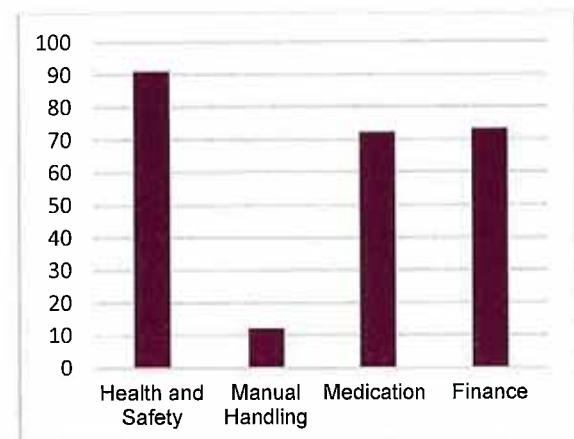
### Health and Safety, including audit

We see health and safety as a positive to ensure we do our utmost to enable people to live gloriously ordinary lives, achieving their hopes and dreams in a safe and healthy way.

Over the last twelve months, the Health and Safety team has gone through a period of transition with full integration now embedded within the wider Compliance team.

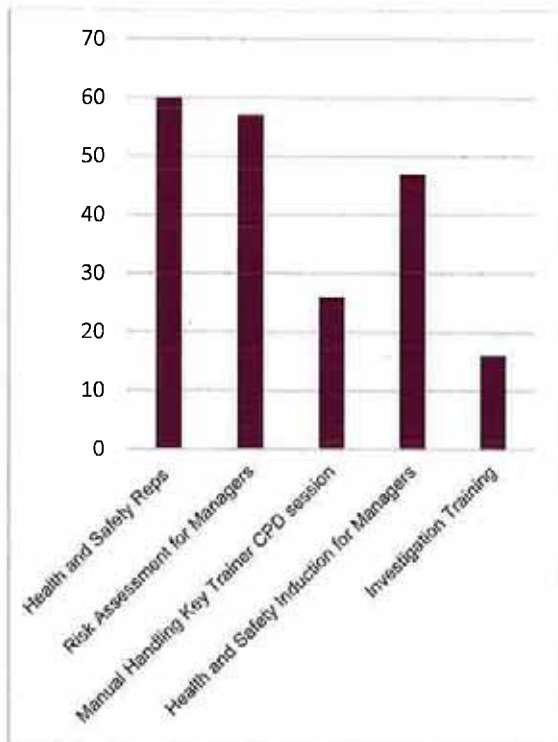
Auditing is a key area of focus for the team, to support operations to evaluate and improve in all aspects of health and safety, to ensure people who draw on support, staff and visitors have a safe experience with MacIntyre. The team has worked diligently to review and update the audit templates for health and safety, manual handling, medication and finance.

### Audit Completion 2023/24



Our Health and Safety Advisors have delivered a range of online sessions to 206 colleagues covering topics including Health and Safety Reps training, Health and Safety Induction for Managers, RIDDOR Investigations, Manual Handling Key Trainer CPD, and Risk Assessments for Managers.,

## Training Breakdown 2023/24



Looking to the year ahead, the team are commissioning an external audit with Royal Society for the Prevention of Accidents (RoSPA) for a corporate oversight of how we as an organisation are meeting our legal and moral duties, and what improvements we can make to the auditing process. This will be an exciting area of reflection and future development for MacIntyre, concentrating on Key Risks and transforming the future of audits and support given directly to our operational teams.

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

*“Our workforce vision is to be bold, innovative and ambitious in our national and local recruitment activity, that supports new ways of working, so that together we are able to attract and retain the best skilled and passionate people for today and the future. We will do this by ensuring every single person has a great recruitment experience and is warmly welcomed and valued from day one of their MacIntyre journey.”*

**MacIntyre Strategy 2024-29**

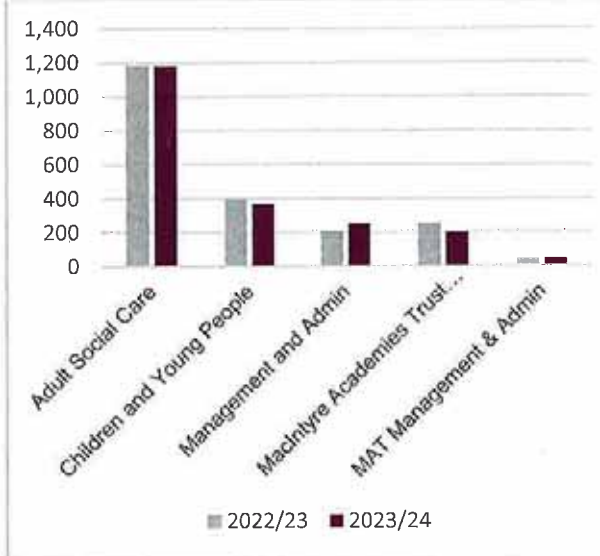
**Introduction**

Our workforce strategy was finalised during the year under review. We are delighted with the success of our recruitment revolution and proud of our plans to ensure that all colleagues feel valued and invested in during their employment with us.

We believe that there is no better career than one within special education and social care. We are in a unique position, due to the diversity of what we do, to offer ambitious and creative career paths to our employees.

We are thankful to all employees who have chosen to work with us during the year and to those who have chosen to stay with us. Their passion, ambition and compassion helps us to remain true to our heritage and ideology.

**Breakdown of workforce**



**Recruitment and Retention**

We remain focussed on our Six Critical success factor relating to vacancies; candidate experience; increasing Relief staff; improving data; reducing agency usage and improved employee retention.

We continue our approach to purposefully **connect with local people** and intentionally target people for recruitment purposes. We recognise that such activity is a win-win in terms of people drawing on support being better contributors to the neighbourhoods where they live and in terms of us intentionally creating a recruitment pipeline of local people who genuinely align with our values and are therefore more likely to remain with MacIntyre long-term.

Over the past year we have benchmarked our recruitment **processes** against similar organisations and streamlined our approach. These changes have enabled us to maintain safe recruitment practice and reduce the time that the candidates have to wait between the interview and start date.

Our **Refer a Friend** channel continues to be a good source for new candidates, accounting for 100 new starters during this period. Previous analysis indicates that 88% of staff joining through this route continue to work for MacIntyre for 12 months after joining.

Forty new colleagues have joined via the International Recruitment (**sponsorship**) route, and a further 18 existing colleagues have been retained on working visas.

At the time of the report, vacancies in our Adult Social Care areas have dropped to 5.1% (11.8%) against a target of <10%. For Children and Young People our vacancy levels are currently at 8.4% against a target of <15%. We recognise the changes of staff in our Children and Young People teams is impacted by the age and career paths which result in turnover trends that align with academic years and cohorts of students. At MacIntyre Academies vacancies were 31.23% (28.46%) for the year.

### **Retention**

Along with a continued focus on recruitment, we are equally working on our approach to retention and a renewed focus on maximising all employee touch points. Initiatives include Welcome Packs for new starters; celebrating work anniversaries; internal conferences and events; empowering staff led groups; opportunities for professional development and communicating effectively with our staff teams. The Welcome Packs include a partnership with Stand Out Socks, a business owned and run by an individual with Downs Syndrome.

All parts of MacIntyre have shown improvements in retention, with 52 fewer leavers overall compared to last year. Voluntary Turnover for the year was 24.93% (36%).

At MacIntyre Academies Voluntary Turnover for the year was 23.86% (28.68%)

### **Agency Spend**

A deliberate and strategic effort is underway to reduce the reliance on agency workers. As well as the associated cost, we believe the use of consistent staffing through MacIntyre's permanent or relief staff teams provides a better level of support.

In the first six months of this approach, weekly agency hours had decreased significantly with some weeks recording under 1,000 (a reduction from over 3,500 earlier in the year).

Tied to this approach, is the activity to increase the pool of Relief Staff. For the

year under review the increase in relief hours is 22.08%.

At the time of this review, a 58.29% reduction in agency spend has been recorded for the 2024/25 year to date.

### **Well-being**

Support for our staff forms part of our wider approach to retention and to staff well-being.

Internal staff networks, including the Diversity Advisory Group, Dementia and Autism Special Interest Groups, Dyslexia Network enable staff to build expertise in areas of interest. A fortnightly online 'Best Practice' started in 2020 and open to all staff has continued to share information and examples of best practice. 'Here to Hear' events with Directors have enabled colleagues to speak directly with senior management and raise any queries they may have. A special 'Here to Hear' event was hosted for all new sponsored colleagues.

MacIntyre's Staff Council continues to be the representative group with MacIntyre management.

During the year, Wellbeing Groups have been established in several parts of MacIntyre. In addition, over 50 staff have completed Mental Health First Aider training.

### **Staff Engagement and Communication**

Digital Staff Surveys to capture feedback of the entire process from application to early training is now gathered and feedback provided to MacIntyre's management teams.

- **Interview Process:** 84.6% rated it "Very Positive," showing effectiveness in creating a positive first impression.
- **Role Adverts:** 96.2% found job adverts clear and accurate, reflecting successful communication of roles.
- **Interview Scheduling:** Most experienced timely interviews, though some delays occurred in July, needing attention.
- **Involvement of Supported Individuals:** Mixed involvement; a

consistent approach could better align with MacIntyre's values.

- **Onboarding & Training:** 71.2% had a buddy, and 96.2% felt well-prepared through training;

The introduction of a Monthly Briefing on the Intranet which provides a summary of key information each month has been well received.

A change to the structure of MacIntyre's Marketing team now means that one person's role includes a remit around internal communications. Work will continue to develop strategies for different approaches, in conjunction with local operational managers who will know what could work in their areas.

A new series of stories from our staff called Humans of MacIntyre was launched in 2023. This is one example:

### Rory's Story

I'm Rory, a Support Worker in Shropshire, providing support on a daily basis to one person, Jess. I had never previously worked within the social care sector and I find this job so rewarding. After many years of running my own business in textile recycling, I sold the business and decided to go travelling in my campervan, spending time touring around Europe.

#### A career change

Two years ago I decided I needed to do something completely different, and after a conversation with a family friend whose son has an acquired brain injury, it sparked my interest to look within the social care sector. I started looking and saw an advert for MacIntyre, applied and joined. It was great that I didn't need any experience and got the training I needed.

#### Living a life that makes sense

The person I support has an extremely busy working and social life and my role is to make sure that I support her to do what she wants in her life. We go to the cinema and theatre and we both take part in drama club on a Monday

evening. We dance once a month at the local disco and take part in social events at her home and in the wider community, just enjoying daily life - whether that's cooking at the local food hub, cooking at home, shopping, the list is endless.

#### Supporting Jess to make a difference

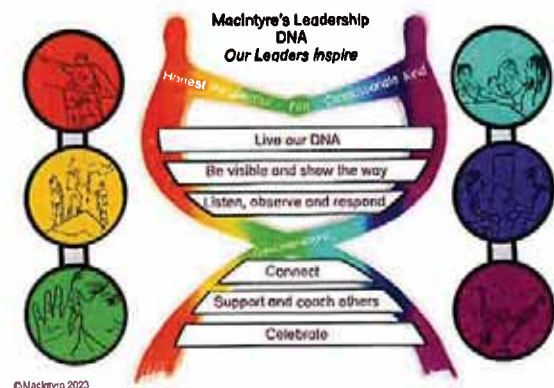
Jess works hard promoting her signing, and teaching others about disability so we drive around the country attending events so Jess can impart her life experiences with the audience. Seeing Jess so happy and knowing she is enjoying herself gives me enormous pleasure and job satisfaction, but at the same time I am enjoying myself too.

#### Reflections on learning

Within this role I have learnt so much about social care and myself. It's caused me to reflect back on my family life. I lost my brother 20 years ago and I wonder if I'd known then what I know now whether I could have supported him more. This new career has been challenging at times but it is such a rewarding job and at nearly 58 years of age I didn't know I could make such a difference in somebody's life.

### Leadership

Our **Leadership DNA** explains what leadership at MacIntyre should look like. It sets out the behaviours we expect to see from all of our leaders. It is rooted in our DNA, the things that matter most to us.



At MacIntyre we recognise that as human beings we are all unique and have a rich

variety of knowledge, skills, abilities and passions. We all have the potential to overcome barriers and shine brightly. The role of a MacIntyre leader can be visualised through our DNA song metaphor, 'The spark that puts the shine in the star'.

*"Everyone is a leader at MacIntyre, you don't need the job title, so it is important we all understand the most effective ways to lead and inspire others".*

**MacIntyre Leadership DNA 2023**

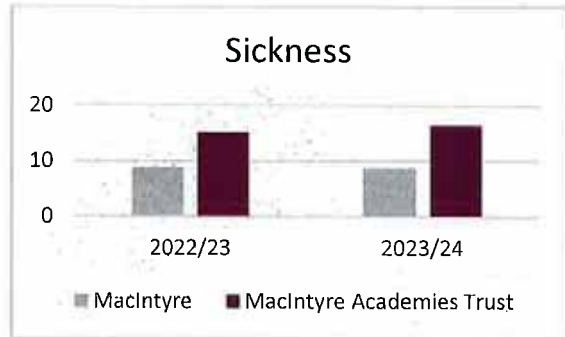
We will continue to invest in, and support our leaders through support and supervision, learning and development and coaching and mentoring so they are equipped with knowledge, skills and practices to be the best they can be, to lead the way, demonstrating the behaviours as set out with in the Leadership DNA.

**Sickness and Absence**

MacIntyre is committed to supporting the health, wellbeing and attendance of all employees and recognises the value of the contribution of employees to its success. Healthy and engaged employees are more likely to make a positive contribution to MacIntyre which improves the working environment and improves the quality of service provided to the people that draw on our support.

Through 2023 to 2024 we saw a significant decrease in absence due to Covid-19 but, in common with other organisations, days lost due to mental health remains high. Mental health training has therefore remained a priority and this continues to be delivered. We have seen a decrease in long term absence as the year has progressed and whilst around 5% of the workforce were long term absent for some period of time during the financial year ending 31 March 2024, we supported 60 employees to return to work following periods of long term absence. Our absence levels have remained steady with a small decrease to 8.7 days per employee on average at the end of the financial year (8.8 days in 2022/2023). We have continued to provide absence management training and HR

advice for our frontline managers providing them with the tools they need to supportively manage employees and signpost them to professional services and sources of support where appropriate.



Encouraging employees to take responsibility for their own health is important in helping them to keep themselves well. We have therefore promoted the use of our Employee Assistance Programme (EAP) as a free 24/7 available by telephone and online, with the EAP reporting an increase in the numbers of our employees making use of the services offered.

**MacIntyre Care Salary Reviews**

Our salary reviews for the financial year maintained pay rates above the National Living Wage (NLW) (£10.42 for ages 23 years and above) for all our employees. The charity continues to operate both local and organisation-wide recognition schemes, both for individuals and teams of employees. Our My Rewards voucher scheme provides financial recognition and are proud that nearly a fifth of our permanent employees have been employed by MacIntyre for over 10 years.

**MacIntyre Academies Salary Reviews**

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 2023/24, the Academies mirrored the Government's recommended teacher pay increases of 6.5% and all other staff received 5% cost of living increase.



**Case Study – A supportive HR approach from a MacIntyre colleague**

“I joined MacIntyre No Limits as a Community Teaching Facilitator in September 2021, just ahead of the academic year starting. The job was something a bit different to what I had done previously but seemed to require the perfect mix of skills and requirements which suited what I was looking for at the time. Whilst the role has its challenges, it’s amazing and I love the variety it gives me every day and the awesome experiences we provide for the young people that we work with. That being said, I never could have imagined the challenges that would go alongside this in my personal life and then indeed how much I would need to lean on my “MacIntyre Family”.

In June 2023, my family’s world was turned upside down following a change in my wife’s health - she was diagnosed with a brain tumour. Quite naturally this led to a whirlwind of appointments, treatment and meeting a million and one professionals in a very short period of time. Trying to balance this with the need to still go to work and pay the bills was presenting a massive challenge and I needed some support, I needed to ask for help.

As a “bloke” (a proud London lad and West Ham fan!) it isn’t the easiest thing in the world to need to do asking for help and I can’t exactly say it came naturally to me. Fortunately, we have a really supportive environment in MacIntyre and we do all know that the door is open to go and speak to the managers if we need to, or sit and have a cry as the case ended up being! Knowing what I know now and having fought through this last year or so, I’m certainly not ashamed to admit that.

I feel indebted to the management team throughout this period, especially my line manager, as they have been a great source of support for me. Whether it has been allowing time off for appointments, changing shifts last minute, allowing me a safe space to

rant and cry or simply just checking in and asking how I am doing; they have been amazing. They also looked at additional sources of support for me, offering support through the Employee Assistance Programme. This was appreciated as an offer, but for me I found the best therapy was being able to talk to my colleagues and managers face to face; knowing work was a safe space to do that. It was great to know there was a support network in place if I needed it.”

## Learning & Development

MacIntyre has a valued reputation for the quality of the learning and development opportunities that are available to the workforce. We understand that the acquisition of knowledge and skills are crucial to an employee feeling confident about being able to deliver excellent education, care and support. For the year under review we have included strategically important content to our informal and formal learning offer, this has included Gloriously Ordinary Lives and Everyone Everywhere content. Our approach to learning and development is a blended one with recognition given to work based learning eLearning and face to face training.

Despite the challenging economic funding context we continue to invest at least 3% of our income in this informal and formal learning and development activity. Our small Learning and Development team are instrumental in developing and supporting this activity. They ensure that we retain our open learning culture and that all employees have access to the learning and development opportunities that meet our very high standards as well as the standards set by our regulators.

Members of the Learning and Development team are also trainers for the Oliver McGowan Mandatory Training, Safeguarding, Link Working, Recording and Observation as well as any other bespoke specific training as required.

### ELearning

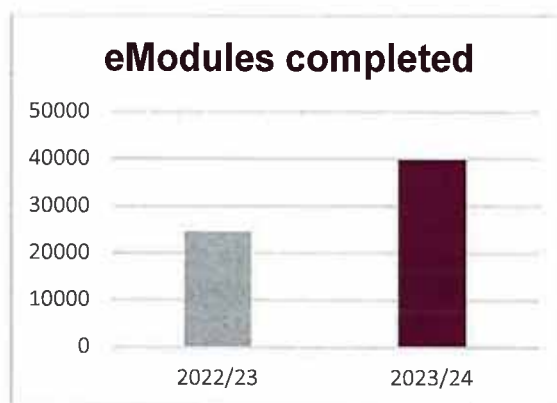
Outside of the LMS business as usual, the dominant task for the first part of last year was embedding the Grey Matter eModules. The structure of many of our interactive courses changed with this subscription, existing completion data had to be migrated into the new format as well as ensuring the availability of the existing modules for staff who were part way through the courses with multiple modules. Quarter 3 (2023) and Q1 (2024) were focused on the LMS system replacement project. The research, procurement and migration was

successfully completed within a six month period.

The following eModules have been created during the year and released:

- Education and Training Standard (Level 3) – Assessment Module 1
- Education and Training Standard (Level 3) – Assessment Module 2
- Education and Training Standard (Level 3) – Assessment Module 3
- Education and Training Standard (Level 3) – Assessment Module 4
- Education and Training Standard (Level 3) – Assessment Module 5
- Education and Training Standard (Level 3) – Assessment Module 6

During the year 39,834 mandatory eModules were completed (24,540 in 2022/23), an average of 19.2 per person (12.48 in 2022/23).



The increase from the previous year is due to the Grey Matter subscription. The Grey Matter courses are made up of two modules (a learning module and an assessment module), for many of the Grey Matter training subjects we previously had one module, the learning and assessment were built into one eModule.

### Internal Training Delivered

The face to face induction programme continues to be very successful. This has recently been reviewed and the focus remains to welcome our new recruits on board, explain what their first 6 months will include and also the opportunities available to them post-probation, in addition the sessions provide an opportunity for our new recruits to explore, articulate and be able to implement MacIntyre’s DNA, with the emphasis being on our approaches, Big Plan, Everyone Everywhere, Gloriously Ordinary Lives etc as means to achieving this.

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

Course name	Number of Sessions	Staff Completed
Accredited Medicines	9	79
Supervision and Appraisal	5	58
Induction (Face to face)	29	380
Recording and observation	10	98
Link working	3	21
Lead to Inspire	6	69
PDP Support Workshops	21	68
Rota Planning	2	21
<b>Total</b>	<b>85</b>	<b>794</b>

### Qualifications Completed

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

Qualification	Staff Registered	Staff completed
Level 2 Adult Care	1	7
Level 3 Adult Care	6	3
Level 3 CYP	30	20
Level 3 CYP Unit route	8	7
Level 5 Leadership	3	3
EAT	45	37
DET	0	5
Accredited medicines	67	72
<b>Total</b>	<b>160</b>	<b>154</b>

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

“One of the main topics that influenced change and development in my practice was the amount of varied teaching styles and approaches; due to this course I have been able to reflect on other styles I can use that are diverse and inclusive. The focus on embedding English, Maths and Functional skills was very good as I always struggled to think of ways to embed maths within learning and I was then realising I was actually already using it without realising, through timers and countdowns..”

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

“Rachel was an amazing support from beginning to end, always responsive to

emails or any questions I had. Rachel always made time to ensure everyone fully understood the logs. Rachel taught us in a way that was inclusive to everyone and made me feel at ease throughout the course.”

**Quote from Programme Co-ordinator who recently completed the Level 5 Diploma in Education and Training Standard (DET)**

“The theories of learning - log 2 opened my eyes to the concepts of why learning can be impacted by the methods of the teacher - we know it can, but this really helped me understand why. Log 5 on assessment made me evaluate my own practice and gaps in my skill set. Log 9 regarding resources made me consider my own creativity and how accessible my own resources are.”

**Quote from Programme Co-ordinator re the support she received from Jackie Lynch throughout her Level 5 Diploma in Education and Training (DET)**

“Jackie is such an effective teacher and communicator. She is passionate about her work and creates enthusiasm even when we are flagging in energy. She was able to respond professionally to my requests for help with compassion, but also kept me on track. She is pragmatic and realistic.”

**Quote from a Registered Manager who recently completed the Level 5 Diploma in Leadership and Management for Residential Childcare**

“Leadership & Management - Many aspects involved in this, I feel it supported me to look at the whole picture and look at each aspect in depth. Underpinning theories behind what we do and why. Opening my thoughts to the whole picture and looking at staff practice more in depth.”

**Quote from a Registered Manager re the support he received from Jackie Lynch throughout her Level 5 Diploma in Leadership and Management for Residential Childcare**

“Jackie Amazing support! Kept faith in ability and knowledge, and kept me going through the long and difficult journey.”

**Quote from an Area Manager who recently completed Level 5 Diploma in Leadership and Management for Adult Care (England)**

*“I am really proud to have achieved this. It has been challenging as I have had to do 90% of this in my own time due to work commitments, but ultimately worth this to feel the sense of achievement and support personal and professional development. I have found that it has supported my knowledge in my role with many aspects from legislation to leadership and has supported me to reflect on my management and leadership styles. It has also supported me to reflect on what we are achieving well as an area, what we need to improve on and what I am achieving and need to improve on. Sarah’s support and guidance has been amazing and has kept me on track throughout to support completion. I could not have done this without her support.*

*Sarah has worked above and beyond to support me and I cannot thank her enough for everything. Sarah provided both positive and constructive feedback and had faith in me at times I did not have faith in myself which supported to drive me.*

*As this was a qualification I had to have for my role I think my thought was on just getting it done as I had to. I do not see myself as academic. I really did not factor in the sense of achievement and the pride I feel after completion and this makes all the hard work worth it.”*

# Growing an Organisation with Integrity and Robust Financial Planning

*“MacIntyre is committed to lead the sector, offering the very best education, care and support and to achieving excellence in the eyes of the regulators. We understand that to achieve this we need to partner with funders who value innovative options and recognise the true costs of support. We have a long and robust history of strong financial planning, using charitable funds to add value through innovation and projects which do not attract statutory funding. Through ambitious growth plans we extend our support offer, our partnerships and influence.*

*We anticipate a difficult economic environment during the period of this strategy and we are committed to ensure that we offer value for money, operate with financial effectiveness and efficiency. We believe this is best achieved by open and honest consultation with people who draw on support, their families, the workforce, funders and other stakeholders. We are confident that we can achieve robust financial management with sufficient resource to secure future sustainability.”*

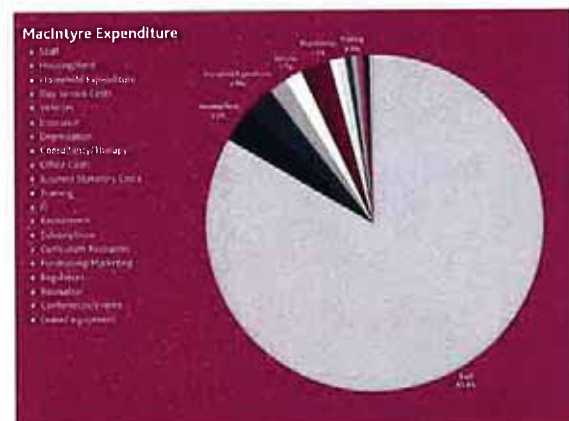
**MacIntyre Strategy 2024-29**

It is without doubt a difficult funding environment as councils struggle to balance their budgets. We pride ourselves on the positive relationships that we have with the majority of our funds across education, children and adult social care contracts.

A considerable time has been spent during the year liaising with our funders to ensure that the funding offered does really cover the cost of the education, care and support that we provide according to a young person’s EHCP plan and to the needs of disabled adults as assessed under the Care Act. We are confident about the quality of our provision and open and transparent about the costs.

For the year under review we estimated that our costs increased by an average of 7%, the majority of which we were able to cover through our fee increase negotiations with our funders. We understand the need to ensure that we are as efficient and we can be and to this end we have undertaken a robust review of all of our contracts and ensured that there is viable match between hours commissioned and hours delivered. We are proud that we continue to spend only

5% of our income on our small but efficient central support team



## Growth

Following our successful planning with Cranfield University we have fine-tuned our growth plans for the next five years. We have identified the geographical areas where we believe we can make the most difference and are working to ambitious targets. These include:

*“We will increase the number of young people we support each year from 215 to at least 300 by September 2029. This will be achieved through the retention of existing services alongside the development of children’s homes and the expansion of No Limits to new areas. Our core client group will remain young people aged 9 to 25 with severe and moderate learning disabilities and/or autism” CYP growth plan 2024 - 2029.*

For Adult Social Care, key areas of growth have been identified where we have

- strong relationships with our commissioners, who are also financially stable and committed to providing quality support;
- a good reputation for the quality of the support we can offer
- strong local infrastructure

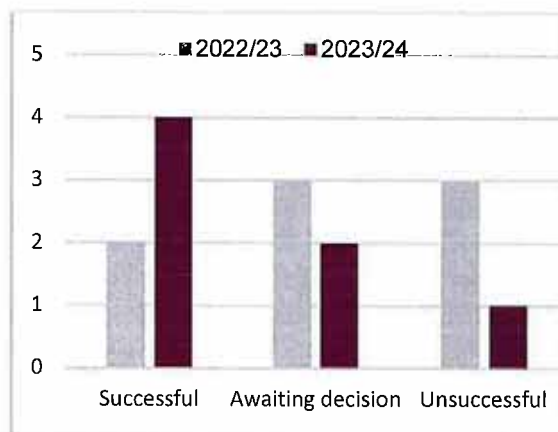


Operational teams are supported by our Head of Business Development who leads on the development of business plans and the submission of formal tenders.

In MacIntyre Academies, we were delighted with the announcement in early 2024 that we have been awarded two new Schools in Leicestershire and

Worcestershire and that they will be operational at the start of the 2027 academic year.

## Bid Success



## Charitable Income

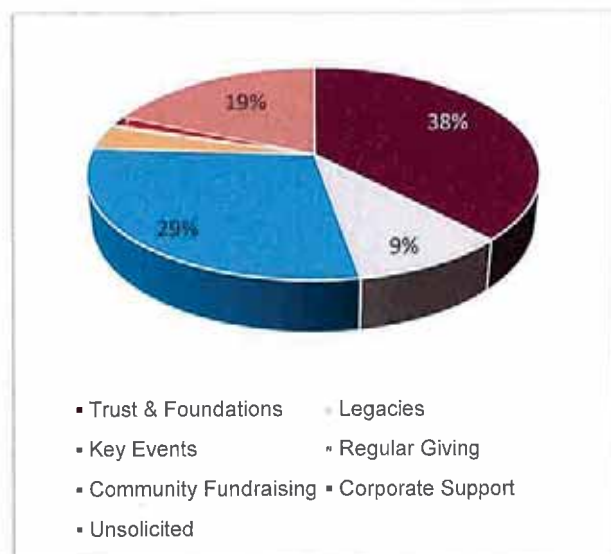
Fundraising enables us to invest in projects that support our strategic objectives and ultimately help us stand out as an innovative not-for-profit education and social care provider.

Funds are allocated to projects that have clear objectives and positive evidence performance through our quality framework cycle. These include:

- The continued development of our DNA and the things that make us different
- Road testing new ways of working/innovation
- Accelerating growth plans
- Strategic partnerships

The investment of charitable funds is agreed by our Trustees and accounted for through our accounting cycle, and regular reports on outcomes and expenditure through our governance committees.

### Charitable Income 2023-24

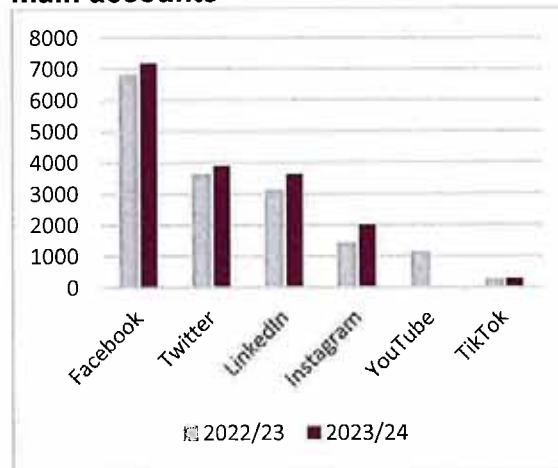


## Marketing and Social Media

Social media remains a key tool to reach existing and new audiences. A particular area of focus over the past year has been the development of local Facebook pages in each area where we work, and the development of local 'Brand Champions' to run and manage these pages. This is

proving to be a successful approach, with good, regular content being presented in a consistent way which best reflects MacIntyre's approach.

### Social Media Followers on MacIntyre's main accounts



## Website and Intranet

The MacIntyre website continues to be the 'shop window' for all that MacIntyre can offer. Working with local and specialist support teams we are regularly reviewing and renewing content on the static pages and continue to produce news and blogs items several times a week.

### Website Statistics

Following a change in the reporting mechanism for website activity, engagement and bounce rates are based on the six months of April to September 2023 compared with April to September 2024:

- **Engagement** on the website increased by 8.2%
- **Average engagement time** per user: 3 minutes 50 seconds, an increase of 6.83%
- **Page views** increased by 29.06%
- The overall **Bounce Rate** on the MacIntyre website of 29.68%, an increase of 8.11%.

## Digital and Technology Solutions



The previous Government set out the aim for 80% of CQC registered providers to have Digital Social Care Records by March 2024, and life-long, joined up health and social care records by March 2025. In response to this MacIntyre have chosen and invested in the **Nourish** digital social care recording system. Implementation of a complex system of this scope and scale is a new challenge and untrodden territory for MacIntyre, calling on collaboration and partnership working across central support teams and operational teams.

While there is a long way to go before we can say that Nourish is embedded and used for all adults drawing on our support, we have reached a point where by the end of July 2024 all adult operational areas (approximately 200 staff across 17 geographical areas) have received introductory training to Nourish devices and to be able to write 'Gold Standard' support plans. They are receiving ongoing support to write these plans, and to use and embed Nourish.

### **Rota Management**

During the year under review, plans have been developed to implement a rota management system for MacIntyre's Adult Social Care sites. This has now been piloted and will be fully implemented in the coming year.



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

## Opinion

We have audited the financial statements of MacIntyre Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2024 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,

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

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

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

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

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

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

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.

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

Our approach was as follows:

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

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

## Use of our report

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

*Moore Kingston Smith LLP*

*18 December 2024*

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 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000
<b>INCOME AND ENDOWMENTS FROM</b>							
Donations and legacies	2(a)	230	486	716	230	20	250
Charitable activities:	2(b)						
Adult Support Services		42,040	-	42,040	38,029	-	38,029
Children and Young People Services		12,526	13,845	26,371	13,368	13,814	27,182
Investments		155	-	155	132	-	132
<b>TOTAL INCOME</b>		<b>54,951</b>	<b>14,331</b>	<b>69,282</b>	<b>51,759</b>	<b>13,834</b>	<b>65,593</b>
<b>EXPENDITURE ON</b>							
Raising Funds	3	62	-	62	56	-	56
Charitable activities:							
Adult Support Services		42,124	160	42,284	39,481	-	39,481
Children and Young People Services		13,292	13,592	26,884	12,468	14,612	27,080
<b>TOTAL EXPENDITURE</b>	3	<b>55,478</b>	<b>13,752</b>	<b>69,230</b>	<b>52,005</b>	<b>14,612</b>	<b>66,617</b>
<b>NET EXPENDITURE/INCOME FOR THE YEAR</b>		<b>(527)</b>	<b>579</b>	<b>52</b>	<b>(246)</b>	<b>(778)</b>	<b>(1,024)</b>
<b>Transfers between funds</b>		326	(326)	-	121	(121)	-
<b>Other recognised gains and losses</b>							
Actuarial (Loss/Gain) on Defined Benefit pension schemes		-	398	398	-	6,402	6,402
		(201)	651	450	(125)	5,503	5,378
<b>Reconciliation of funds</b>	11	<b>22,870</b>	<b>22,026</b>	<b>44,896</b>	<b>22,995</b>	<b>16,523</b>	<b>39,518</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>22,669</b>	<b>22,677</b>	<b>45,346</b>	<b>22,870</b>	<b>22,026</b>	<b>44,896</b>

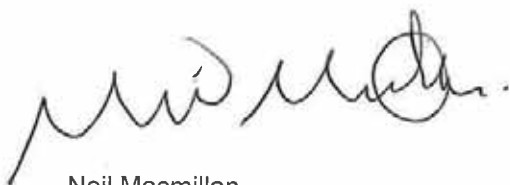
The statement of financial activities includes all gains and losses recognised in the year. There is no material difference between the results as stated and the results on an historical cost basis. All incoming resources and resources expended derive from continuing activities.

# Consolidated Group and Charity Balance Sheets for the Year Ended 31 March 2024

	Notes	Group		Charity	
		2024 £'000	2023 £'000	2024 £'000	2023 £'000
<b>FIXED ASSETS</b>					
Tangible Assets	6	31,537	31,876	13,557	13,665
<b>NET CURRENT ASSETS</b>					
Stocks	8	16	7	16	7
Debtors	9	12,046	12,996	9,647	11,404
Cash at bank and in hand	14	7,354	5,733	5,249	3,536
		19,416	18,736	14,912	14,947
<b>CREDITORS:</b>					
Within one year	10	(5,607)	(5,321)	(4,723)	(4,677)
<b>NET CURRENT ASSETS</b>		13,809	13,415	10,189	10,270
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		45,346	45,291	23,746	23,935
Defined benefit pension scheme liability	12	-	(395)	-	-
		45,346	44,896	23,746	23,935
Restricted Funds	11	22,677	22,026	849	786
Unrestricted funds					
Designated Funds	11	19,048	19,204	19,048	19,204
General Funds	11	3,621	3,666	3,849	3,945
<b>TOTAL FUNDS</b>		45,346	44,896	23,746	23,935

The charitable company's deficit for the year is £201k (2023: £226k).

Approved on behalf of the board:



Neil Macmillan  
Trustee



Rachel Taylor  
Trustee

Company Number: 00894054

Date: 5th December 2024

## Group Statement of Cash Flows for the Year Ended 31 March 2024

	2024 £'000	2023 £'000
Cash flows from operating activities	2,381	(4,479)
Cash flows from investing activities	(760)	(1,398)
Cash flows from financing activities	-	-
Change in cash and cash equivalents	<u>1,621</u>	<u>(5,877)</u>
Cash and cash equivalents at 1 April	5,733	11,610
Cash and cash equivalents at 31 March	<u>7,354</u>	<u>5,733</u>
<b>Reconciliation of net income/(expenditure) to net cash inflow from operating activities</b>		
Net incoming/(outgoing) resources	52	(1,024)
Adjusted for:		
Investment Income	(155)	(132)
Depreciation of tangible fixed assets	1,256	1,393
Defined benefit expense	80	1,152
Decrease/(Increase) in debtors	951	(5,389)
Increase/(Decrease) in creditors	206	(488)
(Increase)/Decrease in stock	(9)	9
<b>Net cash provided by/(used in) operating activities</b>	<u>2,381</u>	<u>(4,479)</u>
<b>Cash flow from investing activities</b>		
Interest received	155	132
Purchase of tangible fixed assets	(915)	(1,530)
<b>Net cash inflow/(outflow) from investing activities</b>	<u>(760)</u>	<u>(1,398)</u>
<b>Analysis of cash and cash equivalents</b>		
Cash at bank and in hand	<u>7,354</u>	<u>5,733</u>

# Accounting Policies

## 1. ACCOUNTING POLICIES

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

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

### **Basis of consolidation**

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary MacIntyre Academies. The results of MacIntyre Academies are consolidated on a line by line basis. The reporting 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 2024:

76% of costs were allocated to Adult Support Services (2023: 76%) and  
24% of costs were allocated to Children and Young People Services (2023: 24%).

## 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 fund are funds which are to be used in accordance with specific restrictions imposed on 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 2024. 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 £716k (2023: £250k) of which £230k was unrestricted (2023: £230k) and £486k was restricted funds (2023: £20k).

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

	Charity	
	2024 £'000	2023 £'000
Donations made in memorial	-	5
Warrington Borough Council (DSCR)	32	21
Fund Raising by Services	-	17
Hertfordshire County Council (User Voice)	10	-
Sport England	6	-
Warrington Learning Centre	-	38
Total Grants Received	<u>48</u>	<u>81</u>

	Subsidiary	
	2024 £'000	2023 £'000
ESFA grants	3,299	3,352
Local authority grants	10,435	9,150
Total Government Grants Received	<u>13,734</u>	<u>12,502</u>

### 3. CHARITABLE ACTIVITY EXPENDITURE

	Direct Costs	Restricted Project	Designated Expenditure	Support & Other	2024 Total	2023 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Support Services	38,548	-	544	3,131	42,223	39,481
Children & Young People Services	12,174	13,592	172	1,007	26,945	27,080
Fundraising Costs	-	-	-	62	62	56
	<u>50,722</u>	<u>13,592</u>	<u>716</u>	<u>4,200</u>	<u>69,230</u>	<u>66,617</u>

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

	Adult Services	Children and Young People Services	2024 Total	2023 Total
	£'000	£'000	£'000	£'000
<b>Support Costs:</b>				
Training	317	100	417	262
IT	266	83	349	384
Standards & Excellence	434	137	571	234
Management & Administration	1,072	338	1,410	1,615
Finance & HR	1,104	349	1,453	1,611
	<u>3,193</u>	<u>1,007</u>	<u>4,200</u>	<u>4,106</u>

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

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Depreciation	1,257	1,392	535	686
Operating Leases				
• Equipment & Vehicles	159	474	159	474
• Buildings	453	510	453	510
Audit remuneration				
• For statutory audit of the financial statements	68	60	48	45
• For non-audit services	18	8	5	-

### 4. EMPLOYEES

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

	Group		Charity	
	2024	2023	2024	2023
	No.	No.	No.	No.
Adult Support Services	1,175	1,180	1,175	1,180
Children and Young People Services	563	651	365	400
Management and Administration	285	247	249	208
	<u>2,023</u>	<u>2,078</u>	<u>1,789</u>	<u>1,788</u>

Staff costs during the year amounted to:	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Wages and Salaries	45,266	40,418	37,655	34,128
Social Security Costs	3,883	3,382	3,230	2,777
Other Pension Costs	2,149	2,955	872	803
	<u>51,298</u>	<u>46,754</u>	<u>41,757</u>	<u>37,708</u>
Agency Staff Costs	4,757	5,705	4,051	4,652
	<u>56,056</u>	<u>52,459</u>	<u>45,808</u>	<u>42,360</u>

### Redundancy Restructuring Costs

During the year the company paid redundancy restructuring costs to staff amounting to £31,976 (2023: £29,484).

### Employee emoluments

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

	Group		Charity	
	2024 No.	2023 No.	2024 No.	2023 No.
£100,001 - £110,000	1	1	1	1
£90,001 - £100,000	4	2	1	1
£80,001 - £90,000	4	4	3	2
£70,001 - £80,000	3	3	0	1
£60,000 - £70,000	8	3	2	2

The total employer's pension contributions for the above higher paid employees during the financial year was £222k (2023: £137k) 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 £287,261 (2023: £449,000).

### 5. TRUSTEES' EMOLUMENTS

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

## 6. TANGIBLE ASSETS

	Freehold Land and Buildings £'000	Long Term Leasehold Property £'000	Short Term Leasehold Property £'000	Equipment and Furnishings £'000	Motor Vehicles £'000	Total £'000 £'000
Cost:						
At 1 April 2023	18,829	19,282	672	9,119	21	47,923
Additions	18	246				915
At 31 March 2024	<u>18,846</u>	<u>20,176</u>	<u>672</u>	<u>9,126</u>	<u>21</u>	<u>48,842</u>
Depreciation:						
At 1 April 2023	(5,881)	(2,288)	(672)	(7,193)	(13)	(16,047)
Charge for the year	(266)	(438)	-	(549)	(4)	(1,257)
At 31 March 2024	<u>(6,147)</u>	<u>(2,726)</u>	<u>(672)</u>	<u>(7,742)</u>	<u>(17)</u>	<u>(17,304)</u>
Net Book value:						
At 31 March 2023	<u>12,948</u>	<u>16,994</u>	<u>-</u>	<u>1,926</u>	<u>8</u>	<u>31,876</u>
At 1 March 2024	<u>12,699</u>	<u>17,450</u>	<u>-</u>	<u>1,384</u>	<u>4</u>	<u>31,537</u>

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

	Long Term Leasehold Property £'000	Motor Vehicles £'000	Equipment and Furnishings £'000	Total £'000
Net Book value as at 1 April 2023	17,545	8	661	18,214
Additions in the year	246	-	244	490
Depreciation charged in year	(428)	(4)	(288)	(720)
Net Book value as at 31 March 2024	<u>17,363</u>	<u>4</u>	<u>617</u>	<u>17,984</u>

## 7. SUBSIDIARY UNDERTAKINGS

MacIntyre Academies is an exempt charitable company registered in England and Wales (company number 08334745) limited by guarantee with registered office MacIntyre Care, Seebeck House, 1 Seebeck Place, Knowhill, Milton Keynes, MK5 8FR. The charity is a corporate member and sponsor of the subsidiary.

A summary of the subsidiary's results for the year to 31 March 2024 is as follows:

	Restricted Funds £'000	Total 2024 £'000	Total 2023 £'000
Income	13,845	13,845	13,814
Expenditure	13,592	13,592	(14,621)
Net income	253	253	(807)
Actuarial losses on defined benefit pension schemes	398	398	6,402
<b>Net movement in funds</b>	<b>651</b>	<b>651</b>	<b>5,595</b>
<b>Balance Sheet</b>			
	Restricted Funds £'000	Total 2024 £'000	Total 2023 £'000
Fixed Assets	17,980	17,980	18,211
Current Assets	4,503	4,503	3,789
Current Liabilities	(884)	(884)	1,030
Defined benefit pension scheme liability	(398)	(398)	(6,402)
<b>Net movement in funds</b>	<b>13,244</b>	<b>13,244</b>	<b>16,628</b>
Restricted funds	13,244	13,244	13,814
Fixed asset funds	17,980	17,980	17,545
Pension reserve	-	-	(6,402)
<b>Total Funds</b>	<b>31,224</b>	<b>31,224</b>	<b>24,957</b>

## 8. STOCKS

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Stocks	16	7	16	7

## 9. DEBTORS

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade Debtors	9,627	9,871	8,205	9,544
VAT Recoverable	115	167	-	-
Other Debtors	7	7	-	5
Prepayments	1,043	895	923	777
Accrued Income	1,254	2,057	519	1,078
	<b>12,046</b>	<b>12,997</b>	<b>9,647</b>	<b>11,404</b>

A bad debt provision of £438k (2023: £46k) is included within the trade debtors above.

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

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade Creditors	1,103	643	991	511
Other taxes and social security	807	700	658	563
Fees in advance – deferred income	928	901	692	774
Other creditors	416	436	253	289
Accruals	2,353	2,641	2,129	2,540
	<u>5,607</u>	<u>5,321</u>	<u>4,723</u>	<u>4,677</u>

In respect of deferred income:	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Deferred income brought forward	901	1,022	774	1,022
Released from prior year	(901)	(1,022)	(774)	(1,022)
Deferred in current year	927	901	692	774
Deferred income carried forward	<u>927</u>	<u>901</u>	<u>692</u>	<u>774</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.

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

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

	Unrestricted			Restricted	Pension Fund £'000	Total Funds £'000
	General Funds £'000	Designated Funds £'000	Fixed asset Funds £'000	Restricted Funds £'000		
At 31 March 2023	3,666	19,204	18,211	4,210	(395)	44,896
Net Incoming Resources	(45)	(156)	(231)	487	395	450
At 31 March 2024	<u>3,621</u>	<u>19,048</u>	<u>17,980</u>	<u>4,697</u>	-	<u>45,346</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 £0k at 31 March 2024 (2023: £395k).

The balance of the restricted funds at 31 March 2024 of £894k (2023: £786k) comprises of grants and donations received for the benefit of a specific MacIntyre Care service or group of service users. Funds are held for a number of services and local managers, staff and service users are encouraged to decide the best ways to use these funds to enhance their services.



## Purposes of Designated Funds

The designated funds balance includes £12.7m (2023: £12.9m) of freehold property used by the charity for the provision of services.

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

### No Limits and Transforming Care

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

### Technology

The 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 strategy has moved forward to commission and implement a care management system (Nourish) and a staff rota system (Planday) which are at the early stages of implementation and we will continue to invest in these projects over the next three years with an expected project investment of £300k.

## 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 Teachers Pension Funds (TPS). The total pension cost for the charitable company during the year relating to this scheme was £826k (2023 £803k).
- 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 were 23.68% during the year, increasing to 28.68% from 1 April 2024, with employee rates varying between 7.4% and 11.7%.
- d. The pension charge for the year includes contributions payable to the TPS of £146k (2023: £536k). At the year-end £13,922k (2023: £8,080) 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 2024.

## 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 2024 was £794k (2023: £806k), of which employer's contributions totalled £584k (2023: £605k) and employee's contributions totalled £210k (2023: £201k). The agreed contribution rates for future years are 19.5% (Oxfordshire) and 16% (Warwickshire) for employers, and employee rates are set by the LGPS Regulations, average being 6.6% (Oxfordshire) and 6.3% (Warwickshire).

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 and on 21 July 2022, The Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK

<b>Principal Actuarial Assumptions</b>	<b>At 31 March 2024</b>	<b>At 31 March 2023</b>
Rate of increase in salaries – Oxford	2.75%	2.95%
Rate of increase in salaries - Warwickshire	3.75%	3.95%
Rate of increase for pensions in payment/inflation	2.75%	2.95%
Discount rate for scheme liabilities	4.85%	4.75%

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

	<b>At 31 March 2024</b>	<b>At 31 August 2023</b>
Retiring today:		
<i>Oxfordshire</i>		
Males	21.9	22.0
Females	24.5	24.7
<i>Warwickshire</i>		
Males	21.8	21.5
Females	18.9	19.1
Retiring in 20 years:		
<i>Oxfordshire</i>		
Males	21.9	22.1
Females	25.7	25.9
<i>Warwickshire</i>		
Males	21.3	21.5
Females	25.4	25.6

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:

<b>Change in assumptions</b>	<b>£'000</b>	<b>£'000</b>
Discount rate -0.5%	1,135	1,050
Long term salary +0.5%	20	35
Pension increase +0.5%	1,140	1,030

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

	<b>Expected Fair value At 31 March 2024</b>	<b>Fair value At 31 August 2023</b>
	<b>£'000</b>	<b>£'000</b>
Equity instruments	5,735	4,156
Debt instruments	1,413	1,432
Property	676	845
Cash	267	131
<b>Total market value of assets</b>	<b>8,091</b>	<b>6,565</b>

The actual return on scheme assets was £638k.

**Amount recognised in the Statement of Financial Activities:**

	<b>2024</b>	<b>2023</b>
	£'000	£'000
Current service cost	640	1,565
Interest cost	18	168
<b>Total amount recognised in the SOFA</b>	<b>658</b>	<b>1,733</b>

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

	<b>2024</b>	<b>2023</b>
	£'000	£'000
<b>At 1 April</b>	<b>6,960</b>	<b>10,987</b>
Current service cost	640	1,565
Benefit paid	(22)	(18)
Interest cost	350	326
Employee contribution	216	210
Actuarial loss/(gain)	(485)	(6,110)
<b>At 31 March</b>	<b>7,659</b>	<b>6,960</b>

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

	<b>2024</b>	<b>2023</b>
	£'000	£'000
<b>At 1 September</b>	<b>6,565</b>	<b>5,339</b>
Interest income	332	158
Employee contributions	216	210
Benefits paid	(22)	(18)
Employer contributions	655	584
Actuarial gain/(loss)	345	292
<b>At 31 March</b>	<b>8,091</b>	<b>6,565</b>

**Net Changes in MacIntyre Academies LGPS liability:**

	<b>2024</b>	<b>2023</b>
	£'000	£'000
<b>Opening liability</b>	<b>395</b>	<b>5,648</b>
Service Cost	640	1,565
Interest	18	168
Employer contributions	(655)	(584)
Actuarial gain	(830)	(6,402)
<b>Closing (asset)/liability</b>	<b>(432)</b>	<b>395</b>
<b>Asset restriction</b>	<b>432</b>	<b>-</b>
<b>Closing (asset)/liability on the Balance Sheet</b>	<b>-</b>	<b>395</b>

The LGPS surplus at the balance sheet date has been restricted to £nil as it is not considered likely that the trust is able to recover the surplus through reduced contributions in the future or through refunds from the plan.

	<b>2024</b>	<b>2023</b>
	£'000	£'000
Actuarial gain	830	6,402
Asset restriction	(432)	-
<b>Total actuarial gain recognised</b>	<b>398</b>	<b>6,402</b>

### 13. OPERATING LEASES

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

Operating Leases Expiring:	2024		2023	
	Land & Buildings £'000	Other £'000	Land & Buildings £'000	Other £'000
Within 1 Year	329	12	329	12
Within 2 to 5 Years	-	65	-	46

### 14. MOVEMENTS IN CASH AND CASH EQUIVALENTS

	2024	Group Change in Year	2023	2024	Charity Change in Year	2023
	£'000	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	7,354	1,621	5,733	5,249	1,713	3,536
	<u>7,354</u>	<u>1,621</u>	<u>5,733</u>	<u>5,249</u>	<u>1,713</u>	<u>3,536</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 2024 are represented by:

	Unrestricted		Restricted Funds £'000	Total Funds £'000
	General Funds £'000	Designated Funds £'000		
Tangible Assets	-	13,567	17,970	31,537
Net Current Assets	3,621	5,481	4,707	13,809
Long Term Liabilities	-	-	-	-
Total Net Assets	<u>3,621</u>	<u>19,048</u>	<u>22,677</u>	<u>45,346</u>

### 17. CAPITAL COMMITMENTS

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