

OUTREACH 3 WAY

England & Wales · Charity number 278140

Details

Other names	OUTREACH 3-WAY
Status	Registered
Legal form	Charitable company
Company number	01474488
Registered	1980-03-21
Register	View on the Charity Commission register

Contact

Address	Dimensions Group Ground Floor Building 1230 Arlington Business Park Theale READING
Phone	03003039001
Email	hello@outreach3way.org
Website	https://dimensions-uk.org/about/where-we-work/outreach-3-way/

Activities

Objects: "The Company's Objects are:(1) to relieve the needs of people with learning disabilities or autistic people or those with behaviours of distress, mental ill-health and complex support needs by providing personalised support and services to such persons including, but not limited to, the provision and management of housing, including social housing, and associated facilities and services; and(2) to promote social inclusion by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.For the purpose of this Article "socially excluded" means being excluded from society, or parts of society, as a result of one of more of the disadvantages at (1) above."

Activities: Providing services for adults with learning difficulties in the West Sussex area.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Disability
- **Who:** People With Disabilities

Geography

- Brighton And Hove
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,553,000	£7,697,000	£4,897,000	202
2024-03-31	£7,675,000	£7,491,000	£5,041,000	209
2023-03-31	£7,020,000	£6,480,000	£4,857,000	205
2022-03-31	£6,433,000	£6,057,000	£4,317,000	228
2021-03-31	£6,737,000	£6,038,000	£3,941,000	242

Trustees

Name	Role	Appointed
Nicholas Baldwin	Chair	2018-09-19
Andrea Mary Sutcliffe		2025-09-01
Angela McNab		2020-08-01
Gillian Arukpe		2025-11-28
Huw John		2021-09-29
Kevin Hogarth		2023-09-28
Matthew Campion		2024-03-21
Noah Felix Kalman Franklin		2020-09-23
Rachael Dodgson		2022-03-07
Richard Crompton		2022-09-28
Richard Webb		2024-03-21
Shahana Khan		2021-09-29

OUTREACH 3 WAY

England & Wales - Charity number 278140

Accounts

Outreach 3-Way
(A Charitable Company Limited by Guarantee)
Report and Financial Statements
for the year ended
31 March 2025

Better Lives for More People

Company Registration Number: 01474488

Charity Registration Number: 278140

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Outreach 3-Way Advisors and Other Information

Trustees	Nick Baldwin CBE (Chair) Rachael Dodgson Supriya (Sherry) Malik Angela McNab Noah Franklin Shahana Khan OBE Huw John Richard Crompton, QPM Kevin Hogarth Matthew Campion Richard Webb	
Company Secretary	Joanne Greenbank	
Executive Directors	Rachael Dodgson Ian Goodacre Clive Bassett Stella Cheetham Julia Ashley Sinéad McHugh-Hicks Rhoda Iranloye Benedict Sutton Helen Orford Sam Smith	Group Chief Executive Officer Group Chief Financial Officer (Resigned 2 April 2024) Group Chief Financial Officer (Appointed 2 April 2024) Group Director of People and Organisational Development (retired 9 th May 2025) Chief Housing and Communications Officer Managing Director Group Chief Quality, Governance and Lived Experience Officer Group Chief Digital and Information Officer Group Commercial Director Group People Officer (appointed 5 th May 2025)
Principal and Registered Office	Ground Floor Building 1230 Arlington Business Park, Theale Reading, RG7 4SA	
Bankers	National Westminster Bank Plc Unit L11, The Oracle Shopping Centre Reading, RG1 2AG	HSBC UK Bank Plc Level 7, Thames Tower Station Road Reading, RG1 1LX
Solicitors	Anthony Collins Solicitors 134 Edmund Street Birmingham, B3 2ES	Trowers & Hamlin 3 Bunhill Row, London, EC1Y 8YZ DAC Beachcroft 25 Walbrook, London, EC4N 8AF
Auditor	Crowe LLP 2nd Floor, 55 Ludgate Hill London, EC4M 7JW	

Outreach 3-Way Trustees' Report

The Trustees present their report and the audited financial statements for the year ended 31 March 2025. Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and Charities SORP 2019. These financial statements have been prepared on a historical cost basis and are presented in Sterling (£).

Structure, Governance and Management

Outreach 3-Way ('the Charity') is a charitable company limited by guarantee. It was established in 1979 and incorporated and registered as a charity in 1980. Outreach 3-Way is a member of the Dimensions Group and recognises Dimensions (UK) Limited as the Parent. The principal activity and objective of the Charity is the provision of personalised support with housing.

Outreach 3-Way provides a wide range of services for adults with learning disabilities and autistic people, including those with complex needs or behaviours of distress. The Charity enables people to be part of their community and to make their own choices and decisions about their own lives.

The Board and its Role

The governing body of Outreach 3-Way is the Board of Trustees whose members are non-executive and unpaid. Trustees are Directors of the Charity under the Companies Act 2006, as well as being charity Trustees. The Board has overall responsibility for the strategy, administration, and control of the activities of the Charity. Trustees who served during the year are listed on page 3.

The full Board met five times during the year (four full meetings, and one joint meeting with the Dimensions Council – a group of people with learning disabilities and autistic people who are supported by, or are tenants of Dimensions. The Dimensions Council speak up about national issues and work in partnership with the Board.) The Board followed an agreed agenda for the full meetings with various standing matters, including full reporting of management accounts, review of the strategic risk register, and annual review of the register of interests. Attendance at the Board was as follows:

Outreach 3 Way Board	13-Jun-24	22-Aug-24	28-Nov-24	27-Mar-25
Nick Baldwin, Chair	Attended	Attended	Attended	Attended
Angela McNab	Apologies	Attended	Apologies	Attended
Huw John	Attended	Attended	Attended	Attended
Kevin Hogarth	Attended	Attended	Attended	Attended
Matt Champion	Apologies	Attended	Attended	Apologies
Noah Franklin	Apologies	Attended	Attended	Attended
Rachael Dodgson	Attended	Attended	Attended	Attended
Richard Crompton	Attended	Attended	Apologies	Apologies
Richard Webb	Attended	Attended	Attended	Attended
Shahana Khan	Apologies	Attended	Attended	Attended
Sherry Malik	Attended	Attended	Apologies	Attended

Outreach 3-Way Trustees' Report

The Board does not seek to become involved in operational matters but to set strategic objectives in line with recommendations by the Executive Team. The Board has access, at the expense of the Charity, to any professional services it may reasonably require to fulfil its statutory duties.

Outreach 3-Way is a subsidiary of Dimensions (UK) Limited and, as such, reports to the Dimensions Group Board.

The Group Board has systems in place, supported by a themed committee and panel structure, to ensure that it achieves appropriate oversight of objectives that support the governance of the whole Group, including strategic risk oversight and value for money.

The following Committees and Panels provide oversight and scrutiny for the Outreach 3-Way Board:

- Group Audit & Risk Committee
- Finance & Resources Committee
- HR Committee
- Remuneration & Nominations Committee
- Quality & Practice Committee
- Safeguarding Panel
- Supporting Safe Living Panel

Governance Review

The Board, Committees and Panels carry out annual Effectiveness Reviews internally and commission a triennial external governance review, which is being carried out in 2025.

During 2024/2025, the following were identified as areas to strengthen our approach in under the National Housing Federation's Code of Governance (which the Group follows), including:

- Continuing the work to ensure lived experience insight into all our governance meetings
- Continuing to ensure governance arrangements are in line with the Group's Equality, Diversity and Inclusion Strategy
- Performance oversight and horizon scanning by Boards & Committees

The 2025 external Governance Review will have a particular focus on the Committee structure and to ensure the improvements we have made around oversight and scrutiny of the Group's housing function is robust and fit for purpose. The action plan to implement the recommendations will begin in September 2025 once the report has been received by the Board (in August 2025).

The Non-Executive appraisal policy outlines the process of the annual performance review of overall performance and effectiveness of the Boards and a review of the performance, contribution, and effectiveness of individuals, which includes 360-degree peer feedback.

Training for Trustees

Trustees are able to attend appropriate training at the expense of the organisation to help them fulfil their Board role most effectively. Trustees complete GDPR, Fraud Awareness and Safeguarding Adults training online, as well as being invited to specific topic Members Briefings, most recently on topics including cyber security and regulatory updates. Learning and development needs are also identified through appraisal and the annual effectiveness reviews.

Recruitment of New Trustees

New Trustees are recruited when a need for new Trustees is identified following the annual skills audit or when an individual leaves in line with a Group Non-Executive Recruitment & Succession Policy. An agency is used to source suitable candidates, and the process includes the provision of supporting statements, and confirmation of their eligibility to act as Charity Trustee. No new Trustees were recruited during the year.

The recruitment process includes informal meetings with members of the Group Executive Team, visits to homes and panel interviews, including with experts by experience. The Board seeks to attract a diverse range of membership in terms of interest, culture, and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed in line with the Group Risk Management & Assurance Framework (which was reviewed in 2023). There are clearly defined management responsibilities for the identification, evaluation, and control of significant strategic risks in line with the Group approach, with continuous risk assessment and active management of business risks, including the maintenance of a strategic risk map, which identifies the controls and assurances in place, and highlights any gaps requiring further action. The Board discusses this at each meeting. Risk Strategy and its management is discussed in more detail in another section of this financial report.

Colleague Involvement

All colleagues receive regular one-to-one supervision meetings and annual appraisals with their line manager. There are also regular team meetings, locality management meetings and senior team meetings.

The Charity has a colleague forum and a health and safety forum that include colleague representatives from each locality.

Colleagues' views are gathered and collated through these various media and contribute to service improvement plans to ensure that the teams are constantly moving forward. These plans, in turn, contribute to the Charity's business plan.

Modern Slavery and Human Trafficking Statement

Outreach 3-Way is committed to preventing modern slavery in its corporate activities and supply chains. The Group's full statement can be found on the Dimensions website at www.dimensions-uk.org.

Relationships with Other Organisations

Outreach 3-Way seeks to work in partnership with other organisations whenever such partnerships enable additional services to be provided or the current support provision to be enhanced.

As a support and housing provider, the Charity has formed partnerships with the Diocese of Chichester, Transform, Clarion and Southdown Housing in order for additional services to be provided. In these partnerships, the organisations take on the role of housing provider, enabling Outreach 3-Way to provide support and assistance to those who need it.

Changes to the West Sussex County Council Day Services contract has led to a change in the way Outreach 3 Way partners with other organisations. The My Network Consortium no longer exists, and the prevention services are now delivered as part of the new day services contracts. Outreach 3 Way continues to provide support to the people with learning disabilities, that were included in this contract, with little or no assessed need, who would otherwise have fallen outside the remit of regular social care provision. Although there is no active consortium Outreach 3 Way strives to maintain links with other support providers to share information and best practice.

Outreach 3-Way has many links and partnerships with local organisations, groups, and schools such as: Manor Green, and the Gatwick Diamond Business Consortium that links local businesses together via network events.

As part of its Crawley based community hub activities Outreach 3-Way has made and continues to make connections with numerous community centres and organisations creating greater community involvement for people supported and enabling volunteering and Job opportunities for people supported. Additionally Outreach 3-Way engages in charitable fundraising to support projects, through this work the Charity has historically created partnerships with local organisations such as the Co-Op, MNH, and Thales helping raise awareness of the services we provide and creating opportunities for employment for the people we support.

Objectives and Activities

The Charity's vision is even better lives for even more people. Its mission is to provide high quality personalised support for people with learning disabilities and autism, helping them to be actively engaged with, and contribute to, their communities.

The Charity's values are:

Ambition	seeking to help people reach their potential
Respect	showing people respect and recognising that their unique contribution adds value to all
Courage	being guided by the courage of our convictions to make a difference
Integrity	ensuring that what we do is grounded in what we believe
Partnership	working with others to achieve more for people

Dimensions' 2027 refreshed strategy is underpinned by the following strategic pillars:

Quality	Better lives; impact for our sector
Reputation	Valued by stakeholders; a Group people want to work for and with
Scale	Supporting more people; ability to invest and deliver economies of scale
Capacity	Capacity and capability to deliver where and when it matters
Sustainability	Sustainable for stakeholders; resilient in our environment

Dimensions' vision, mission and strategic pillars provide a framework for its continuing development.

The Charity continues to develop its capacity and expertise to provide a range of services for people with particular needs such as autism, complex needs and behaviours of distress, young people in transition and people who wish to live independently.

Achievements and Performance

Delivery of Public Benefit

Outreach 3-Way, in accordance with its objects, benefits people with learning disabilities in the East/West Sussex area. The majority of its funding comes from the local authority, West Sussex County Council (WSCC) with some additional services funded by Brighton and Hove City Council, and therefore most of its beneficiaries are referred to it via these local authorities and the Integrated Care Board. The Charity is able to offer places in its day centre, community hubs, residential properties, short break scheme, outreach and supported living schemes to individuals not funded by the local authority, however, a cost is still attached to those placements. The Charity aims to keep placement fees to the minimum required to cover the Charity's costs and commensurate with the local authority funding rates.

The Charity also supports people who have individual budgets and choose to spend some, or all, in accessing the Outreach 3-Way support provision. It interacts with people with learning disabilities, their parents and families and commissions brokers to enable personalised support to be purchased.

Outreach 3-Way continues to work in a way that is personalised, having delivered support to people based on their bespoke needs and wishes, offering choice and control in all aspects of support delivery.

The Trustees consider that they have complied with the duty in the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Achievements

The information below looks at what the Charity has achieved compared with the objectives that it stated last year, plus other notable achievements.

2024/25 continued the work to return to business as usual following the challenges of the pandemic and the ongoing challenges presented by the current economic climate in social care.

Notable achievements in the last year include:

A complex needs support provision developed in collaboration with Brighton and Hove City Council (BHCC) and Sussex Integrated Care Board (ICB) has been successful in reducing the level of support the individual supported requires offering a saving to the local authority and public purse. The person supported has also been supported to move into new accommodation owned by the Charity that represents a safe tenancy and long-term housing solution for them. Additionally, the team supporting have been trained in BSL and have all achieved Level 2 award which is key in maintaining communication with the person supported and reducing behaviours of distress as well as improving communication between deaf and hearing colleagues.

Outreach 3-Way has continued to evolve its approach to providing day services. The majority of our day support is now provided via community hubs based in Crawley and sessions include; travel training, voluntary work, and social/wellbeing groups. Work continues to negotiate a position with the local authority in relation to Day Services and the failed procurement exercise. Day services and My Network/My Network+ have continued to operate while negotiation has been ongoing with the West Sussex County Council the Local Authority. The Local Authority have now indicated they will not be going to tender for this contract and are looking to a direct award to continue the existing support provision. The time frames of this award will run in line with the contracts issued under the original procurement exercise, however a contract price is yet to be agreed.

The work completed last year in collaboration with the NHS, a project to produce better information on cancer related conditions, with a focus on information presented in an accessible video format has led to further opportunities and the day service team are working on more accessible videos to help improve services for people with disabilities.

Outreach 3 Way has completed an organisational exercise to transition from paper-based support plans to digital support plans using its Iplanit platform. This has helped give real-time access to support plans and records and aids remote monitoring of the records helping to inform and improve organisational processes and reporting. A wider programme of digital transformation is ongoing with a number of new IT systems being integrated in our operation support delivery to give greater oversight of support delivery and performance against Key objectives.

The two Care Quality Commission (CQC) registered Domiciliary Care services in Outreach 3-Way inspected by CQC under the Health and Social Care Act remain rated as "Good" overall in meeting the Fundamental Standards. Additionally, our three registered care homes also continue to be rated as "Good" overall by CQC.

We have not had an inspection from CQC for either Domiciliary Care registration in the last year.

The Charity continues to seek opportunities for partnership working by exploring the benefits of offering the use of its Ifield site to potential partners as the land at the site is well maintained and due to the recent award of planning permission for redevelopment of facilities in the footprint of the demolished building is prime for use by others, particularly for educational purposes. WSCC education department

Outreach 3-Way Trustees' Report

have identified the site as a prime opportunity to develop a satellite education provision linked to Manor Green a nearby special educational college and School. Work is ongoing to explore the potential to lease part of the site for this aim.

Fundraising and PR

Since the end of March 2024, we have totalled a net figure of £10k (2024: £3k) in regard to fundraising donations.

Plans for Future Periods

West Sussex County Council (WSSCC), the commissioning authority for the majority of our services across West Sussex, is looking to commission a direct award contract for our current Day Service and My Network prevention contracts with a projected start date for a new contract midway through 2025.

As part of this, work is underway to secure a longer-term central hub solution to enable all of our support provision to be provided in the heart of the community, including the support we provide to people with more profound learning and physical disabilities.

We continue to explore potential options for redeveloping the support provision on the Charity's site in Goffs Park, Crawley, to be able to offer our short breaks provision to a wider cohort of people with learning disabilities and/or complex physical and behavioural needs. However, this would be dependent on investment or securing capital funding from the sale of the Ifield site and or investment by the Local Authority.

Outreach 3-Way continues to evolve its systems and processes as part of its commitment to improving operational efficiency identified via our Target Operating Model work. This includes new digital platforms for our finance systems and a new online system for managing all staffing related processes. These will enable greater oversight and reporting of key data sets and performance indicators.

Financial Review

The net movement in funds for the year ended 31 March 2025 was a deficit of £144k (2024: £184k surplus). As detailed in note 16, the parent company, Dimensions UK, apportioned and charged central overhead costs, including depreciation, of £977k (2024:£863K) to Outreach 3-Way.

The increase in recharge this year follows a Group Board decision to invest from retained surpluses in upgrading systems and IT Infrastructure. The group therefore has increased depreciation as these assets are written off. For the subsidiaries including O3W their proportion of the asset depreciation is included in the increased recharge of overheads.

Strategic Risks and their management

The following risks represent those observed as significant by the Trustees, summarised as follows:

Workforce – the increasing National Living Wage continues to put a pressure on our ability to compete for workforce in a candidate led market however we continue to work in partnership to influence and raise the importance of fair pay for social care workers.

We maintain an ongoing focus is workforce engagement. Dimensions invests in the training, development, and wellbeing of colleagues to ensure that the right resources are available to support them. We utilise many opportunities to listen to our colleagues and are committed to act on their feedback, a strategy which has resulted in our accreditation as a Great Place to Work for six years in a row.

Reduced public spending – the sector that the organisation operates in continues to undergo significant and radical change and it is clear that public services in the UK will remain under intense financial pressure for many years. Dimensions has responded to the financial pressures through continuing to seek efficiencies and improve productivity, which has enabled it to proportionately reduce its overhead and operational costs whilst protecting the support that it provides to people. The organisation also manages liquidity risk via a revolving credit facility.

Regulation and Quality – the expectations of Dimensions' customers and stakeholders regarding service quality are increasing, furthermore regulatory frameworks are continuing to evolve. In particular, the Group's main regulators, the Care Quality Commission (CQC) and the Charity Commission have higher expectations of leadership and governance. We continue to keep Quality at the heart of everything that we do, ensuring that we maintain and embed best practice that is in line with our values and the requirements of our regulators. We ensure that actions to mitigate against adverse events are implemented, monitored and lessons are learned.

Sustainability and Business Systems – We maintain an ongoing focus to ensure the Group stays sustainable in a fast-moving environment of improved technology, business systems and cyber risks. We are investing in improving the Group's enterprise and information systems to ensure we have the right architecture to support the organisation's performance with better data, better reporting, and better integration.

The Group has developed plans to mitigate these risks.

Reserves Policy

The Trustees are aware that the Charity must balance the need to build sufficient reserves to maintain financial stability with meeting the costs of delivering its charitable objects. The target is to retain reserves equivalent to three months' expenditure, equating to around £1,900k, which the Trustees believe would tide the Charity over should there be any unexpected interruptions to regular funding.

At 31 March 2025, Outreach 3-Way was meeting its reserves policy with unrestricted income funds of £4,897k (2024: £5,041k). Its cash balance at 31 March 2025 was £541k (2024: £1,263k).

The Trustees believe that this puts Outreach 3-Way in a good position for the future and that future incoming resources will be sufficient to meet the needs of the Charity in delivering its charitable objects.

As at the 31 March 2025 there were no restricted reserves (2024: Nil) that were not available for the general purposes of the charity.

Going Concern

Outreach 3-Way is forecasting a surplus for next year from its main operational activities and has sufficient cash in the bank to provide adequate resources for the group's day-to-day operations.

The Board have approved a budget for 2025/26, which is incorporated into the Group's budget and cashflows, which indicates that, taking account of reasonably possible downsides, the Charity will have sufficient funds to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements. On this basis, and after making appropriate enquiries, reviewing the annual Group stress test activity and the refreshed 2027 Group Strategic plan (both of which consider the Charity and its part in the Group) the Board confirm (taking account of changes arising from the current economic/resourcing environment challenges) that they have a reasonable expectation that the Charity has adequate resources to continue in its operational existence for the foreseeable future. For this reason, the Board continues to adopt the going-concern basis in preparing the financial statements.

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Provision of Information to Auditor

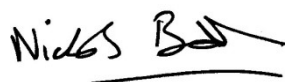
The Directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Directors has confirmed that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

This confirmation is given and should be interpreted in accordance with the provision of s418 of the Companies Act 2006.

Auditor

A resolution to re-appoint Crowe LLP will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:



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Nick Baldwin CBE

Chair

14th August 2025

Opinion

We have audited the financial statements of Outreach 3-Way ('the charitable company') for the year ended 31 March 2025 which comprise Statement of Financial Activities, the Balance Sheet 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 charitable company's affairs as at 31 March 2025 and of 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 trustee's 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 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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

adequate and proper accounting records have not been kept; or

the financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit;

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Care Quality standards, General Data Protection Regulation (GDPR), Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Group Audit & Risk Committee about their own identification and assessment of the risks of

irregularities, sample testing on the posting of journals and revenue, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Care Quality Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Julia Poulter

Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP

55 Ludgate Hill, London

EC4M 7JW

Statutory Auditor

28th August 2025

Outreach 3-Way
Statement of Financial Activities for the year ended 31 March 2025

		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		2025	2025	2025	2024
	Note	£'000	£'000	£'000	£'000
Income					
Incoming resources generated from activities:					
Activities for generating funds		1	-	1	2
Incoming resources from charitable activities:					
Fees for support services	2	7,552	-	7,552	7,673
		<u>7,553</u>	<u>-</u>	<u>7,553</u>	<u>7,675</u>
Expenditure					
Charitable activities:					
Provision of person-centred support	3	(7,697)	-	(7,697)	(7,491)
		<u></u>	<u></u>	<u></u>	<u></u>
(Deficit)/Surplus for the year	4	(144)	-	(144)	184
		<u></u>	<u></u>	<u></u>	<u></u>
Reconciliation of funds:					
Funds as at 1 April		5,041	-	5,041	4,857
Transfer from restricted to unrestricted funds		-	-	-	-
		<u></u>	<u></u>	<u></u>	<u></u>
Funds as at 31 March		4,897	-	4,897	5,041
		<u></u>	<u></u>	<u></u>	<u></u>

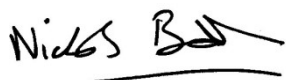
The figures above relate to continuing activities.

The accompanying notes from pages 20 - 31 form part of these financial statements.

Outreach 3-Way
Company Registration Number 01474488
Charity Registration Number 278140
Balance Sheet as at 31 March 2025

		2025	2024
		£'000	£'000
	Note		
Fixed assets:			
Tangible assets	7	2,526	1,708
Current assets			
Debtors	8	4,622	1,720
Cash at bank and in hand		541	1,263
Asset held for sale	7	-	813
Total Current assets		5,163	3,796
Liabilities: Current liabilities	9	(2,792)	(459)
Net current assets		2,371	3,337
Total assets less current liabilities		4,897	5,045
Provisions for liabilities	11	-	(4)
Total net assets		4,897	5,041
Unrestricted income funds		4,897	5,041
Total charity funds		4,897	5,041

The accompanying notes from pages 20 – 31 form part of these financial statements. The financial statements were approved by the Trustees and authorised for issue on **14th August 2025** and signed on their behalf by:



.....
Nick Baldwin CBE

Chair



.....
Joanne Greenbank

Company Secretary

I Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The board, after reviewing the charitable company budgets for 2025/26, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2027 refreshed strategy, is of the opinion that, taking account of severe but plausible downsides, the Charity will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Outreach 3-Way meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Income recognition

Fees for support services

Fees for support services represent care charges and grants receivable from Integrated Care Boards (ICBs) and local authorities, under grant funding agreements, for services provided in the year by Outreach 3-Way for care and supported living, including Supporting People grants and charges to residents. Care charges and revenue grants from local authorities are recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met (see note 10).

Income from rents and service charges

Rent receivable under a tenancy agreement is recognised on an accrual basis when residents have occupied the leased accommodation for the agreed period of time, at the amount measured in relation to the terms of the lease agreement.

Donations

Donations are recognised when the Charity receives notification that the donation has been received in cash. Legacies are recognised on accrual basis, upon notification that the Charity is entitled to the funds and it is probable that the amounts will be received and the amount can be measured reliably. Material legacies receivable at year end are included at their probable value.

Apportionment of direct staff, occupancy, and other costs

Direct staff, occupancy and other costs have been apportioned to the relevant section of the Income and Expenditure account on the basis of costs of the staff engaged on operations dealt with in these financial statements.

Fixed assets and depreciation

All assets are stated at cost less depreciation with the exception of donated assets, which are initially included at their fair value as at the date of donation. Assets having a value below £1,000 are not capitalised but are expensed through the income and expenditure account. No depreciation is charged on freehold land.

Where an asset comprises two or more major components which have substantially different useful economic lives, each component is depreciated separately over its useful economic life.

Depreciation of tangible fixed assets is charged in annual instalments, on a straight-line basis, commencing from the date of acquisition, at rates estimated to write off their cost less any residual value over the expected useful lives which are as follows:

	Years
Building/Structure (New)	100
Building/Structure (Existing)	80
Pitched roof coverings	80
Windows and doors	40
Electrical installations	40
Bathrooms	20
Boilers	15
Kitchen and utility rooms	10
Furniture, fittings, and office equipment	3-7

Any assets that are impaired in value are written down to their recoverable amount.

Freehold land is not depreciated.

The Charity has assessed whether there is any indication that any asset may be impaired and has found none at the end of the reporting period (2024: nil).

Expenditure

All expenditure including support costs, other than that which has been capitalised, is recognised on an accrual's basis. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which the VAT relates.

Expenditure is apportioned on the following basis:

- a) costs attributable solely to one activity are allocated to that activity.
- b) costs attributable to more than one activity are apportioned between activities as follows:

Outreach 3-Way

Notes to the Financial Statements for the year ended 31 March 2025

- staff and occupancy costs are apportioned on the basis of estimated person hours spent on each different activity;
- communication, stationery and printing and computer costs are apportioned based on estimated usage for each activity; and
- depreciation is apportioned based on the estimated usage of the relevant assets.

Governance costs relate to the costs of running the Charity as a statutory body and include audit fees, certain legal and professional fees, and the costs of Trustee and member meetings. No support costs are allocated to governance costs as any allocation would be immaterial.

Voluntary Income

In relation to fundraising income, the Trustees confirm that all fundraising activities (including day to day spending of same) are managed internally, without involvement of commercial participators, fundraisers or third parties. The charity has received no complaint as in relation to fundraising activities in the current year (2024: nil). Individuals are not approached for funds hence the Charity does not consider it necessary to design any specific procedures to monitor such activities including those designed to protect vulnerable people.

Operating leases

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for five years or less, whilst the economic life of such properties is normally sixty years. Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Management assesses recoverability of trade debts and provisions are applied on debts deemed doubtful of recovery in line with the Group's policy as follows:

Less than 180 days	0%
181 days to 360 days	50%
Above 360 days	100%

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted funds

Any income received that is restricted as to its use is credited to a restricted fund.

Unrestricted funds

Unrestricted funds represent those assets, which may be used at the Trustees' discretion for any purpose consistent with the aims of the Charity.

Transfers between funds

Transfers are made between funds as follows:

- deficits arising on restricted funds from contractual activities are offset by transfers from unrestricted funds;
- surpluses arising on restricted funds from contractual activities are transferred to unrestricted funds when the relevant contract has been fully completed.

Pension costs

The Charity operates defined contribution pension schemes for employees directly employed and those whose costs are recharged to the Charity from the Group. The costs under these schemes are charged to the income and expenditure account as incurred.

Significant judgements and estimates

To prepare the accounts, trustees and management have made judgments and estimates. The most significant are:

- Income recognition: The charity receives a range of income stream and the approach to accounting for them is covered by income recognition policy above.
- Provisions and accruals: Provisions such as bad debts and accruals for expenditure require assumptions and estimation techniques. These are based on experience, knowledge of management and evidence of past experience.
- Cost allocation and recharges: The allocation of support costs requires a judgment as to what the most appropriate cost drivers are to apply.

In the view of the Trustees, no assumptions concerning the future of estimation uncertainty affecting asset and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Statement of cash flows

Outreach 3-Way has taken advantage of the disclosure exemption granted to qualifying entities under FRS 102 from Section 7: Statement of Cash Flows and accordingly no statement of cash flows has been produced. The cash flow of the Charity is included within the group cash flow in the statutory accounts of its parent, Dimensions (UK), and further details on how to view these accounts can be found in note 18 of these accounts.

2 Provision of Person-Centred Support Income

	2025	2024
	£'000	£'000
<i>Fees for support services</i>		
Charges for support services (grants)	7,186	7,329
	7,186	7,329
<i>Related income</i>		
Rent charges	344	329
Other	22	15
	7,552	7,673

3 Provision of Person-Centred Support

	2025	2024
	£'000	£'000
Staff costs (note 5)	5,365	5,002
Occupancy costs	924	860
Other costs	1,327	1,541
Depreciation	66	73
Governance costs	15	15
Total	7,697	7,491

4 Net Income for the Year

	2025	2024
	£'000	£'000
This is stated after charging/(crediting):		
Depreciation	66	76
Audit of financial statements	15	15
Operating leases	174	201

5 Staff

	2025 Number	2024 Number	2025 Number	2024 Number
	Headcount	Headcount	*FTE	*FTE
Average Number of Employees				
Staff directly providing person-centred support	198	205	143	137
Support services	4	4	4	4
	<u>202</u>	<u>209</u>	<u>147</u>	<u>141</u>

*FTE: Full Time Equivalent.

Employment costs	2025	2024
	£'000	£'000
Wages and salaries	4,828	4,530
Social security costs	442	387
Pension costs	95	85
	<u>5,365</u>	<u>5,002</u>

There were no employees whose total earnings is between £60k to £70k band (2024: £nil)

There was no redundancy payment in year 2025 (2024 £nil)

All Key Management Personnel are paid by the Parent. Trustees (or any persons connected with them) did not receive any remuneration during the year for their trustee role, and neither were there expenses incurred while serving the board during the year. No charity Trustee received payment for professional or other services supplied to the charity as a Trustee.

6 Taxation

Outreach 3-Way has charitable status and its sources of income are exempt from income and corporation tax provided that they are applied for charitable purposes.

7 Tangible fixed assets

	Properties	Office & Computer Equipment	Household Fixtures & Fittings	Total
	£'000	£'000	£'000	£'000
Cost or Valuation				
At 1 April 2024	2,206	9	42	2,257
Additions	86	-	-	86
Asset held for sale	1,216	-	-	1,216
Disposals	(16)	(9)	(4)	(29)
At 31 March 2025	3,492	0	38	3,530
Depreciation				
At 1 April 2024	505	9	35	549
Charge for the year	66	-	-	66
Derecognition of Asset held for sale	403	-	-	403
Disposals	(1)	(9)	(4)	(14)
At 31 March 2025	973	0	31	1,004
Net book value				
At 31 March 2025	2,519	-	7	2,526
At 31 March 2024	1,701	-	7	1,708

Asset held for sale was derecognised following management's decision to take down the asset from the market for an options appraisal, for potential re-sale in the future.

8 Debtors

	2025	2024
	£'000	£'000
Trade debtors	440	683
Other debtors	1	1
Prepayments and accrued income	326	288
Amount due from Group entities	3,855	748
	4,622	1,720

9 Creditors

Amounts falling due within one year

	2025	2024
	£'000	£'000
Trade creditors	43	23
Other creditors	14	2
Accruals	238	18
Deferred income (note 10)	166	4
Taxation and social security	114	100
Amounts owed to group entities	2,217	312
	2,792	459

10 Deferred income

Deferred income comprises advance billing for services which ended after the reporting date. The portion of the invoice relating to the next reporting period has been deferred and released in the period in which the service has been delivered.

	£'000
Balance as at 1 April 2024	4
Amount released to income earned from charitable activities	(4)
Amount deferred in year	166
Balance as at 31 March 2025 (note 10)	166

11 Provisions for liabilities

	Dilapidations £'000	Total £'000
At 1 April 2024	4	4
Provision (released)/ utilised	(4)	(4)
At 31 March 2025	0	0

12 Share capital – non equity

The Company, which is incorporated under the Companies Act 2006, is limited by guarantee and as such has no share capital. The liability of each member is limited to £1, being the amount guaranteed.

13 Movement in Funds

	At 1 April 2024	Incoming resources	Outgoing resources	At 31 March 2025
	£'000	£'000	£'000	£'000
Unrestricted funds:				
General fund	5,041	7,553	(7,697)	4,897
Total unrestricted funds	5,041	7,553	(7,697)	4,897
Total funds	5,041	7,553	(7,697)	4,897

Donations and grants with specific purposes imposed by the donors for their use are held in a restricted reserve. The funds of the charity include restricted funds comprising the unexpanded balances of these restricted donations and grants.

14 Off-balance sheet arrangements

Outreach 3-Way, along with the other entities in the Dimensions Group, became party to a £10m Revolving Credit Facility with HSBC plc on the 7 April 2017 (which ends on 7 Apr 2027), whereby the liabilities to HSBC of each of the entities within the Dimensions Group are cross guaranteed by the others

15 Capital commitments

As at 31 March 2025, the Charity had no capital commitments (2024 £ Nil).

16 Related parties

Dimensions UK, the parent of the Charity, has apportioned and charged £977K (2024: £863K) of central overhead costs to Outreach 3-Way during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. The intercompany balance is settled a month in arrears, including funding made available to the group for operational purposes. At 31 March 2025, the Charity had a net receivable from Dimensions UK £1,638K (2024: £436K).

There are no other related party transactions or outstanding balances during the year (2024: £nil).

17 Commitments under operating leases

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	2025		2024	
	Land and	2025	Land and	2024
	buildings	Other	buildings	Other
	£'000	£'000	£'000	£'000
Due:				
Not later than one year	27	-	29	4
Later than one year and not later than five years	-	-	-	-
	27	-	29	4

18 Controlling Party

Outreach 3-Way's parent association and controlling party is Dimensions (UK) Limited, a charitable registered society under the Co-operative and Community Benefit Societies Act 2014 registered number 31192R.

The principal purpose and activities of Dimensions (UK) Limited and its subsidiaries is the provision of person-centred support packages, with housing, for people with learning disabilities and autism.

The public can obtain the consolidated accounts of Dimensions (UK) Limited that include the Charity's accounts via the website www.dimensions-uk.org or by writing to the registered office address on page 3 of this report.

OUTREACH 3 WAY

England & Wales - Charity number 278140

Accounts

Outreach 3-Way
(A Charitable Company Limited by Guarantee)
Report and Financial Statements
for the year ended
31 March 2024

Better Lives for More People

Company Registration Number: 01474488

Charity Registration Number: 278140

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Outreach 3-Way Advisors and Other Information

Trustees	Nick Baldwin CBE (Chair) Rachael Dodgson Gordon Lyle (resigned 28 th September 2023) Supriya (Sherry) Malik Angela McNab Noah Franklin David Isenegger (resigned 28 th September 2023) Shahana Khan OBE Huw John Richard Crompton, QPM Kevin Hogarth (appointed 28 th September 2023) Matthew Campion (appointed 21 st March 2024) Richard Webb (appointed 21 st March 2024)	
Company Secretary	Joanne Greenbank	
Executive Directors	Rachael Dodgson Ian Goodacre Clive Bassett Stella Cheetham Chris Woodhead Julia Ashley Sinéad McHugh-Hicks Rhoda Iranloye Benedict Sutton	Group Chief Executive Officer Group Chief Financial Officer (Resigned 2 April 2024) Group Chief Financial Officer (Appointed 2 April 2024) Group Director of People and Organisational Development Group Director of Housing, Marketing and Business Development (Resigned 27 October 2023) Chief Housing and Commercial Officer (Appointed 22 January 2024) Managing Director Group Director of Quality, Governance and Lived Experience Group Chief Digital and Information Officer Ground Floor Building 1230 Arlington Business Park, Theale Reading, RG7 4SA HSBC UK Bank Plc Level 7, Thames Tower Station Road Reading, RG1 1LX Trowers & Hamlins 3 Bunhill Row London, EC1Y 5YZ DAC Beachcroft 25 Walbrook, London, EC4N 8AF
Principal and Registered Office	Building 1230 Arlington Business Park, Theale Reading, RG7 4SA	
Bankers	National Westminster Bank Plc Unit L11, The Oracle Shopping Centre Reading, RG1 2AG	
Solicitors	Anthony Collins Solicitors 134 Edmund Street Birmingham, B3 2ES	Trowers & Hamlins 3 Bunhill Row London, EC1Y 5YZ DAC Beachcroft 25 Walbrook, London, EC4N 8AF
Auditor	Crowe LLP 2nd Floor, 55 Ludgate Hill London, EC4M 7JW	

The Trustees present their report and the audited financial statements for the year ended 31 March 2024.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and Charities SORP 2019. These financial statements have been prepared on a historical cost basis and are presented in Sterling (£).

Structure, Governance and Management

Outreach 3-Way ('the Charity') is a charitable company limited by guarantee. It was established in 1979 and incorporated and registered as a charity in 1980. Outreach 3-Way is a member of the Dimensions Group and recognises Dimensions (UK) Limited as the Parent.

The principal activity and objective of the Charity is the provision of personalised support with housing.

Outreach 3-Way provides a wide range of services for adults with learning disabilities and autistic people, including those with complex needs or behaviours of distress. The Charity enables people to be part of their community and to make their own choices and decisions about their own lives.

The Board and its Role

The governing body of Outreach 3-Way is the Board of Trustees whose members are non-executive and unpaid. Trustees are Directors of the Charity under the Companies Act 2006, as well as being charity Trustees. The Board has overall responsibility for the strategy, administration, and control of the activities of the Charity. Trustees who served during the year are listed on page 3.

The full Board met five times during the year (four full meetings, and one joint meeting with the Dimensions Council) and followed an agreed agenda for the full meetings with various standing matters, including full reporting of management accounts, review of the strategic risk register, and annual review of the register of interests.

The Board does not seek to become involved in operational matters but to set strategic objectives in line with recommendations by the Executive Team. The Board has access, at the expense of the Charity, to any professional services it may reasonably require to fulfil its statutory duties.

Outreach 3-Way is a subsidiary of Dimensions (UK) Limited and, as such, reports to the Dimensions Group Board.

The Group Board has systems in place, supported by a themed committee and panel structure, to ensure that it achieves appropriate oversight of objectives that support the governance of the whole Group, including strategic risk oversight and value for money.

The following Committees and Panels provide oversight and scrutiny for the Outreach 3-Way Board:

- Group Audit & Risk Committee
- Finance & Resources Committee
- HR Committee
- Remuneration & Nominations Committee
- Quality & Practice Committee
- Change Programme Governance Committee
- Safeguarding Panel
- Offending Behaviour Review Panel

External Governance Review

An external Governance Review was undertaken in 2022/23 by Campbell Tickell and we have continued to make improvements arising from that action plan and in order to follow general good practice. The next external Governance Review will take place in 2025.

In other years (e.g. not when the externally led review is due), the Boards, Committees and Panels continue to review their effectiveness and performance.

The Non-Executive appraisal policy outlines the process of the annual performance review of overall performance and effectiveness of the Boards and a review of the performance, contribution, and effectiveness of individuals, which includes 360-degree peer feedback.

Training for Trustees

Trustees are able to attend appropriate training at the expense of the organisation to help them fulfil their Board role most effectively. Trustees complete GDPR and Safeguarding Adults training online, as well as being invited to specific topic Members Briefings. Learning and development needs are also identified through appraisal and the annual effectiveness reviews.

Recruitment of New Trustees

New Trustees are recruited when a need for new Trustees is identified following the annual skills audit or when an individual leaves in line with a Group Non-Executive Recruitment & Succession Policy. An agency is used to source suitable candidates, and the process includes the provision of supporting statements, and confirmation of their eligibility to act as Charity Trustee.

Three new Trustees were recruited during the year, bringing with them the skills and experience required.

The recruitment process includes informal meetings with members of the Group Executive Team, visits to homes and panel interviews, including with experts by experience. The Board seeks to attract a diverse range of membership in terms of interest, culture, and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed in line with the Group Risk Management & Assurance Framework (which was reviewed in 2023). There are clearly defined management responsibilities for the identification, evaluation, and control of significant strategic risks in line with the Group approach, with continuous risk assessment and active management of business risks, including the maintenance of a strategic risk map, which identifies the controls and assurances in place, and highlights any gaps requiring further action. The Board discusses this at each meeting. Risk Strategy and its management is discussed in more detail in another section of this financial report.

Colleague Involvement

All colleagues receive regular one-to-one supervision meetings and annual appraisals with their line manager. There are also regular team meetings, locality management meetings and senior team meetings.

The Charity has a colleague forum and a health and safety forum that include colleague representatives from each locality.

Colleagues' views are gathered and collated through these various media and contribute to service improvement plans to ensure that the teams are constantly moving forward. These plans, in turn, contribute to the Charity's business plan.

Modern Slavery and Human Trafficking Statement

Outreach 3-Way is committed to preventing modern slavery in its corporate activities and supply chains. The Group's full statement can be found on the Dimensions website at www.dimensions-uk.org.

Relationships with Other Organisations

Outreach 3-Way seeks to work in partnership with other organisations whenever such partnerships enable additional services to be provided or the current support provision to be enhanced.

As a support and housing provider, the Charity has formed partnerships with the Diocese of Chichester, Transform, Clarion and Southdown Housing in order for additional services to be provided. In these partnerships, the organisations take on the role of housing provider, enabling Outreach 3-Way to provide support and assistance to those who need it.

Outreach 3-Way continues to be part of the My Network West Sussex Consortium, where it works in partnership with other local organisations including the Aldingbourne Trust (as the lead agency) to provide "preventative" services across the county. These services, commissioned under the banner of "My Network" and "My Network Plus", provide support to people with learning disabilities, with little or no assessed need, who would otherwise have fallen outside the remit of regular social care provision.

Outreach 3-Way has many links and partnerships with local organisations, groups, and schools such as: Manor Green, and the Gatwick Diamond Business Consortium that links local businesses together via network events.

As part of its Crawley based community hub activities Outreach 3-Way has made connections with numerous community centres and organisations creating greater community involvement for people supported and enabling volunteering and Job opportunities for people supported.

Additionally Outreach 3-Way engages in charitable fundraising to support projects, through this work the Charity has historically created partnerships with local organisations such as the Co-Op, MNH, and Thales helping raise awareness of the services we provide and creating opportunities for employment for the people we support.

Objectives and Activities

The Charity's vision is better lives for more people. Its mission is to provide high quality personalised support for people with learning disabilities and autism, helping them to be actively engaged with, and contribute to, their communities.

The Charity's values are:

Ambition	seeking to help people reach their potential
Respect	showing people respect and recognising that their unique contribution adds value to all
Courage	being guided by the courage of our convictions to make a difference
Integrity	ensuring that what we do is grounded in what we believe
Partnership	working with others to achieve more for people

The 2025 strategy is underpinned by the following strategic pillars:

Personalisation	supporting choice and control, meeting needs, and encouraging ambition, protecting and improving the quality and safety of services and developing research-based support focused on outcomes.
Development	growing research-based outcomes-focused support, increasing services for people with complex needs, helping people to have a good home, developing the expertise of central services, and evaluating new support models and new markets.
Engagement	building partnerships and working collaboratively, developing a louder voice, and promoting best practice, increasing the influence of the people supported and their families and adding value to the sector.
People	valuing and supporting the people who work with us, striving to be inclusive and to respect difference, building a workforce which is capable, highly motivated, engaged and the best they can be and developing a flexible, responsive, and accountable structure.

Organisation	being an effective learning organisation, making the best possible use of resources and devolving decision making to be as close as possible to the people supported.
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The Charity continues to develop its capacity and expertise to provide a range of services for people with particular needs such as autism, complex needs and behaviours of distress, young people in transition and people who wish to live independently.

Achievements and Performance

Delivery of Public Benefit

Outreach 3-Way, in accordance with its objects, benefits people with learning disabilities in the East/West Sussex area. The majority of its funding comes from the local authority, West Sussex County Council (WSCC) with some additional services funded by Brighton and Hove City Council, and therefore most of its beneficiaries are referred to it via these local authorities and the Integrated Care Board. The Charity is able to offer places in its day centre, community hubs, residential properties, short break scheme, outreach and supported living schemes to individuals not funded by the local authority, however, a cost is still attached to those placements. The Charity aims to keep placement fees to the minimum required to cover the Charity's costs and commensurate with the local authority funding rates.

The Charity also supports people who have individual budgets and choose to spend some, or all, in accessing the Outreach 3-Way support provision. It interacts with people with learning disabilities, their parents and families and commissions brokers to enable personalised support to be purchased.

Outreach 3-Way continues to work in a way that is personalised, having delivered support to people based on their bespoke needs and wishes, offering choice and control in all aspects of support delivery.

The Trustees consider that they have complied with the duty in the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Achievements

The information below looks at what the Charity has achieved compared with the objectives that it stated last year, plus other notable achievements.

2023/24 has been a period of stabilisation following the challenges of the pandemic and the ongoing challenges presented by the current economic climate in social care.

Notable achievements in the last year include:

A complex needs support provision developed in collaboration with Brighton and Hove City Council (BHCC) and Sussex Integrated Care Board (ICB) has been successful in reducing the level of support the individual supported requires offering a saving to the local authority and public purse. The person supported has also been supported to move into new accommodation owned by the Charity that represents a safe tenancy and long-term housing solution for them. Additionally, the team supporting have been trained in BSL and have all achieved Level 2 award which is key in maintaining

Outreach 3-Way Trustees' Report

communication with the person supported and reducing behaviours of distress as well as improving communication between deaf and hearing colleagues.

Outreach 3-Way has continued to evolve its approach to providing day services. The majority of our day support is now provided via community hubs based in Crawley and sessions include; travel training, voluntary work, and social/wellbeing groups. The Local Authority has conducted a tender of this provision and are looking to amalgamate the Day service with the My Network and My Network + provision. Unfortunately, the procurement exercise failed in the areas that we operate Day services and My Network/My Network+ however following negotiation with the Local Authority we have secured a 6-month Direct award to continue providing support while the LA work to re-procure the Day service contract.

The work completed last year in collaboration with the NHS, a project to produce better information on cancer related conditions, with a focus on information presented in an accessible video format has been added to and now includes accessible information on the mental capacity act and how people with disabilities should be involved in best interest decision making. This has been released by the NHS and is widely available.

The NHS have put this forward for a PENNA Award, which is the Patient Experience Network National Awards. They are the first and only awards programme to recognise best practice in patient experience across all facets of health and social care in the UK.

Outreach 3 Way has completed an organisational exercise to transition from paper-based support plans to digital support plans using its Iplanit platform. This has helped give real-time access to support plans and records and aids remote monitoring of the records helping to inform and improve organisational processes and reporting.

The two CQC registered Domiciliary Care services in Outreach 3-Way inspected by CQC under the Health and Social Care Act remain rated as "Good" overall in meeting the Fundamental Standards. Additionally, our three registered care homes also continue to be rated as "Good" overall by CQC.

We have not had an inspection from CQC for either Domiciliary Care registration in the last year.

The Charity continues to seek opportunities for partnership working by exploring the benefits of offering the use of its Ifield site to potential partners as the land at the site is well maintained and due to the recent award of planning permission for redevelopment of facilities in the footprint of the demolished building is prime for use by others, particularly for educational purposes.

Fundraising and PR

Since the end of March 2023, we have totalled a net figure of £3k (2023: £4k) in regard to fundraising donations.

Plans for Future Periods

West Sussex County Council (WSCC), the commissioning authority for the majority of our services across West Sussex, is looking to re-procure our day service and My Network prevention contracts

Outreach 3-Way Trustees' Report

with a projected start date for a new contract early in 2025. The tender may include working closely in partnership with other support providers to develop a partnership approach to providing community-based hub sessions for the people we support and enabling a wider range of opportunity and activities for people supported and we have been liaising with providers to build our working relationships in preparation for this.

As part of this, work is underway to secure a longer-term central hub solution to enable all of our support provision to be provided in the heart of the community, including the support we provide to people with more profound learning and physical disabilities.

We continue to explore potential options for redeveloping the support provision on the Charity's site in Goffs Park, Crawley, to be able to offer our short breaks provision to a wider cohort of people with learning disabilities and/or complex physical and behavioural needs. However, this would be dependent on investment or securing capital funding from the sale of the Ifield site and or investment by the Local Authority.

Outreach 3-Way continues to evolve its systems and processes as part of its commitment to improving operational efficiency identified via our Target Operating Model work. This includes new digital platforms for our finance systems and a new online system for managing all staffing related processes. These will enable greater oversight and reporting of key data sets and performance indicators.

Financial Review

The net movement in funds for the year ended 31 March 2024 was a surplus of £184k (2023: £540k).

Strategic Risks and their management

The following risks represent those observed as significant by the Trustees, summarised as follows:

Workforce – the increasing National Living Wage continues to put a pressure on our ability to compete for workforce in a candidate led market however we continue to work in partnership to influence and raise the importance of fair pay for social care workers.

We maintain an ongoing focus is workforce engagement. Dimensions invests in the training, development, and wellbeing of colleagues to ensure that the right resources are available to support them. We utilise many opportunities to listen to our colleagues and are committed to act on their feedback, a strategy which has resulted in our accreditation as a Great Place to Work for five years in a row.

Reduced public spending – the sector that the organisation operates in continues to undergo significant and radical change and it is clear that public services in the UK will remain under intense financial pressure for many years. Dimensions has responded to the financial pressures through

Outreach 3-Way Trustees' Report

continuing to seek efficiencies and improve productivity, which has enabled it to proportionately reduce its overhead and operational costs whilst protecting the support that it provides to people. The organisation also manages liquidity risk via a revolving credit facility.

Regulation and Quality – the expectations of Dimensions' customers and stakeholders regarding service quality are increasing, furthermore regulatory frameworks are continuing to evolve. In particular, the organisation's main regulators, the Care Quality Commission (CQC), Homes England/The Regulator of Social Housing, the Charity Commission and Care Inspectorate Wales (CIW) have higher expectations of leadership and governance. We continue to keep Quality at the heart of everything that we do, ensuring that we maintain and embed best practice that is in line with our values and the requirements of our regulators. We ensure that actions to mitigate against adverse events are implemented, monitored and lessons are learned.

Sustainability and Business Systems – We maintain an ongoing focus to ensure the Group stays sustainable in a fast-moving environment of improved technology, business systems and cyber risks. We are investing in improving the Group's enterprise and information systems to ensure we have the right architecture to support the organisation's performance with better data, better reporting, and better integration.

The Charity has developed plans to mitigate these risks.

Reserves Policy

The Trustees are aware that the Charity must balance the need to build sufficient reserves to maintain financial stability with meeting the costs of delivering its charitable objects. The target is to retain reserves equivalent to three months' expenditure, equating to around £1,600k, which the Trustees believe would tide the Charity over should there be any unexpected interruptions to regular funding.

At 31 March 2024, Outreach 3-Way was meeting its reserves policy with unrestricted income funds of £5,041k (2023: £4,857k). Its cash balance at 31 March 2024 was £1,263k (2023: £1,396k).

The Trustees believe that this puts Outreach 3-Way in a good position for the future and that future incoming resources will be sufficient to meet the needs of the Charity in delivering its charitable objects.

As at the 31 March 2024 there were no restricted reserves (2023: Nil) that were not available for the general purposes of the charity.

Going Concern

Outreach 3-Way is forecasting a surplus for next year from its main operational activities and has sufficient cash in the bank to provide adequate resources for the group's day-to-day operations.

The Board, after reviewing the charitable company budgets for 2024/25, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the Charity will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Provision of Information to Auditor

The Directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Directors has confirmed that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Outreach 3-Way Trustees' Report

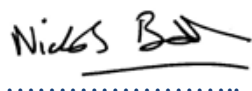
The report of the Directors has been prepared taking advantage of the small companies' exemption of section 419(2) of the Companies Act 2006.

The small companies' regime is being applied in preparing the financial statements (required by section 414(3)).

Auditor

A resolution to re-appoint Crowe LLP will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:


.....

Nick Baldwin CBE

Chair

20th September 2024

Opinion

We have audited the financial statements of Outreach 3-Way for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, 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 charitable company's affairs as at 31 March 2024 and of 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 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 Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 11, the Trustees (who are also the Trustees 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 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 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2022, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Care Quality standards, General Data Protection Regulation (GDPR), Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Group Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and revenue, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Care Quality Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Julia Poulter

Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP

Statutory Auditor

2nd Floor, 55 Ludgate Hill

London EC4M 7JW

26 September 2024

Outreach 3-Way
Statement of Financial Activities for the year ended 31 March 2024

		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		2024	2024	2024	2023
	Note	£'000	£'000	£'000	£'000
Income					
Incoming resources generated from activities:					
Activities for generating funds	2	2	-	2	3
Incoming resources from charitable activities:					
Fees for support services	3	7,673	-	7,673	7,017
		7,675	-	7,675	7,020
Expenditure					
Charitable activities:					
Provision of person-centred support	4	(7,491)	-	(7,491)	(6,480)
Net Income for the year	5	184	-	184	540
Reconciliation of funds:					
Funds as at 1 April		4,857	-	4,857	4,311
Transfer from restricted to unrestricted funds		-	-	-	6
Funds as at 31 March		5,041	-	5,041	4,857

The figures above relate to continuing activities.

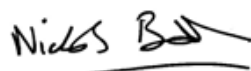
The accompanying notes from pages 20 - 33 form part of these financial statements.

Outreach 3-Way
Company Registration Number 01474488
Charity Registration Number 278140
Balance Sheet as at 31 March 2024

		2024	2023
		£'000	£'000
	Note		
Fixed assets:			
Tangible assets	8	1,708	1,952
Current assets			
Debtors	9	1,720	1,473
Cash at bank and in hand		1,263	1,396
Asset held for sale	8	813	612
Total Current assets		3,796	3,481
Liabilities: Current liabilities	10	(459)	(569)
Net current assets		3,337	2,912
Total assets less current liabilities		5,045	4,864
Provisions for liabilities	12	(4)	(7)
Total net assets		5,041	4,857
Unrestricted income funds		5,041	4,857
Total charity funds	15	5,041	4,857

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime under the Companies Act 2006 and FRS 102.

The accompanying notes from pages 20 – 33 form part of these financial statements. The financial statements were approved by the Trustees and authorised for issue on **20th September 2024** and signed on their behalf by:



Nick Baldwin CBE

Chair



Joanne Greenbank

Company Secretary

I Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The board, after reviewing the charitable company budgets for 2024/25, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the Charity will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Outreach 3-Way meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Income recognition

Fees for support services

Fees for support services represent care charges and grants receivable from Integrated Care Boards (ICBs) and local authorities, under grant funding agreements, for services provided in the year by Outreach 3-Way for care and supported living, including Supporting People grants and charges to residents. Care charges and revenue grants from local authorities are recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met (see note 11).

Income from rents and service charges

Rent receivable under a tenancy agreement is recognised on an accrual basis.

Donations

Donations are recognised when the Charity receives notification that the donation has been received in cash. Material legacies receivable at year end are included at their probable value.

Apportionment of direct staff, occupancy, and other costs

Direct staff, occupancy and other costs have been apportioned to the relevant section of the Income and Expenditure account on the basis of costs of the staff engaged on operations dealt with in these financial statements.

Fixed assets and depreciation

All assets are stated at cost less depreciation with the exception of donated assets, which are initially included at their fair value as at the date of donation. Assets having a value below £1,000 are not capitalised but are expensed through the income and expenditure account. No depreciation is charged on freehold land.

Where an asset comprises two or more major components which have substantially different useful economic lives, each component is depreciated separately over its useful economic life.

Depreciation of tangible fixed assets is charged in annual instalments, on a straight-line basis, commencing from the date of acquisition, at rates estimated to write off their cost less any residual value over the expected useful lives which are as follows:

	Years
Building/Structure (New)	100
Building/Structure (Existing)	80
Pitched roof coverings	80
Windows and doors	40
Electrical installations	40
Bathrooms	20
Boilers	15
Kitchen and utility rooms	10
Furniture, fittings, and office equipment	2-3

Any assets that are impaired in value are written down to their recoverable amount.

The Charity has assessed whether there is any indication that any asset may be impaired. For the assessment of the property assets, the value-in-use calculation used a discount rate of 3%, which was applied to cash flows extending over a 30-year period to reflect the long useful life of property. There were no indication of impaired assets at the end of the reporting period (2023: £38k release).

Expenditure

All expenditure including support costs, other than that which has been capitalised, is charged against income on an accrual's basis. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which the VAT relates.

Expenditure is apportioned on the following basis:

- a) costs attributable solely to one activity are allocated to that activity.
- b) costs attributable to more than one activity are apportioned between activities as follows:
 - staff and occupancy costs are apportioned on the basis of estimated person hours spent on each different activity;
 - communication, stationery and printing and computer costs are apportioned based on estimated usage for each activity; and
 - depreciation is apportioned based on the estimated usage of the relevant assets.

Governance costs relate to the costs of running the Charity as a statutory body and include audit fees, certain legal and professional fees, and the costs of Trustee and member meetings. No support costs are allocated to governance costs as any allocation would be immaterial.

Operating leases

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for five years or less, whilst the economic life of such properties is normally sixty years. Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Management assesses recoverability of trade debts and provisions are applied on debts deemed doubtful of recovery in line with the Group's policy as follows:

Less than 180 days	0%
181 days to 360 days	50%
Above 360 days	100%

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted funds

Any income received that is restricted as to its use is credited to a restricted fund.

Unrestricted funds

Unrestricted funds represent those assets, which may be used at the Trustees' discretion for any purpose consistent with the aims of the Charity.

Transfers between funds

Transfers are made between funds as follows:

- deficits arising on restricted funds from contractual activities are offset by transfers from unrestricted funds;
- surpluses arising on restricted funds from contractual activities are transferred to unrestricted funds when the relevant contract has been fully completed.

Pension costs

The Charity operates defined contribution pension schemes. The costs under these schemes are charged to the income and expenditure account as incurred.

Significant judgements and estimates

To prepare the accounts, trustees and management have made judgments and estimates. The most significant are:

- Income recognition: The charity receives a range of income stream and the approach to accounting for them is covered by income recognition policy above.
- Provisions and accruals: Provisions such as bad debts and accruals for expenditure require assumptions and estimation techniques. These are based on experience, knowledge of management and evidence of past experience.
- Cost allocation and recharges: The allocation of support costs requires a judgment as to what the most appropriate cost drivers are to apply.

In the view of the Trustees, no assumptions concerning the future of estimation uncertainty affecting asset and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Statement of cash flows

Outreach 3-Way has taken advantage of the disclosure exemption granted to small entities under FRS 102 from Section 7: Statement of Cash Flows and accordingly no statement of cash flows has been produced. The cash flow of the Charity is included within the group cash flow in the statutory accounts of its parent, Dimensions UK, and further details on how to view these accounts can be found in note 19 of these accounts.

2 Voluntary Income

	2024	2023
	£'000	£'000
Activities for generating funds	2	3
	—	—

3 Provision of Person-Centred Support Income

	2024	2023
	£'000	£'000
<i>Fees for support services</i>		
Charges for support services (grants)	7,329	6,732
	7,329	6,732
<i>Related income</i>		
Rent charges	329	296
Other	15	(11)
	7,673	7,017

4 Provision of Person-Centred Support

	2024	2023
	£'000	£'000
Staff costs (note 6)	5,002	4,268
Occupancy costs	860	736
Other costs	1,541	1,459
Depreciation	73	55
Impairment	-	(38)
Governance costs	15	-
	7,491	6,480
Total	7,491	6,480

5 Net Income for the Year

	2024	2023
	£'000	£'000
This is stated after charging/(crediting):		
Depreciation	76	54
Impairment	-	(38)
Audit of financial statements	15	14
Operating leases	201	160

6 Staff

	2024	2023	2024	2023
	Number	Number	Number	Number
	Headcount	Headcount	*FTE	*FTE
Average Number of Employees				
Staff directly providing person-centred support	205	200	137	131
Support services	4	5	4	5
	209	205	141	136

*FTE: Full Time Equivalent.

Employment costs	2024	2023
	£'000	£'000
Wages and salaries	4,530	3,867
Social security costs	387	331
Pension costs	85	70
	5,002	4,268

There were no employees whose total earnings is between £60k to £70k band (2023: 1)

There was no redundancy payment in year 2024 (2023 £nil)

None of the Trustees (or any persons connected with them) received any remuneration during the year for their Trustee roles. Trustees were reimbursed £nil for travel expenses (2023: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2023: £nil).

7 Taxation

Outreach 3-Way is a registered charity and as such is not subject to Corporation Tax on its charitable income and gains.

8 a) Tangible fixed assets

	Properties	Office & Computer Equipment	Household Fixtures & Fittings	Total
	£'000	£'000	£'000	£'000
Cost or Valuation				
At 1 April 2023	2,376	9	42	2,427
Additions	33	-	-	33
Asset held for sale	(201)	-	-	(201)
Disposals	(2)	-	-	(2)
At 31 March 2024	2,206	9	42	2,257
Depreciation				
At 1 April 2023	432	9	34	475
Charge for the year	75	-	1	76
Asset held for sale	-	-	-	-
Disposals	(2)	-	-	(2)
At 31 March 2024	505	9	35	549
Net book value				
At 31 March 2024	1,701	-	7	1,708
At 31 March 2023	1,944	-	8	1,952

8b Asset held for sale

£'000

Transferred in the year (note 8a)

Cost 1,015

Accumulated Depreciation (403)

Carrying value as at 31 March 2023 **612**

Transferred during the year 201

Carrying value as at 31 March 2024 **813**

9 Debtors

	2024	2023
	£'000	£'000
Trade debtors	683	619
Other debtors	1	28
Prepayments and accrued income	288	195
Amount due from Group Companies	748	631
	1,720	1,473

10 Creditors

Amounts falling due within one year

	2024	2023
	£'000	£'000
Trade creditors	23	5
Other creditors	2	12
Accruals	18	64
Deferred income (note 11)	4	14
Taxation and social security	100	88
Amounts owed to group and associated undertakings	312	386
	459	569

11 Deferred income

Deferred income comprises advance billing for services which ended after the reporting date. The portion of the invoice relating to the next reporting period has been deferred and released in the period in which the service has been delivered.

	£'000
Balance as at 1 April 2023	14
Amount released to income earned from charitable activities	(14)
Amount deferred in year	4
Balance as at 31 March 2024 (note 10)	4

12 Provisions for liabilities

The prior year provision for dilapidations of offices has been reassessed however no adjustment was needed. The leases are now rolling therefore it is expected that this will be paid during the next financial year.

	Dilapidations £'000	Total £'000
At 1 April 2023	7	7
Provision (released)/ utilised	(3)	(3)
At 31 March 2024	4	4

13 Share capital – non equity

The Company, which is incorporated under the Companies Act 2006, is limited by guarantee and as such has no share capital. The liability of each member is limited to £1, being the amount guaranteed.

I4 Movement in Funds

	At 1 April 2023	Incoming resources	Outgoing resources	At 31 March 2024
	£'000	£'000	£'000	£'000
Unrestricted funds:				
General fund	4,857	7,675	(7,491)	5,041
Total unrestricted funds	4,857	7,675	(7,491)	5,041
Total funds	4,857	7,675	(7,491)	5,041

15 Analysis of Assets by Funds

	Unrestricted Funds
Tangible fixed assets	1,708
Net current assets	3,337
Creditors: amounts falling due after more than one year	(4)
Total funds at 31 March 2024	5,041

16 Capital Commitments

As at 31 March 2024, the Charity had no capital commitments (2023 £ Nil).

17 Commitments under operating leases

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	2024	2024	2023	2023
	Land and buildings	Other	Land and buildings	Other
	£'000	£'000	£'000	£'000
Due:				
Not later than one year	29	4	26	17
Later than one year and not later than five years	-	-	-	-
	<u>29</u>	<u>4</u>	<u>26</u>	<u>17</u>

18 Related Parties

Dimensions UK, the parent of the Charity, has apportioned and charged £863K (2023: £750K) of central overhead costs to Outreach 3-Way during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. The intercompany balance is settled a month in arrears. At 31 March 2024, the Charity had a net receivable from Dimensions UK £436K (2023: £631K).

There are no other related party transactions or outstanding balances during the year (2023: £nil).

19 Controlling Party

Outreach 3-Way's parent association and controlling party is Dimensions (UK) Limited, a charitable registered society under the Co-operative and Community Benefit Societies Act 2014 registered number 31192R.

The principal purpose and activities of Dimensions (UK) Limited and its subsidiaries is the provision of person-centred support packages, with housing, for people with learning disabilities and autism.

The public can obtain the consolidated accounts of Dimensions (UK) Limited that include the Charity's accounts via the website www.dimensions-uk.org or by writing to the registered office address on page 2 of this report.

20 Off-balance sheet arrangements

Outreach 3-Way, along with the other entities in the Dimensions Group, became party to a £10m Revolving Credit Facility with HSBC plc on the 7 April 2017 (which ends on 7 Apr 2027), whereby the liabilities to HSBC of each of the entities within the Dimensions Group are cross guaranteed by the others. Any amounts drawn down are held in the balance sheet of the parent of the Charity.

OUTREACH 3 WAY

England & Wales - Charity number 278140

Accounts

Outreach 3-Way
(A Charitable Company Limited by Guarantee)
Report and Financial Statements
for the year ended
31 March 2023

Better Lives for More People

Company Registration Number: 01474488

Charity Registration Number: 278140

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Outreach 3-Way Advisors and Other Information

Trustees	Nick Baldwin CBE (Chair) Rachael Dodgson Gordon Lyle Supriya (Sherry) Malik Delyth Lloyd Evans (<i>retired 28th September 2022</i>) Angela McNab Noah Franklin David Isenegger Shahana Khan OBE Huw John Richard Crompton, QPM (<i>appointed 28th September 2022</i>)	
Company Secretary	Joanne Greenbank	
Executive Directors	Rachael Dodgson Ian Goodacre Stella Cheetham Chris Woodhead Sinéad McHugh-Hicks Rhoda Iranloye Pippa Foster Benedict Sutton	Group Chief Executive Officer Group Chief Financial Officer Group Director of People and Organisational Development Group Director of Housing, Marketing and Business Development Managing Director Group Director of Quality, Governance and Lived Experience Group Director of Customer Experience (<i>redundant April 2023</i>) Group Chief Digital and Information Officer
Principal and Registered Office	1430 Arlington Business Park Theale Reading RG7 4SA	
Bankers	National Westminster Bank Plc Unit L11, The Oracle Shopping Centre Reading RG1 2AG	HSBC UK Bank Plc Level 7, Thames Tower Station Road Reading RG1 1LX
Solicitors	Anthony Collins Solicitors 134 Edmund Street Birmingham B3 2ES	Trowers & Hamlin 3 Bunhill Row London EC1Y 8YZ DAC Beachcroft 25 Walbrook London, EC4N 8AF
Auditor	Crowe LLP 2nd Floor, 55 Ludgate Hill London, EC4M 7JW	

The Trustees present their report and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102). These financial statements have been prepared on a historical cost basis and are presented in Sterling (£).

Structure, Governance and Management

Outreach 3-Way ('the Charity') is a charitable company limited by guarantee. It was established in 1979 and incorporated and registered as a charity in 1980. Outreach 3-Way is a member of the Dimensions Group and recognises Dimensions (UK) Limited as the Parent.

The principal activity and objective of the Charity is the provision of personalised support with housing.

Outreach 3-Way provides a wide range of services for adults with learning disabilities and autistic people, including those with complex needs or behaviours of distress. The Charity enables people to be part of their community and to make their own choices and decisions about their own lives.

The Board and its Role

The governing body of Outreach 3-Way is the Board of Trustees whose members are non-executive and unpaid. Board members are Directors of the Charity under the Companies Act 2006, as well as being charity Trustees. The Board has overall responsibility for the strategy, administration, and control of the activities of the Charity. The Board members who served during the year are listed on page 3.

The full Board met six times during the year and followed an agreed agenda with various standing matters, including full reporting of management accounts, review of the risk register, and annual review of the register of interests.

The Board does not seek to become involved in operational matters but to set strategic objectives in line with recommendations by the Executive Team. The Board has access, at the expense of the Charity, to any professional services it may reasonably require to fulfil its statutory duties.

Outreach 3-Way is a subsidiary of Dimensions (UK) Limited and, as such, reports to the Dimensions Group Board.

The Group Board has systems in place, supported by a themed committee and panel structure, to ensure that it achieves appropriate oversight of objectives that support the governance of the whole Group, including risk oversight and value for money.

The following Committees and Panels provide oversight and scrutiny for the Outreach 3-Way Board:

- Group Audit & Risk
- Finance & Resources
- HR
- Remuneration & Nominations
- Quality & Practice
- Change Programme Governance

External Governance Review

An external Governance Review was undertaken in 2022/23 by Campbell Tickell.

The Review found that things are working well in the areas that are most important to good governance – people and culture. The values of Dimensions and the commitment to its vision and mission were evident in every meeting the independent consultants observed.

There were a series of recommendations made as a result of the review to help the organisation continue to improve governance which are being implemented during 22/23 and 23/24,

Training for Board Members

Trustees are able to attend appropriate training at the expense of the organisation to help them fulfil their Board role most effectively. Board Members completed GDPR and Safeguarding Adults training online, as well as being invited to specific topic Members Briefings. Learning and development needs are also identified through appraisal and in 2022 from the Group Governance Review.

Recruitment of New Board Members

New Board members are recruited on an ad hoc basis when a need for new Board members is identified.

The recruitment process includes informal meetings with members of the Group Executive Team, visits to homes and panel interviews. The Board seeks to attract a diverse range of membership in terms of interest, culture, and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed. There are clearly defined management responsibilities for the identification, evaluation, and control of significant risks in line with the Group approach, with continuous risk assessment and active management of business risks, including the maintenance of a strategic risk map, which identifies the controls and assurances in place, and highlights any gaps requiring further action. The Board discusses this at each meeting.

Employee Involvement

All colleagues receive regular one-to-one supervision meetings and annual appraisals with their line manager. There are also regular team meetings, locality management meetings and senior team meetings.

The Charity has a colleague forum and a health and safety forum that include colleague representatives from each locality.

Colleagues views are gathered and collated through these various media and contribute to service improvement plans to ensure that the teams are constantly moving forward. These plans, in turn, contribute to the Charity's business plan.

Modern Slavery and Human Trafficking Statement

Outreach 3-Way is committed to preventing modern slavery in its corporate activities and supply chains. The Group's full statement can be found on the Dimensions website at www.dimensions-uk.org.

Relationships with Other Organisations

Outreach 3-Way seeks to work in partnership with other organisations whenever such partnerships enable additional services to be provided.

As a support and housing provider, the Charity has formed partnerships with the Diocese of Chichester, Transform, Clarion and Southdown Housing in order for additional services to be provided. In these partnerships, the organisations take on the role of housing provider, enabling Outreach 3-Way to provide support and assistance to those who need it.

Outreach 3-Way continues to be part of the Network West Sussex Consortium, where it works in partnership with other local organisations including the Aldingbourne Trust (as the lead agency) to provide "preventative" services across the county. These services, commissioned under the banner of "My Network" and "My Network Plus", provide support to people with learning disabilities, with little or no assessed need, who would otherwise have fallen outside the remit of regular social care provision.

Outreach 3-Way has many links and partnerships with local organisations, groups, and schools such as: Manor Green, and the Gatwick Diamond Business Consortium that links local businesses together via network events.

Additionally Outreach 3-Way engages in charitable fundraising to support projects, through this work the Charity has created partnerships with local organisations such as the Co-Op, MNH, and Thales helping raise awareness of the services we provide and creating opportunities for employment for the people we support.

Objectives and Activities

The Charity's vision is better lives for more people. Its mission is to provide high quality personalised support for people with learning disabilities and autism, helping them to be actively engaged with, and contribute to, their communities.

The Charity's values are:

Ambition	seeking to help people reach their potential
Respect	showing people respect and recognising that their unique contribution adds value to all
Courage	being guided by the courage of our convictions to make a difference
Integrity	ensuring that what we do is grounded in what we believe
Partnership	working with others to achieve more for people

The 2025 strategy is underpinned by the following strategic pillars:

Personalisation	supporting choice and control, meeting needs and encouraging ambition, protecting and improving the quality and safety of services and developing research-based support focused on outcomes.
Development	growing research-based outcomes-focused support, increasing services for people with complex needs, helping people to have a good home, developing the expertise of central services and evaluating new support models and new markets.
Engagement	building partnerships and working collaboratively, developing a louder voice and promoting best practice, increasing the influence of the people supported and their families and adding value to the sector.
People	valuing and supporting the people who work with us, striving to be inclusive and to respect difference, building a workforce which is capable, highly motivated, engaged and the best they can be and developing a flexible, responsive and accountable structure.
Organisation	being an effective learning organisation, making the best possible use of resources and devolving decision making to be as close as possible to the people supported.

The Charity continues to develop its capacity and expertise to provide a range of services for people with particular needs such as autism, complex needs and behaviours of distress, young people in transition and people who wish to live independently.

Achievements and Performance

Delivery of Public Benefit

Outreach 3-Way, in accordance with its objects, benefits people with learning disabilities in the East/West Sussex area. The majority of its funding comes from the local authority, West Sussex County Council (WSCC) with some additional services funded by Brighton and Hove City Council, and therefore most of its beneficiaries are referred to it via these local authorities and Integrated Care Board. The Charity is able to offer places in its day centre, residential properties, short break scheme, outreach and supported living schemes to individuals not funded by the local authority, however, a cost is still attached to those placements. The Charity aims to keep placement fees to the minimum required to cover the Charity's costs and commensurate with the local authority funding rates.

The Charity also supports people who have individual budgets and choose to spend some, or all, in accessing the Outreach 3-Way support provision. It interacts with people with learning disabilities, their parents and families and commissions brokers to enable personalised support to be purchased.

Outreach 3-Way continues to work in a way that is personalised, having delivered support to people based on their bespoke needs and wishes, offering choice and control in all aspects of support delivery.

The Trustees consider that they have complied with the duty in the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Achievements

The information below looks at what the Charity has achieved compared with the objectives that it stated last year, plus other notable achievements.

2022/23 has been a period of rebuilding and consolidation following the challenges of the pandemic and the current economic climate in social care.

Notable achievements in the last year include:

The recently developed support provision developed in collaboration with Brighton and Hove City Council (BHCC) and Sussex Integrated Care Board (ICB) has been successful in reducing the level of support the individual requires offering a saving to the local authority and public purse. The person supported has a closer relationship with his family and is gradually integrating into the local community.

Following on from the challenges of providing support during the pandemic, Outreach 3-Way has continued to evolve its approach to providing day services. The majority of our day support is now provided via community hubs based in Crawley and sessions include; travel training, voluntary work and social/wellbeing groups. The work completed last year in collaboration with the NHS, a project to produce better information on cancer related conditions, with a focus on cervical screening via new information presented in a video and advertisement opportunity has now been released by the NHS and is widely available.

Outreach 3-Way Trustees' Report

This project has been funded by the NHS and aims to help people with learning disabilities understand the risk of ignoring or not understanding concerning health signs. It has highlighted the benefits of seeking regular tests and health checks in life.

The NHS have put this forward for a PENNA Award, which is the Patient Experience Network National Awards. They are the first and only awards programme to recognise best practice in patient experience across all facets of health and social care in the UK.

The two CQC registered Domiciliary Care services in Outreach 3-Way inspected by CQC under the Health and Social Care Act remain rated as “Good” overall in meeting the Fundamental Standards. Additionally, our three registered care homes also continue to be rated as “Good” overall by CQC.

The Dimensions Group has now changed its CQC registration expectations for Locality Managers working under a CQC registered Domiciliary Care Office. This applies to the two CQC Domiciliary Care registrations in O3W namely “I-I+ North” and “I-I+ South”. Previously the Operations Director carried the registration for these locations, however under the new structure, the Locality Managers (who are line managed by the Operations Directors) have completed registration with CQC and now share responsibility for the regulated activity relevant to their office or registration. We have yet to receive an inspection from CQC under the new structure.

From a regulatory perspective this new structure more accurately reflects managers’ responsibilities for the people we support. It brings decision-making closer to the people we support and makes the right people accountable.

The Charity continues to seek opportunities for partnership working by exploring the benefits of offering the use of its Ifield site to potential partners as the land at the site is well maintained and due to the recent award of planning permission for redevelopment of facilities in the footprint of the demolished building is prime for use by others, particularly for educational purposes.

Fundraising and PR

Since the end of March 2022, we have totalled a net figure of £3,769 (2022: £1,196) in regards to fundraising donations.

Plans for Future Periods

The Charity has one vacant property adjoining the aforementioned support setting in Saltdean and is actively seeking to relocate a support provision to this property, creating a longer term housing solution for the person supported. A successful relocation would offer an opportunity to spread the costs of providing support across the two Saltdean properties offering value to the Local authority, ICB and the tax payer.

West Sussex County Council (WSSCC), the commissioning authority for the majority of our services across West Sussex, has further extended our day service contract until December 2023, and as previously stated we are working in partnership to develop more community-based hub sessions for the people we support offering a wider range of opportunity and activities.

Outreach 3-Way Trustees' Report

As part of this, work is underway to secure a longer-term central hub solution to enable all of our support provision to be provided in the heart of the community, including the support we provide to people with more profound learning and physical disabilities. We are in negotiation with WSCC to secure a lease for a premises in Maidenbower Crawley which would meet the criteria required.

While we are working to achieve this aim, we continue to provide support to a reduced number of people attending our SMILE provision on our Ifield site for people with more profound learning and physical disabilities.

We continue to explore potential options for redeveloping the services on the O3W site in Goffs Park, Crawley to be able to offer our short breaks provision to a wider cohort of people with learning disabilities and/or complex physical and behavioural needs. However, this would be dependent on investment or securing capital funding from the sale of the Ifield site.

Outreach 3-Way continues to evolve “Activate,” our support model based on sector-leading research. Central to the Activate model of support is putting decision making closer to the people supported by agreeing and working on personalised and challenging outcomes with them, their families and colleagues. As part of this, work is underway to become more digitised with support plans currently being transferred onto a digital format.

Financial Review

The net movement in funds for the year ended 31 March 2023 was a surplus of £540k (2022: £376k).

Strategic Risks

The following risks represent those observed as significant by the Trustees, summarised as follows:

Workforce – whilst the challenge of recruitment was eased by the pandemic due to increased unemployment, the resurgence of the hospitality and retail industries (recruitment competitors for Dimensions), twinned with changes prompted by Brexit, have made recruitment more difficult again.

Dimensions has seen agency usage increase and retention fall, placing renewed pressure upon the Charity to reduce the cost of overheads and make good decisions about the locations in which it attempts to create new homes. In addition, the increasing National Living Wage has put pressure on our ability to compete for workforce in a candidate led market. Another important focus is workforce engagement. Dimensions invests in the training, development and wellbeing of colleagues to ensure that the right resources are available to support them. Careful management is required to achieve a structure that can best deliver the high- quality services that every customer needs. We utilise many opportunities to listen to our colleagues and are committed to act on their feedback, a strategy which has resulted in our accreditation as a Great Place to Work for five years in a row.

Reduced public spending – the sector that the organisation operates in continues to undergo significant and radical change and it is clear that public services in the UK will remain under intense financial pressure for many years. Covid-19 has masked the longer-term impact of Brexit at this time and the full effect of the virus is still unknown. Dimensions has responded to the financial pressures through continuing to seek efficiencies and improve productivity, which has enabled it to

proportionately reduce its overhead and operational costs whilst protecting the support that it provides to people. The organisation also manages liquidity risk via a revolving credit facility.

Regulation and Quality – the expectations of Dimensions' customers and stakeholders regarding service quality are increasing, furthermore regulatory frameworks are continuing to evolve. In particular, the organisation's main regulators, the Care Quality Commission (CQC), Homes England/The Regulator of Social Housing, the Charity Commission and Care Inspectorate Wales (CIW) have higher expectations of leadership and governance. We continue to keep Quality at the heart of everything that we do, ensuring that we maintain and embed best practice that is in line with our values and the requirements of our regulators. We ensure that actions to mitigate against adverse events are implemented, monitored and lessons are learned.

Sustainability and Business Systems – We maintain an ongoing focus to ensure the Charity stays sustainable in a fast-moving environment of improved technology, business systems and cyber risks. We are investing in improving the Charity's enterprise and information systems to ensure we have the right architecture to support the organisation's performance with better data, better reporting, and better integration.

The Charity has developed plans to mitigate these risks.

Reserves Policy

The Trustees are aware that the Charity must balance the need to build sufficient reserves to maintain financial stability with meeting the costs of delivering its charitable objects. The target is to retain reserves equivalent to three months' expenditure, equating to around £1,600k, which the Trustees believe would tide the Charity over should there be any unexpected interruptions to regular funding.

At 31 March 2023, Outreach 3-Way was meeting its reserves policy with unrestricted income funds of £4,857k (2022: £4,311k). Its cash balance at 31 March 2023 was £1,396k (2022: £1,827k).

The Trustees believe that this puts Outreach 3-Way in a good position for the future and that future incoming resources will be sufficient to meet the needs of the Charity in delivering its charitable objects.

As at the 31 March 2023 there were no restricted reserves (2022: £6K) that were not available for the general purposes of the charity.

Going Concern

Outreach 3-Way is forecasting a surplus for next year from its main operational activities and has sufficient cash in the bank to provide adequate resources for the group's day-to-day operations.

The Board, after reviewing the charitable company budgets for 2023/24, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the Charity will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Provision of Information to Auditor

The Directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Directors has confirmed that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Outreach 3-Way Trustees' Report

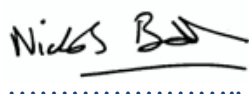
The report of the Directors has been prepared taking advantage of the small companies' exemption of section 419(2) of the Companies Act 2006.

The small companies' regime is being applied in preparing the financial statements (required by section 414(3)).

Auditor

A resolution to re-appoint Crowe LLP will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:


.....

Nick Baldwin CBE

Chair

17th August 2023

Opinion

We have audited the financial statements of Outreach 3-Way for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet 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 charitable company's affairs as at 31 March 2023 and of 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 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 Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 11, the Trustees (who are also the Trustees 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 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 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Care Quality standards, General Data Protection Regulation (GDPR), Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Governance, Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and revenue, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Care Quality Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Julia Poulter

Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP

Statutory Auditor

2nd Floor, 55 Ludgate Hill

London EC4M 7JW

13 September 2023

Outreach 3-Way
Statement of Financial Activities for the year ended 31 March 2023

		Unrestrict ed Funds	Restricted Funds	Total Funds	Total Funds
		2023	2023	2023	2022
	Note	£'000	£'000	£'000	£'000
Income					
Incoming resources generated from activities:					
Activities for generating funds	2	3	-	3	-
Incoming resources from charitable activities:					
Fees for support services	3	7,017	-	7,017	6,433
		7,020	-	7,020	6,433
Expenditure					
Charitable activities:					
Provision of person-centred support	4	(6,480)	-	(6,480)	(6,057)
Net Income for the year	5	540	-	540	376
Reconciliation of funds:					
Funds as at 1 April		4,311	6	4,317	3,941
Transfer from restricted to unrestricted funds		6	(6)	-	-
Funds as at 31 March		4,857	-	4,857	4,317

The figures above relate to continuing activities.

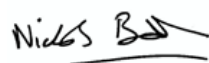
The accompanying notes from pages 20 - 33 form part of these financial statements.

Outreach 3-Way
Company Registration Number 01474488
Charity Registration Number 278140
Balance Sheet as at 31 March 2023

		2023	2022
		£'000	£'000
	Note		
Fixed assets:			
Tangible assets	8	1,952	2,424
Current assets			
Debtors	9	1,473	910
Cash at bank and in hand		1,396	1,827
Asset held for sale	8	612	-
Total Current assets		3,481	2,737
Liabilities: Current liabilities	10	(569)	(503)
Net current assets		2,912	2,234
Total assets less current liabilities		4,864	4,658
Creditors: amounts falling due after more than one year	10	-	(360)
Provisions for liabilities	12	(7)	(7)
Total net assets		4,857	4,317
Restricted income funds	14	-	6
Unrestricted income funds		4,857	4,311
Total charity funds	15	4,857	4,317

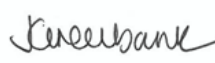
These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime under the Companies Act 2006 and FRS 102.

The accompanying notes from pages 20 – 33 form part of these financial statements. The financial statements were approved by the Trustees and authorised for issue on **17th August 2023** and signed on their behalf by:



Nick Baldwin CBE

Chair



Joanne Greenbank

Company Secretary

I. Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The board, after reviewing the charitable company budgets for 2023/24, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the Charity will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Outreach 3-Way meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Income recognition

Fees for support services

Fees for support services represent care charges and grants receivable from Integrated Care Boards (ICBs) and local authorities, under grant funding agreements, for services provided in the year by Outreach 3-Way for care and supported living, including Supporting People grants and charges to residents. Care charges and revenue grants from local authorities are recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met (see note 11).

Income from rents and service charges

Rent receivable under a tenancy agreement is recognised on an accrual basis.

Donations

Donations are recognised when the Charity receives notification that the donation has been received in cash. Material legacies receivable at year end are included at their probable value.

Apportionment of direct staff, occupancy and other costs

Direct staff, occupancy and other costs have been apportioned to the relevant section of the Income and Expenditure account on the basis of costs of the staff engaged on operations dealt with in these financial statements.

Fixed assets and depreciation

All assets are stated at cost less depreciation with the exception of donated assets, which are initially included at their fair value as at the date of donation. Assets having a value below £1,000 are not capitalised but are expensed through the income and expenditure account. No depreciation is charged on freehold land.

Where an asset comprises two or more major components which have substantially different useful economic lives, each component is depreciated separately over its useful economic life.

Depreciation of tangible fixed assets is charged in annual instalments, on a straight-line basis, commencing from the date of acquisition, at rates estimated to write off their cost less any residual value over the expected useful lives which are as follows:

	Years
Building/Structure	80
Pitched roof coverings	80
Windows and doors	40
Electrical installations	40
Bathrooms	20
Boilers	15
Kitchen and utility rooms	10
Furniture, fittings, and office equipment	2-3

Any assets that are impaired in value are written down to their recoverable amount.

The Charity has assessed whether there is any indication that any asset may be impaired. For the assessment of the property assets, the value-in-use calculation used a discount rate of 3%, which was applied to cash flows extending over a 30-year period to reflect the long useful life of property. This resulted in impairment provisions of £38k being released this year (2022: £1k release).

Expenditure

All expenditure including support costs, other than that which has been capitalised, is charged against income on an accrual's basis. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which the VAT relates.

Expenditure is apportioned on the following basis:

- a) costs attributable solely to one activity are allocated to that activity.
- b) costs attributable to more than one activity are apportioned between activities as follows:
 - staff and occupancy costs are apportioned on the basis of estimated person hours spent on each different activity;
 - communication, stationery and printing and computer costs are apportioned based on estimated usage for each activity; and
 - depreciation is apportioned based on the estimated usage of the relevant assets.

Governance costs relate to the costs of running the Charity as a statutory body and include audit fees, certain legal and professional fees, and the costs of Trustee and member meetings. No support costs are allocated to governance costs as any allocation would be immaterial.

Operating leases

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for five years or less, whilst the economic life of such properties is normally sixty years. Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Management assesses recoverability of trade debts and provisions are applied on debts deemed doubtful of recovery in line with the Group's policy as follows:

Less than 180 days	0%
181 days to 360 days	50%
Above 360 days	100%

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted funds

Any income received that is restricted as to its use is credited to a restricted fund.

Unrestricted funds

Unrestricted funds represent those assets, which may be used at the Trustees' discretion for any purpose consistent with the aims of the Charity.

Transfers between funds

Transfers are made between funds as follows:

- deficits arising on restricted funds from contractual activities are offset by transfers from unrestricted funds;
- surpluses arising on restricted funds from contractual activities are transferred to unrestricted funds when the relevant contract has been fully completed.

Pension costs

The Charity operates defined contribution pension schemes. The costs under these schemes are charged to the income and expenditure account as incurred.

Significant judgements and estimates

To prepare the accounts, trustees and management have made judgments and estimates. The most significant are:

- **Income recognition:** The charity receives a range of income stream and the approach to accounting for them is covered by income recognition policy above.
- **Provisions and accruals:** Provisions such as bad debts and accruals for expenditure require assumptions and estimation techniques. These are based on experience, knowledge of management and evidence of past experience.
- **Cost allocation and recharges:** The allocation of support costs requires a judgment as to what the most appropriate cost drivers are to apply.

In the view of the Trustees, no assumptions concerning the future of estimation uncertainty affecting asset and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Statement of cash flows

Outreach 3-Way has taken advantage of the disclosure exemption granted to small entities under FRS 102 from Section 7: Statement of Cash Flows and accordingly no statement of cash flows has been produced. The cash flow of the Charity is included within the group cash flow in the statutory accounts of its parent, Dimensions UK, and further details on how to view these accounts can be found in note 19 of these accounts.

2. Voluntary Income

	2023	2022
	£'000	£'000
Activities for generating funds	3	-

3. Provision of Person-Centred Support Income

	2023	2022
	£'000	£'000
<i>Fees for support services</i>		
Charges for support services (grants)	6,732	6,128
	6,732	6,128
<i>Related income</i>		
Rent charges	296	293
Other	(11)	12
	7,017	6,433

4 Provision of Person-Centred Support

	2023	2022
	£'000	£'000
Staff costs	4,925	4,435
Occupancy costs	736	877
Other costs	802	678
Depreciation	55	53
Impairment	(38)	(1)
Governance costs	-	15
Total	6,480	6,057

5. Net Income for the Year

	2023	2022
	£'000	£'000
This is stated after charging/(crediting):		
Depreciation	54	53
Impairment	(38)	(1)
Audit of financial statements	14	15
Operating leases	160	158

6 Staff

	2023	2022	2023	2022
	Number	Number	Number	Number
	Headcount	Headcount	*FTE	*FTE
Average Number of Employees				
Staff directly providing person-centred support	200	221	131	153
Support services	5	7	5	5
	205	228	136	158

*FTE: Full Time Equivalent.

Employment costs	2023	2022
	£'000	£'000
Wages and salaries	3,938	4,069
Social security costs	331	296
Pension costs	70	70
	4,339	4,435

There was one employee whose total earnings is between £60k to £70k band (2022: 1)

There was no redundancy payment in year 2023 (2022 £50K)

None of the Trustees (or any persons connected with them) received any remuneration during the year for their Trustee roles. Trustees were reimbursed £nil for travel expenses (2022: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2022: £nil).

7 Taxation

Outreach 3-Way is a registered charity and as such is not subject to Corporation Tax on its charitable income and gains.

8 a) Tangible fixed assets

	Properties	Office & Computer Equipment	Motor Vehicles	Household Fixtures & Fittings	Total
	£'000	£'000	£'000	£'000	£'000
Cost or Valuation					
At 1 April 2022	3,264	9	22	33	3,328
Additions	159	-	-	9	168
Transfer to asset held for sale	(1,015)	-	-	-	(1,015)
Disposals	(32)		(22)	-	(54)
At 31 March 2023	2,376	9	-	42	2,427
Depreciation					
At 1 April 2022	844	9	22	29	904
Charge for the year	49	-	-	5	54
Transfer to asset held for sale	(403)	-	-	-	(403)
Impairment	(38)	-	-	-	(38)
Disposals	(20)	-	(22)	-	(42)
At 31 March 2023	432	9	-	34	475
Net book value					
At 31 March 2023	1,944	-	-	8	1,952
At 31 March 2022	2,420	-	-	4	2,424

8b Asset held for sale

£'000

Transferred in the year (note 8a)

Cost 1,015

Accumulated Depreciation (403)

Carrying value as at 31 March 2023

612

9. Debtors

	2023	2022
	£'000	£'000
Trade debtors	619	749
Other debtors	28	23
Prepayments and accrued income	195	138
Amount due from Group Companies	631	-
	1,473	910

10 Creditors

Amounts falling due within one year

	2023	2022
	£'000	£'000
Trade creditors	5	7
Other creditors	12	11
Accruals	64	76
Deferred income (note 11)	14	44
Taxation and social security	88	84
Amounts owed to group and associated undertakings	386	281
	569	503

Amounts falling due after one year

Amounts owed to group companies	-	334
	-	334

11 Deferred income

Deferred income comprises advance billing for services which ended after the reporting date. The portion of the invoice relating to the next reporting period has been deferred and released in the period in which the service has been delivered.

	£'000
Balance as at 1 April 2022	44
Amount released to income earned from charitable activities	(44)
Amount deferred in year	14
Balance as at 31 March 2023 (note 10)	14

12. Provisions for liabilities

The prior year provision for dilapidations of offices has been reassessed however no adjustment was needed. The leases are now rolling therefore it is expected that this will be paid during the next financial year.

	Dilapidations £'000	Total £'000
At 1 April 2022	7	7
Provision released / utilised	-	-
At 31 March 2023	7	7

13. Share capital – non equity

The Company, which is incorporated under the Companies Act 2006, is limited by guarantee and as such has no share capital. The liability of each member is limited to £1, being the amount guaranteed.

14. Movement in Funds

	At 1 April 2022	Incoming resources	Outgoing resources	Transfers	At 31 March 2023
	£'000	£'000	£'000	£'000	£'000
Restricted funds:					
Other restricted funds	6	-	-	(6)	-
Total restricted funds	6	-	-	(6)	-
Unrestricted funds:					
General fund	4,311	7,020	(6,480)	6	4,857
Total unrestricted funds	4,311	7,020	(6,480)	6	4,857
Total funds	4,317	7,020	(6,480)	-	4,857

Donations and grants with specific purposes imposed by the donors for their use are held in a restricted fund. Management assessed the specificity imposed by donors of restricted reserves balance carried forward and such condition no longer exists, hence, released into unrestricted reserves balance.

15. Analysis of Assets by Funds

	Unrestricted Funds
Tangible fixed assets and assets held for sale	2,564
Net current assets	2,300
Creditors: amounts falling due after more than one year	(7)
Total funds at 31 March 2023	4,857

16. Capital Commitments

As at 31 March 2023, the Charity had no capital commitments (2022 £ Nil).

17. Commitments under operating leases

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	2023 Land and buildings £'000	2023 Other £'000	2022 Land and buildings £'000	2022 Other £'000
Due:				
Not later than one year	26	17	25	20
Later than one year and not later than five years	-	-	-	4
	26	17	25	24

18. Related Parties

Dimensions UK, the parent of the Charity, has apportioned and charged £750k (2022: £658k) of central overhead costs to Outreach 3-Way during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. The intercompany balance is settled a month in arrears. At 31 March 2023, the Charity had a receivable from Dimensions UK £631k (2022: £nil) for recharged central overhead costs.

Outreach 3-Way also has a loan from its parent. At 31 March 2023 the balance of the loan was £386k. Interest payable on the loan during the year is charged to expenditure. However, Outreach 3-Way paid off in full shortly after year end.

There are no other related party transactions or outstanding balances during the year (2022: £nil).

19. Controlling Party

Outreach 3-Way's parent association and controlling party is Dimensions (UK) Limited, a charitable registered society under the Co-operative and Community Benefit Societies Act 2014 registered number 31192R.

The principal purpose and activities of Dimensions (UK) Limited and its subsidiaries is the provision of person-centred support packages, with housing, for people with learning disabilities and autism.

The public can obtain the consolidated accounts of Dimensions (UK) Limited that include the Charity's accounts via the website www.dimensions-uk.org or by writing to the registered office address on page 2 of this report.

20. Off-balance sheet arrangements

Outreach 3-Way, along with the other entities in the Dimensions Group, became party to a £10m Revolving Credit Facility with HSBC plc on the 7 April 2017 (which ends on 7 Apr 2027), whereby the liabilities to HSBC of each of the entities within the Dimensions Group are cross guaranteed by the others.

OUTREACH 3 WAY

England & Wales - Charity number 278140

Accounts

Outreach 3-Way
(A Charitable Company Limited by Guarantee)
Report and Financial Statements
for the year ended
31 March 2022

Company Registration Number: 01474488

Charity Registration Number: 278140

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Independent Auditor's Report to the Members of Outreach 3Way	13
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Outreach 3-Way Advisors and Other Information

Trustees	Nick Baldwin CBE (Chair) Gordon Lyle Kevin Lewis <i>(retired 29th September 2021)</i> Supriya (Sherry) Malik Calum Mercer <i>(retired 29th September 2021)</i> Delyth Lloyd Evans Steve Scown <i>(retired 7th March 2022)</i> Angela McNab Noah Franklin David Isenegger Shahana Khan OBE <i>(appointed 29th September 2021)</i> Huw John <i>(appointed 29th September 2021)</i> Rachael Dodgson <i>(appointed 7th March 2022)</i>	
Company Secretary	Joanne Greenbank	
Executive Directors	Steve Scown Ian Goodacre Stella Cheetham Jackie Fletcher Rachael Dodgson Chris Woodhead Sinéad McHugh-Hicks Rhoda Iranloye Pippa Foster Benedict Sutton	Group Chief Executive Officer <i>(retired 7th March 2022)</i> Group Chief Financial Officer Group Director of People and Organisational Development Group Director of Quality, Public Affairs and Marketing <i>(retired 17th March 2022)</i> Managing Director <i>(up to 7th March 2022)</i> Group Chief Executive Officer <i>(from 7th March 2022)</i> Group Director of Housing, Marketing and Business Development Managing Director <i>(appointed 7th March 2022)</i> Director of Regulatory Assurance <i>(appointed 17th March 2022)</i> Director of Customer Experience <i>(appointed 14th March 2022)</i> Chief Digital & Information Officer <i>(appointed 9th May 2022)</i>
Principal and Registered Office	1430 Arlington Business Park Theale Reading RG7 4SA	
Bankers	National Westminster Bank Plc Unit L11, The Oracle Shopping Centre Reading RG1 2AG	HSBC UK Bank Plc Level 7, Thames Tower Station Road Reading RG1 1LX
Solicitor	Trowers & Hamlins 3 Bunhill Row London EC1Y 5YZ	
Auditor	Crowe LLP 2nd Floor, 55 Ludgate Hill London, EC4M 7JW	

The Trustees present their report and the audited financial statements for the year ended 31 March 2022.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102). These financial statements have been prepared on a historical cost basis and are presented in Sterling (£).

Structure, Governance and Management

Outreach 3-Way ('the Charity') is a charitable company limited by guarantee. It was established in 1979 and incorporated and registered as a charity in 1980. Outreach 3-Way is a member of the Dimensions Group and recognises Dimensions (UK) Limited as the Parent.

The principal activity of the Charity is the provision of personalised support with housing.

Outreach 3-Way provides a wide range of services for children and adults with learning disabilities and people who experience autism, including those with complex needs or behaviours of distress. The Charity enables people to be part of their community and to make their own choices and decisions about their own lives.

The Board and its Role

The governing body of Outreach 3-Way is the Board of Trustees whose members are non-executive and unpaid. Board members are Directors of the Charity under the Companies Act 2006, as well as being charity Trustees. The Board has overall responsibility for the strategy, administration and control of the activities of the Charity. The Board members who served during the year are listed on page 3.

The full Board met six times during the year and followed an agreed agenda with various standing matters, including full reporting of management accounts, review of the risk register, and annual review of the register of interests.

The Board does not seek to become involved in operational matters but to set strategic objectives in line with recommendations by the Executive Team. The Board has access, at the expense of the Charity, to any professional services it may reasonably require to fulfil its statutory duties.

Training for Board Members

Board members are able to attend appropriate training at the expense of the organisation to help them fulfil their Board role most effectively. This year facilitated group training sessions have been held on Inclusive Leadership, Audit & Risk and Corporate Health & Safety. Board Members also completed GDPR and Safeguarding Adults training online.

Recruitment of New Board Members

New Board members are recruited on an ad hoc basis when a need for new Board members is identified.

The recruitment process includes informal meetings with members of the Group Executive Team, visits to homes and panel interviews. The Board seeks to attract a diverse range of membership in terms of interest, culture, and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed. There are clearly defined management responsibilities for the identification, evaluation, and control of significant risks in line with the Group approach, with continuous risk assessment and active management of business risks, including the maintenance of a strategic risk map, which identifies the controls and assurances in place, and highlights any gaps requiring further action. The Board discusses this at each meeting.

Employee Involvement

All staff receive regular one-to-one supervision meetings and annual appraisals with their line manager. There are also regular team meetings, locality management meetings and senior team meetings.

The Charity has a staff forum and a health and safety forum that include staff representatives from each locality.

Staff members' views are gathered and collated through these various media and contribute to service improvement plans to ensure that the teams are constantly moving forward. These plans, in turn, contribute to the Charity's business plan.

Modern Slavery and Human Trafficking Statement

Outreach 3-Way is committed to preventing modern slavery in its corporate activities and supply chains. The Group's full statement can be found on the Dimensions website at www.dimensions-uk.org.

Relationships with Other Organisations

Outreach 3-Way seeks to work in partnership with other organisations whenever such partnerships enable additional services to be provided.

As a support and housing provider, the Charity has formed partnerships with the Diocese of Chichester, Transform, Clarion and Southdown Housing in order for additional services to be provided. In these partnerships, the organisations take on the role of housing provider, enabling Outreach 3-Way to provide support and assistance to those who need it.

Outreach 3-Way continues to be part of the Network West Sussex Consortium, where it works in partnership with other local organisations including the Aldingbourne Trust (as the lead agency) to

provide “preventative” services across the county. These services, commissioned under the banner of “My Network” and “My Network Plus”, provide support to people with learning disabilities, with little or no assessed need, who would otherwise have fallen outside the remit of regular social care provision.

Outreach 3-Way’s community-based sports and leisure service called Out There! which primarily connects people without assessed needs to local leisure groups and activities via a number of hubs across West Sussex has unfortunately ceased operating due to funding no longer being available. A self-sustaining operating model for Out There! was explored but due to the current financial climate and the Coronavirus pandemic this was not financially viable. Some aspects of the provision remain in operation but are now run independently and are no longer affiliated with Outreach 3-Way.

Outreach 3-Way has many links and partnerships with local organisations, groups, and schools such as: Manor Green, and the Gatwick Diamond Business Consortium that links local businesses together via network events.

Additionally Outreach 3-Way engages in charitable fundraising to support projects, through this work the Charity has created partnerships with local organisations such as the Co-Op, MNH, and Thales helping raise awareness of the services we provide and creating opportunities for employment for the people we support.

Objectives and Activities

The Charity’s vision is better lives for more people. Its mission is to provide high quality personalised support for people with learning disabilities and autism, helping them to be actively engaged with, and contribute to, their communities.

The Charity’s values are:

Ambition	seeking to help people reach their potential
Respect	showing people respect and recognising that their unique contribution adds value to all
Courage	being guided by the courage of our convictions to make a difference
Integrity	ensuring that what we do is grounded in what we believe
Partnership	working with others to achieve more for people

The 2025 strategy is underpinned by the following strategic pillars:

Personalisation	supporting choice and control, meeting needs and encouraging ambition, protecting and improving the quality and safety of services and developing research-based support focused on outcomes.
Development	growing research-based outcomes-focused support, increasing services for people with complex needs, helping people to have a good home, developing the expertise of central services and evaluating new support models and new markets.

Outreach 3-Way Trustees' Report

Engagement	building partnerships and working collaboratively, developing a louder voice and promoting best practice, increasing the influence of the people supported and their families and adding value to the sector.
People	valuing and supporting the people who work with us, striving to be inclusive and to respect difference, building a workforce which is capable, highly motivated, engaged and the best they can be and developing a flexible, responsive and accountable structure.
Organisation	being an effective learning organisation, making the best possible use of resources and devolving decision making to be as close as possible to the people supported.

The Charity continues to develop its capacity and expertise to provide a range of services for people with particular needs such as autism, complex and challenging behaviour, young people in transition and people who wish to live independently.

Achievements and Performance

Delivery of Public Benefit

Outreach 3-Way, in accordance with its objects, benefits people with learning disabilities in the East/West Sussex area. The majority of its funding comes from the local authority, West Sussex County Council (WSCC) with some additional services funded by Brighton and Hove City Council, and therefore most of its beneficiaries are referred to it via these local authorities and Clinical Commissioning Groups. The Charity is able to offer places in its day centre, residential properties, short break scheme, outreach and supported living schemes to individuals not funded by the local authority, however, a cost is still attached to those placements. The Charity aims to keep placement fees to the minimum required to cover the Charity's costs and commensurate with the local authority funding rates.

The Charity also supports people who have individual budgets and choose to spend some, or all, in accessing the Outreach 3-Way support provision. It interacts with people with learning disabilities, their parents and families and commissions brokers to enable personalised support to be purchased.

Outreach 3-Way continues to work in a way that is personalised, having delivered support to people based on their bespoke needs and wishes, offering choice and control in all aspects of support delivery.

The Trustees consider that they have complied with the duty in the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Achievements

The information below looks at what the Charity has achieved compared with the objectives that it stated last year, plus other notable achievements.

2021/22 has continued to present the company with challenges, due to the current economic climate in social care and the ongoing challenges in regard to the Coronavirus pandemic.

Notable achievements in the last year include:

In collaboration with Brighton and Hove City Council (BHCC) and Clinical commissioning Group (CCG) we have developed a bespoke single person support provision in Saltdean for an individual who had been living in an assessment and treatment unit for over 17 years. This work has brought the person supported closer to his family and has enabled them to visit their family member more often and rebuild their relationships and the support provision aims to give the individual supported a home for life in the community.

The Charity was also successful in the WSCC tender to continue to provide supported living provision via the WSCC supported living framework. This commenced in October 2021 and will run for 5 years with WSCC retaining the right to extend this framework at the end of the initial 5-year term.

Following on from the challenges of providing support during the pandemic Outreach 3-Way has continued to evolve its approach to providing day services. The majority of our day support is now provided via community hubs based in Crawley and sessions include; travel training, voluntary work and social/wellbeing groups. The community hubs team have also been supporting people to work in partnership with the NHS on a project to produce better information on cancer related conditions, the focus being mainly on cervical screening via new information presented in a video and advertisement opportunity. This has been embraced by and included people we support who are really enjoying seeing their personal experiences being documented and recorded as a learnt lesson for the NHS.

This project has been funded by the NHS and aims to help people with learning disabilities understand the risk of ignoring or not understanding concerning health signs. It has highlighted the benefits of seeking regular tests and health checks in life.

The NHS have put this forward for a PENNA Award, which is the Patient Experience Network National Awards. They are the first and only awards programme to recognise best practice in patient experience across all facets of health and social care in the UK.

The two CQC registered Domiciliary Care services in Outreach 3-Way inspected by CQC under the Health and Social Care Act remain rated as “Good” overall in meeting the Essential Standards of Quality and Care. Additionally, our three registered care homes also continue to be rated as “Good” overall by CQC.

The Dimensions Group has now changed its CQC registration expectations for Locality Managers working under a CQC registered Domiciliary Care Office. This applies to the two CQC Domiciliary Care registrations in O3W namely “I-I+ North” and “I-I+ South”. Previously the Operations Director carried the registration for these locations, however under the new structure, the Locality Managers (who are line managed by the Operations Directors) have completed registration with CQC and now share responsibility for the regulated activity relevant to their office or registration.

Outreach 3-Way Trustees' Report

From a regulatory perspective this new structure more accurately reflects managers' responsibilities for the people we support. It brings decision-making closer to the people we support and makes the right people accountable.

During the pandemic there have been numerous confirmed cases of Covid -19 amongst the people we support and support colleagues, across our various support provisions. However, the Charity has maintained stringent adherence to Public Health and relevant regulatory guidance and reporting in regards to infection control and use of PPE and as a result we have not experienced any deaths related to Coronavirus.

The planned demolition of a derelict building on our site at Ifield has been completed and the Charity continues to seek opportunities for partnership working by exploring the benefits of offering the use of the Ifield site to potential partners as the land at the site is well maintained and due to the recent award of planning permission for redevelopment of facilities in the footprint of the demolished building is prime for use by others.

Fundraising and PR

Since the end of March 2021, we have totalled a net figure of £1,196 in regards to fundraising donations.

Plans for Future Periods

The Charity has one vacant property adjoining the aforementioned support setting in Saltdean and is actively seeking referrals to enable a similar bespoke placement. A successful placement would offer an opportunity to spread the costs of providing support across the two Saltdean properties offering value to the Local authority, CCG and the tax payer.

West Sussex County Council (WSCC), the commissioning authority for the majority of our services across West Sussex, has further extended our day service contract until December 2023, and as previously stated we are working in partnership to develop more community-based hub sessions for the people we support offering a wider range of opportunity and activities. As part of this work is underway to secure a longer term central hub solution to enable all of our support provision to be provided in the heart of the community, including the support we provide to people with more profound learning and physical disabilities.

While we are working to achieve this aim we continue to provide support to a reduced number of people attending our SMILE provision on our Ifield site for people with more profound learning and physical disabilities. Support continues to be provided via risk assessed support bubbles with a number of stringent infection control procedures in place to minimise the risk of exposure to Coronavirus to staff and the vulnerable people we support.

Additionally our short breaks contract with WSCC has been amalgamated with the WSCC registered care contract and new terms and conditions specific to short breaks have been agreed following a period of negotiation. We continue to explore potential options for redeveloping the services on the O3W site in Goffs Park, Crawley to be able to offer our short breaks provision to a wider cohort of people with learning disabilities and/or complex physical and behavioural needs.

Outreach 3-Way Trustees' Report

Outreach 3-Way continues to evolve “Activate,” our support model based on sector-leading research. Central to the Activate model of support is putting decision making closer to the people supported by agreeing and working on personalised and challenging outcomes with them, their families and staff.

Financial Review

The net movement in funds for the year ended 31 March 2022 was a surplus of £376k (2021: £699k).

Principal Risks

Reduced public spending - the sector that the Charity operates in continues to undergo significant and radical change and it is clear that public services in the UK will remain under intense financial pressure for many years. Outreach 3-Way has responded to the financial pressures through continuing to seek efficiencies and improve productivity, which has enabled it to reduce its overhead and operational costs whilst protecting the support that it provides to people.

Regulation - the expectations of Outreach 3-Way's customers regarding service quality are increasing and so its regulatory frameworks are continuing to evolve. In particular, the Charity's main regulators, the Care Quality Commission (CQC) and the Charity Commission, have higher expectations of leadership and governance.

Legislation and case law – naturally, this will evolve over time. In certain cases there is a risk that it may do so in ways that could have a significant impact on Outreach 3-Way's costs. These changes are monitored by the Charity and actions are implemented to mitigate against adverse effects where appropriate. The increasing national living wage, including the way that HMRC interprets this in relation to time spent during sleep-in services and the enforcement of this, has the potential to significantly impact on Outreach 3-Way.

The Charity has developed plans to mitigate these risks.

Reserves Policy

The Trustees are aware that the Charity must balance the need to build sufficient reserves to maintain financial stability with meeting the costs of delivering its charitable objects. The target is to retain reserves equivalent to three months' expenditure, equating to around £1,600k, which the Trustees believe would tide the Charity over should there be any unexpected interruptions to regular funding.

At 31 March 2022, Outreach 3-Way was meeting its reserves policy with unrestricted income funds of £4,311k (2021: £3,935k). Its cash balance at 31 March 2022 was £1,827k (2021: £1,158k).

The Trustees believe that this puts Outreach 3-Way in a good position for the future and that future incoming resources will be sufficient to meet the needs of the Charity in delivering its charitable objects.

As at the 31 March 2022 there were restricted reserves of £6k (2021: 6K) that were not available for the general purposes of the charity.

Going Concern

Outreach 3-Way is forecasting a surplus for next year from its main operational activities and has sufficient cash in the bank to provide adequate resources for the group's day-to-day operations.

The Board, after reviewing the charitable company budgets for 2022/23, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the company will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

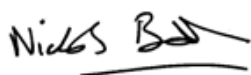
Outreach 3-Way Trustees' Report

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

A resolution to re-appoint Crowe LLP will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Nick Baldwin', with a horizontal line underneath.

Nick Baldwin CBE

Chair

Outreach 3-Way

1430 Arlington Business Park

Theale

Reading

RG7 4SA

3rd August 2022

Opinion

We have audited the financial statements of Outreach 3-Way for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet 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 charitable company's affairs as at 31 March 2022 and of 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 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 Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 11, the Trustees (who are also the Trustees 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 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 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were Care Quality standards, General Data Protection Regulation (GDPR), Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Governance, Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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Julia Poulter

Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP

Statutory Auditor

2nd Floor, 55 Ludgate Hill

London EC4M 7JW

15 September 2022

Outreach 3-Way
Statement of Financial Activities for the year ended 31 March 2022

		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
		2022	2022	2022	2021
	Note	£'000	£'000	£'000	£'000
Income					
Incoming resources generated from activities:					
Activities for generating funds	2	-	-	-	3
Incoming resources from charitable activities:					
Fees for support services	3	6,433	-	6,433	6,734
		6,433	-	6,433	6,737
Expenditure					
Charitable activities:					
Provision of person-centred support	4	(6,057)	-	(6,057)	(6,038)
Net Income for the year	5	376	-	376	699
Reconciliation of funds:					
Funds as at 1 April		3,935	6	3,941	3,242
Funds as at 31 March		4,311	6	4,317	3,941

The figures above relate to continuing activities.

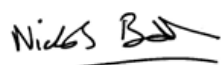
The accompanying notes from pages 19 - 30 form part of these financial statements.

Outreach 3-Way
Balance Sheet as at 31 March 2022

		2022	2021
	Note	£'000	£'000
Fixed assets:			
Tangible assets	8	2,424	2,424
Current assets			
Debtors	9	910	1,557
Cash at bank and in hand		1,827	1,158
Total Current assets		2,737	2,715
Liabilities: Current liabilities	10	(503)	(831)
Net current assets		2,234	1,884
Total assets less current liabilities		4,658	4,308
Creditors: amounts falling due after more than one year	10	(334)	(360)
Provisions for liabilities	12	(7)	(7)
Total net assets		4,317	3,941
Restricted income funds	14	6	6
Unrestricted income funds		4,311	3,935
Total charity funds	15	4,317	3,941

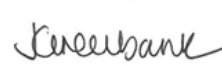
The accompanying notes from pages 19 – 30 form part of these financial statements. The financial statements were approved by the Trustees and authorised for issue on

3rd August 2022 and signed on their behalf by:



Nick Baldwin CBE

Chair



Joanne Greenbank
Company Secretary

I. Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The board, after reviewing the charitable company budgets for 2022/23, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the company will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Outreach 3-Way meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Income recognition

Fees for support services

Fees for support services represent care charges and grants receivable from Clinical Commissioning Groups and local authorities, under grant funding agreements, for services provided in the year by Outreach 3-Way for care and supported living, including Supporting People grants and charges to residents. Care charges and revenue grants from local authorities are recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met (see note 11).

Income from rents and service charges

Rent receivable under a tenancy agreement is recognised on an accrual's basis.

Donations

Donations are recognised when the Charity receives notification that the donation has been pledged. Material legacies receivable at year end are included at their probate value.

Trading income

Trading receipts are recognised when the receipts have been received.

Apportionment of direct staff, occupancy and other costs

Direct staff, occupancy and other costs have been apportioned to the relevant section of the Income and Expenditure account on the basis of costs of the staff engaged on operations dealt with in these financial statements.

Fixed assets and depreciation

All assets are stated at cost less depreciation with the exception of donated assets, which are initially included at their fair value as at the date of donation. Assets having a value below £1,000 are not capitalised but are expensed through the income and expenditure account. No depreciation is charged on freehold land.

Where an asset comprises two or more major components which have substantially different useful economic lives, each component is depreciated separately over its useful economic life.

Depreciation of tangible fixed assets is charged in annual instalments, on a straight-line basis, commencing from the date of acquisition, at rates estimated to write off their cost less any residual value over the expected useful lives which are as follows:

	Years
Building/Structure	80
Pitched roof coverings	80
Windows and doors	40
Electrical installations	40
Bathrooms	20
Boilers	15
Kitchen and utility rooms	10
Furniture, fittings and office equipment	2-3

Any assets that are impaired in value are written down to their recoverable amount.

The Charity has assessed whether there is any indication that any asset may be impaired. For the assessment of the property assets, the value-in-use calculation used a discount rate of 3%, which was applied to cash flows extending over a 30-year period to reflect the long useful life of property. This resulted in impairment provisions of £1k being released this year (2021: £85k release).

Expenditure

All expenditure including support costs, other than that which has been capitalised, is charged against income on an accrual's basis. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which the VAT relates.

Expenditure is apportioned on the following basis:

- a) costs attributable solely to one activity are allocated to that activity.
- b) costs attributable to more than one activity are apportioned between activities as follows:
 - staff and occupancy costs are apportioned on the basis of estimated person hours spent on each different activity;

- communication, stationery and printing and computer costs are apportioned based on estimated usage for each activity; and
- depreciation is apportioned based on the estimated usage of the relevant assets.

Governance costs relate to the costs of running the Charity as a statutory body and include audit fees, certain legal and professional fees, and the costs of Trustee and member meetings. No support costs are allocated to governance costs as any allocation would be immaterial.

Operating leases

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for five years or less, whilst the economic life of such properties is normally sixty years. Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Management assesses recoverability of trade debts and provisions are applied on debts deemed doubtful of recovery in line with the Group's policy as follows:

Less than 180 days	0%
181 days to 360 days	50%
Above 360 days	100%

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted funds

Any income received that is restricted as to its use is credited to a restricted fund.

Unrestricted funds

Unrestricted funds represent those assets, which may be used at the Trustees' discretion for any purpose consistent with the aims of the Charity.

Transfers between funds

Transfers are made between funds as follows:

- deficits arising on restricted funds from contractual activities are offset by transfers from unrestricted funds;
- surpluses arising on restricted funds from contractual activities are transferred to unrestricted funds when the relevant contract has been fully completed.

Pension costs

The Charity operates defined contribution pension schemes. The costs under these schemes are charged to the income and expenditure account as incurred.

Statement of cash flows

Outreach 3-Way has taken advantage of the disclosure exemption granted to small entities under FRS 102 from Section 7: Statement of Cash Flows and accordingly no statement of cash flows has been produced. The cash flow of the Charity is included within the group cash flow in the statutory accounts of its parent, Dimensions UK, and further details on how to view these accounts can be found in note 19 of these accounts.

2. Voluntary Income

	2022	2021
	£'000	£'000
Activities for generating funds	-	3

3. Provision of Person Centred Support Income

	2022	2021
	£'000	£'000
<i>Fees for support services</i>		
Charges for support services (grants)	6,128	6,341
	6,128	6,341
<i>Related income</i>		
Rent charges	293	289
Other	12	104
	6,433	6,734

4. Provision of Person-Centred Support

	2022	2021
	£'000	£'000
Staff costs	4,435	4,573
Occupancy costs	877	692
Other costs	678	803
Depreciation	53	55
Impairment	(1)	(85)
Governance costs	15	-
Total	6,057	6,038

5. Net Income for the Year

	2022	2021
	£'000	£'000
This is stated after charging:		
Depreciation	53	55
Impairment	(1)	(85)
Audit of financial statements	15	3
Operating leases	158	184

6. Staff

	2022	2021	2022	2021
	Number	Number	Number	Number
	Headcount	Headcount	*FTE	*FTE
Average Number of Employees				
Staff directly providing person-centred support	221	228	153	166
Support services	7	14	5	5
	228	242	158	171

*FTE: Full Time Equivalent.

Employment costs	2022	2021
	£'000	£'000
Wages and salaries	4,069	3,208
Social security costs	296	286
Pension costs	70	72
	4,435	3,566

There was one employee whose total earnings is between £60k to £70k band (2021: nil)

Included in wages and salaries costs are redundancy payments totalling £50k (2021: £nil).

None of the Trustees (or any persons connected with them) received any remuneration during the year for their Trustee roles. Trustees were reimbursed £nil for travel expenses (2021: £nil). No charity Trustee received payment for professional or other services supplied to the charity (2021: £nil).

7. Taxation

Outreach 3-Way is a registered charity and as such is not subject to Corporation Tax on its charitable income and gains.

8. Tangible fixed assets

	Properties	Office & Computer Equipment	Household Fixtures & Fittings	Total
	£'000	£'000	£'000	£'000
Cost or Valuation				
At 1 April 2021	3,212	9	33	3,254
Additions	54	-	-	54
At 31 March 2022	3,266	9	33	3,308
Depreciation				
At 1 April 2021	794	8	28	830
Charge for the year	51	1	1	53
Impairment	(1)	-	-	(1)
At 31 March 2022	844	9	29	882
Net book value				
At 31 March 2022	2,422	-	4	2,426
At 31 March 2021	2,418	1	5	2,424

9. Debtors

	2022	2021
	£'000	£'000
Trade debtors	749	1,456
Other debtors	23	36
Prepayments and accrued income	138	65
	910	1,557

10. Creditors

Amounts falling due within one year	2022	2021
	£'000	£'000
Trade creditors	7	14
Other creditors	11	30
Accruals	76	126
Deferred income (note 11)	44	405
Taxation and social security	84	87
Amounts owed to group and associated undertakings	281	169
	503	831

Amounts falling due after one year

Amounts owed to group companies	334	360
	334	360

11. Deferred income

Deferred income comprises advance billing for services which ended after the reporting date. The portion of the invoice relating to the next reporting period has been deferred and released in the period in which the service has been delivered.

	£'000
Balance as at 1 April 2021	405
Amount released to income earned from charitable activities	(405)
Amount deferred in year	44
Balance as at 31 March 2022 (note 10)	44

12. Provisions for liabilities

The prior year provision for dilapidations of offices has been reassessed however no adjustment was needed. The leases are now rolling therefore it is expected that this will be paid during the next financial year.

	Dilapidations £'000	Total £'000
At 1 April 2021	7	7
Provision released / utilised	-	-
At 31 March 2022	7	7

13. Share capital – non equity

The Company, which is incorporated under the Companies Act 2006, is limited by guarantee and as such has no share capital. The liability of each member is limited to £1, being the amount guaranteed.

14. Movement in Funds

	At 1 April 2021	Incoming resources	Outgoing resources	Transfers	At 31 March 2022
	£'000	£'000	£'000	£'000	£'000
Restricted funds:					
Other restricted funds	6	-	-	-	6
Total restricted funds	6	-	-	-	6
Unrestricted funds:					
General fund	3,935	6,433	(6,057)	-	4,311
Total unrestricted funds	3,935	6,433	(6,057)	-	4,311
Total funds	3,941	6,433	(6,057)	-	4,317

Donations and grants with specific purposes imposed by the donors for their use are held in a restricted fund.

The funds of the Charity include restricted funds comprising the unexpended balances of these restricted donations and grants.

15. Analysis of Assets by Fund

	Restricted Funds	General Funds	Total
	£'000	£'000	£'000
Tangible fixed assets	-	2,424	2,424
Net current assets	6	2,280	2,286
Creditors: amounts falling due after more than one year	-	(393)	(393)
Total funds at 31 March 2022	6	4,311	4,317

16. Capital Commitments

As at 31 March 2022, the Charity had no capital commitments (2021 £ Nil).

17. Commitments under operating leases

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	2022 Land and buildings	2022 Other	2021 Land and buildings	2021 Other
	£'000	£'000	£'000	£'000
Due:				
Not later than one year	25	20	26	55
Later than one year and not later than five years	-	4	-	6
	25	24	26	61

18. Related Parties

Dimensions UK, the parent of the Charity, has apportioned and charged £658k (2021: £739k) of central overhead costs to Outreach 3-Way during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. At 31 March 2022 the Charity owed Dimensions UK £229k (2021: £143k) for recharged central overhead costs. The intercompany balance is settled a month in arrears.

Outreach 3-Way also has a loan from its parent. At 31 March 2022 the balance of the loan was £360k (2021: £386k), of which £26k is repayable annually. Interest payable on the loan during the year is charged to expenditure.

There are no other related party transactions or outstanding balances during the year (2021: £nil).

19. Controlling Party

Outreach 3-Way's parent association and controlling party is Dimensions (UK) Limited, a charitable registered society under the Co-operative and Community Benefit Societies Act 2014 registered number 31192R.

The principal purpose and activities of Dimensions (UK) Limited and its subsidiaries is the provision of person-centred support packages, with housing, for people with learning disabilities and autism.

The public can obtain the consolidated accounts of Dimensions (UK) Limited that include the Charity's accounts via the website www.dimensions-uk.org or by writing to the registered office address on page 2 of this report.

20. Off-balance sheet arrangements

Outreach 3-Way, along with the other entities in the Dimensions Group, became party to a £10m Revolving Credit Facility with HSBC plc on the 7 April 2017 (which ends on 7 Apr 2027), whereby the liabilities to HSBC of each of the entities within the Dimensions Group are cross guaranteed by the others.

OUTREACH 3 WAY

England & Wales - Charity number 278140

Accounts

Outreach 3 Way
(A Charitable Company Limited by Guarantee)

Report and Financial Statements

For the year ended

31 March 2021

Company Registration Number: 1474488
Charity Registration Number: 278140

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Outreach 3 Way **Advisors and Other Information** **Year ended 31 March 2021**

Trustees	Nick Baldwin CBE, Chair Anne Barnard, Vice Chair (retired 23 rd September 2020) Calum Mercer Delyth Lloyd Evans Gordon Lyle Kevin Lewis Sherry Malik Steve Scown Angela McNab (appointed 1 st August 2020) Noah Franklin (appointed 23 rd September 2020) David Isenegger (appointed 25 th November 2020)	
Executive Directors	Steve Scown Ian Goodacre Stella Cheetham Jackie Fletcher Rachael Dodgson Chris Woodhead	Chief Executive Officer Group Chief Financial Officer Group Director of People and Organisational Development Group Director of Quality, Public Affairs and Policy Managing Director Group Director of Housing and Business Development
Bankers	National Westminster Bank Plc 13 Market Place Reading Berkshire RG1 2EP	HSBC Apex Plaza Forbury Road Reading RG1 1AX
Solicitor	Trowers & Hamlins 3 Bunhill Row London EC1Y EYZ	
Auditor	KPMG LLP 66 Queen Square Bristol, BS1 4BE	
Principal and Registered Office	1430 Arlington Business Park Theale Reading RG7 4SA	

Outreach 3 Way Directors' Report Year ended 31 March 2021

The directors (who are also trustees of the charitable company) present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Structure, Governance and Management

Outreach 3 Way ('the Charity') is a charitable company limited by guarantee. It was established in 1979, and incorporated and registered as a charity in 1980. Outreach 3 Way is a member of the Dimensions Group and recognises Dimensions (UK) Limited as the Parent.

The principal activity of the Charity is the provision of personalised support with housing.

Outreach 3 Way provides a wide range of services for children and adults with learning disabilities and people who experience autism, including those with complex needs or challenging behaviour. The Charity enables people to be part of their community and to make their own choices and decisions about their own lives. Outreach 3 Way also provides supported employment services to help some of the people it supports to get a job.

The Board and its Role

The governing body of Outreach 3 Way is the Board of Trustees whose members are non-executive and unpaid. Board members are directors of the Charity under the Companies Act 2006, as well as being charity trustees. The Board has overall responsibility for the strategy, administration and control of the activities of the Charity. The Board members who served during the year are listed on page 2.

The full Board met seven times during the year and followed an agreed agenda with various standing matters, including full reporting of management accounts, review of the risk register, and annual review of the register of interests.

The Board does not seek to become involved in operational matters but to set strategic objectives in line with recommendations by the Executive Team. The Board has access, at the expense of the Charity, to any professional services it may reasonably require to fulfil its statutory duties.

Training for Board Members

Board members are able to attend appropriate training at the expense of the Charity to help them fulfil their Board role most effectively.

Recruitment of New Board Members

New Board members are recruited on an ad hoc basis when a need for new Board members is identified. Interested parties are required to write to the Company Secretary and the Group Director of People and Organisational Development, attaching a full CV and a supporting statement, along with details of two referees. For particular posts an agency is used to headhunt suitable candidates.

The recruitment process includes informal meetings with members of the Group Executive Team, visits to services and panel interviews. The Board seeks to attract a diverse range of membership in terms of interest, culture and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

Outreach 3 Way Directors' Report Year ended 31 March 2021

Risk Management

The Board discusses and assesses the risk to which the Charity is exposed. This risk management process is ongoing and members of the Executive Team, as appropriate, provide regular updates to the Board on a project-specific basis. Outreach 3 Way's Risk Management map is integrated with that of Dimensions (UK) Ltd and their Head of Quality, Compliance and Risk also advises during the ongoing review process.

Employee Involvement

All staff receive regular one-to-one supervision meetings and annual appraisals with their line manager. There are also regular team meetings, locality management meetings and senior team meetings.

The Charity has a staff forum and a health and safety forum that include staff representatives from each locality.

Staff members' views are gathered and collated through these various media, and contribute to service improvement plans to ensure that the teams are constantly moving forward. These plans, in turn, contribute to the Charity's business plan.

Executive Pay and Remuneration

Executive pay levels are established in line with the Remuneration Strategy which provides for pay to be set in the context of the relevant external market with external benchmarking being undertaken by an independent external organisation. Salary multiples between pay at the top and bottom of the Charity are regularly monitored and are taken into consideration when setting pay.

Modern Slavery and Human Trafficking Statement

Outreach 3 Way is committed to preventing modern slavery in its corporate activities and supply chains. The Group's full statement can be found on the Dimensions website at www.dimensions-uk.org.

Relationships with Other Organisations

Outreach 3 Way seeks to work in partnership with other organisations whenever such partnerships enable additional services to be provided.

As a support and service provider, the Charity has formed partnerships with the Diocese of Chichester, Transform, Clarion and Southdown Housing in order for additional services to be provided. In these partnerships, the organisations take on the role of housing provider, enabling Outreach 3 Way to provide support and assistance to those who need it.

Outreach 3 Way continues to be part of the Network West Sussex Consortium, where it works in partnership with other local organisations including the Aldingbourne Trust (as the lead agency) to provide "preventative" services across the county. These services, commissioned under the banner of "My Network" and "My Network Plus", provide support to people with learning disabilities who would otherwise have fallen outside the remit of regular social care provision.

Outreach 3 Way also provide a community-based sports and leisure service called Out There! The Out There! Service primarily connects people without assessed needs to local leisure groups and activities via a number of hubs across West Sussex. This service helps people get actively engaged in their communities and has supported many people to join mainstream clubs and groups improving their health and wellbeing and "preventing" people from needing more comprehensive social care.

Outreach 3 Way Directors' Report Year ended 31 March 2021

The Out There! service has many links and partnerships with local organisations, groups and schools such as: Mencap, Crawley FC, Brighton and Hove Albion FC, Chichester University, Sport England, the LTA, Crawley Wellbeing, Chichester Falcons, Sussex Cricket and Sussex FA, Active Sussex. Everyone Active, Manor Green, Freedom Leisure, Places for People and South Down Leisure.

In March 2021 the West Sussex County Council contract that commissioned the Out There! Service ended. Additional funding was secured through grant funding from Sport England enabling the service to continue for another 12 months with the aim of developing a self-sustaining model to enable this provision to continue in the long term to benefit a wide cohort of people with disabilities access mainstream sports and leisure facilities.

Additionally Outreach 3 Way (O3W) engages in charitable fundraising to support projects such as Out There! Through this work O3W has created partnerships with local organisations such as the Co-Op, MNH, and Thales helping raise awareness of the services we provide and creating opportunities for employment for the people we support.

Objectives and Activities

The Charity's vision is better lives for more people. Its mission is to provide high quality personalised support for people with learning disabilities and autism, helping them to be actively engaged with, and contribute to, their communities.

The Charity's values are:

Ambition	seeking to help people reach their potential
Respect	showing people respect and recognising that their unique contribution adds value to all
Courage	being guided by the courage of our convictions to make a difference
Integrity	ensuring that what we do is grounded in what we believe
Partnership	working with others to achieve more for people

The 2025 strategy is underpinned by the following strategic pillars:

Personalisation	supporting choice and control, meeting needs and encouraging ambition, protecting and improving the quality and safety of services and developing research-based support focused on outcomes.
Development	growing research-based outcomes-focused support, increasing services for people with complex needs, helping people to have a good home, developing the expertise of central services and evaluating new support models and new markets.
Engagement	building partnerships and working collaboratively, developing a louder voice and promoting best practice, increasing the influence of the people supported and their families and adding value to the sector.

Outreach 3 Way Directors' Report Year ended 31 March 2021

People	valuing and supporting the people who work with us, striving to be inclusive and to respect difference, building a workforce which is capable, highly motivated, engaged and the best they can be and developing a flexible, responsive and accountable structure.
Organisation	being an effective learning organisation, making the best possible use of resources and devolving decision making to be as close as possible to the people supported.

Outreach 3 Way's vision, mission and strategic aims continue to reflect its commitment to provide excellent personalised support for people and to provide a framework for its continuing diversification and development.

The Charity's aim is to be the research-based exemplar provider delivering outcomes-focused care and support. Indeed, the Charity is building on its leading-edge personalisation work and has further developed ways of providing personalised support within traditional care home environments. In addition, its network of Referral and Assessment Managers works closely with personal budget holders and their families to design and implement the right packages of support for them provided in their preferred accommodation.

The Charity continues to develop its capacity and expertise to provide a range of services for people with particular needs such as autism, complex and challenging behaviour, young people in transition and people who wish to live independently.

Achievements and Performance

Delivery of Public Benefit

Outreach 3 Way, in accordance with its objects, benefits people with learning disabilities in the East/West Sussex area. The majority of its funding comes from the local authority, West Sussex County Council (WSCC) with some additional services funded by East Sussex County Council and Brighton and Hove City Council, and therefore the majority of its beneficiaries are referred to it via these local authorities and Clinical Commissioning Groups. The Charity is able to offer places in its day centre, residential properties and supported living schemes to individuals not funded by the local authority, however, a cost is still attached to those placements. The Charity aims to keep placement fees to the minimum required to cover the Charity's costs.

The Charity also supports people who have individual budgets and choose to spend some, or all, in accessing the Outreach 3 Way services. It interacts with people with learning disabilities, their parents and families and commissions brokers to enable personalised support to be purchased.

People can join the Sports and Leisure service "Out There!" without a referral from the local authority and Outreach 3 Way charge a session fee to attendees to cover running costs.

Outreach 3 Way continues to work in a way that is personalised, having delivered support to people based on their bespoke needs and wishes, offering choice and control in all aspects of service delivery.

The trustees consider that they have complied with the duty in the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Outreach 3 Way Directors' Report Year ended 31 March 2021

Achievements

The information below looks at what the Charity has achieved compared with the objectives that it stated last year, plus other notable achievements.

2020/21 has continued to present the company with challenges, due to the current economic climate in social care and notably the current pandemic.

Notable achievements in the last year include:

In March, Outreach 3 way secured £100,000.00 of grant funding from Sport England to continue operating the Out there! sports and leisure provision for another 12 months with the aim of developing a self-sustainable model to enable this provision to continue in the long term to benefit a wide cohort of people with disabilities across West Sussex and surrounding counties enabling them to access mainstream sports and leisure facilities.

We have needed to close two of our complex needs services in Saltdean where people supported moved to alternate accommodation. The two properties where the support was provided remain marketable and Outreach 3 Way has been actively seeking new referrals for the empty properties.

Due to the challenges of providing support during the pandemic Outreach 3 Way has needed to review its approach to providing day services from our site in Ifield.

In line with government guidance the day service provision was closed for a short period. Outreach 3 Way moved to re-open the service in partnership with WSCC. This meant reduced numbers of people attending day services and support was provided via risk assessed support bubbles with a number of stringent infection control procedures. These were introduced to ensure the safety of people supported and the support provided at Ifield was scaled back to accommodate those with more profound needs.

During the pandemic there have been 11 confirmed cases of Coronavirus amongst the people we support. Three people needed hospitalisation but there have been no deaths as a result of Coronavirus.

The two CQC registered Domiciliary Care services in Outreach 3 Way inspected by CQC under the Health and Social Care Act remain rated as "Good" overall in meeting the Essential Standards of Quality and Care. Additionally our three registered care homes also continue to be rated as "Good" overall by CQC.

Fundraising and PR

Since the end of March 2020 we have received the following funding and donations:-

- The 2.6 Challenge campaign raised £1,202.20 and was split 3 ways between day services, Smile and Out There!;
- Member of the public Sharon Williams donated £50.00 after seeing the BBC story on LA funding cuts;
- Funding from Sport England for £100,000 to continue Out There! project.

In total we have received £101,252.20 from these sources.

Plans for Future Periods

West Sussex County Council (WSCC), the commissioning authority for the majority of our services across West Sussex, has extended our day service contract for two years, ending in April 2022, and we are working in partnership to develop more community-based hub services for the people we support offering a wider range of opportunity and activities.

Outreach 3 Way Directors' Report Year ended 31 March 2021

Additionally our short breaks contract with WSCC has ended and we are renegotiating terms and conditions. We continue to explore potential options for redeveloping the services on the O3W site to be able to offer our short breaks provision to a wider cohort of people with learning disabilities and/or complex physical and behavioural needs.

Plans have been submitted and agreed for the demolition of a derelict building on our site at Ifield and this is now underway.

The Charity is seeking opportunities for developments on site with potential partners as the land at the site is also prime for use by others. We continue to explore options to determine how it can be utilised most effectively whilst maintaining site safety for the people we support and staff who access it. However the Charity is aiming to move its day service provision entirely off-site by April 2022.

We have been working closely with Brighton and Hove County Council with regards to a bespoke service for an individual with complex behavioural needs. We are in a consultation stage currently and initial funding has been agreed enabling us to move forwards with transition planning for the service. The support will be provided at our empty properties in Saltdean in East Sussex.

Outreach 3 Way continues to roll out "Activate", our support model based on sector-leading research. Central to the Activate model of support is putting decision making closer to the people supported by agreeing and working on personalised and challenging outcomes with them, their families and staff.

The Dimensions Group has changed its CQC registration expectations for Locality Managers working under a CQC registered Domiciliary Care Office. This will apply to the two CQC Domiciliary Care registrations in O3W namely "1-1+ North" and "1-1+ South". Currently the Operations Director carries the registration for these locations. Under the new structure, the Locality Managers (who are line managed by the Operations Directors) will share responsibility for the regulated activity.

From a regulatory perspective this new structure will more accurately reflect managers' responsibilities for the people we support. It brings decision-making closer to the people we support and makes the right people accountable.

Financial Review

The net movement in funds for the year ended 31 March 2021 was a surplus of £699k (2020: £274k).

Performance for the year was better than budget due to an increase in the support provided.

Principal Risks

Reduced public spending - the sector that the Charity operates in continues to undergo significant and radical change and it is clear that public services in the UK will remain under intense financial pressure for many years. It is also unclear how Brexit will affect the financial environment in the coming years. Outreach 3 Way has responded to the financial pressures through continuing to seek efficiencies and improve productivity, which has enabled it to reduce its overhead and operational costs whilst protecting the support that it provides to people.

Regulation - the expectations of Outreach 3 Way's customers regarding service quality are increasing and so its regulatory frameworks are continuing to evolve. In particular, the Charity's main regulators, the Care Quality Commission (CQC) and the Charity Commission, have higher expectations of leadership and governance.

Legislation and case law – naturally, this will evolve over time. In certain cases there is a risk that it may do so in ways that could have a significant impact on Outreach 3 Way's costs. These changes are monitored by the Charity and actions are implemented to mitigate against adverse effects where

Outreach 3 Way Directors' Report Year ended 31 March 2021

appropriate. The increasing national living wage, including the way that HMRC interprets this in relation to time spent during sleep-in services and the enforcement of this, has the potential to significantly impact on Outreach 3 Way.

The Charity has developed plans to mitigate these risks.

Reserves Policy

The trustees are aware that the Charity must balance the need to build sufficient reserves to maintain financial stability with meeting the costs of delivering its charitable objects. The target is to retain reserves equivalent to three months' expenditure, equating to around £1,600k, which the trustees believe would tide the Charity over should there be any unexpected interruptions to regular funding.

At 31 March 2021 Outreach 3 Way was meeting its reserves policy with unrestricted income funds of £3,935k (2020: £3,239k). Its cash balance at 31 March 2021 was £1,158k (2020: £1,043k).

The trustees believe that this puts Outreach 3 Way in a good position for the future and that future incoming resources will be sufficient to meet the needs of the Charity in delivering its charitable objects.

As at the 31 March 2021 there were restricted reserves of £6k (2020: 3K) that were not available for the general purposes of the charity.

Going Concern

Outreach 3 Way is forecasting a surplus for next year from its main operational activities and has sufficient cash in the bank to provide adequate resources for the group's day-to-day operations.

The board, after reviewing the charitable company budgets for 2021/22, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the company will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;

**Outreach 3 Way
Directors' Report
Year ended 31 March 2021**

- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

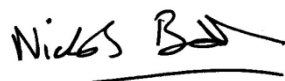
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

A resolution to re-appoint KPMG LLP will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:



.....
Nick Baldwin CBE
Chair

Outreach 3 Way
1430 Arlington Business Park
Theale
Reading
RG7 4SA

Independent Auditor's Report to the Members of Outreach 3 Way

Opinion

We have audited the financial statements of Outreach 3 Way Limited ("the charitable company") for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; 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 are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of the Board, the audit committee, internal audit and inspection of policy documentation as to the Charitable company's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Charitable company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board, audit committee, financial and resources committee minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Obtaining a copy of the Charitable company's fraud register.

Independent Auditor's Report to the Members of Outreach 3 Way (continued)

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet loan covenants and regulatory performance targets, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that income is recorded in the wrong period and the risk that Charitable company's management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of the Charitable company-wide fraud risk management controls

We also performed procedures including:

- Identifying journal entries and other adjustments to test for all full scope components based on risk criteria and comparing the identified entries to supporting documentation. These included journals with unusual posting to revenue, journals with unusual posting to cash, and unbalanced journal entries.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and from inspection of the Charitable company's regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

As the Charitable Company is regulated, our assessment of risks involved gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation, taxation legislation, pensions legislation and specific disclosures required by Charitable companies legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Charitable company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the need to include significant provisions. We identified the following areas as those most likely to have such an effect: anti-bribery, health and safety and employment law recognising the regulated nature of the Charitable company's activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Other information

The trustees are responsible for the other information, which comprises the Trustees' Annual Report, and Chair's and Managing Director's statement. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the directors' report for the financial year, is consistent with the financial statements; and

Independent Auditor's Report to the Members of Outreach 3 Way (continued)

- in our opinion that report has been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 10, 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; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the 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 they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at

www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Brown (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

66 Queen Square

Bristol

BS1 4BE

2 September 2021

Outreach 3 Way
Statement of Financial Activities
(including Income and Expenditure Account and
Statement of Total Recognised Gains and Losses)
For the year ended 31 March 2021

	<i>Note</i>	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Total funds 2020 £'000
Incoming resources					
Incoming resources generated from activities:					
Activities for generating funds	2	-	3	3	36
Incoming resources from charitable activities:					
Provision of person centred support:	3				
Fees for support services		6,341	-	6,341	6,211
Rent charges		289	-	289	279
Other incoming resources		104	-	104	92
Total incoming resources		<u>6,734</u>	<u>3</u>	<u>6,737</u>	<u>6,618</u>
Resources expended					
Charitable activities:					
Provision of person centred support		6,038	-	6,038	6,344
Total resources expended	4	<u>6,038</u>	<u>-</u>	<u>6,038</u>	<u>6,344</u>
Net Income for the Year	5	<u>696</u>	<u>3</u>	<u>699</u>	<u>274</u>
Net movement in funds for the year		696	3	699	274
Fund balances at 1 April		<u>3,239</u>	<u>3</u>	<u>3,242</u>	<u>2,968</u>
Fund balances at 31 March		<u><u>3,935</u></u>	<u><u>6</u></u>	<u><u>3,941</u></u>	<u><u>3,242</u></u>

The figures above relate to continuing activities.

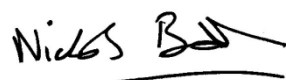
The accompanying notes form part of these financial statements.

Outreach 3 Way
Balance Sheet
As at 31 March 2021
Company Number: 1474488

	<i>Note</i>	2021 £'000	2020 £'000
Fixed assets			
Tangible assets	8	2,424	2,367
Current assets			
Debtors	9	1,557	814
Cash at bank and in hand		1,158	1,043
		2,715	1,857
Liabilities			
Creditors: amounts falling due within one year	10	(831)	(556)
Net current assets		1,884	1,301
Total assets less current liabilities		4,308	3,668
Creditors: amounts falling due after more than one year	10	(360)	(386)
Provisions for liabilities	12	(7)	(40)
Total net assets		3,941	3,242
The funds of the charity			
Restricted income funds	14	6	3
Unrestricted income funds		3,935	3,239
Total charity funds	15	3,941	3,242

The accompanying notes form part of these financial statements.

The financial statements were approved by the trustees and authorised for issue on 13 August 2021 and signed on their behalf by:



.....
 Nick Baldwin CBE
 Chair



.....
 Jo Greenbank
 Company Secretary

Outreach 3 Way

Notes to the Financial Statements

As at 31 March 2021

1 Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The board, after reviewing the charitable company budgets for 2021/22, which is incorporated into the Group's budget and cashflows, and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the company will have sufficient funds to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these accounts. The Board therefore continues to adopt the going concern basis in preparing the annual financial statements.

Outreach 3 Way meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Income recognition

Fees for support services

Fees for support services represent care charges and grants receivable from Clinical Commissioning Groups and local authorities, under grant funding agreements, for services provided in the year by Outreach 3 Way for care and supported living, including Supporting People grants and charges to residents. Care charges and revenue grants from local authorities are recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met (see note 11).

Income from rents and service charges

Rent receivable under a tenancy agreement is recognised on an accruals basis.

Donations

Donations are recognised when the Charity receives notification that the donation has been pledged. Material legacies receivable at year end are included at their probate value.

Trading income

Trading receipts are recognised when the receipts have been received.

Apportionment of direct staff, occupancy and other costs

Direct staff, occupancy and other costs have been apportioned to the relevant section of the Income and Expenditure account on the basis of costs of the staff engaged on operations dealt with in these financial statements.

Outreach 3 Way

Notes to the Financial Statements

31 March 2021

1 Accounting policies (continued)

Fixed assets and depreciation

All assets are stated at cost less depreciation with the exception of donated assets, which are initially included at their fair value as at the date of donation. Assets having a value below £1,000 are not capitalised, but are expensed through the income and expenditure account. No depreciation is charged on freehold land.

Where an asset comprises two or more major components which have substantially different useful economic lives, each component is depreciated separately over its useful economic life.

Depreciation of tangible fixed assets is charged in annual instalments, on a straight-line basis, commencing from the date of acquisition, at rates estimated to write off their cost less any residual value over the expected useful lives which are as follows:

	Years
Building/Structure	80
Pitched roof coverings	80
Windows and doors	40
Electrical installations	40
Bathrooms	20
Boilers	15
Kitchen and utility rooms	10
Furniture, fittings and office equipment	2-3

Any assets that are impaired in value are written down to their recoverable amount.

The Charity has assessed whether there is any indication that any asset may be impaired. For the assessment of the property assets, the value-in-use calculation used a discount rate of 5%, which was applied to cash flows extending over a 30-year period to reflect the long useful life of property. This resulted in impairment provisions of £85k being released this year (2020: £111k release).

Expenditure

All expenditure including support costs, other than that which has been capitalised, is charged against income on an accruals basis. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which the VAT relates.

Expenditure is apportioned on the following basis:

- (a) costs attributable solely to one activity are allocated to that activity.
- (b) costs attributable to more than one activity are apportioned between activities as follows:
 - staff and occupancy costs are apportioned on the basis of estimated person hours spent on each different activity;
 - communication, stationery and printing and computer costs are apportioned based on estimated usage for each activity; and
 - depreciation is apportioned based on the estimated usage of the relevant assets.

Governance costs relate to the costs of running the Charity as a statutory body and include audit fees, certain legal and professional fees, and the costs of trustee and member meetings. No support costs are allocated to governance costs as any allocation would be immaterial.

Outreach 3 Way

Notes to the Financial Statements

31 March 2021

1 Accounting policies (continued)

Operating leases

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for five years or less, whilst the economic life of such properties is normally sixty years.

Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted funds

Any income received that is restricted as to its use is credited to a restricted fund.

Unrestricted funds

Unrestricted funds represent those assets, which may be used at the trustees' discretion for any purpose consistent with the aims of the Charity.

Transfers between funds

Transfers are made between funds as follows:

- deficits arising on restricted funds from contractual activities are offset by transfers from unrestricted funds;
- surpluses arising on restricted funds from contractual activities are transferred to unrestricted funds when the relevant contract has been fully completed.

Pension costs

The Charity operates defined contribution pension schemes. The costs under these schemes are charged to the income and expenditure account as incurred.

Statement of cash flows

Outreach 3 Way has taken advantage of the disclosure exemption granted to small entities under FRS 102 from Section 7: Statement of Cash Flows and accordingly no statement of cash flows has been produced. The cash flow of the Charity is included within the group cash flow in the statutory accounts of its parent, Dimensions UK, and further details on how to view these accounts can be found in note 19 of these accounts.

Outreach 3 Way
Notes to the Financial Statements
31 March 2021

2 Voluntary Income

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Activities for generating funds	-	3	3	36
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

3 Provision of Person Centred Support Analysis of Income

	2021 £'000	2020 £'000
<i>Fees for support services</i>		
Charges for support services (grants)	6,341	6,211
	<u> </u>	<u> </u>
	6,341	6,211
<i>Related income</i>		
Rent charges	289	279
Other	104	92
	<u> </u>	<u> </u>
	6,734	6,582
	<u> </u>	<u> </u>

4 Provision of Person Centred Support

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 £'000
Analysis of Expenditure				
<i>Direct costs</i>				
Staff costs	4,573	-	4,573	4,813
Occupancy costs	692	-	692	893
Other costs	803	-	803	687
Depreciation	55	-	55	58
Impairment	(85)	-	(85)	(111)
Governance costs	-	-	-	4
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total	6,038	-	6,038	6,344
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

5 Net Income for the Year

	2021 £'000	2020 £'000
This is stated after charging:		
Depreciation	55	58
Impairment	(85)	(111)
Audit of financial statements	3	3
Operating leases	184	174
	<u> </u>	<u> </u>

Outreach 3 Way
Notes to the Financial Statements
31 March 2021

6 Staff

	2021 Number Headcount	2020 Number Headcount	2021 Number *FTE	2020 Number *FTE
<u>Average Number of Employees</u>				
Staff directly providing person-centred support	228	234	166	172
Support services	14	15	5	5
	<u>242</u>	<u>249</u>	<u>171</u>	<u>177</u>

*FTE: Full Time Equivalent.

<u>Employment costs</u>	2021 £'000	2020 £'000
Wages and salaries	3,208	4,078
Social security costs	286	303
Pension costs	72	75
	<u>3,566</u>	<u>4,456</u>

There were no employees whose total earnings exceeded £60,000.

Included in wages and salaries costs are redundancy payments totalling £nil (2020: £3k).

None of the trustees (or any persons connected with them) received any remuneration during the year, and neither were they reimbursed expenses during the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

7 Taxation Status

Outreach 3 Way is a registered charity and as such is not subject to Corporation Tax on its charitable income and gains.

Outreach 3 Way
Notes to the Financial Statements
31 March 2021

8 Tangible fixed assets

	Properties £'000	Office & Computer Equipment £'000	Household Fixtures & Fittings £'000	Total £'000
Cost or Valuation				
At 1 April 2020	3,189	9	29	3,227
Additions	23	-	4	27
At 31 March 2021	3,212	9	33	3,254
Depreciation				
At 1 April 2020	827	6	27	860
Charge for the year (note 4 & 5)	52	2	1	55
Impairment (note 4 & 5)	(85)	-	-	(85)
At 31 March 2021	794	8	28	830
Net book value				
At 31 March 2021	2418	1	5	2,424
At 31 March 2020	2,362	3	2	2,367

9 Debtors

	2021 £'000	2020 £'000
Trade debtors	1,456	496
Other debtors	36	23
Prepayments and accrued income	65	295
	1,557	814

Outreach 3 Way
Notes to the Financial Statements
31 March 2021

10 Creditors

<u>Amounts falling due within one year</u>	2021 £'000	2020 £'000
Trade creditors	14	46
Other creditors	30	22
Accruals	126	160
Deferred income (note 11)	405	64
Taxation and social security	87	80
Amounts owed to group and associated undertakings	169	184
	<u>831</u>	<u>556</u>
 <u>Amounts falling due after one year</u>	 2021 £'000	 2020 £'000
Amounts owed to group companies	360	386
	<u>360</u>	<u>386</u>

11 Deferred income

Deferred income comprises advance billing for services which ended after the reporting date. The portion of the invoice relating to the next reporting period has been deferred and released in the period in which the service has been delivered.

	£'000
Balance as at 1 April 2020	64
Amount released to income earned from charitable activities	(64)
Amount deferred in year	405
Balance as at 31 March 2021 (note 10)	<u>405</u>

Outreach 3 Way
Notes to the Financial Statements
31 March 2021

12 Provisions for liabilities

The prior year provision for dilapidations of offices has been reassessed however no adjustment was needed. The leases are now rolling therefore it is expected that this will be paid during the next financial year.

Income has been provided against where applicable relating to disputed rent charges and a potential legal claim. These outflows are expected to be incurred in the next financial year.

	Dilapidations £'000	Income adjustments £'000	Total £'000
At 1 April 2020	7	33	40
Provision released / utilised	-	(33)	(33)
	<u>7</u>	<u>-</u>	<u>-</u>
At 31 March 2021	<u>7</u>	<u>-</u>	<u>7</u>

13 Share capital – non equity

The Company, which is incorporated under the Companies Act 2006, is limited by guarantee and as such has no share capital. The liability of each member is limited to £1, being the amount guaranteed.

14 Movement in Funds

	At 1 April 2020	Incoming resources	Outgoing resources	Transfers	At 31 March 2021
	£'000	£'000	£'000	£'000	£'000
Restricted funds:					
Other restricted funds	3	3	-	-	6
	<u>3</u>	<u>3</u>	<u>-</u>	<u>-</u>	<u>6</u>
Total restricted funds	<u>3</u>	<u>3</u>	<u>-</u>	<u>-</u>	<u>6</u>
Unrestricted funds:					
General fund	3,239	6,734	(6,038)	-	3,935
	<u>3,239</u>	<u>6,734</u>	<u>(6,038)</u>	<u>-</u>	<u>3,935</u>
Total unrestricted funds	<u>3,239</u>	<u>6,734</u>	<u>(6,038)</u>	<u>-</u>	<u>3,935</u>
Total funds	<u>3,242</u>	<u>6,737</u>	<u>(6,038)</u>	<u>-</u>	<u>3,941</u>

Donations and grants with specific purposes imposed by the donors for their use are held in a restricted fund.

The funds of the Charity include restricted funds comprising the unexpended balances of these restricted donations and grants.

Outreach 3 Way **Notes to the Financial Statements** **31 March 2021**

15 Analysis of Assets by Fund

	Restricted Funds £'000	General Funds £'000	Total £'000
Tangible fixed assets	-	2,424	2,424
Net current assets	6	1,878	1,884
Creditors: amounts falling due after more than one year	-	(367)	(367)
Total funds at 31 March 2021	<u>6</u>	<u>3,935</u>	<u>3,941</u>

16 Capital Commitments

As at 31 March 2021, the Charity had no capital commitments (2020: £nil).

17 Commitments under operating leases

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	2021		2020	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Due:				
Not later than one year	26	55	25	29
Later than one year and not later than five years	-	6	-	22
	<u>26</u>	<u>61</u>	<u>25</u>	<u>51</u>

18 Related Parties

Dimensions UK, the parent of the Charity, has apportioned and charged £739k (2020: £731k) of central overhead costs to Outreach 3 Way during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. At 31 March 2021 the Charity owed Dimensions UK £143k (2020: £158k) for recharged central overhead costs. The intercompany balance is settled a month in arrears.

Outreach 3 Way also has a loan from its parent. At 31 March 2021 the balance of the loan was £386k (2020: £412k), of which £26k is repaid annually. Interest payable on the loan during the year is charged to expenditure.

Dimensions Personalised Support Ltd subcontracts its work to other members of the group. Outreach 3 Way charge Dimensions Personalised Support Ltd 98% of the contract value for delivering the contract. The charge during the year was £-26k (2020: £39k)

There are no other related party transactions or outstanding balances during the year (2020: £nil).

Outreach 3 Way

Notes to the Financial Statements

31 March 2021

19 Controlling Party

Outreach 3 Way's parent association and controlling party is Dimensions (UK) Limited, a charitable registered society under the Co-operative and Community Benefit Societies Act 2014 registered number 31192R.

The principal purpose and activities of Dimensions (UK) Limited and its subsidiaries is the provision of person-centred support packages, with housing, for people with learning disabilities and autism.

The public can obtain the consolidated accounts of Dimensions (UK) Limited that include the Charity's accounts via the website www.dimensions-uk.org or by writing to the registered office address on page 2 of this report.

20 Off-balance sheet arrangements

Outreach 3 Way, along with the other entities in the Dimensions Group, became party to a £10m Revolving Credit Facility with HSBC plc on the 7 April 2017 (which ends on 7 Apr 2024), whereby the liabilities to HSBC of each of the entities within the Dimensions Group are cross guaranteed by the others.