

THE OUTLOOK FOUNDATION

England & Wales · Charity number 802682

Details

Status Registered

Legal form Charitable company

Company number [02438015](#)

Registered 1990-02-13

Register [View on the Charity Commission register](#)

Contact

Address Outlook Foundation
74 Redhill Drive
Brighton
BN1 5FL

Phone 01273555252

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Website www.outlookfoundation.co.uk

Activities

Objects: THE PROMOTION OF CARE, TREATMENT AND EDUCATION OF PERSONS WHO ARE MILDLY AND MODERATELY MENTALLY HANDICAPPED AND WHO ARE THUS IN NEED OF HELP AND CARE IN ADULT LIFE BY THE PROVISION OF TRAINING SHELTERED ACCOMMODATION AND WORK OPPORTUNITIES.

Activities: The principal activities of the charity are; to deliver person-centred care, education and training in life skills, that promote social inclusion and community interaction, whilst providing a safe and comfortable home environment, for adults with learning disabilities aged 18+.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, Accommodation/housing
- **Who:** People With Disabilities

Geography

- Brighton And Hove

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,808,939	£1,746,541	£1,999,750	40
2024-03-31	£1,415,759	£1,389,019	£1,937,352	35
2023-03-31	£1,165,879	£1,236,994	£1,910,612	42
2022-03-31	£1,114,724	£1,262,271	£1,981,727	41
2021-03-31	£1,136,772	£1,245,264	£2,129,274	44

Trustees

Name	Role	Appointed
Stephen Minall	Chair	2015-01-16
Angelo De Pol		2021-05-10
Dhermisha Patel		2026-04-13
Dr Elizabeth Anne Scott-Gliba		2018-04-27
Eric Christopher Trump		2023-10-21
Gavin George Mclean		2025-12-01
Michael Eugene O'Mahoney		2024-06-19
Richard Martin Miles		2021-05-10
Simon Bell		2022-09-15

THE OUTLOOK FOUNDATION

England & Wales - Charity number 802682

Accounts

Charity Registration No. 802682

Company Registration No. 02438015 (England and Wales)

THE OUTLOOK FOUNDATION
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025



One Bell Lane
Lewes
East Sussex
BN7 1JU

THE OUTLOOK FOUNDATION

CONTENTS

	Page
Company information	1
Chairman's report	2 - 3
Trustees report	4 - 11
Statement of Trustees responsibilities	12
Independent auditor's report	13 - 16
Statement of financial activities	17
Balance sheet	18
Statement of cash flows	19
Notes to the financial statements	20 - 30

THE OUTLOOK FOUNDATION

COMPANY INFORMATION

Trustees	Mr S Minall Mr A D Pol Mr M O'Mahoney (Appointed 22 June 2024) Mr S Bell Mr R Miles Dr. E Scott-Gliba Mr E Trump (Appointed 7 February 2025)
Charity number	802682
Company number	02438015
Registered office	74 Redhill Drive Brighton East Sussex BN1 5FL
Auditor	TC Group One Bell Lane Lewes East Sussex BN7 1JU

THE OUTLOOK FOUNDATION

CHAIRMAN'S YEAR END REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The Outlook Foundation has seen a positive movement forward in getting our residents into the community through independent living, we have 4 properties offering this extended service. This allows us to fill our main houses, and welcome new faces. This protects us regarding fees and income moving forward.

We have had to make a tough decision and raise the fee to cover our overheads again this year and being able to afford & maintain our charitable status. We are a Residential Care Facility and have to look at Supportive living & balance this with Residential Care packages living to run this as a business, as well as to protect it as a Charity.

The Main House is near completion, with a few minor snagging areas to address; sadly, with the finding of Asbestos and added building regulations, we were over budget. Luckily, we received some £90k in Donations from the work from our Fund/Grant manager.

There were less issues again this year around shortages of staff but the headache of running the ever-increasing running costs across 3 houses remains. The new Governments' National Insurance increases & increasing minimum wage has added an estimated £70k per annum to our payroll costs.

We rewarded our staff a Christmas Bonus in this financial year as a gesture of thanks.

The age and high daily usage on our buildings creates areas of 'wear & tear' and the elements are also against us externally. Thus, maintaining this comes at an increased cost.

Our attempt to strengthen the Trustee Board with new appointments, especially around Senior Financial Skills and HR areas, have been achieved with two excellent Trustees in Finance & HR. Trustees' details are now on the web site.

We have been training in and installed a new accounting package that makes the numbers understandable & easier for Senior teams to access across any period. This has helped us manage our finances and understand our running costs & overheads. The System is known as Fathom.

Both Eric and Simon, our Trustees, are continuing to do great work re- Parental Committees and Resident Committees, to listen, understand and give feedback to Senior Managers and Trustees alike.

Without our staff and Senior Management teams we could not operate. The Trustees want to congratulate Ria and the various teams within the four properties (including the new flat scheme) for their management, due diligence and the protection residents in often very difficult times.

Developing income streams outside of relying on the residential fee is now essential, to protect several areas:

- Repair and maintenance of our ageing Estate.
- Direction of the properties across Residential & Supportive living as we face new funding rules and the shrinking of budgets from the many councils.
- Training skilled staff

In late 2024 we were forced by planning rules to install new windows into Gaynor House at a cost of £30,000.

The outsourcing of accommodation, where residents move to independence in private accommodation, overseen by TOF, is going well. We are on flat no 4 and this programme really builds on the Charity's desire to develop residents' skills and move them to some form of independence within the safety net of TOF.

We continue to receive high scores from The Charity Commission, Social Workers assigned to our residents and Brighton & Hove Council.

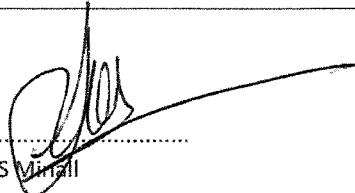
Trustees talk & meet regularly, and we hold 4 Full Trustee meetings per annum.

Thanking you


THE OUTLOOK FOUNDATION

CHAIRMAN'S YEAR END REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025



S. Mirzali
Chairman

Date: 18.12.2025 

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charitable company's governing document, the Companies Act 2006 and "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).

Objectives and activities

The Charity's aim (and its mission statement) is to empower people with learning disabilities by providing safe comfortable homes in the community. This includes delivering person centred support, educational development, life skills training and promoting wellbeing, which will enable individuals to achieve their full potential.

The Charity's aim is to 'make a difference' to the lives of the client groups, the public will benefit by the policies and development of the Charity and the bespoke curriculum put in place for each individual. The overall benefit will be identifiable by the integration of the status groups concerned fulfilling life through the training provided by the Charity as well as making the individuals as independent as they are able to be and to interact within the community.

The charity has a training programme for volunteers. The Charity provides training for organisations where our residents/tenants have voluntary work placements. We advertise for volunteers as a constant on-going practice. The charity also has a rigorous staff training program with regular training in all areas of compliance and specific to the residents needs. The charity recently was chosen by Brighton NHS Clinical Psychology Dept to have 2 Postgraduates use Outlook House as part of their doctorate, steered by Elizabeth Scott- Gilba, A Senior Clinical Psychologist and one of our Trustees.

Strategies for achieving aims and objectives

We aim to achieve the mission statement above by continuing development and maintenance of essential life skills, ranging from personal hygiene to room cleaning, road crossing and bus travel. To working in the community whilst living semi independently.

All residents and tenants have individual life skills plans that they devise in collaboration with support staff. The person-centered approach to life skills training results in successful completion leading to increased independence, appropriate to the individual.

Public benefit

The activities currently carried out for public benefit by the charity are always ensured by the trustees to be in line with our mission statement, with the overall aim being that the people we work along side are fully integrated as part of their local community.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance

Key financial performance indicators

To maintain full occupancy and quality of service.

The service is reviewed in four different ways, firstly by purchasers the residents personal social worker from their County/Region they come from, secondly by regular internal/senior staff systems of monitoring individual needs, one to one meetings where we ensure that the aims and objectives of the charity are being met, thirdly inspections carried out by the Care Quality Commission (CQC) and lastly by an annual Quality Assurance exercise in which questionnaires are sent out to residents and tenants, staff, parents, social workers and other external bodies. The charity is able to measure it's performance by an individual achieving life skills and further independence.

Review of activities

The Charity provides accommodation across three homes - Outlook House, Jean Marshall House and Gaynor Forster House.

Plus, outsourcing of houses & flats where landlords are guaranteed fees, these provide the independence needed with the correct & safety for staff to live in or monitor the residents.

Outlook House

Set in a residential area of Brighton, Withdean, Outlook House and grounds are situated in the heart of the local community, with access to local shops, buses and primary healthcare. The house has the feel of a spacious family home, with 12 en suite rooms and well-equipped shared spaces. There is a large garden, with a greenhouse and vegetable patches, where green fingered residents can even try their hand at growing some grub.

Outlook House residents have use of all of the facilities at the house and are encouraged to actively participate in making Outlook House their own comfortable and happy home.

Outlook House is a 'residential care' setting.

We started to improve on this property in November 2024 to build 4 independent apartments to add to our program of shared care /supportive living. The Main House is near completion, with a few minor snagging areas to address, sadly with the finding of asbestos, added building regulations, we were over budget. Luckily, we received some £75k in Donations, thanks to Ceiri O'Douglas hard work as Fund/Grant manager.

Jean Marshall-House

Situated in a residential area of Hove, close to Hove station, Hove Park, the seafront, shops and primary healthcare. Jean Marshall House has 8 en suite rooms alongside several large and comfortable shared spaces; a lounge, conservatory, dining room and large patio and courtyard.

Support Staff can be accessed by tenants both day and night at Jean Marshall House.

Jean Marshall House is a 'supported living' setting.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Gaynor Forster House

Situated in a residential area of Brighton, very close to Preston Park, local shops and primary healthcare services. It is very well positioned for public transport with great bus routes and both London Road and Preston Park train stations, nearby.

The overall house has been converted into 5 comfortable, self contained flats, with an additional shared utility room. The tenants benefit from a lovely, large courtyard garden with a built-in barbeque. Support staff can be accessed by tenants during the day at Gaynor Forster House. In 2024, we were forced by planning rules to install windows into Gaynor House, this set us back over £30,000.

Gaynor Forster House is a 'supported living' setting.

The Outlook Foundation looks back on a challenging year that has been tough for the entire Care Sector with added cost increases in labour, shortages of staff and the ever-increasing cost to run the 3 houses, plus the properties in the communities. We need and continue to increase fees where we can, but have taken on the position of hiring a dedicated Marketing Manager to raise external funds through donations, grants and raising our profile within Brighton & Hove. It is imperative that the Trustees seek other income other than relying on council funding going forward.

The aim being to drive the Charity forward as a business but also to recognise the importance of maintaining our core values. Lesley moved mountains and worked hard to get us into a far better accounting position. We have strengthened our Trustees by adding Simon Bell, who has experiences in staff incentives, contracts and running businesses, Mike O'Mahoney Expert in micro finance and cash flow management. Janet Tapsell, Senior in other related Charities and Expertise in HR and Charity Finances. Equally pleased to add Eric Trump as Company Secretary. Angelo De Pol continues as Trustee looking after Strategic Finance and Risk Management with Richrd Miles in charge of Marketing & Donations and Strategies on Utility Management and I was extremely honored to be voted as permanent Chair from Vice Chair. Elizabeth Scott-Gilba works with the CEO & Staff on welfare issues & specific issues around mental health. Simon Bell & Eric Trump also steer the Parental Committee, to allow Parents & Residents to voice their views/idea to the Trustees.

Trustees meet 4 times per year, via Zoom and one physical meeting. Plus, regular individual calls/emails & discussions throughout the year. The CEO is in regular contact with all Trustees. A One to One with The Chair is organised with all Senior Managers once a year on a P&C basis. Chair & CEO discuss top line issues at least once every 10 days.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Financial review

The Outlook Foundation looks forward to hopefully, a less challenging year.

2025 brought positive movement in getting more of our residents into the community through independent living, allowing us to fill our houses and reorganise with new faces. This higher level of occupancy protects us in terms of fees and income but we still had to take the tough decision and raise fees to cover our rising overheads and maintain our charitable status. We are first and foremost a Residential Care Facility and have to operate as a business but also respect the residents and staff who are our lifeblood.

Ria and her team have done a magnificent job again this year with Council budgets under severe pressure, to increase fees in line with rising costs and improve our top line income. This comes with finding extra residents to fill those empty bedrooms. However, do not underestimate the hours it takes to raise invoices, chase councils to pay us. We have two outstanding fees to the tune of over £100k we are still chasing.

The Trustees need to state that we are financially solvent and TOF is in a good position to fund the Charity.

The initiative, hard work of the operational team and the knowledge & the skill of the Trustees are continuing in improving the quality of what we can deliver.

The charity's total income for the year was £1,808,939 (2024: £1,415,759) and had net outgoing resources for the year of £1,746,541 (2024: £1,389,019). At 31 March 2025, the Foundation had unrestricted funds of £1,999,750 (2024: £1,937,352) and held free reserves of £58,361 (2024: £205,199). The Outlook Foundation aims to hold three months expenditure within free reserves. Three months expenditure, excluding depreciation, totals £419,787 suggesting that free reserves are lower than the Trustees would like the charity to hold. The Trustees are aware of this and are working with management to reduce expenditure and increase the charity's Income to allow for reserves to increase. However we are sitting on three properties with a book value which exceeds £1.6m, market value for the area could easily exceed £2m: thus giving us access to loans & assets to borrow against if needed.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Reserves policy

Introduction

This reserve policy outlines the financial management approach of The Outlook Foundation ("The Charity"). The Charity prioritises maintaining a strong financial position to manage unforeseen expenses or revenue changes and follows the guidance provided by the Charity Commission ("Charity reserves: building resilience CC19").

Risk Profile

The Charity's risk profile is considered **low** primarily due to the following factors:

1. **Stable Funding:** The Charity relies on stable sources of local council funding via resident/tenant fees and tenant housing benefits.
2. **Positive Net Profit Margin:** Although the Charity is a non-profit organisation, it typically operates with a positive Net Profit Margin, allowing for further reserve accumulation.
3. **Debt-Free:** The Charity is mortgage free and there are no other debts, nor is there any borrowing foreseen in the medium-term or long-term financial plans.
4. **Significant Assets:** The Charity has significant tangible fixed assets (predominantly property with market value of at least £1.8m), which may be utilised for financing if the need ever arose.
5. **New Funding Source:** A previously underutilised source of funding (grants and donations) has been established by a new dedicated marketing manager role. The first 18 months provided grants in excess of £80k.
6. **Low Overheads and Staffing Risks:** The Charity has no Head Office rent obligations and the Staff risks are considered low.

Purpose of the reserves

1. **Sector-Related Costs:** The Charity has accumulated reserves to handle unexpected increases in sector-related costs, such as utilities, minimum wages, and the demands of providing services to special needs adults. These reserves ensure the organisation can adapt to changes in the operating environment and maintain the quality of care for residents if issues arise in either receiving payments of fees and housing benefit or if there are any delays in obtaining agreement for fee increases to match rising expenses.
2. **Property Maintenance and Improvements:** Reserves support property improvements and general maintenance. This includes provisions for enhancing the main property, adding rooms to accommodate changes in shared care, as well as covering ongoing maintenance requirements. Adequate reserves are necessary to sustain the physical infrastructure of the care home to meet the standards required by the CQC.
3. **Regulatory Requirements:** The Charity complies with the Charity Commission guidelines (CC19) on reserve policies, ensuring financial resilience.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Reserve Level and Monitoring

The current reserves reflect the Charity's commitment to financial preparedness and addressing any short-term needs. Trustees monitor and review reserve levels regularly to align with the operating environment and regulatory requirements.

Target Reserve Level

The target reserve level is set at **25% of annual operating expenses**, covering approximately **three months of expenses**. The Trustees acknowledge that reserves may temporarily fall below this target in circumstances where designated funds are set aside to finance significant projects (e.g. building improvements). The reserves level will be monitored throughout the year and reviewed quarterly by the Trustees.

Conclusion

The Charity's financial stability is essential for its long-term sustainability and effective operations. Therefore, the Trustees have set a prudent target reserve level, despite the low-risk nature of our operating model, which differs from the largely donation-reliant charitable sector.

The reserve policy reflects the Charity's commitment to financial stability and readiness for potential sector-related challenges, including property improvements, maintenance needs, and local authority budget pressures.

The current reserve level demonstrates the Charity's proactive approach to building funds. The Trustees will continue to monitor and review reserves to ensure they meet evolving needs and comply with Charity Commission guidance. Maintaining an appropriate level of reserves safeguards the Charity's ability to provide high-quality care for special needs adults and ensures long-term sustainability.

Major risks

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Financial risk management objectives and policies

We endeavour to maintain full capacity across the 3 sites and the flat schemes. All payments of fees are monitored and addressed where necessary. The charity also has a Business Continuity Plan in place, including insurance to cover any major disruption to that continuity.

Structure, governance and management

The company is registered as a charitable company limited by guarantee and was set up by a Trust deed.

The company is constituted under a Trust deed and is a registered charity number 802682.

The principal object of the company is the promotion of care and education of adults with learning difficulties.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S Minall

Mr A D Pol

Mr M O'Mahoney (Appointed 22 June 2024)

Ms J Tapsell (Appointed 27 May 2024 and resigned 25 June 2025)

Mr S Bell

Mr R Miles

Dr. E Scott-Gliba

Mr E Trump (Appointed 7 February 2025)

Recruitment and appointment of trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Trust deed. The recruitment of new trustees is solely by introduction by existing members of the trustee committee and they are individuals who have varying experiences of dealing with different business operations that complement the charities mission statement. All new trustees are made aware of their roles and responsibilities in line with current legislation and the charity's policies and procedures, and new trustees are made familiar with The Outlook Foundation's three sites.

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Organisational structure

The Trustees meet 4-5 times a year. Day to day the Charity is run by 3 Directors of Operations, who also comprise the Key Management Personnel of the Charity. The remuneration of the Key Management Personnel is set by Ria Mew and other non- paid trustees.

Information on fundraising practices

The Outlook Foundation will need to look at fundraising strategies, this is due to an increase in liabilities, staffing costs and the lack of government funds. The charity does not work with professional fundraisers and during the last financial year did not have any agreements with commercial participators. During the last financial year there were no complaints received by the charity about any fundraising the charity carried out. The charity does not share the data with anyone and limits their fundraising approaches to ensure that they are not unreasonable and that there is no undue pressure to give. Compliance to GDPR is paramount.

Auditor

In accordance with the company's articles, a resolution proposing that TC Group be reappointed as auditor of the company will be put at a General Meeting.

THE OUTLOOK FOUNDATION

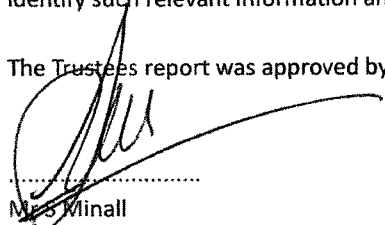
TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Disclosure of information to auditor


Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees report was approved by the Board of Trustees.



.....
Mrs Minall

Trustee

Date: 18-12-2025 

THE OUTLOOK FOUNDATION

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also the directors of The Outlook Foundation for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that 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 also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Opinion

We have audited the financial statements of The Outlook Foundation (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, 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 other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the charitable company for the purpose 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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

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

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Our approach was as follows:

- 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 discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations;
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, Charities Act 2011 and the Companies Act 2006) and the relevant tax compliance regulations in the UK;
- We considered the nature of the industry, the control environment and business performance, including the key drivers for management's remuneration;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

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. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

TC Group

Statutory Auditor

Office: Lewes

Date: 18 December 2025

TC Group is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

THE OUTLOOK FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income and endowments from:			
Donations and legacies	2	112,200	14,379
Charitable activities	3	1,692,775	1,400,318
Investments	4	1,969	1,062
Other income	5	1,995	-
Total income		<u>1,808,939</u>	<u>1,415,759</u>
Expenditure on:			
Charitable activities	6	1,746,541	1,383,350
Other expenditure	11	-	5,669
Total expenditure		<u>1,746,541</u>	<u>1,389,019</u>
Net income and movement in funds		62,398	26,740
Reconciliation of funds:			
Fund balances at 1 April 2024		<u>1,937,352</u>	<u>1,910,612</u>
Fund balances at 31 March 2025		<u>1,999,750</u>	<u>1,937,352</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE OUTLOOK FOUNDATION

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Tangible assets	13		1,941,389		1,732,153
Current assets					
Debtors	14	221,060		86,879	
Cash at bank and in hand		94,628		345,510	
		<u>315,688</u>		<u>432,389</u>	
Creditors: amounts falling due within one year	15	<u>(257,327)</u>		<u>(227,190)</u>	
Net current assets			<u>58,361</u>		<u>205,199</u>
Total assets less current liabilities			<u>1,999,750</u>		<u>1,937,352</u>
The funds of the charitable company					
Unrestricted funds	18		<u>1,999,750</u>		<u>1,937,352</u>
			<u>1,999,750</u>		<u>1,937,352</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on

Mr Sam Wall
Trustee

SAM WALL
18/12/2025.

Company registration number 02438015 (England and Wales)

THE OUTLOOK FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	22		21,781		194,899
Investing activities					
Purchase of tangible fixed assets		(278,315)		(57,572)	
Proceeds from disposal of tangible fixed assets		3,683		-	
Investment income received		1,969		1,062	
Net cash used in investing activities			(272,663)		(56,510)
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(250,882)		138,389
Cash and cash equivalents at beginning of year			345,510		207,121
Cash and cash equivalents at end of year			94,628		345,510

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

The Outlook Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is 74 Redhill Drive, Brighton, East Sussex, BN1 5FL.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

1.4 Income

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2% straight line
Fixtures and fittings	25% straight line
Computers	33% straight line
Motor vehicles	25% reducing balance

Assets in the course of construction are not depreciated.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.9 Financial instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

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

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

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

2 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	112,200	14,379

3 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Tenant fees	1,692,775	1,400,318

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	1,969	1,062

5 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net gain on disposal of tangible fixed assets	1,995	-

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure on charitable activities

	Promotion of care and education 2025 £	Promotion of care and education 2024 £
Direct costs		
Staff costs	1,299,143	1,001,720
Depreciation and impairment	67,391	63,354
House running costs	176,324	137,045
Repairs and maintenance	50,637	39,443
Supplies and other residential support	43,835	33,698
Administration costs	87,254	62,236
Holiday costs	4,759	2,744
	<u>1,729,343</u>	<u>1,340,240</u>
Share of support and governance costs (see note 7)		
Governance	17,198	43,110
	<u>1,746,541</u>	<u>1,383,350</u>
Analysis by fund		
Unrestricted funds	<u>1,746,541</u>	<u>1,383,350</u>

7 Support costs allocated to activities

	2025 £	2024 £
Governance costs	17,198	43,110
	<u>17,198</u>	<u>43,110</u>
Analysed between:		
Promotion of care and education	<u>17,198</u>	<u>43,110</u>

8 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	15,300	15,300
Depreciation of owned tangible fixed assets	67,391	63,354
(Profit)/loss on disposal of tangible fixed assets	(1,995)	5,669
	<u>15,300</u>	<u>15,300</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, but one trustee was reimbursed a total of £190 for travelling expenses (2024 - none were reimbursed).

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Admin & Care staff	40	35

Employment costs

	2025 £	2024 £
Wages and salaries	1,168,504	902,313
Social security costs	106,907	81,508
Other pension costs	23,732	17,899
	<u>1,299,143</u>	<u>1,001,720</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 to £70,000	1	-

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	<u>132,793</u>	<u>124,262</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

11 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	-	5,669

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Freehold land and buildings £	Assets under construction £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
Cost						
At 1 April 2024	2,690,178	-	57,224	348	20,460	2,768,210
Additions	-	276,818	669	828	-	278,315
Disposals	-	-	-	-	(16,860)	(16,860)
At 31 March 2025	2,690,178	276,818	57,893	1,176	3,600	3,029,665
Depreciation and impairment						
At 1 April 2024	1,008,003	-	9,855	67	18,132	1,036,057
Depreciation charged in the year	52,655	-	14,392	184	160	67,391
Eliminated in respect of disposals	-	-	-	-	(15,172)	(15,172)
At 31 March 2025	1,060,658	-	24,247	251	3,120	1,088,276
Carrying amount						
At 31 March 2025	1,629,520	276,818	33,646	925	480	1,941,389
At 31 March 2024	1,682,175	-	47,369	281	2,328	1,732,153

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Debtors	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	203,471	75,701
Other debtors	4,946	-
Prepayments and accrued income	12,643	11,178
	<u>221,060</u>	<u>86,879</u>

15 Creditors: amounts falling due within one year	2025	2024
	£	£
Notes		
Other taxation and social security	50,755	84,877
Deferred income	59,743	21,563
Trade creditors	110,468	77,562
Other creditors	21,061	12,962
Accruals	15,300	30,226
	<u>257,327</u>	<u>227,190</u>

16 Deferred income	2025	2024
	£	£
Other deferred income	59,743	21,563
	<u>59,743</u>	<u>21,563</u>

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	59,743	21,563
	<u>59,743</u>	<u>21,563</u>

Movements in the year:

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Deferred income	(Continued)	
Deferred income at 1 April 2024	21,563	13,985
Released from previous periods	(21,563)	(13,985)
Resources deferred in the year	59,743	21,563
	<u>59,743</u>	<u>21,563</u>
Deferred income at 31 March 2025	<u>59,743</u>	<u>21,563</u>

The deferred income relates to residents fees invoiced in advance.

17 Retirement benefit schemes	2025	2024
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	23,732	17,899
	<u>23,732</u>	<u>17,899</u>

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

18 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
General funds	1,937,352	1,808,939	(1,746,541)	1,999,750
	<u>1,937,352</u>	<u>1,808,939</u>	<u>(1,746,541)</u>	<u>1,999,750</u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	1,910,612	1,415,759	(1,389,019)	1,937,352
	<u>1,910,612</u>	<u>1,415,759</u>	<u>(1,389,019)</u>	<u>1,937,352</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Analysis of net assets between funds

	Unrestricted funds 2025 £
At 31 March 2025:	
Tangible assets	1,941,389
Current assets/(liabilities)	58,361
	<hr/>
	1,999,750
	<hr/> <hr/>
	Unrestricted funds 2024 £
At 31 March 2024:	
Tangible assets	1,732,153
Current assets/(liabilities)	205,199
	<hr/>
	1,937,352
	<hr/> <hr/>

20 Operating lease commitments

Lessee

At the reporting end date the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	45,830	45,830
Between two and five years	10,847	26,677
	<hr/>	<hr/>
	56,677	72,507
	<hr/> <hr/>	<hr/> <hr/>

21 Related party transactions

During the year, there were transactions with related parties. A family member of key management personal was employed by the charity during the year. They received £30,385 (2024 - £29,447).

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

22 Cash generated from operations	2025	2024
	£	£
Surplus for the year	62,398	26,740
Adjustments for:		
Investment income recognised in statement of financial activities	(1,969)	(1,062)
(Gain)/loss on disposal of tangible fixed assets	(1,995)	5,669
Depreciation and impairment of tangible fixed assets	67,391	63,354
Movements in working capital:		
(Increase) in debtors	(134,181)	(8,970)
(Decrease)/increase in creditors	(8,043)	101,590
Increase in deferred income	38,180	7,578
	<hr/>	<hr/>
Cash generated from operations	21,781	194,899
	<hr/> <hr/>	<hr/> <hr/>

23 Analysis of changes in net funds

The charitable company had no material debt during the year.

THE OUTLOOK FOUNDATION

England & Wales - Charity number 802682

Accounts

Charity Registration No. 802682

Company Registration No. 02438015 (England and Wales)

THE OUTLOOK FOUNDATION
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024



One Bell Lane
Lewes
East Sussex
BN7 1JU

THE OUTLOOK FOUNDATION

CONTENTS

	Page
Company information	1
Trustees report	2 - 9
Statement of Trustees responsibilities	10
Independent auditor's report	11 - 14
Statement of financial activities	15
Balance sheet	16
Statement of cash flows	17
Notes to the financial statements	18 - 29

THE OUTLOOK FOUNDATION

COMPANY INFORMATION

Trustees	Mr S Minall Mr A D Pol Mr M O'Mahoney Ms J Tapsell Mr S Bell Mr R Miles Dr. E Scott-Gliba	(Appointed 22 June 2024) (Appointed 27 May 2024)
Secretary	Mr E Trump	
Charity number	802682	
Company number	02438015	
Registered office	74 Redhill Drive Brighton East Sussex BN1 5FL	
Auditor	TC Group One Bell Lane Lewes East Sussex BN7 1JU	

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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).

Objectives and activities

The Charity's aim (and its mission statement) is to empower people with learning disabilities by providing safe comfortable homes in the community. This includes delivering person centred support, educational development, life skills training and promoting wellbeing, which will enable individuals to achieve their full potential.

The Charity's aim is to 'make a difference' to the lives of the client groups, the public will benefit by the policies and development of the Charity and the bespoke curriculum put in place for each individual. The overall benefit will be identifiable by the integration of the status groups concerned fulfilling life through the training provided by the Charity as well as making the individuals as independent as they are able to be and to interact within the community.

The charity has a training programme for volunteers. The Charity provides training for organisations where our residents/tenants have voluntary work placements. We advertise for volunteers as a constant on-going practice. The charity also has a rigorous staff training program with regular training in all areas of compliance and specific to the residents needs. The charity recently was chosen by Brighton NHS Clinical Psychology Dept to have 2 Postgraduates use Outlook House as part of their doctorate, steered by Elizabeth Scott- Gilba, A Senior Clinical Psychologist and one of our Trustees.

Strategies for achieving aims and objectives

We aim to achieve the mission statement above by continuing development and maintenance of essential life skills, ranging from personal hygiene to room cleaning, road crossing and bus travel. To working in the community whilst living semi independently.

All residents and tenants have individual life skills plans that they devise in collaboration with support staff. The person-centered approach to life skills training results in successful completion leading to increased independence, appropriate to the individual.

Public benefit

The activities currently carried out for public benefit by the charity are always ensured by the trustees to be in line with our mission statement, with the overall aim being that the people we work alongside are fully integrated as part of their local community.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance

Key financial performance indicators

To maintain full occupancy and quality of service.

The service is reviewed in four different ways, firstly by purchasers the residents personal social worker from their County/Region they come from, secondly by regular internal/senior staff systems of monitoring individual needs, one to one meetings where we ensure that the aims and objectives of the charity are being met, thirdly inspections carried out by the Care Quality Commission (CQC) and lastly by an annual Quality Assurance exercise in which questionnaires are sent out to residents and tenants, staff, parents, social workers and other external bodies. The charity is able to measure it's performance by an individual achieving life skills and further independence.

Review of activities

The Charity provides accommodation across three homes - Outlook House, Jean Marshall House and Gaynor Forster House.

Plus, outsourcing of houses & flats where landlords are guaranteed fees, these provide the independence needed with the correct & safety for staff to live in or monitor the residents.

Outlook House

Set in a residential area of Brighton, Withdean, Outlook House and grounds are situated in the heart of the local community, with access to local shops, buses and primary healthcare. The house has the feel of a spacious family home, with 12 en suite rooms and well-equipped shared spaces. There is a large garden, with a greenhouse and vegetable patches, where green fingered residents can even try their hand at growing some grub.

Outlook House residents have use of all of the facilities at the house and are encouraged to actively participate in making Outlook House their own comfortable and happy home.

Outlook House is a 'residential care' setting.

We start to improve on this property in November 2024 to build 4 independent apartments to add to our program of shared care /supportive living. We have raised £60k towards the £180k costs, we expect to fund this with savings internally, cash reserves and further donations. The project is due completion by March 2025.

Jean Marshall-House

Situated in a residential area of Hove, close to Hove station, Hove Park, the seafront, shops and primary healthcare. Jean Marshall House has 8 en suite rooms alongside several large and comfortable shared spaces; a lounge, conservatory, dining room and large patio and courtyard.

Support Staff can be accessed by tenants both day and night at Jean Marshall House.

Jean Marshall House is a 'supported living' setting.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Gaynor Forster House

Situated in a residential area of Brighton, very close to Preston Park, local shops and primary healthcare services. It is very well positioned for public transport with great bus routes and both London Road and Preston Park train stations, nearby.

The overall house has been converted into 5 comfortable, self contained flats, with an additional shared utility room. The tenants benefit from a lovely, large courtyard garden with a built-in barbeque. Support staff can be accessed by tenants during the day at Gaynor Forster House.

Gaynor Forster House is a 'supported living' setting. The Outlook Foundation looks back on a challenging year that has been tough for the entire Care Sector with added cost increases in labour, shortages of staff and the ever-increasing cost to run the 3 houses, plus the properties in the communities. We need and continue to increase fees where we can, but have this year taken on the position of hiring a dedicated Marketing Manager to raise external funds through donations, grants and raising our profile within Brighton & Hove. Already we have secure monies towards the new build. Contribution to painting & necessary upkeep from B&Q to the tune of £10k, plus several smaller grants. It is imperative that the Trustees seek other income other than relying on council funding going forward.

The aim being to drive the Charity forward as a business but also to recognise the importance of maintaining our core values. Lesley moved mountains and worked hard to get us into a far better accounting position. We also strengthened our Trustees by adding Simon Bell, who has experiences in staff incentives, contracts and running businesses, Mike Omahoney Expert in micro finance and cash flow management. Janet Tapsell, Senior in other related Charities and Expertise in HR and Charity Finances. Equally pleased to add Eric Trump as Company Secretary. Angelo De Pol continues as Trustee looking after Strategic Finance and Risk Management with Richrd Miles in charge of Marketing & Donations and Strategies on Utility Management and I was extremely honored to be voted as permanent Chair from Vice Chair. Elizabet Scott-Gilba works with the CEO & Staff on welfare issues & specific issues around mental health. Simon Bell & Eric Trump also steer the Parental Committee, to allow Parents & Residents to voice their views/idea to the Trustees.

Trustees meet 4 times per year, via Zoom and one physical meeting. Plus, regular individual calls/emails & discussions throughout the year. The CEO is in regular contact with all Trustees. A One to One with The Chair is organised with all Senior Managers once a year on a P&C basis. Chair & CEO discuss top line issues at least once every 10 days.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Financial review

As we come to the end of 2024 and enter the last quarter of our financial year The Outlook Foundation looks forward to hopefully, a less challenging year.

2024 brought positive movement in getting more of our residents into the community through independent living, allowing us to fill our houses and reorganise with new faces. This higher level of occupancy protects us in terms of fees and income but we still had to take the tough decision and raise fees to cover our rising overheads and maintain our charitable status. We are first and foremost a Residential Care Facility and have to operate as a business but also respect the residents and staff who are our lifeblood.

Ria and her team have done a magnificent job this year with Council budgets under severe pressure, to increase fees in line with rising costs and improve our top line income. This comes with finding extra residents to fill those empty bedrooms.

I need to state that we are financially solvent and The Outlook Foundation is in a good position to fund the Charity and any mortgages we may need as part of the proposed estate development and management programme.

The initiative, hard work of the operational team and the knowledge and the skill of the Trustees are continuing to improve the quality of what we can deliver.

The charity's total income for the year was £1,415,759 (2023: £1,165,879) and had net outgoing resources for the year of £1,389,019 (2023: £1,236,994). At 31 March 2024, the Foundation had unrestricted funds of £1,937,352 (2023: £1,910,612) and held free reserves of £205,199 (2023: £167,008). The Outlook Foundation aims to hold three months expenditure within free reserves. Three months expenditure, excluding depreciation, totals £329,998 suggesting that free reserves are lower than the Trustees would like the charity to hold. The Trustees are aware of this and are working with management to reduce expenditure and increase the charity's Income to allow for reserves to increase. However we are sitting on three properties with a book value which exceeds £1.7m, market value for the area could easily exceed £2m: thus giving us access to loans & assets to borrow against if needed.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Reserves policy

Introduction

This reserve policy outlines the financial management approach of The Outlook Foundation ("The Charity"). The Charity prioritises maintaining a strong financial position to manage unforeseen expenses or revenue changes and follows the guidance provided by the Charity Commission ("Charity reserves: building resilience CC19").

Risk Profile

The Charity's risk profile is considered **low** primarily due to the following factors:

1. **Stable Funding:** The Charity relies on stable sources of local council funding via resident/tenant fees and tenant housing benefits.
1. **Positive Net Profit Margin:** Although the Charity is a non-profit organisation, it typically operates with a positive Net Profit Margin, allowing for further reserve accumulation.
1. **Debt-Free:** The Charity is mortgage free and there are no other debts, nor is there any borrowing foreseen in the medium-term or long-term financial plans.
1. **Significant Assets:** The Charity has significant tangible fixed assets (predominantly property with market value of at least £1.8m), which may be utilised for financing if the need ever arose.
1. **New Funding Source:** A previously underutilised source of funding (grants and donations) has been established by a new dedicated marketing manager role. The first 18 months have provided grants in excess of £80k.
1. **Low Overheads and Staffing Risks:** The Charity has no Head Office rent obligations and the Staff risks are considered low.

Purpose of the reserves

1. **Sector-Related Costs:** The Charity has accumulated reserves to handle unexpected increases in sector-related costs, such as utilities, minimum wages, and the demands of providing services to special needs adults. These reserves ensure the organisation can adapt to changes in the operating environment and maintain the quality of care for residents if issues arise in either receiving payments of fees and housing benefit or if there are any delays in obtaining agreement for fee increases to match rising expenses.
2. **Property Maintenance and Improvements:** Reserves support property improvements and general maintenance. This includes provisions for enhancing the main property, adding rooms to accommodate changes in shared care, as well as covering ongoing maintenance requirements. Adequate reserves are necessary to sustain the physical infrastructure of the care home to meet the standards required by the CQC.
2. **Regulatory Requirements:** The Charity complies with the Charity Commission guidelines (CC19) on reserve policies, ensuring financial resilience.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Reserve Level and Monitoring

The current reserves reflect the Charity's commitment to financial preparedness and addressing any short-term needs. Trustees monitor and review reserve levels regularly to align with the operating environment and regulatory requirements.

Target Reserve Level

The target reserve level is set at **25% of annual operating expenses**, covering approximately **three months of expenses**. The Trustees acknowledge that reserves **may temporarily fall below this target** in circumstances where designated funds are set aside to finance significant projects (e.g. building improvements). The reserves level will be monitored throughout the year and reviewed quarterly by the Trustees.

Conclusion

The Charity's financial stability is essential for its long-term sustainability and effective operations. Therefore, the Trustees have set a prudent target reserve level, despite the low-risk nature of our operating model, which differs from the largely donation-reliant charitable sector.

The reserve policy reflects the Charity's commitment to financial stability and readiness for potential sector-related challenges, including property improvements, maintenance needs, and local authority budget pressures.

The current reserve level demonstrates the Charity's proactive approach to building funds. The Trustees will continue to monitor and review reserves to ensure they meet evolving needs and comply with Charity Commission guidance. Maintaining an appropriate level of reserves safeguards the Charity's ability to provide high-quality care for special needs adults and ensures long-term sustainability.

Major risks

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Financial risk management objectives and policies

We endeavour to maintain full capacity across the 3 sites and the flat schemes. All payments of fees are monitored and addressed where necessary. The charity also has a Business Continuity Plan in place, including insurance to cover any major disruption to that continuity.

Structure, governance and management

The company is registered as a charitable company limited by guarantee and was set up by a Trust deed.

The company is constituted under a Trust deed and is a registered charity number 802682.

The principal object of the company is the promotion of care and education of adults with learning difficulties.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S Minall

Mr A D Pol

Mr M O'Mahoney (Appointed 22 June 2024)

Ms J Tapsell (Appointed 27 May 2024)

Mr S Bell

Mr R Miles

Dr. E Scott-Gliba

W C Catchpole (Resigned 27 September 2023)

Recruitment and appointment of trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Trust deed. The recruitment of new trustees is solely by introduction by existing members of the trustee committee and they are individuals who have varying experiences of dealing with different business operations that complement the charities mission statement. All new trustees are made aware of their roles and responsibilities in line with current legislation and the charity's policies and procedures, and new trustees are made familiar with The Outlook Foundation's three sites.

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Organisational structure

The Trustees meet 4-5 times a year. Day to day the Charity is run by 3 Directors of Operations, who also comprise the Key Management Personnel of the Charity. The remuneration of the Key Management Personnel is set by Ria Mew and other non- paid trustees.

Information on fundraising practices

The Outlook Foundation will need to look at fundraising strategies, this is due to an increase in liabilities, staffing costs and the lack of government funds. The charity does not work with professional fundraisers and during the last financial year did not have any agreements with commercial participators. During the last financial year there were no complaints received by the charity about any fundraising the charity carried out. The charity does not share the data with anyone and limits their fundraising approaches to ensure that they are not unreasonable and that there is no undue pressure to give. Compliance to GDPR is paramount.

Auditor

In accordance with the company's articles, a resolution proposing that TC Group be reappointed as auditor of the company will be put at a General Trustee Meeting held in June 2024 and approved.

THE OUTLOOK FOUNDATION

TRUSTEES REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees report was approved by the Board of Trustees.

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Mr S Minall

Trustee

Date:

THE OUTLOOK FOUNDATION

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also the directors of The Outlook Foundation for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Opinion

We have audited the financial statements of The Outlook Foundation (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the charity for the purpose 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 charity'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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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

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

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Our approach was as follows:

- 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 discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations;
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, Charities Act 2011 and the Companies Act 2006) and the relevant tax compliance regulations in the UK;
- We considered the nature of the industry, the control environment and business performance, including the key drivers for management's remuneration;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

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. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

THE OUTLOOK FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE OUTLOOK FOUNDATION

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

Statutory Auditor

Office: Lewes

Date:.....

TC Group is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

THE OUTLOOK FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Income from:			
Donations and legacies	3	14,379	12,750
Charitable activities	4	1,400,318	1,152,399
Investments	5	1,062	730
Total income		<u>1,415,759</u>	<u>1,165,879</u>
Expenditure on:			
Charitable activities	6	1,383,350	1,236,994
Other expenditure	11	5,669	-
Total expenditure		<u>1,389,019</u>	<u>1,236,994</u>
Net income/(expenditure) and movement in funds		26,740	(71,115)
Reconciliation of funds:			
Fund balances at 1 April 2023		<u>1,910,612</u>	<u>1,981,727</u>
Fund balances at 31 March 2024		<u>1,937,352</u>	<u>1,910,612</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE OUTLOOK FOUNDATION

BALANCE SHEET

AS AT 31 MARCH 2024

		2024		2023	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	13		1,732,153		1,743,604
Current assets					
Debtors	14	86,879		77,909	
Cash at bank and in hand		345,510		207,121	
		<u>432,389</u>		<u>285,030</u>	
Creditors: amounts falling due within one year	15	<u>(227,190)</u>		<u>(118,022)</u>	
Net current assets			205,199		167,008
Total assets less current liabilities			<u>1,937,352</u>		<u>1,910,612</u>
The funds of the charity					
Unrestricted funds	18		<u>1,937,352</u>		<u>1,910,612</u>
			<u>1,937,352</u>		<u>1,910,612</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The director acknowledges his responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on

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Mr S Minall

Trustee

Company registration number 02438015 (England and Wales)

THE OUTLOOK FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from operations	22		194,899		35,029
Investing activities					
Purchase of tangible fixed assets		(57,572)		(1,928)	
Investment income received		1,062		730	
Net cash used in investing activities			(56,510)		(1,198)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			138,389		33,831
Cash and cash equivalents at beginning of year			207,121		173,290
Cash and cash equivalents at end of year			<u>345,510</u>		<u>207,121</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

The Outlook Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is 74 Redhill Drive, Brighton, East Sussex, BN1 5FL.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2% straight line
Fixtures and fittings	25% straight line
Computers	33% straight line
Motor vehicles	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

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

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

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Depreciation and the useful economic life of properties - this requires an estimation of the useful economic lives of the charity's properties.

3 Income from donations and legacies

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	14,379	12,750

4 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Tenant fees	1,400,318	1,152,399

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	1,062	730

6 Expenditure on charitable activities

	Promotion of care and education 2024 £	Promotion of care and education 2023 £
Direct costs		
Staff costs	1,001,720	860,909
Depreciation and impairment	63,354	56,397
House running costs	137,045	96,871
Repairs and maintenance	39,443	54,638
Supplies and other residential support	33,698	36,043
Administration costs	62,236	101,838
Donations made	-	20
Holiday costs	2,744	6,718
	<u>1,340,240</u>	<u>1,213,434</u>
Share of support and governance costs (see note 7)		
Governance	43,110	23,560
	<u>1,383,350</u>	<u>1,236,994</u>
Analysis by fund		
Unrestricted funds	<u>1,383,350</u>	<u>1,236,994</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

7 Support costs allocated to activities

	2024	2023
	£	£
Governance costs	43,110	23,560
	<u>43,110</u>	<u>23,560</u>
Analysed between:		
Promotion of care and education	43,110	23,560
	<u>43,110</u>	<u>23,560</u>

8 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
- for the audit of the charity's financial statements	15,300	13,140
- for other assurance services	-	1,584
Depreciation of owned tangible fixed assets	63,354	56,397
Loss on disposal of tangible fixed assets	5,669	-
	<u>84,323</u>	<u>71,111</u>

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
Admin & Care staff	35	37
	<u>35</u>	<u>37</u>

Employment costs

	2024	2023
	£	£
Wages and salaries	902,313	782,646
Social security costs	81,508	63,096
Other pension costs	17,899	15,167
	<u>1,001,720</u>	<u>860,909</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

10 Employees

(Continued)

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024	2023
	£	£
Aggregate compensation	124,262	125,931
	<u>124,262</u>	<u>125,931</u>

11 Other expenditure

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Net loss on disposal of tangible fixed assets	5,669	-
	<u>5,669</u>	<u>-</u>

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

13 Tangible fixed assets

	Freehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2023	2,690,178	41,859	3,687	22,130	2,757,854
Additions	-	57,224	348	-	57,572
Disposals	-	(41,859)	(3,687)	(1,670)	(47,216)
At 31 March 2024	2,690,178	57,224	348	20,460	2,768,210
Depreciation and impairment					
At 1 April 2023	955,348	39,042	1,376	18,484	1,014,250
Depreciation charged in the year	52,655	9,855	67	777	63,354
Eliminated in respect of disposals	-	(39,042)	(1,376)	(1,129)	(41,547)
At 31 March 2024	1,008,003	9,855	67	18,132	1,036,057
Carrying amount					
At 31 March 2024	1,682,175	47,369	281	2,328	1,732,153
At 31 March 2023	1,734,830	4,549	579	3,646	1,743,604

14 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	75,701	62,717
Other debtors	-	4,216
Prepayments and accrued income	11,178	10,976
	86,879	77,909

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Other taxation and social security		84,877	24,074
Deferred income	16	21,563	13,985
Trade creditors		77,562	31,910
Other creditors		12,962	23,225
Accruals		30,226	24,828
		<u>227,190</u>	<u>118,022</u>

16 Deferred income

	2024 £	2023 £
Other deferred income	<u>21,563</u>	<u>13,985</u>

Deferred income is included in the financial statements as follows:

	2024 £	2023 £
Deferred income is included within:		
Current liabilities	<u>21,563</u>	<u>13,985</u>
Movements in the year:		
Deferred income at 1 April 2023	13,985	70,288
Released from previous periods	(13,985)	(70,288)
Resources deferred in the year	<u>21,563</u>	<u>13,985</u>
Deferred income at 31 March 2024	<u>21,563</u>	<u>13,985</u>

The deferred income relates to residents fees invoiced in advance.

17 Retirement benefit schemes

	2024 £	2023 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>17,899</u>	<u>15,167</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

17 Retirement benefit schemes

(Continued)

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

18 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	1,910,612	1,415,759	(1,389,019)	1,937,352
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
General funds	1,981,727	1,165,879	(1,236,994)	1,910,612
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

19 Analysis of net assets between funds

	Unrestricted funds 2024
	£
At 31 March 2024:	
Tangible assets	1,732,153
Current assets/(liabilities)	205,199
	<u> </u>
	<u>1,937,352</u>

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

19 Analysis of net assets between funds (Continued)

	Unrestricted funds 2023 £
At 31 March 2023:	
Tangible assets	1,743,604
Current assets/(liabilities)	167,008
	<hr/>
	1,910,612
	<hr/> <hr/>

20 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024 £	2023 £
Within one year	45,830	4,276
Between two and five years	26,677	10,310
	<hr/>	<hr/>
	72,507	14,586
	<hr/> <hr/>	<hr/> <hr/>

21 Related party transactions

During the year, there were transactions with a related party. Family members of key management personal, S Wilmhurst, was employed by the charity during the year. They received £29,447 (2023 - £30,271).

THE OUTLOOK FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

22 Cash generated from operations	2024	2023
	£	£
Surplus/(deficit) for the year	26,740	(71,115)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,062)	(730)
Loss on disposal of tangible fixed assets	5,669	-
Depreciation and impairment of tangible fixed assets	63,354	56,397
Movements in working capital:		
(Increase)/decrease in debtors	(8,970)	111,939
Increase/(decrease) in creditors	101,590	(5,159)
Increase/(decrease) in deferred income	7,578	(56,303)
	<u> </u>	<u> </u>
Cash generated from operations	194,899	35,029
	<u> </u>	<u> </u>

23 Analysis of changes in net funds

The charity had no material debt during the year.

THE OUTLOOK FOUNDATION

England & Wales - Charity number 802682

Accounts

Registered number: 02438015
Charity number: 802682

The Outlook Foundation
(A company limited by guarantee)

Trustees' report and financial statements
for the year ended 31 March 2023

The Outlook Foundation
(A company limited by guarantee)

Contents

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 7
Independent auditor's report on the financial statements	8 - 11
Statement of financial activities	12
Balance sheet	13 - 14
Statement of cash flows	15
Notes to the financial statements	16 - 28

The Outlook Foundation
(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
for the year ended 31 March 2023

Trustees S Bell (appointed 3 September 2022)
E Scott-Gilba
A Del Po
R M Miles
S Minall
W C Catchpole (resigned 15 March 2023)
E C Trump (appointed 11 October 2023)

Company registered number 02438015

Charity registered number 802682

Registered office 74 Redhill Drive
Brighton
East Sussex
BN1 5FL

Company secretary E C Trump

Independent auditors Kreston Reeves LLP
Statutory Auditor
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ

Bankers HSBC Bank plc
Harry Weston Road
Binley
Coventry
CV3 2SH

Solicitors Griffith Smith Farrington & Webb
47 Old Steine
Brighton
BN1 1HY

The Outlook Foundation
(A company limited by guarantee)

Trustees' report
for the year ended 31 March 2023

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2022 to 31 March 2023. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and Activities

Policies and objectives

The Charity's aim (and its mission statement) is to empower people with learning disabilities by providing safe, comfortable homes in the community. This includes delivering person centred support, educational development, life skills training and promoting wellbeing, which will enable individuals to achieve their full potential.

The Charity's aim is to 'make a difference' to the lives of the client groups, the public will benefit by the policies and development of the Charity and the bespoke curriculum put in place for each individual. The overall benefit will be identifiable by the integration of the status groups concerned fulfilling life through the training provided by the Charity as well as making the individuals as independent as they are able to be and to interact within the community.

The charity has a training programme for volunteers. One person has undergone this programme. The charity provides training for organisations where our residents/tenants have voluntary work placements. We advertise for volunteers as a constant on-going practice.

Strategies for achieving objectives

We aim to achieve the mission statement above by continuing development and maintenance of essential life skills, ranging from personal hygiene to room cleaning, road crossing and bus travel.

All residents and tenants have individual life skills plans that they devise in collaboration with support staff. The person centred approach to life skills training results in successful completion leading to increased independence, appropriate to the individual.

Main activities undertaken to further the charity's purposes for the public benefit

The activities currently carried out for public benefit by the charity are always ensured by the trustees to be in line with our mission statement, with the overall aim being that the people we work alongside are fully integrated as part of their local community.

Achievements and performance

Key financial performance indicators

To maintain full occupancy and quality of service.

The service is reviewed in four different ways, firstly by purchasers on a 6 monthly or annual contract, secondly by regular trustee meetings where we ensure that the aims and objectives of the charity are being met, thirdly inspections carried out by the Care Quality Commission (CQC) and lastly by an annual Quality Assurance exercise in which questionnaires are sent out to residents and tenants, staff, parents, social workers and other external bodies. The charity is able to measure its performance by an individual achieving life skills and further independence.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2023

Review of activities

The Charity provides accommodation across three homes - Outlook House, Jean Marshall House and Gaynor Forster House.

Outlook House

Set in a residential area of Brighton, Withdean, Outlook House and grounds are situated in the heart of the local community, with access to local shops, buses and primary healthcare. The house has the feel of a spacious family home, with 12 en suite rooms and well-equipped shared spaces. There is a large garden, with a greenhouse and vegetable patches, where green fingered residents can even try their hand at growing some grub!

Outlook House residents have use of all of the facilities at the house and are encouraged to actively participate in making Outlook House their own comfortable and happy home.

Outlook House is a 'residential care' setting.

Jean Marshall House

Situated in a residential area of Hove, close to Hove station, Hove Park, the seafront, shops and primary healthcare. Jean Marshall House has 8 en suite rooms alongside several large and comfortable shared spaces; a lounge, conservatory, dining room and large patio and courtyard.

Support Staff can be accessed by tenants both day and night at Jean Marshall House.

Jean Marshall House is a 'supported living' setting.

Gaynor Forster House

Situated in a residential area of Brighton, very close to Preston Park, local shops and primary healthcare services. It is very well positioned for public transport with great bus routes and both London Road and Preston Park train stations, nearby.

The overall house has been converted into 5 comfortable, self contained flats, with an additional shared utility room. The tenants benefit from a lovely, large courtyard garden with a built-in barbeque. Support staff can be accessed by tenants during the day at Gaynor Forster House.

Gaynor Forster House is a 'supported living' setting.

The Outlook Foundation looks back on a challenging year that has been tough for the entire Care Sector with added cost increases in labour, shortages of staff and the ever-increasing cost to run the 3 houses. We need and continue to increase fees where we can, but have this year taken on the position of hiring a dedicated Marketing Manager to raise external funds through donations, grants and raising our profile within Brighton & Hove.

The aim being to drive the Charity forward as a business but also to recognise the importance of maintaining our core values. Lesley moved mountains and worked hard to get us into a far better accounting position. We also strengthened our Trustees by adding Simon Bell, who has experiences in staff incentives and running businesses and I was extremely honored to be voted as permanent Chair from Vice Chair.

I want to congratulate Ria and the various teams within the four properties (including the new flat scheme) for the management, due diligence and the protection of both staff and our clients in very difficult times.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2023

We as Trustees face challenges in 2023 – 2024 and beyond as we oversee tasks in a number of key areas:

- To continue to developing income streams outside of relying on residential fees
- The redesign and allocation of the main building in terms of planning/drawings etc with pre work scheduled to start from 2025
- The accrual of funds to be retained in the event of the need for emergency repairs to our aging Estate
- Dealing with minimum wage increases in April 2024
- Modernising our systems and processes

In respect of Outlook House, the final designs and cost to realign the main house to future proof accommodation, make this tired building fit for purpose and modernising it will be shared over the coming months. Our challenge is to raise money or seek mortgages to the tune of an estimated £150-200k. We now hope to start this project in the New Year of 2025. Completion could be early April 2025.

At the same time in 2024 we will be installing new windows at Gaynor House in order to meet local planning regulations and to this end we have been accruing for this over 2023, to the tune of £40,000.

The outsourcing of accommodation, where residents move to independence in private accommodation, overseen by The Outlook Foundation is going well. We are now on flat number 3 and this programme really builds on the Charity's desire to develop residents' skills and move them to some form of independence within the safety net of The Outlook Foundation. This will still protect them but also stimulate their independence along with building on their needs and personal goals. Needless to say, the outsourcing frees up space for new residents.

In terms of staffing costs, as I have stated many times, our sector needs to pay more to attract and retain new staff while rising to the challenges of the increased cost of keeping well trained and experienced team members. Along with this comes a minimum pay rise in April 2024. This in turn means we have to raise everyone's wages and hourly rates in order to both retain and attract new staff.

To make sure we can attract, retain and reward staff, Simon Bell, our Trustee with experience in this area, is working with the Senior Managers to come up with a fair and rewarding bonus / retention pay incentive program based on KPI's, budget achievements and staff attendance. Ideally, we want to roll this program out in 2024. Ideas include paid birthday leave while other measures are designed to retain staff and build on our commitments as a Charity.

Financial review

As we come to the end of 2023 and enter the last quarter of our financial year The Outlook Foundation looks forward to hopefully, a less challenging year.

2023 brought positive movement in getting more of our residents into the community through independent living, allowing us to fill our houses and reorganise with new faces. This higher level of occupancy protects us in terms of fees and income but we still had to take the tough decision and raise fees to cover our rising overheads and maintain our charitable status. We are first and foremost a Residential Care Facility and have to operate as a business but also respect the residents and staff who are our life blood.

Ria and her team have done a magnificent job this year with Council budgets under severe pressure, to increase fees in line with rising costs and improve our top line income. This comes with finding extra residents to fill those empty bedrooms.

I need to state that we are financially solvent and The Outlook Foundation is in a good position to fund the Charity and any mortgages we may need as part of the proposed estate development and management programme.

The initiative, hard work of the operational team and the knowledge and the skill of the Trustees are continuing to improve the quality of what we can deliver.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2023

Result for the year

The charity's total income for the year was £1,165,879 (2022: £1,114,724) and had net outgoing resources for the year of £1,236,994 (2022: £1,262,271). At 31 March 2023, the Foundation had unrestricted funds of £1,910,612 (2022: £1,981,727) and held free reserves of £185,775 (2022: £183,654). The Outlook Foundation aims to hold three months expenditure within free reserves. Three months expenditure, excluding depreciation, totals £299,384 suggesting that free reserves are lower than the Trustees would like the charity to hold. The Trustees are aware of this and are working with management to reduce expenditure and increase the charity's income to allow for reserves to increase.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Financial risk management objectives and policies

We endeavour to maintain full capacity across the 3 sites and the flat schemes. All payments of fees are monitored and addressed where necessary. The charity also has a Business Continuity Plan in place, including insurance to cover any major disruption to that continuity.

Reserves policy

The charity aims to hold reserves to cover 3 months expenditure.

Funding for residents and tenants is from the residents local council and from housing benefit.

Structure, governance and management

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Trust deed.

The company is constituted under a Trust deed and is a registered charity number 802682.

The principal object of the company is the promotion of care and education of adults with learning difficulties.

Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Trust deed. The recruitment of new trustees is solely by introduction by existing members of the trustee committee and they are individuals who have varying experiences of dealing with different business operations that complement the charities mission statement. All new trustees are made aware of their roles and responsibilities in line with current legislation and the charity's policies and procedures, and new trustees are made familiar with The Outlook Foundation's three sites.

Organisational structure and decision making

The Trustees meet 5 times a year. Day to day the Charity is run by 3 Directors of Operations, who also comprise the Key Management Personnel of the Charity. The remuneration of the Key Management Personnel is set by Maria Mew and other non paid trustees.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2023

Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Plans for future periods

Future developments

We are committed to the building work at Outlook House to expand the number of rooms. Building work is planned to start in October 2024 with a planned completion of early 2025. We have obtained a number of grants for the project and we will continue to seek more grants and funding to support the build.

Information on fundraising practices

The Outlook Foundation will need to look at fundraising strategies, this is due to an increase in liabilities, staffing costs and the lack of government funds. The charity does not work with professional fundraisers and during the last financial year did not have any agreements with commercial participators. During the last financial year there were no complaints received by the charity about any fundraising the charity carried out. The charity does not share the data with anyone and limits their fundraising approaches to ensure that they are not unreasonable and that there is no undue pressure to give.

Trustees' responsibilities statement

The Trustees (who are also directors of The Outlook Foundation for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. 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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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 also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2023

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
S A Minall

Date:

The Outlook Foundation
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
for the year ended 31 March 2023

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:				
Donations and legacies	4	12,750	12,750	19,784
Charitable activities	5	1,152,399	1,152,399	1,094,935
Investments	6	730	730	5
Total income		<u>1,165,879</u>	<u>1,165,879</u>	<u>1,114,724</u>
Expenditure on:				
Charitable activities	7	1,236,994	1,236,994	1,262,271
Total expenditure		<u>1,236,994</u>	<u>1,236,994</u>	<u>1,262,271</u>
Net movement in funds		<u>(71,115)</u>	<u>(71,115)</u>	<u>(147,547)</u>
Reconciliation of funds:				
Total funds brought forward		1,981,727	1,981,727	2,129,274
Net movement in funds		(71,115)	(71,115)	(147,547)
Total funds carried forward		<u><u>1,910,612</u></u>	<u><u>1,910,612</u></u>	<u><u>1,981,727</u></u>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 28 form part of these financial statements.

The Outlook Foundation
(A company limited by guarantee)
Registered number: 02438015

Balance sheet
as at 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	12	1,743,604	1,798,073
		<hr/>	<hr/>
		1,743,604	1,798,073
Current assets			
Debtors	13	77,909	189,848
Cash at bank and in hand		207,121	173,290
		<hr/>	<hr/>
		285,030	363,138
Creditors: amounts falling due within one year	14	(118,022)	(179,484)
		<hr/>	<hr/>
Net current assets		167,008	183,654
Total assets less current liabilities		<hr/> 1,910,612	<hr/> 1,981,727
Total net assets		<hr/> 1,910,612 <hr/>	<hr/> 1,981,727 <hr/>

The Outlook Foundation
(A company limited by guarantee)
Registered number: 02438015

Balance sheet (continued)
as at 31 March 2023

	Note	2023 £	2022 £
Charity funds			
Restricted funds	15	-	-
Unrestricted funds	15	1,910,612	1,981,727
Total funds		1,910,612	1,981,727

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

S A Minall

A De Pol

Date:

The notes on pages 16 to 28 form part of these financial statements.

The Outlook Foundation
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 March 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	17	35,759	(122,512)
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,928)	(1,819)
Net cash used in investing activities		(1,928)	(1,819)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year			
Cash and cash equivalents at the beginning of the year		173,290	297,621
Cash and cash equivalents at the end of the year	18	207,121	173,290

The notes on pages 16 to 28 form part of these financial statements

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

1. General information

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Outlook Foundation 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.

2.2 Going concern

The financial statements are prepared on a going concern basis. During the year the charity generated a deficit of £71,115 (2022: deficit £147,547). Whilst the charity has reported deficits for the current and prior year, as explained in the Trustees Report, steps have been taken during 2023 to improve occupancy and increase fee income, whilst managing the charity's expenditure. The Trustees consider that the charity holds sufficient reserves and cash resources to continue as a going concern. There are no material uncertainties related to events or conditions that may cast significant doubt upon the entity's ability to continue as a going concern.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Notes to the financial statements
for the year ended 31 March 2023

2. Accounting policies (continued)

2.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Freehold property	- 2% per annum, straight-line
Property improvements	- 10% per annum, straight-line
Motor vehicles	- 25% per annum, reducing balance
Office equipment	- 25% per annum, straight-line
Computer equipment	- 33% per annum, straight-line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

Notes to the financial statements
for the year ended 31 March 2023

2. Accounting policies (continued)

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgements:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of the charity's properties.

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

4. Income from donations and legacies

	Unrestricted funds 2023 £	Total funds 2023 £
Donations	12,750	12,750

	Unrestricted funds 2022 £	Total funds 2022 £
Donations	19,784	19,784

5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Tenant fees	1,152,399	1,152,399

	Unrestricted funds 2022 £	Total funds 2022 £
Tenant fees	1,094,935	1,094,935

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Bank interest	730	730
	<u>730</u>	<u>730</u>
	Unrestricted funds 2022 £	Total funds 2022 £
Bank interest	5	5
	<u>5</u>	<u>5</u>

7. Analysis of expenditure on charitable activities

	Unrestricted funds 2023 £	Total 2023 £
Promotion of care and education	1,236,994	1,236,994
	<u>1,236,994</u>	<u>1,236,994</u>
	Unrestricted funds 2022 £	Total 2022 £
Promotion of care and education	1,262,271	1,262,271
	<u>1,262,271</u>	<u>1,262,271</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

8. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Promotion of care and education	1,213,434	23,560	1,236,994
	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Promotion of care and education	1,243,042	19,229	1,262,271

Analysis of direct costs

	Promotion of care and education 2023 £	Total funds 2023 £
Staff costs	860,909	860,909
Depreciation	56,397	56,397
House running costs	96,871	96,871
Repairs and maintenance	54,638	54,638
Supplies and other residential support	36,043	36,043
Administration costs	101,838	101,838
Donations made	20	20
Holiday costs	6,718	6,718
	1,213,434	1,213,434

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Promotion of care and education 2022 £	Total funds 2022 £
Staff costs	906,824	906,824
Depreciation	64,736	64,736
House running costs	140,601	140,601
Repairs and maintenance	38,663	38,663
Supplies and other residential support	23,251	23,251
Administration costs	68,967	68,967
	1,243,042	1,243,042
	1,243,042	1,243,042

Analysis of support costs

	Promotion of care and education 2023 £	Total funds 2023 £
Governance costs	23,560	23,560
	23,560	23,560

	Promotion of care and education 2022 £	Total funds 2022 £
Governance costs	19,229	19,229
	19,229	19,229

9. Auditors' remuneration

	2023 £	2022 £
Fees payable to the Charity's auditor for the audit of the Charity's annual financial statements	13,140	11,400
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	1,584	1,440
	1,584	1,440

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

10. Staff costs

	2023	2022
	£	£
Wages and salaries	782,646	824,350
Social security costs	63,096	66,639
Other pension costs	15,167	15,835
	<u>860,909</u>	<u>906,824</u>

The average number of persons employed by the Charity during the year was as follows:

	2023	2022
	No.	No.
Admin & Care staff	37	41

No employee received remuneration amounting to more than £60,000 in either year.

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of the Charity. In the opinion of the board of trustees of the Charity the key management are:

M Mew - Chief Executive Officer
S Wilmshurst - Director of Finance & Premises
B Hemsley - Director of Training & Quality Care

Remuneration paid to key management personnel in the year totalled £125,931 (2022: £125,432).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2022	2,690,178	22,130	41,799	1,819	2,755,926
Additions	-	-	60	1,868	1,928
At 31 March 2023	<u>2,690,178</u>	<u>22,130</u>	<u>41,859</u>	<u>3,687</u>	<u>2,757,854</u>
Depreciation					
At 1 April 2022	902,932	17,229	37,310	382	957,853
Charge for the year	52,416	1,255	1,732	994	56,397
At 31 March 2023	<u>955,348</u>	<u>18,484</u>	<u>39,042</u>	<u>1,376</u>	<u>1,014,250</u>
Net book value					
At 31 March 2023	<u>1,734,830</u>	<u>3,646</u>	<u>2,817</u>	<u>2,311</u>	<u>1,743,604</u>
At 31 March 2022	<u>1,787,246</u>	<u>4,901</u>	<u>4,489</u>	<u>1,437</u>	<u>1,798,073</u>

13. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	62,717	148,972
Other debtors	4,216	417
Prepayments and accrued income	10,976	40,459
	<u>77,909</u>	<u>189,848</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

14. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	31,910	36,739
Other taxation and social security	24,074	16,662
Other creditors	23,225	16,653
Accruals and deferred income	38,813	109,430
	<u>118,022</u>	<u>179,484</u>
	2023	2022
	£	£
Deferred income at 1 April 2022	70,288	71,866
Resources deferred during the year	13,985	70,288
Amounts released from previous periods	(70,288)	(71,866)
Deferred income	<u>13,985</u>	<u>70,288</u>

The deferred income relates to residents fees invoiced in advance.

15. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
Unrestricted funds				
General Funds	<u>1,981,727</u>	<u>1,165,879</u>	<u>(1,236,994)</u>	<u>1,910,612</u>

Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Unrestricted funds				
General Funds	<u>2,129,274</u>	<u>1,114,724</u>	<u>(1,262,271)</u>	<u>1,981,727</u>

Notes to the financial statements
for the year ended 31 March 2023

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	1,743,604	1,743,604
Current assets	285,030	285,030
Creditors due within one year	(118,022)	(118,022)
Total	1,910,612	1,910,612

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,798,073	1,798,073
Current assets	363,138	363,138
Creditors due within one year	(179,484)	(179,484)
Total	1,981,727	1,981,727

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net expenditure for the year (as per Statement of Financial Activities)	(71,115)	(147,547)
Adjustments for:		
Depreciation charges	56,397	64,736
Decrease/(increase) in debtors	92,172	(43,529)
Increase/(decrease) in creditors	(41,695)	3,828
Net cash provided by/(used in) operating activities	35,759	(122,512)

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

18. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	207,121	173,290
Total cash and cash equivalents	207,121	173,290

19. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	173,290	33,831	207,121
	173,290	33,831	207,121

20. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £15,167 (2022 - £15,835). Contributions totalling £10,067 (2022 - £9,399) were payable to the fund at the balance sheet date and are included in creditors.

21. Operating lease commitments

At 31 March 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	4,276	4,276
Later than 1 year and not later than 5 years	10,310	14,586
	14,586	18,862

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2023

22. Related party transactions

During the year there were transactions with two related parties. Family members of key management personnel (see note 11), S Wilmshurst and M Mew, were employed by the charity during the year. They received the following salaries:

The sister of M Mew £2,157 (2022: £8,310)

The sister of S Wilmshurst £30,271 (2022: £27,990)

THE OUTLOOK FOUNDATION

England & Wales - Charity number 802682

Accounts

Trustee Activity within Outlook House April 2021-2022

Trustees have been strengthened by the added skills of Richard Miles with Expertise in Contracts , Utilities and Phone Contracts.

Angelo De Pol, Finance, Strategic Money Management and Cash Flow Management.

Stephen Minall is acting Chair at this time.

Trustees have held a series of virtual meetings, phone calls and e-mail exchanges during this Accounting period. Within this year we agreed to hire a qualified bookkeeper, which was successfully done. Meetings were held with Kreston Reeves and new appointee with 3 members of the Trustees to interview, approve & set out goals for this new appointment.

Weaknesses within the management team were addressed and a set of critical criteria were set.

Stephen Minall and Angelo De Pol have held one to one meetings and a couple of these meetings on a face to face basis with the CEO, Bookkeeper and key personnel.

Although outside of this Accounting Period Stephen Minall is conducting Personal One to Ones with all Senior staff on a confidential basis.

August 2021- Trustees agreed to give the Bookkeeper time to clean up the accounts, change policy & procedures, enact with the Management support key KPI's for all staff. Trustees have instructed successfully to get accurate P&L's on each property, arrange budgets for each Manager/Property and look at all contractual arrangements & challenge these costs. Each cost line has been challenged

September 2021 - On the instruction from the Trustees each Residential client has been reviewed as a cost vs revenue assessment and a continued process of raising fees has been agreed as the annual reviews come into play with residents/Councils & Guardians.

October/November 2021- A Number of meetings were held with Trustees together or via the Chair on the skills/abilities and future of TOF. CEO has been identified as not having financial skills, thus the new Bookkeeper was given more power and Angelo De Pol is mentoring & coaching through changes. Concerns were made by the accuracy of the accounts, cash flow management & financial disciplines not being addressed.

Senior Managers who previously held accounting/bookkeeper roles were removed & credit card & cash accesses were removed.

During this period a serious issue arose over the Utilities Contract, the company used to broker this and their excessive costs, Richard Miles is instructing Solicitors to proceed to regain costs and over charges. Ongoing battle this, unfortunately.

December 2021- Trustees held an initial Trustee meeting via zoom , Bookkeeper & CEO in attendance to run through exposures for Year End and highlight immediate concerns.

AGM December 2021- AGM was organized & a Chairman's Statement & CEO Overview was circulated & Guardians, Key Managers & Residence plus Kreston Reeves were in attendance. AGM was held virtually due to Covid restrictions & risk.

January/February 2022- Several discussions, meetings were held with each Trustee and the key actions from those Trustee meetings were approved both verbally & via e-mails.

- Decision was made that after Year End results were reviewed & First Quarter 2022-23 Accounts, (where we hope for clarity & a set of P&L's & projections) The Trustee Board would set up a Trustee Budget & hire a Marketing Fund Manager to develop contributions, file grant applications & build some financial gain outside of reliance on Residential fees
- Trustees and Senior Managers agreed to proceed with the scheme to split the main Outlook House into two properties, seek market value and determine the best route for this asset.
- Trustees agreed to continue to expand on the outsource apartment model, once we saw both residential benefit and understood the costs & exposure
- March 2022 Trustees' decision to expend costs towards site surveys, architectural sketches and cost bench marking re the Main House was approved, estimate accrual was instructed.
- KPI's and Disciplines were actioned for all members of the staff. Stephen met with CEO & Bookkeeper on a one to one during March & end of year to go over accounts & discuss new Policies to protect income & exposures.
- CEO was instructed to remove two previous employees from their roles in financial control/planning & re-align their skills for other needs in the organisation.
- Staff deemed excess to requirement or no longer meeting the skill set were to be reviewed, where necessary redundancy was approved.
- It was agreed to strengthen the Trustees Board as WC wishes to retire later in 2022, this was approved.

March 2022- Concerns were raised, communicated too in no uncertain terms as the areas of weakness were exposed from hiring the new bookkeeper & digging through contracts, old & new and correcting Sage/Xero to identify weaknesses, exposure or incorrect postings re cost lines.

Trustees' skills were identified & given responsibility to monitor & control these areas, rectify /seek a solution where necessary.

WC re Rebuild/Property Audits to set maintenance ,Repair of buildings & direction for the main building & estimate costs to achieve this investment that could be between £100-200k.

RM – Resolve Utility exposure & look at phone, water & IT contacts

ADeP – To sit close on the financial areas re exposure, boosting Bookkeeper & CEO confidence and look at Strategy going forward.

SM- to look at creating an environment of trust, creating a culture of “this is a business” and to get Senior Managers to want the changes & disciplines proposed. Trustees felt we need to seed the ground for the Marketing Manager’s role later in 2022, putting into place after 1st Quarter Accounts were determined as safe. A bonus structure for staff based on personal goals & KPI’s plus individual house budgets being met or exceeded and over performance of the foundation was raised to be debated within.

April 2022- Angelo had a series of discussions on next steps. Tightening of budgets & lay out minimum & maximum expectations of financial controls.

Trustees recognised & agreed to support CEO in this area of identified their weaknesses.

April 2022 - identified pots of money were re allocated for best interest, aligned to suitable correct budgets. TOF had in reserves circa £180k at our disposal.

The hiring & reporting structure (to the Trustees not Management) of the Marketing Manager’s role was sold into existing management. Subsequently approved to a move forward to seek said role in July/August 2022 via an agency & subsequent quotations & costs were given to add to the P&L’s as a budget allocated.

During late April/Early May 2022, KPI’s set for each House Manager, HO financial allocations approved & Full P&L responsibility with set targets were signed off. Year End 2022-23 estimated P&L & projections were proposed & accepted. These accounts & projections were seen and approved by all Trustees.

Kreston Reeves were informed by a one to one by The Acting Chair & direct access to progress reports on our findings & actioned to date via personal discussions with the Bookkeeper were a constant.

Registered number: 02438015
Charity number: 802682

The Outlook Foundation
(A company limited by guarantee)

Trustees' report and financial statements
for the year ended 31 March 2022

The Outlook Foundation
(A company limited by guarantee)

Contents

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 7
Independent auditor's report on the financial statements	8 - 11
Statement of financial activities	12
Balance sheet	13 - 14
Statement of cash flows	15
Notes to the financial statements	16 - 28

The Outlook Foundation
(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
for the year ended 31 March 2022

Trustees W C Catchpole
S A Minall
E A Scott-Gilba
A De Pol (appointed 10 May 2021)
R M Miles (appointed 10 May 2021)
S Bell (appointed 3 September 2022)

Company registered number 02438015

Charity registered number 802682

Registered office 74 Redhill Drive
Brighton
East Sussex
BN1 5FL

Company secretary W C Catchpole

Independent auditors Kreston Reeves LLP
Chartered Accountants
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ

Bankers HSBC Bank plc
Harry Weston Road
Binley
Coventry
CV3 2SH

Solicitors Griffith Smith Farrington & Webb
47 Old Steine
Brighton
BN1 1HY

The Outlook Foundation
(A company limited by guarantee)

Trustees' report
for the year ended 31 March 2022

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2021 to 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and Activities

Policies and objectives

The Charity's aim (and its mission statement) is to empower people with learning disabilities by providing safe, comfortable homes in the community. This includes delivering person centred support, educational development, life skills training and promoting wellbeing, which will enable individuals to achieve their full potential.

The Charity's aim is to 'make a difference' to the lives of the client groups, the public will benefit by the policies and development of the Charity and the bespoke curriculum put in place for each individual. The overall benefit will be identifiable by the integration of the status groups concerned fulfilling life through the training provided by the Charity as well as making the individuals as independent as they are able to be and to interact within the community.

The charity has a training programme for volunteers. One person has undergone this programme. The charity provides training for organisations where our residents/tenants have voluntary work placements. We advertise for volunteers as a constant on-going practice.

Strategies for achieving objectives

We aim to achieve the mission statement above by continuing development and maintenance of essential life skills, ranging from personal hygiene to room cleaning, road crossing and bus travel.

All residents and tenants have individual life skills plans that they devise in collaboration with support staff. The person centred approach to life skills training results in successful completion leading to increased independence, appropriate to the individual.

Main activities undertaken to further the charity's purposes for the public benefit

The activities currently carried out for public benefit by the charity are always ensured by the trustees to be in line with our mission statement, with the overall aim being that the people we work alongside are fully integrated as part of their local community.

Achievements and performance

Key financial performance indicators

To maintain full occupancy and quality of service.

The service is reviewed in four different ways, firstly by purchasers on a 6 monthly or annual contract, secondly by regular trustee meetings where we ensure that the aims and objectives of the charity are being met, thirdly inspections carried out by the Care Quality Commission (CQC) and lastly by an annual Quality Assurance exercise in which questionnaires are sent out to residents and tenants, staff, parents, social workers and other external bodies. The charity is able to measure its performance by an individual achieving life skills and further independence.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

Review of activities

The Charity provides accommodation across three homes - Outlook House, Jean Marshall House and Gaynor Forster House.

Outlook House

Set in a residential area of Brighton, Withdean, Outlook House and grounds are situated in the heart of the local community, with access to local shops, buses and primary healthcare. The house has the feel of a spacious family home, with 12 en suite rooms and well-equipped shared spaces. There is a large garden, with a greenhouse and vegetable patches, where green fingered residents can even try their hand at growing some grub!

Outlook House residents have use of all of the facilities at the house and are encouraged to actively participate in making Outlook House their own comfortable and happy home.

Outlook House is a 'residential care' setting.

Jean Marshall House

Situated in a residential area of Hove, close to Hove station, Hove Park, the seafront, shops and primary healthcare. Jean Marshall House has 8 en suite rooms alongside several large and comfortable shared spaces; a lounge, conservatory, dining room and large patio and courtyard.

Support Staff can be accessed by tenants both day and night at Jean Marshall House.

Jean Marshall House is a 'supported living' setting.

Gaynor Forster House

Situated in a residential area of Brighton, very close to Preston Park, local shops and primary healthcare services. It is very well positioned for public transport with great bus routes and both London Road and Preston Park train stations, nearby.

The overall house has been converted into 5 comfortable, self contained flats, with an additional shared utility room. The tenants benefit from a lovely, large courtyard garden with a built-in barbeque. Support staff can be accessed by tenants during the day at Gaynor Forster House.

Gaynor Forster House is a 'supported living' setting.

As we enter 2023 The Outlook Foundation looks back on a challenging year that has been tough for the entire Care Sector with added cost increases in labour, shortages of staff and the ever-increasing cost to run the 3 houses. We need and continue to increase fees where we can, but have this year taken on the position of hiring a dedicated Marketing Manager to raise external funds through donations, grants and raising our profile within Brighton & Hove.

In the early part of this year, we hired a Bookkeeper (Lesley Irving) with a view to modernizing our accounting processes, setting budgets for key staff members, and setting up the management team with KPI's (Key Performance Indicators). The aim being to drive the Charity forward as a business but also to recognise the importance of maintaining our core values. Lesley moved mountains and worked hard to get us into a far better accounting position. We also strengthened our Trustees by adding Simon Bell, who has experiences in staff incentives and running businesses and I was extremely honored to be voted as permanent Chair from Vice Chair.

I want to congratulate Ria and the various teams within the four properties (including the new flat scheme) for the management, due diligence and the protection of both staff and our clients in very difficult times. We as Trustees face challenges in 2022 – 2023 and beyond as we oversee significant changes in a number of key areas:

- Developing income streams outside of relying on residential fees
- Re design and allocation of the main building

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

- Continuing to look into other sources of income through freeing up space

As mentioned, the hiring of a Marketing Manager will allow us to use a dedicated experienced individual (Ceiri O'Douglas) to drive the income initiatives.

In respect of Outlook House, the final designs and cost to realign the main house to add future accommodation, make this tired building fit for purpose and modernize it will be shared over the coming months. Our challenge is to raise money or seek mortgages to the tune of an estimate of £150-200k. We hope to start this project in the spring of 2023. The biggest challenge is the state of our main building which is no longer fit for purpose in some areas and now too big to fit into the new CQC recommendations & advice. We will have need of capital to both improve & update the facilities. We also have been hit with a restraining order by the Council to change the windows at Gaynor House, this is a cost of £42k! (we had delayed this through Covid).

The outsourcing of accommodation, where residents move to independence in private accommodation, overseen by TOF is going well. We are on flat no 2 and this programme really builds on the Charity's desire to develop residents' skills and move them to some form of independence within the safety net of TOF to protect them but still stimulate their needs & personal goals. Needless to say, the outsourcing frees up space for new residents.

You may also be unaware that TOF were facing a very serious situation on utilities where the brokerage company were overcharging and not allowing us to go out to tender. Richard Miles our Trustee with experience in Contract Law and Utilities brought them to task with the help of solicitors and legal counsel. We had been exposed to the tune of over £60k, so worth the fight. We are in the process of settling out of court and should be able to go to the market in the coming month (albeit not a great time to be renegotiating Gas & Electricity) This could challenge us re costs in this present climate. Running showers, cloths washing & maintaining standards for all our houses puts our utility usage & charges as a priority. Once gas and electricity contracts are sorted, we will then be turning our attention to water where historically we have also been overcharged. Overall and despite the current climate we are working hard to control our outgoings on all utilities.

In terms of staffing overheads, our sector needs to pay more to attract and retain new staff while rising to the challenges of the increased cost of keeping well trained & experienced team members. This is not a new issue as was mentioned last year, but with recent developments in the Charity Sector re staff shortages, it has taken on a new dynamic and we need to recognise that recruitment and training, and staff satisfaction, staff retention are key areas in hiring tactics. Whilst we cannot easily cut costs in labour we recognise that retention saves us money longer term. As well as this we need to develop succession planning for managers and improve/reward where advanced staff training programs are undertaken.

To this end Simon Bell our Trustee is working with the Senior Managers to come up with a fair and rewarding bonus come retention pay incentive program based on KPI's, budget achievements and staff attendance. Ideally, we want to roll this program out early in 2023.

Financial review

We have an urgent need now as cuts in funding are a reality and likely to be more so over the coming two years. This adds time and effort in chasing local authorities to obtain increased fees and I cannot overstate the seriousness of the need to collect fees in a timely manner from Councils. With Council budgets under severe pressure, we understand the need to explain and justify any cost increases for our service but the continued demand on all our resources is a factor we cannot ignore and positions us strongly for continued support from public funds.

Before anyone thinks otherwise, I need to state that we are financially solvent and TOF is in a good position to fund the above projects through debt. We have some funds in reserve, but I would ask you all to look at family/friends/acquaintances etc. when raising charity monies through runs/walks/swims or even knitting and to now direct the funds our way. Everything helps in improving the quality of what we can deliver. Also, please start making use of The Outlook Foundation Fundraising | Easyfundraising if you are buying goods for the home or yourselves. Please share this with family & friends and let's start to get this easy funding process going. Sadly, we never seem to get residents and their extended family engaged. This year we will be lucky to raise £700 in total, quite embarrassing really!

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

Despite the economic and pandemic woes, most importantly our residents/tenants at Gaynor Forster, Jean Marshal & Outlook House are in good form. They continue to benefit from our coaching, supervision and getting out into the community. Our project to take four mature residents and support them to live independently by sourcing outside, semi-supervised apartments has gone well and we see this as a way forward.

So, to all our Residents/Tenants and their families I can assure you that your loved ones are in a very safe and secure environment with a professional team who love and respect them. We hope and fully expect to continue to offer exceptional services, as highlighted in the recent CQC report and look forward to your continued support in 2023. Meanwhile I, my fellow trustees and all at TOF do hope to see more of you at the Xmas Show on December 9th .

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Financial risk management objectives and policies

We endeavour to maintain full capacity across the 3 sites and all payments of fees are monitored and addressed where necessary. The charity also has a Business Continuity Plan in place, including insurance to cover any major disruption to that continuity.

Reserves policy

The charity aims to hold reserves to cover 3 months expenditure.

Result for the year

The charity's total income for the year was £1,114,724 (2021: £1,136,772) and had net outgoing resources for the year of £1,262,271 (2021: £1,245,264). At 31 March 2022, the Foundation had unrestricted funds of £1,981,727 (2021: £2,129,274) and held free reserves of £183,654 (2021: £268,284). The Outlook Foundation aims to hold three months expenditure within free reserves. Three months expenditure, excluding depreciation, totals £299,384 suggesting that free reserves are lower than the Trustees would like the charity to hold. The Trustees are aware of this and are working with management to reduce expenditure and increase the charity's income to allow for reserves to increase.

Funding for residents and tenants is from the residents local council and from housing benefit.

Structure, governance and management

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Trust deed.

The company is constituted under a Trust deed and is a registered charity number 802682.

The principal object of the company is the promotion of care and education of adults with learning difficulties.

Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Trust deed. The recruitment of new trustees is solely by introduction by existing members of the trustee committee and they are individuals who have varying experiences of dealing with different business operations that complement the charities mission statement. All new trustees are made aware of their roles and responsibilities in line with current legislation and the charity's policies and procedures, and new trustees are

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

made familiar with The Outlook Foundation's three sites.

Organisational structure and decision making

The Trustees meet 5 times a year. Day to day the Charity is run by 3 Directors of Operations, who also comprise the Key Management Personnel of the Charity. The remuneration of the Key Management Personnel is set by Maria Mew and other non paid trustees.

Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Plans for future periods

Future developments

The charity's short term plan is to provide a high quality package of support which enables people to reach their full potential.

The long term aim of the charity would be to see as many as possible of the resident/tenants fully integrated in to the local community with individual packages of support to enable them to live as independently as possible.

Information on fundraising practices

The Outlook Foundation will need to look at fundraising strategies, this is due to an increase in liabilities, staffing costs and the lack of government funds. The charity does not work with professional fundraisers and during the last financial year did not have any agreements with commercial participators. During the last financial year there were no complaints received by the charity about any fundraising the charity carried out. The charity does not share the data with anyone and limits their fundraising approaches to ensure that they are not unreasonable and that there is no undue pressure to give.

Trustees' responsibilities statement

The Trustees (who are also directors of The Outlook Foundation for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. 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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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 also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

Disclosure of information to auditors

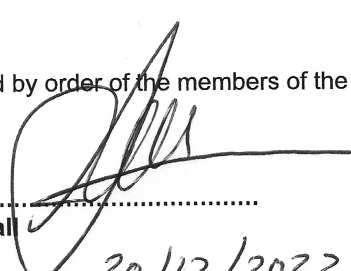
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
S A Minal

Date:


20/12/2022

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation

Opinion

We have audited the financial statements of The Outlook Foundation (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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 United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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.

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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, 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.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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.

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

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation (continued)

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and sector, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Statement of Recommended Practice. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase income or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policies and useful economic life of properties. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Obtain land registries to ensure ownership of properties; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation (continued)

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

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

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

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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.



Lucy Hammond BSc FCA
Kreston Reeves LLP
Chartered Accountants
Chichester

Date:

Kreston Reeves LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

The Outlook Foundation
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
for the year ended 31 March 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:				
Donations and legacies	4	19,784	19,784	27,176
Charitable activities	5	1,094,935	1,094,935	1,109,596
Investments	6	5	5	-
Total income		<u>1,114,724</u>	<u>1,114,724</u>	<u>1,136,772</u>
Expenditure on:				
Charitable activities	7	1,262,271	1,262,271	1,245,264
Total expenditure		<u>1,262,271</u>	<u>1,262,271</u>	<u>1,245,264</u>
Net movement in funds		<u>(147,547)</u>	<u>(147,547)</u>	<u>(108,492)</u>
Reconciliation of funds:				
Total funds brought forward		2,129,274	2,129,274	2,237,766
Net movement in funds		(147,547)	(147,547)	(108,492)
Total funds carried forward		<u>1,981,727</u>	<u>1,981,727</u>	<u>2,129,274</u>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 28 form part of these financial statements.

The Outlook Foundation
(A company limited by guarantee)
Registered number: 02438015

Balance sheet
as at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	1,798,073	1,860,990
		<hr/>	<hr/>
		1,798,073	1,860,990
Current assets			
Debtors	13	189,848	146,319
Cash at bank and in hand		173,290	297,621
		<hr/>	<hr/>
		363,138	443,940
Creditors: amounts falling due within one year	14	(179,484)	(175,656)
		<hr/>	<hr/>
Net current assets		183,654	268,284
Total assets less current liabilities		<hr/> 1,981,727	<hr/> 2,129,274
Total net assets		<hr/> 1,981,727 <hr/>	<hr/> 2,129,274 <hr/>

The Outlook Foundation
(A company limited by guarantee)
Registered number: 02438015

Balance sheet (continued)
as at 31 March 2022

	Note	2022 £	2021 £
Charity funds			
Restricted funds	15	-	-
Unrestricted funds	15	1,981,727	2,129,274
Total funds		1,981,727	2,129,274

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


S A Mifall

Date: 20/12/2022

The notes on pages 16 to 28 form part of these financial statements.

The Outlook Foundation
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	17	(122,512)	47,180
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		-	168
Purchase of tangible fixed assets		(1,819)	(6,925)
Net cash used in investing activities		(1,819)	(6,757)
Cash flows from financing activities			
Repayments of borrowing		-	(29,962)
Net cash provided by/(used in) financing activities		-	(29,962)
Change in cash and cash equivalents in the year		(124,331)	10,461
Cash and cash equivalents at the beginning of the year		297,621	287,160
Cash and cash equivalents at the end of the year	18	173,290	297,621

The notes on pages 16 to 28 form part of these financial statements

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

1. General information

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Outlook Foundation 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.

2.2 Going concern

The financial statements are prepared on a going concern basis. During the year the charity generated a deficit of £147,547 (2021: deficit £108,492). The charity holds sufficient reserves and cash resources to continue as a going concern. There are no material uncertainties related to events or conditions that may cast significant doubt upon the entity's ability to continue as a going concern. The impact of COVID-19 has been included in the charity's planning for the future and the going concern assumption takes this into consideration.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Notes to the financial statements
for the year ended 31 March 2022

2. Accounting policies (continued)

2.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Freehold property	- 2% per annum, straight-line
Property improvements	- 10% per annum, straight-line
Motor vehicles	- 25% per annum, reducing balance
Office equipment	- 25% per annum, straight-line
Computer equipment	- 33% per annum, straight-line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

Notes to the financial statements
for the year ended 31 March 2022

2. Accounting policies (continued)

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgements:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of the charity's properties.

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

4. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £
Donations	19,784	19,784

	Unrestricted funds 2021 £	Total funds 2021 £
Donations	27,176	27,176

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Tenant fees	1,094,935	1,094,935

	Unrestricted funds 2021 £	Total funds 2021 £
Tenant fees	1,109,596	1,109,596

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest	5	5	-
	<u>5</u>	<u>5</u>	<u>-</u>

7. Analysis of expenditure on charitable activities

	Unrestricted funds 2022 £	Total 2022 £
Promotion of care and education	1,262,271	1,262,271
	<u>1,262,271</u>	<u>1,262,271</u>

	Unrestricted funds 2021 £	Total 2021 £
Promotion of care and education	1,245,264	1,245,264
	<u>1,245,264</u>	<u>1,245,264</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

8. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Promotion of care and education	1,243,042	19,229	1,262,271
	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Promotion of care and education	1,180,512	64,752	1,245,264

Analysis of direct costs

	Promotion of care and education 2022 £	Total funds 2022 £
Staff costs	906,824	906,824
Depreciation	64,736	64,736
House running costs	140,601	140,601
Repairs and maintenance	38,663	38,663
Supplies and other residential support	23,251	23,251
Administration costs	68,967	68,967
	1,243,042	1,243,042

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Promotion of care and education 2021 £	Total funds 2021 £
Staff costs	820,154	820,154
Depreciation	66,886	66,886
House running costs	147,350	147,350
Repairs and maintenance	56,415	56,415
Supplies and other residential support	25,313	25,313
Administration costs	64,016	64,016
Loan interest	397	397
Loss on disposal	(19)	(19)
	<u>1,180,512</u>	<u>1,180,512</u>

Analysis of support costs

	Promotion of care and education 2022 £	Total funds 2022 £
Governance costs	19,229	19,229
	<u>19,229</u>	<u>19,229</u>

	Promotion of care and education 2021 £	Total funds 2021 £
Governance costs	64,752	64,752
	<u>64,752</u>	<u>64,752</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

9. Auditors' remuneration

	2022	2021
	£	£
Fees payable to the Charity's auditor for the audit of the Charity's annual financial statements	11,400	10,560
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	1,440	1,320

10. Staff costs

	2022	2021
	£	£
Wages and salaries	824,350	788,560
Social security costs	66,639	61,068
Other pension costs	15,835	20,124
	906,824	869,752

The average number of persons employed by the Charity during the year was as follows:

	2022	2021
	No.	No.
Admin & Care staff	41	44

No employee received remuneration amounting to more than £60,000 in either year.

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of the Charity. In the opinion of the board of trustees of the Charity the key management are:

M Mew - Chief Executive Officer
S Wilmshurst - Director of Finance & Premises
B Hemsley - Director Of Training & Quality Care

Remuneration paid to key management personnel in the year totalled £125,432 (2021: £123,995).

These costs have been split at 60:40 between Promotion of care and education and Support and Governance.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2021	2,690,178	22,130	41,799	-	2,754,107
Additions	-	-	-	1,819	1,819
At 31 March 2022	<u>2,690,178</u>	<u>22,130</u>	<u>41,799</u>	<u>1,819</u>	<u>2,755,926</u>
Depreciation					
At 1 April 2021	843,577	15,595	33,945	-	893,117
Charge for the year	59,355	1,634	3,365	382	64,736
At 31 March 2022	<u>902,932</u>	<u>17,229</u>	<u>37,310</u>	<u>382</u>	<u>957,853</u>
Net book value					
At 31 March 2022	<u><u>1,787,246</u></u>	<u><u>4,901</u></u>	<u><u>4,489</u></u>	<u><u>1,437</u></u>	<u><u>1,798,073</u></u>
At 31 March 2021	<u><u>1,846,601</u></u>	<u><u>6,535</u></u>	<u><u>7,854</u></u>	<u><u>-</u></u>	<u><u>1,860,990</u></u>

The carrying value of Freehold property secured against the bank loan is £Nil (2021: £Nil).

13. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	148,972	112,711
Other debtors	417	836
Prepayments and accrued income	40,459	32,772
	<u><u>189,848</u></u>	<u><u>146,319</u></u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

14. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	36,739	55,168
Other taxation and social security	16,662	15,783
Other creditors	16,653	19,587
Accruals and deferred income	109,430	85,118
	<u>179,484</u>	<u>175,656</u>
	2022	2021
	£	£
Deferred income at 1 April 2021	71,866	71,722
Resources deferred during the year	70,288	71,866
Amounts released from previous periods	(71,866)	(71,722)
Deferred income at 31 March 2022	<u>70,288</u>	<u>71,866</u>

The deferred income relates to residents fees invoiced in advance.

15. Statement of funds

Statement of funds - current year

	Balance at 1		Income	Expenditure	Balance at
	April 2021		£	£	31 March
	£		£	£	2022
					£
Unrestricted funds					
General Funds	2,129,274	1,114,724	(1,262,271)		1,981,727
	<u>2,129,274</u>	<u>1,114,724</u>	<u>(1,262,271)</u>		<u>1,981,727</u>

Statement of funds - prior year

	Balance at		Income	Expenditure	Balance at
	1 April 2020		£	£	31 March
	£		£	£	2021
					£
Unrestricted funds					
General Funds	2,237,766	1,136,772	(1,245,264)		2,129,274
	<u>2,237,766</u>	<u>1,136,772</u>	<u>(1,245,264)</u>		<u>2,129,274</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,798,073	1,798,073
Current assets	363,138	363,138
Creditors due within one year	(179,484)	(179,484)
Total	<u>1,981,727</u>	<u>1,981,727</u>

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	1,860,990	1,860,990
Current assets	443,940	443,940
Creditors due within one year	(175,656)	(175,656)
Total	<u>2,129,274</u>	<u>2,129,274</u>

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net expenditure for the year (as per Statement of Financial Activities)	<u>(147,547)</u>	<u>(108,492)</u>
Adjustments for:		
Depreciation charges	64,736	66,886
Decrease/(increase) in debtors	(43,529)	65,793
Increase in creditors	3,828	22,993
Net cash provided by/(used in) operating activities	<u>(122,512)</u>	<u>47,180</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

18. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	173,290	297,621
Total cash and cash equivalents	173,290	297,621

19. Analysis of changes in net debt

	At 1 April	Cash flows	At 31 March
	2021	£	2022
	£	£	£
Cash at bank and in hand	297,621	(124,331)	173,290
	297,621	(124,331)	173,290

20. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £15,835 (2021 - £20,164). Contributions totalling £9,399 (2021 - £8,768) were payable to the fund at the balance sheet date and are included in creditors.

21. Operating lease commitments

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	4,276	4,276
Later than 1 year and not later than 5 years	14,586	17,104
Later than 5 years	-	2,138
	18,862	23,518

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

22. Related party transactions

During the year there were transactions with two related parties. Family members of key management personnel (see note 11), S Wilmshurst and M Mew, were employed by the charity during the year. They received the following salaries:

The sister of M Mew £8,310 (2021: £7,639)

The sister of S Wilmhurst £27,990 (2021: £28,123)

Registered number: 02438015
Charity number: 802682

The Outlook Foundation
(A company limited by guarantee)

Trustees' report and financial statements
for the year ended 31 March 2022

The Outlook Foundation
(A company limited by guarantee)

Contents

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 7
Independent auditor's report on the financial statements	8 - 11
Statement of financial activities	12
Balance sheet	13 - 14
Statement of cash flows	15
Notes to the financial statements	16 - 28

The Outlook Foundation
(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
for the year ended 31 March 2022

Trustees W C Catchpole
S A Minall
E A Scott-Gilba
A De Pol (appointed 10 May 2021)
R M Miles (appointed 10 May 2021)
S Bell (appointed 3 September 2022)

Company registered number 02438015

Charity registered number 802682

Registered office 74 Redhill Drive
Brighton
East Sussex
BN1 5FL

Company secretary W C Catchpole

Independent auditors Kreston Reeves LLP
Chartered Accountants
9 Donnington Park
85 Birdham Road
Chichester
West Sussex
PO20 7AJ

Bankers HSBC Bank plc
Harry Weston Road
Binley
Coventry
CV3 2SH

Solicitors Griffith Smith Farrington & Webb
47 Old Steine
Brighton
BN1 1HY

The Outlook Foundation
(A company limited by guarantee)

Trustees' report
for the year ended 31 March 2022

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2021 to 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and Activities

Policies and objectives

The Charity's aim (and its mission statement) is to empower people with learning disabilities by providing safe, comfortable homes in the community. This includes delivering person centred support, educational development, life skills training and promoting wellbeing, which will enable individuals to achieve their full potential.

The Charity's aim is to 'make a difference' to the lives of the client groups, the public will benefit by the policies and development of the Charity and the bespoke curriculum put in place for each individual. The overall benefit will be identifiable by the integration of the status groups concerned fulfilling life through the training provided by the Charity as well as making the individuals as independent as they are able to be and to interact within the community.

The charity has a training programme for volunteers. One person has undergone this programme. The charity provides training for organisations where our residents/tenants have voluntary work placements. We advertise for volunteers as a constant on-going practice.

Strategies for achieving objectives

We aim to achieve the mission statement above by continuing development and maintenance of essential life skills, ranging from personal hygiene to room cleaning, road crossing and bus travel.

All residents and tenants have individual life skills plans that they devise in collaboration with support staff. The person centred approach to life skills training results in successful completion leading to increased independence, appropriate to the individual.

Main activities undertaken to further the charity's purposes for the public benefit

The activities currently carried out for public benefit by the charity are always ensured by the trustees to be in line with our mission statement, with the overall aim being that the people we work alongside are fully integrated as part of their local community.

Achievements and performance

Key financial performance indicators

To maintain full occupancy and quality of service.

The service is reviewed in four different ways, firstly by purchasers on a 6 monthly or annual contract, secondly by regular trustee meetings where we ensure that the aims and objectives of the charity are being met, thirdly inspections carried out by the Care Quality Commission (CQC) and lastly by an annual Quality Assurance exercise in which questionnaires are sent out to residents and tenants, staff, parents, social workers and other external bodies. The charity is able to measure its performance by an individual achieving life skills and further independence.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

Review of activities

The Charity provides accommodation across three homes - Outlook House, Jean Marshall House and Gaynor Forster House.

Outlook House

Set in a residential area of Brighton, Withdean, Outlook House and grounds are situated in the heart of the local community, with access to local shops, buses and primary healthcare. The house has the feel of a spacious family home, with 12 en suite rooms and well-equipped shared spaces. There is a large garden, with a greenhouse and vegetable patches, where green fingered residents can even try their hand at growing some grub!

Outlook House residents have use of all of the facilities at the house and are encouraged to actively participate in making Outlook House their own comfortable and happy home.

Outlook House is a 'residential care' setting.

Jean Marshall House

Situated in a residential area of Hove, close to Hove station, Hove Park, the seafront, shops and primary healthcare. Jean Marshall House has 8 en suite rooms alongside several large and comfortable shared spaces; a lounge, conservatory, dining room and large patio and courtyard.

Support Staff can be accessed by tenants both day and night at Jean Marshall House.

Jean Marshall House is a 'supported living' setting.

Gaynor Forster House

Situated in a residential area of Brighton, very close to Preston Park, local shops and primary healthcare services. It is very well positioned for public transport with great bus routes and both London Road and Preston Park train stations, nearby.

The overall house has been converted into 5 comfortable, self contained flats, with an additional shared utility room. The tenants benefit from a lovely, large courtyard garden with a built-in barbeque. Support staff can be accessed by tenants during the day at Gaynor Forster House.

Gaynor Forster House is a 'supported living' setting.

As we enter 2023 The Outlook Foundation looks back on a challenging year that has been tough for the entire Care Sector with added cost increases in labour, shortages of staff and the ever-increasing cost to run the 3 houses. We need and continue to increase fees where we can, but have this year taken on the position of hiring a dedicated Marketing Manager to raise external funds through donations, grants and raising our profile within Brighton & Hove.

In the early part of this year, we hired a Bookkeeper (Lesley Irving) with a view to modernizing our accounting processes, setting budgets for key staff members, and setting up the management team with KPI's (Key Performance Indicators). The aim being to drive the Charity forward as a business but also to recognise the importance of maintaining our core values. Lesley moved mountains and worked hard to get us into a far better accounting position. We also strengthened our Trustees by adding Simon Bell, who has experiences in staff incentives and running businesses and I was extremely honored to be voted as permanent Chair from Vice Chair.

I want to congratulate Ria and the various teams within the four properties (including the new flat scheme) for the management, due diligence and the protection of both staff and our clients in very difficult times.

We as Trustees face challenges in 2022 – 2023 and beyond as we oversee significant changes in a number of key areas:

- Developing income streams outside of relying on residential fees
- Re design and allocation of the main building

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

- Continuing to look into other sources of income through freeing up space

As mentioned, the hiring of a Marketing Manager will allow us to use a dedicated experienced individual (Ceiri O'Douglas) to drive the income initiatives.

In respect of Outlook House, the final designs and cost to realign the main house to add future accommodation, make this tired building fit for purpose and modernize it will be shared over the coming months. Our challenge is to raise money or seek mortgages to the tune of an estimate of £150-200k. We hope to start this project in the spring of 2023. The biggest challenge is the state of our main building which is no longer fit for purpose in some areas and now too big to fit into the new CQC recommendations & advice. We will have need of capital to both improve & update the facilities. We also have been hit with a restraining order by the Council to change the windows at Gaynor House, this is a cost of £42k! (we had delayed this through Covid).

The outsourcing of accommodation, where residents move to independence in private accommodation, overseen by TOF is going well. We are on flat no 2 and this programme really builds on the Charity's desire to develop residents' skills and move them to some form of independence within the safety net of TOF to protect them but still stimulate their needs & personal goals. Needless to say, the outsourcing frees up space for new residents.

You may also be unaware that TOF were facing a very serious situation on utilities where the brokerage company were overcharging and not allowing us to go out to tender. Richard Miles our Trustee with experience in Contract Law and Utilities brought them to task with the help of solicitors and legal counsel. We had been exposed to the tune of over £60k, so worth the fight. We are in the process of settling out of court and should be able to go to the market in the coming month (albeit not a great time to be renegotiating Gas & Electricity) This could challenge us re costs in this present climate. Running showers, cloths washing & maintaining standards for all our houses puts our utility usage & charges as a priority. Once gas and electricity contracts are sorted, we will then be turning our attention to water where historically we have also been overcharged. Overall and despite the current climate we are working hard to control our outgoings on all utilities.

In terms of staffing overheads, our sector needs to pay more to attract and retain new staff while rising to the challenges of the increased cost of keeping well trained & experienced team members. This is not a new issue as was mentioned last year, but with recent developments in the Charity Sector re staff shortages, it has taken on a new dynamic and we need to recognise that recruitment and training, and staff satisfaction, staff retention are key areas in hiring tactics. Whilst we cannot easily cut costs in labour we recognise that retention saves us money longer term. As well as this we need to develop succession planning for managers and improve/reward where advanced staff training programs are undertaken.

To this end Simon Bell our Trustee is working with the Senior Managers to come up with a fair and rewarding bonus come retention pay incentive program based on KPI's, budget achievements and staff attendance. Ideally, we want to roll this program out early in 2023.

Financial review

We have an urgent need now as cuts in funding are a reality and likely to be more so over the coming two years. This adds time and effort in chasing local authorities to obtain increased fees and I cannot overstate the seriousness of the need to collect fees in a timely manner from Councils. With Council budgets under severe pressure, we understand the need to explain and justify any cost increases for our service but the continued demand on all our resources is a factor we cannot ignore and positions us strongly for continued support from public funds.

Before anyone thinks otherwise, I need to state that we are financially solvent and TOF is in a good position to fund the above projects through debt. We have some funds in reserve, but I would ask you all to look at family/friends/acquaintances etc. when raising charity monies through runs/walks/swims or even knitting and to now direct the funds our way. Everything helps in improving the quality of what we can deliver. Also, please start making use of The Outlook Foundation Fundraising | Easyfundraising if you are buying goods for the home or yourselves. Please share this with family & friends and let's start to get this easy funding process going. Sadly, we never seem to get residents and their extended family engaged. This year we will be lucky to raise £700 in total, quite embarrassing really!

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

Despite the economic and pandemic woes, most importantly our residents/tenants at Gaynor Forster, Jean Marshal & Outlook House are in good form. They continue to benefit from our coaching, supervision and getting out into the community. Our project to take four mature residents and support them to live independently by sourcing outside, semi-supervised apartments has gone well and we see this as a way forward.

So, to all our Residents/Tenants and their families I can assure you that your loved ones are in a very safe and secure environment with a professional team who love and respect them. We hope and fully expect to continue to offer exceptional services, as highlighted in the recent CQC report and look forward to your continued support in 2023. Meanwhile I, my fellow trustees and all at TOF do hope to see more of you at the Xmas Show on December 9th .

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Financial risk management objectives and policies

We endeavour to maintain full capacity across the 3 sites and all payments of fees are monitored and addressed where necessary. The charity also has a Business Continuity Plan in place, including insurance to cover any major disruption to that continuity.

Reserves policy

The charity aims to hold reserves to cover 3 months expenditure.

Result for the year

The charity's total income for the year was £1,114,724 (2021: £1,136,772) and had net outgoing resources for the year of £1,262,271 (2021: £1,245,264). At 31 March 2022, the Foundation had unrestricted funds of £1,981,727 (2021: £2,129,274) and held free reserves of £183,654 (2021: £268,284). The Outlook Foundation aims to hold three months expenditure within free reserves. Three months expenditure, excluding depreciation, totals £299,384 suggesting that free reserves are lower than the Trustees would like the charity to hold. The Trustees are aware of this and are working with management to reduce expenditure and increase the charity's income to allow for reserves to increase.

Funding for residents and tenants is from the residents local council and from housing benefit.

Structure, governance and management

Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Trust deed.

The company is constituted under a Trust deed and is a registered charity number 802682.

The principal object of the company is the promotion of care and education of adults with learning difficulties.

Method of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Trust deed. The recruitment of new trustees is solely by introduction by existing members of the trustee committee and they are individuals who have varying experiences of dealing with different business operations that complement the charities mission statement. All new trustees are made aware of their roles and responsibilities in line with current legislation and the charity's policies and procedures, and new trustees are

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

made familiar with The Outlook Foundation's three sites.

Organisational structure and decision making

The Trustees meet 5 times a year. Day to day the Charity is run by 3 Directors of Operations, who also comprise the Key Management Personnel of the Charity. The remuneration of the Key Management Personnel is set by Maria Mew and other non paid trustees.

Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Plans for future periods

Future developments

The charity's short term plan is to provide a high quality package of support which enables people to reach their full potential.

The long term aim of the charity would be to see as many as possible of the resident/tenants fully integrated in to the local community with individual packages of support to enable them to live as independently as possible.

Information on fundraising practices

The Outlook Foundation will need to look at fundraising strategies, this is due to an increase in liabilities, staffing costs and the lack of government funds. The charity does not work with professional fundraisers and during the last financial year did not have any agreements with commercial participators. During the last financial year there were no complaints received by the charity about any fundraising the charity carried out. The charity does not share the data with anyone and limits their fundraising approaches to ensure that they are not unreasonable and that there is no undue pressure to give.

Trustees' responsibilities statement

The Trustees (who are also directors of The Outlook Foundation for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. 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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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 also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Outlook Foundation
(A company limited by guarantee)

Trustees' report (continued)
for the year ended 31 March 2022

Disclosure of information to auditors

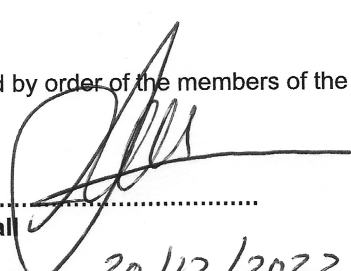
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
S A Minal

Date:


20/12/2022

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation

Opinion

We have audited the financial statements of The Outlook Foundation (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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 United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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.

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; 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, 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.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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.

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

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation (continued)

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and sector, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Statement of Recommended Practice. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase income or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policies and useful economic life of properties. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Obtain land registries to ensure ownership of properties; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

The Outlook Foundation
(A company limited by guarantee)

Independent auditors' report to the Members of The Outlook Foundation (continued)

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

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

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

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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.



Lucy Hammond BSc FCA
Kreston Reeves LLP
Chartered Accountants
Chichester

Date:

Kreston Reeves LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

The Outlook Foundation
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
for the year ended 31 March 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:				
Donations and legacies	4	19,784	19,784	27,176
Charitable activities	5	1,094,935	1,094,935	1,109,596
Investments	6	5	5	-
Total income		<u>1,114,724</u>	<u>1,114,724</u>	<u>1,136,772</u>
Expenditure on:				
Charitable activities	7	1,262,271	1,262,271	1,245,264
Total expenditure		<u>1,262,271</u>	<u>1,262,271</u>	<u>1,245,264</u>
Net movement in funds		<u>(147,547)</u>	<u>(147,547)</u>	<u>(108,492)</u>
Reconciliation of funds:				
Total funds brought forward		2,129,274	2,129,274	2,237,766
Net movement in funds		(147,547)	(147,547)	(108,492)
Total funds carried forward		<u>1,981,727</u>	<u>1,981,727</u>	<u>2,129,274</u>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 28 form part of these financial statements.

The Outlook Foundation
(A company limited by guarantee)
Registered number: 02438015

Balance sheet
as at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	1,798,073	1,860,990
		<hr/>	<hr/>
		1,798,073	1,860,990
Current assets			
Debtors	13	189,848	146,319
Cash at bank and in hand		173,290	297,621
		<hr/>	<hr/>
		363,138	443,940
Creditors: amounts falling due within one year	14	(179,484)	(175,656)
		<hr/>	<hr/>
Net current assets		183,654	268,284
Total assets less current liabilities		<hr/> 1,981,727	<hr/> 2,129,274
Total net assets		<hr/> 1,981,727 <hr/>	<hr/> 2,129,274 <hr/>

The Outlook Foundation
(A company limited by guarantee)
Registered number: 02438015

Balance sheet (continued)
as at 31 March 2022

	Note	2022 £	2021 £
Charity funds			
Restricted funds	15	-	-
Unrestricted funds	15	1,981,727	2,129,274
Total funds		1,981,727	2,129,274

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


S A Mifall

Date: 20/12/2022

The notes on pages 16 to 28 form part of these financial statements.

The Outlook Foundation
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	17	(122,512)	47,180
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		-	168
Purchase of tangible fixed assets		(1,819)	(6,925)
Net cash used in investing activities		(1,819)	(6,757)
Cash flows from financing activities			
Repayments of borrowing		-	(29,962)
Net cash provided by/(used in) financing activities		-	(29,962)
Change in cash and cash equivalents in the year		(124,331)	10,461
Cash and cash equivalents at the beginning of the year		297,621	287,160
Cash and cash equivalents at the end of the year	18	173,290	297,621

The notes on pages 16 to 28 form part of these financial statements

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

1. General information

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Outlook Foundation 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.

2.2 Going concern

The financial statements are prepared on a going concern basis. During the year the charity generated a deficit of £147,547 (2021: deficit £108,492). The charity holds sufficient reserves and cash resources to continue as a going concern. There are no material uncertainties related to events or conditions that may cast significant doubt upon the entity's ability to continue as a going concern. The impact of COVID-19 has been included in the charity's planning for the future and the going concern assumption takes this into consideration.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Notes to the financial statements
for the year ended 31 March 2022

2. Accounting policies (continued)

2.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Freehold property	- 2% per annum, straight-line
Property improvements	- 10% per annum, straight-line
Motor vehicles	- 25% per annum, reducing balance
Office equipment	- 25% per annum, straight-line
Computer equipment	- 33% per annum, straight-line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

Notes to the financial statements
for the year ended 31 March 2022

2. Accounting policies (continued)

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgements:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of the charity's properties.

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

4. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £
Donations	19,784	19,784

	Unrestricted funds 2021 £	Total funds 2021 £
Donations	27,176	27,176

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Tenant fees	1,094,935	1,094,935

	Unrestricted funds 2021 £	Total funds 2021 £
Tenant fees	1,109,596	1,109,596

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest	5	5	-

7. Analysis of expenditure on charitable activities

	Unrestricted funds 2022 £	Total 2022 £
Promotion of care and education	1,262,271	1,262,271

	Unrestricted funds 2021 £	Total 2021 £
Promotion of care and education	1,245,264	1,245,264

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

8. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Promotion of care and education	1,243,042	19,229	1,262,271
	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Promotion of care and education	1,180,512	64,752	1,245,264

Analysis of direct costs

	Promotion of care and education 2022 £	Total funds 2022 £
Staff costs	906,824	906,824
Depreciation	64,736	64,736
House running costs	140,601	140,601
Repairs and maintenance	38,663	38,663
Supplies and other residential support	23,251	23,251
Administration costs	68,967	68,967
	1,243,042	1,243,042

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Promotion of care and education 2021 £	Total funds 2021 £
Staff costs	820,154	820,154
Depreciation	66,886	66,886
House running costs	147,350	147,350
Repairs and maintenance	56,415	56,415
Supplies and other residential support	25,313	25,313
Administration costs	64,016	64,016
Loan interest	397	397
Loss on disposal	(19)	(19)
	<u>1,180,512</u>	<u>1,180,512</u>

Analysis of support costs

	Promotion of care and education 2022 £	Total funds 2022 £
Governance costs	19,229	19,229
	<u>19,229</u>	<u>19,229</u>

	Promotion of care and education 2021 £	Total funds 2021 £
Governance costs	64,752	64,752
	<u>64,752</u>	<u>64,752</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

9. Auditors' remuneration

	2022	2021
	£	£
Fees payable to the Charity's auditor for the audit of the Charity's annual financial statements	11,400	10,560
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	1,440	1,320

10. Staff costs

	2022	2021
	£	£
Wages and salaries	824,350	788,560
Social security costs	66,639	61,068
Other pension costs	15,835	20,124
	906,824	869,752

The average number of persons employed by the Charity during the year was as follows:

	2022	2021
	No.	No.
Admin & Care staff	41	44

No employee received remuneration amounting to more than £60,000 in either year.

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of the Charity. In the opinion of the board of trustees of the Charity the key management are:

M Mew - Chief Executive Officer
S Wilmshurst - Director of Finance & Premises
B Hemsley - Director Of Training & Quality Care

Remuneration paid to key management personnel in the year totalled £125,432 (2021: £123,995).

These costs have been split at 60:40 between Promotion of care and education and Support and Governance.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2021	2,690,178	22,130	41,799	-	2,754,107
Additions	-	-	-	1,819	1,819
At 31 March 2022	<u>2,690,178</u>	<u>22,130</u>	<u>41,799</u>	<u>1,819</u>	<u>2,755,926</u>
Depreciation					
At 1 April 2021	843,577	15,595	33,945	-	893,117
Charge for the year	59,355	1,634	3,365	382	64,736
At 31 March 2022	<u>902,932</u>	<u>17,229</u>	<u>37,310</u>	<u>382</u>	<u>957,853</u>
Net book value					
At 31 March 2022	<u><u>1,787,246</u></u>	<u><u>4,901</u></u>	<u><u>4,489</u></u>	<u><u>1,437</u></u>	<u><u>1,798,073</u></u>
At 31 March 2021	<u><u>1,846,601</u></u>	<u><u>6,535</u></u>	<u><u>7,854</u></u>	<u><u>-</u></u>	<u><u>1,860,990</u></u>

The carrying value of Freehold property secured against the bank loan is £Nil (2021: £Nil).

13. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	148,972	112,711
Other debtors	417	836
Prepayments and accrued income	40,459	32,772
	<u><u>189,848</u></u>	<u><u>146,319</u></u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

14. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	36,739	55,168
Other taxation and social security	16,662	15,783
Other creditors	16,653	19,587
Accruals and deferred income	109,430	85,118
	<u>179,484</u>	<u>175,656</u>
	2022	2021
	£	£
Deferred income at 1 April 2021	71,866	71,722
Resources deferred during the year	70,288	71,866
Amounts released from previous periods	(71,866)	(71,722)
Deferred income at 31 March 2022	<u>70,288</u>	<u>71,866</u>

The deferred income relates to residents fees invoiced in advance.

15. Statement of funds

Statement of funds - current year

	Balance at 1			Balance at
	April 2021	Income	Expenditure	31 March
	£	£	£	2022
				£
Unrestricted funds				
General Funds	2,129,274	1,114,724	(1,262,271)	1,981,727
	<u>2,129,274</u>	<u>1,114,724</u>	<u>(1,262,271)</u>	<u>1,981,727</u>

Statement of funds - prior year

	Balance at			Balance at
	1 April 2020	Income	Expenditure	31 March
	£	£	£	2021
				£
Unrestricted funds				
General Funds	2,237,766	1,136,772	(1,245,264)	2,129,274
	<u>2,237,766</u>	<u>1,136,772</u>	<u>(1,245,264)</u>	<u>2,129,274</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,798,073	1,798,073
Current assets	363,138	363,138
Creditors due within one year	(179,484)	(179,484)
Total	<u>1,981,727</u>	<u>1,981,727</u>

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	1,860,990	1,860,990
Current assets	443,940	443,940
Creditors due within one year	(175,656)	(175,656)
Total	<u>2,129,274</u>	<u>2,129,274</u>

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net expenditure for the year (as per Statement of Financial Activities)	<u>(147,547)</u>	<u>(108,492)</u>
Adjustments for:		
Depreciation charges	64,736	66,886
Decrease/(increase) in debtors	(43,529)	65,793
Increase in creditors	3,828	22,993
Net cash provided by/(used in) operating activities	<u>(122,512)</u>	<u>47,180</u>

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

18. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	173,290	297,621
Total cash and cash equivalents	173,290	297,621

19. Analysis of changes in net debt

	At 1 April	Cash flows	At 31 March
	2021	£	2022
	£	£	£
Cash at bank and in hand	297,621	(124,331)	173,290
	297,621	(124,331)	173,290

20. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £15,835 (2021 - £20,164). Contributions totalling £9,399 (2021 - £8,768) were payable to the fund at the balance sheet date and are included in creditors.

21. Operating lease commitments

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	4,276	4,276
Later than 1 year and not later than 5 years	14,586	17,104
Later than 5 years	-	2,138
	18,862	23,518

The Outlook Foundation
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 March 2022

22. Related party transactions

During the year there were transactions with two related parties. Family members of key management personnel (see note 11), S Wilmshurst and M Mew, were employed by the charity during the year. They received the following salaries:

The sister of M Mew £8,310 (2021: £7,639)
The sister of S Wilmhurst £27,990 (2021: £28,123)