Dimensions (UK) Limited

Report and Financial Statements

for the year ended

31 March 2022

Proving life can get better

A housing association and charitable registered society under the Co-operative and Community Benefit Societies Act 2014. Financial Conduct Authority No. 31192R and the Regulator of Social Housing 4648.

Contents

The Board	Nick Baldwin CBE (Chair) Gordon Lyle Kevin Lewis *(retired 29th September 2021)* Supriya (Sherry) Malik Calum Mercer *(retired 29th September 2021)* Delyth Lloyd Evans Steve Scown *(retired 7th March 2022)* Shain Wells – *co-opted Member (retired 21st November 2021)* Angela McNab Noah Franklin David Isenegger Anne Wafula-Strike MBE – *co-opted member* Shahana Khan OBE *(appointed 29th September 2021)* Huw John *(appointed 29th September 2021)* Rachael Dodgson *(appointed 7th March 2022)* Veran Patel – *co-opted Board Member (appointed 2nd February 2022)*	
Company Secretary	Joanne Greenbank	
Executive Directors	Steve Scown	Group Chief Executive Officer *(retired 7th March 2022)*
	Ian Goodacre	Group Chief Financial Officer
	Stella Cheetham	Group Director of People and Organisational Development
	Jackie Fletcher	Group Director of Quality, Public Affairs and Marketing *(retired 17th March 2022)*
	Rachael Dodgson	Dimensions (UK) Limited Managing Director *(until 7th March 2022)* Group Chief Executive Officer *(from 7th March 2022)*
	Chris Woodhead	Group Director of Housing and Business Development
	Helen Orford	Discovery Managing Director
	Sinéad McHugh-Hicks	Dimensions (UK) Limited Managing Director *(appointed 7th March 2022)*
	Rhoda Iranloye	Group Director of Regulatory Assurance *(appointed 17th March 2022)*
	Pippa Foster	Group Director of Customer Experience *(appointed 17th March 2022)*
	Benedict Sutton	Group Chief Digital & Information Officer *(appointed 9th May 2022)*
Principal and Registered Office		1430 Arlington Business Park Theale Reading RG7 4SA

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Co-operative & Community Benefit Society Number		31192R
Regulator of Social Housing Number		4648

In last year's accounts, we declared 2020/21 as one of the most challenging periods in Dimensions' history: a year in which we strove to provide high quality, personalised support for people with learning disabilities and autistic people through the disruption of COVID-19. We were proud of our response to the challenge, but we did not underestimate just how much damage the pandemic has done: some people that we supported and employed died of the virus and our workforce, people we support and their families experienced incredibly high levels of emotional stress and physical fatigue. We said then that we knew adjustment and recovery would take a long time and 2021/22 has proven this beyond doubt.

Amid the disruption, the year 2021/22 was the second to implement our strategy, *Better Lives for More People;* an ambitious document, focused upon applying Dimensions' strength to the greatest opportunity to create value in our sector. Written before COVID-19, *Better Lives for More People* recognised that the biggest challenge in our sector is to find, recruit and retain fantastic people who can deliver great support and seeks, in response, to ensure that Dimensions is a great place to work. The strategy sets out clear aims, aligned to Pillars, to strengthen the Group and its offer to the sector.

We noted in last year's accounts that, despite the operational and demand disruption of COVID-19, the Board's assessment was that *Better Lives for More People* continues to be the right strategy for the Group. We reaffirm this: the pandemic has only served to underline its core aims and the fight to adequately reward and sustain our workforce is the ubiquitous feature of the 2021/22 year.

The pages that follow – in particular, the Value for Money Statement – focus upon outcomes within each of the Strategic Pillars, exploring their impact upon these accounts and the year to come. There are, however, some key messages to reiterate here:

Financial strength and resilience are core to any organisation's sustainability, and we operate in a sector with low margins – so it is reassuring to have attained a surplus that is close to target (2.2%), despite the pressures of the pandemic. Indeed, that surplus could have been exceeded but the Group took some proactive pay decisions to recognise the dedication of its workforce during COVID-19. The surplus has been achieved despite real pressures upon not only recruitment but also our existent workforce: it is testament to our swift adoption of some new, more efficient ways of working and some excellent partnership with local authority funders that includes the securing of uplifts for our contracts. The Group's surplus, coupled with maintenance of cash liquidity (including an un-drawn credit facility) above our target of two months' payroll, is commendable given the challenges facing us.

However, the pressure upon achieving an adequate surplus intensifies and so the 2021/22 year also saw the commencement of our project to implement a revised operating model for the Group, aimed at enhancing consistency, clarity, capacity and further reducing its cost base. A core part of this is the implementation of an enterprise resource planning system and good progress has been made, with selection of the system and the implementation partner the Group will need.

Group turnover increased (£211.5m) but growth has unquestionably slowed, as it did in 20/21, as the sector diverted energy to fighting the virus. Opportunities for tenders were few and, where contested, some restrictions were placed by commissioning authorities upon the number of lots that Dimensions could win. That said, the Group saw real success in defending its business, most notably in Hampshire where Dimensions has enjoyed a long history of partnership. Here Dimensions secured the maximum number of lots permitted, including some new contracts. We see this as a clear affirmation of the quality and value that Dimensions delivers.

Even with diminished growth, the Group has continued to support more people and it has been especially pleasing to note that we commenced support for 29 people this year who joined us at a time of crisis in their lives and have supported 14 people to leave institutionalised environments – both increases upon 2020/21. Further, more people that Dimensions supports with complex needs now have a tenancy and their own front door than ever before. An emphasis upon more work with the NHS, supporting health aims and diversifying our income stream in the process, has seen the proportion of Group revenue attributable to health increase in line with its projections. Exciting new building projects have commenced this year: Highgreave in Sheffield is a great example of our work with the council and NHS to deliver new homes for young people in transition.

The Group's focus upon safety has continued: Dimensions' RADAR system, supporting the systemisation of health and safety, delivering oversight, efficiency, and enhanced compliance, is now embedded across the Group. Dimensions also completed its second year of investment in the Group's housing stock in accordance with its Asset Management Strategy, maintaining Decent Homes and assuring statutory compliance.

Yet, although the Group placed a necessary emphasis upon risk through the pandemic, its commitment to quality endures. Innovation at the front-line was a hallmark of the COVID-19 period and the Group's investment in assistive technology to support safety and the achievement of important life goals was effective. Value for money gains came from investment in devices such as epilepsy sensors to enable a reduction in waking night support.

However, more impactful were initiatives like the distribution of Dimensions spare and recycled tablets and laptops to people we support, and we also worked with the Good Things Foundation to shape the Government's Digital Lifeline Fund, giving a further 232 tablets to people we support with software, data, and training. Interventions such as these, alongside kitchen aids, touch lamps, touch tables, 'Brain-in-Hand' and other smart home kit support people to important lifegoals and have enabled families to engage remotely with their loved ones when safety requirements have prevented closer contact.

Our commitment to deliver beyond our boundaries has remained strong: our small Public Affairs Team has seen further success in our #MyGPandMe campaign, aimed at reducing inequality of access to health checks through training GPs to engage with people who have a learning disability or are autistic. Our Leaders List, celebrating people with a disability or autistic people who show outstanding leadership in the sector, their community or society more generally goes from strength to strength, despite the logistic challenges brought by lockdown.

However there have been new initiatives, too. One is the launch of Dimensions' Broken System, Broken Lives campaign, which enlists the support of the sector to make changes to the way in which the social care and health systems contribute to the continued use of locked facilities in the support of people with learning disabilities and/or autistic. This campaign is now closely linked to an All-Party Parliamentary Group on ending inappropriate institutional care that Dimensions will be providing the secretariat for. A second new campaign surrounds

Dimensions' Workforce Manifesto – a document which makes five core 'asks' of the Government, ranging from comparable pay with the NHS to vocational training in schools. This last campaign is of special importance and returns us to the core aim of *Better Lives for More People*: to attract, develop, and retain great people to deliver great support. The environment has changed significantly, and the challenges of the last year have been extreme.

Colleague engagement has remained high - we have continued to be accredited as a Great Place to Work in the 'super large' category of the Great Places to Work Assessment. Helping colleagues be the best they can be is critical if we are to deliver our strategy. We believe it is fundamentally important to demonstrate how much we value the contribution of everyone who works for us and have continued to invest in opportunities for colleagues to broaden their experience and skills: 153 colleagues completed a qualification above the requirement for their role in the last year.

However, whilst a combination of external factors and a strong internal response helped Dimensions achieve 13% voluntary turnover of staff in 2020/21, with reduced sickness and a record low use of agency staff, the challenges of the past year have altered this picture significantly. The percentage of voluntary turnover rose to 24.6% Group-wide at March 2022 with an increase in agency usage to 10.8% of hours in the same period. This unquestionably reflects the challenges we are experiencing in keeping our pay competitive as a result of labour market changes arising from COVID-19 and Brexit and the impact that has on our ability to retain colleagues. A sector-wide issue, this will be further compounded by the cost-of-living crisis which people are experiencing in 2022/23.

As always, we have been privileged to work with a very wide range of partners this year, from other providers and commissioners to specialist advisers and researchers. Our thanks go to everyone who has worked with us over the past twelve months but especially our colleagues without whose care, dedication, tenacity, and innovation the last twelve months could have been very different.

Finally, we must give special thanks to our outgoing Chief Executive, Steve Scown, and Executive Director of Quality, Public Affairs and Marketing, Jackie Fletcher, both of whom retired in March 2022. Together, Jackie and Steve gave more than fifty years' service to our organisation and were instrumental in taking a small company, to the Group that we see today. Their career paths through social care are shining examples of those we aspire to for new colleagues joining our organisation. Their dedication to helping people enjoy better lives has been an inspiration to professionals inside and outside of Dimensions. We give them our respect and gratitude and wish them both a long, happy, healthy retirement.

There is much to appreciate but the challenges, whilst they may change in shape, are unrelenting. Indeed, the longer-term damage caused by COVID-19 is still yet to fully emerge. Nonetheless, the financial performance described in the pages that follow gives Dimensions a platform upon which to move forward and deliver its vision of Better Lives for More People.

Nick Baldwin

Nick Baldwin
Chair
3rd August 2022

Rachael Dodgson

Rachael Dodgson
Group CEO
3rd August 2022

Overview of the Business

The principal activity of the Group ('Dimensions') is the provision of personalised support with housing through Dimensions (UK) Limited and its subsidiaries Outreach 3-Way, Dimensions Somerset SEV Limited (trading as "Discovery"), Dimensions Cymru Limited and Dimensions Personalised Support Limited.

Dimensions provides a wide range of services for adults with learning disabilities and/or autistic people, including those with complex needs. Dimensions is a not-for-profit organisation, supporting around 3,200 people and their families throughout England and Wales. The organisation enables people to be part of their community and to make their own choices and decisions about their own lives.

As a Registered Provider of social housing, Dimensions provides accommodation for 1,137 people as set out below:

	Owned and directly managed by Dimensions	**Owned by Dimensions but managed by other organisations**	**Managed by Dimensions for other organisations**
Supported housing	574	4	228
Care homes	33	152	146
Total	**607**	**156**	**374**

Vision, Mission, and Values

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

Dimensions' values are:

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

Dimensions' 2025 strategy is underpinned by the following strategic pillars:

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

Dimensions' vision, mission and strategic pillars reflect its commitment to provide excellent personalised support for people and to provide a framework for its continuing development. During the year Dimensions has continued to secure new contracts and has drawn upon its significant experience to help these new services begin to adopt innovative person-centred practices. Staff, locally, work closely with personal budget holders and their families to design and implement the right support for them, provided in their preferred accommodation.

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

Dimensions' network of experts by experience, help the organisation to continue to develop and improve how it works with families so it can achieve its aim of becoming a family-friendly organisation.

Financial Results for the Year

The Group achieved an operating surplus of £4,726k (2021: £6,882k). The total surplus recognised in the Income and Expenditure Account was £4,070k (2021: £6,564k). Within this surplus, Dimensions (UK) Limited, the Group Parent, made a surplus of £2,533k (2021: £4,399k).

A summary of Dimensions' financial results over the past four years is set out below:

	2022 £'000	2021 £'000	2020 £'000	2019 £'000
Turnover	211,456	209,004	201,810	196,728
Operating surplus (before exceptional items)	**4,726**	**6,882**	**3,727**	**3,685**
Operating surplus (after exceptional items)	**4,070**	**6,564**	**3,727**	**3,685**

Dimensions' investment in its business development capacity continues to provide a good return and the organisation was able to secure new income.

Balance sheet highlights:

	2021 £'000	2020 £'000	2019 £'000	2018 £'000
Cash and investments	35,514	30,022	19,223	23,039
Capital and reserves	**35,685**	**29,105**	**27,223**	**21,625**

With an emphasis on financial viability and risk management, rigorous stress testing is used to strengthen controls over the key financial risks to the business. The impact of the principal risks and possible mitigating activities are considered below:

Principal Risks

The following risks represent those observed as significant by the Board:

Recruitment – whilst the challenge of recruitment was eased slightly by the pandemic and increased unemployment, the resurgence of the hospitality and retail industries (recruitment competitors for Dimensions), twinned with changes prompted by Brexit, have made recruitment more difficult again. Dimensions has seen agency usage increase and retention fall, placing renewed pressure upon the Group to reduce the cost of overhead and make good decisions about the locations in which it attempts to create new services.

Reduced public spending – the sector that the organisation operates in continues to undergo significant and radical change and it is clear that public services in the UK will remain under intense financial pressure for many years. COVID-19 has masked the longer-term impact of Brexit at this time and the full effect of the virus is still unknown. Dimensions has responded to the financial pressures through continuing to seek efficiencies and improve productivity, which has enabled it to proportionately reduce its overhead and operational costs whilst protecting the support that it provides to people. The organisation also manages liquidity risk via a revolving credit facility.

Regulation – the expectations of Dimensions' customers and stakeholders regarding service quality are increasing and so its regulatory frameworks are continuing to evolve. In particular, the organisation's main regulators, the Care Quality Commission (CQC), Homes England/The Regulator of Social Housing, Charities Commission and Care Inspectorate Wales have higher expectations of leadership and governance.

Workforce engagement – Dimensions invests in the training, development, and well-being of colleagues to ensure that the right resources are available to support the services. Careful management is required to achieve a structure that can best deliver the high-quality services that every customer needs.

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

Pensions – Dimensions has participated in several defined benefit pension schemes. As for many other organisations, the liabilities of these schemes are currently greater than the market value of the assets due to reduced investment returns and increasing life expectancy rates. There is a risk that contributions may need to be increased in the future; or, where Dimensions has agreed to make annual contributions towards the deficit, as in the case of the Social Housing Pensions Scheme (SHPS), these contributions may need to be further increased. It should also be noted that if Dimensions were to cease to participate in the SHPS scheme, then the Trustees of SHPS could levy an employer debt to cover the excess liabilities, calculated on a buy-out basis. Typically, the debt calculated on a buy-out basis is much greater than the cost of funding the deficit through continuing contributions. The SHPS scheme actuary has estimated the employer debt that would have been payable if Dimensions had withdrawn from SHPS, as at 30 September 2021, at £21.4m. There is no intention to withdraw from SHPS.

Future Development

The Group's strategic activities for the 2021/22 year are explained in detail in the Value for Money Plan, included here as part of the Value for Money Statement. The activities, aligned to the Strategic Pillars, are expressed in the context of their impact upon the Group's sustainability in order that next year's Statutory Accounts and Value for Money Statement may look back upon what is planned and assess impact.

Value for Money Statement

Introduction: 'Value' and Our Values

This Statement offers an assessment of how the activities outlined in the *Group's Value for Money (VfM) Plan 2021/22,* founded upon the annual *Group Delivery Plan,* have progressed during the fiscal year.

Value for money is core to *Better Lives for More People*, perhaps best encapsulated in its inclusion of 'Sustainability' as one of its Pillars. The Group enables people to be part of their community and to make choices and decisions about their own lives. However, delivery of front-line support to people with complex needs across a large footprint generates a low surplus; so, the way in which Dimensions uses its resources is critical not just to delivering VfM but also its survival. Without value for money and its three 'E's (efficiency, economy, and effectiveness) at its core, Dimensions cannot compete in its marketplace.

The Dimensions *Group Delivery Plan* described how the Group would deliver its strategy in 2021/22 and featured nine core projects; each designed to deliver on strategic outcomes and mitigate strategic risks. All were concerned with enhancing the financial and social value that the Group delivers, and it is the progress in those projects that is assessed here.

Compliance with the Value for Money Standard

The Regulator of Social Housing's Value for Money (VfM) Standard requires Dimensions to:

"clearly articulate strategic objectives"	These are clearly set out in *Better Lives for More People* and the annual *Delivery Plan* and *VfM Plan* set out projects with reference to the strategy, articulating the Group's VfM aspirations.
"have an approach agreed by their board to achieving value for money in meeting these objectives and demonstrate their delivery of value for money to stakeholders"	The Board approved the strategy, signs-off on the *Delivery Plan* for each year and agrees the Strategic Measures by which progress is assessed. The Board also signs-off this *VfM Statement*, assessing Dimensions' performance against its targets, metrics set out by the Regulator and how performance compares to peers. The statement is published in detail and easy-read format.
"through their strategic objectives, articulate their strategy for delivering homes that meet a range of needs"	The Group's *Housing Strategy* and its sister document, the *Asset Management Strategy* support the objectives of *Better Lives for More People* to invest in its housing offer and *"help more people access high quality, affordable homes that meet their needs"*.
"ensure that optimal benefit is derived from resources and assets and optimise economy, efficiency and effectiveness in the delivery of their strategic objectives"	The Group's *Housing Strategy*, agreed by the Board, makes a specific commitment to improving management cost per unit and the *Asset Management Strategy* commits to re-balance property spend in favour of planned maintenance over reactive repairs.

Further, the Value for Money Standard specifically requires Dimensions to *demonstrate:*

"a robust approach to achieving value for money – this must include a robust approach to decision making and a rigorous appraisal of potential options for improving performance"	The Group Strategy, its *Delivery Plan*, its measures, this *VfM Plan,* and the *VfM Statement* are all scrutinised by the Group Board. The Board owns decisions about all content that is included.
"regular and appropriate consideration by the Group Board of potential value for money gains – this must include full consideration of costs and benefits of alternative commercial, organisational and delivery structures"	All decisions pertaining to delivery structures, investment and benefit realisation are made by the Group Board based upon data and recommendations from the Executive and its committees.
"consideration of value for money across their whole business and where they invest in non-social housing activity, they should consider whether this generates returns commensurate to the risk involved and justification where this is not the case"	The Group has taken care to wholly disaggregate income and expenditure to ensure that housing-related income is ring-fenced for use on housing-related activity.
"appropriate targets in place for measuring performance in achieving value for money in delivering their strategic objectives, and regular monitoring/ reporting of performance against these targets"	In this *VfM Plan*, the Strategic Measure and target is illustrated to show how the objective described will contribute to the delivery of value for money.

Assessment: 2025 Strategic Pillars & Objectives for 2021/22

The Pillars are the framework that supports the Group's Vision, and all must be strong if it is to be achieved. The Pillars are interdependent – they cannot be isolated and be effective. They are themes by which success will be measured. In the context of value for money, all have a benefit to bring.

Quality: Better lives; impact for our sector.

In our work on Quality, *Better Lives for More People* commits to the following:

- Supporting more people to enjoy cornerstones of life: homes they choose, employment, relationships, and active contribution to their communities.
- Creating clearer, stronger pathways for people that support their life choices.
- Improving the health and wellbeing of people we support and colleagues.
- Improving support for people with complex needs, using and sharing organisational learning.
- Keeping people we support safe while enabling choice and control

Principal Strategic VfM Measures for the Quality Pillar:

Strategic Measure	2020/21 Out-Turn	Target/ Projection	2021/22 Out-Turn
% of CQC/CIW Inspection Results rated 'Good' or Better Overall	87.5%	100%	85.3%
% of CQC/CIW Inspection Results rated 'Good' or Better in 'Safe' Domain	83.3%	100%	84%

Project Summary: Quality

Project	Outcome	Target/Rating
Discovery Quality & Compliance	Internal/external quality/compliance ratings improved upon 20/21	75% of services meet demanding internal quality ratings with improved CQC ratings
	Transformation agenda to progress at pace and on budget.	On track
	Secured confidence of SCC.	Contract extended for 2 years
Dimensions Quality & Compliance	Locality Managers Registered and are competent in their role	Implemented
	Embedded use of RADAR for risk and compliance.	99% of Locality Managers use RADAR for audits and tasks

The first project targeted improvement and sustenance of quality and compliance in Discovery, with the intention that internal and external quality rating improvement, alongside swift transformation of day services, would secure the continued confidence of our partner, Somerset County Council.

The Strategic Measure for this activity is *'% of CQC/CIW Inspection Results rated 'Good' or Better in 'Safe' Domain'* and there has been success here, with 75% of services meeting exacting internal quality standards and improvement in CQC assessments). The two-year extension to the contract and retention of income offers the associated VfM benefits described in 'Scale' below, including significant social value.

The second project sought to embed quality and compliance Group-wide through two key interventions: registration of the Group's Locality Managers with the Care Quality Commission (to enhance quality and accountability) and full embedding of the new RADAR system for compliance monitoring.

Both strands had significant VfM implications. The registration of Locality Managers has been successfully completed, with all managers migrating to registered roles with significant preparation. Accountability is now set and embedded, with quality review mechanisms operating accordingly. This represents both an enhancement of their responsibility and a material improvement to career prospects for those colleagues.

It is therefore pleasing to note turnover of only around 7% at Locality Manager level. However, *overall* voluntary turnover has not improved across the sector: the pandemic, Brexit, and a wider portrayal of social care as a sector in crisis have not supported retention. These external factors are beyond the Group's control. However, Group performance continues to compare favourably with the sector.

The RADAR system is central to promotion of the Group's reputation, as well as enhancement of quality, and so therefore carries the benefits described in 'Reputation' (below). Further, RADAR is a system designed to make the collation and management of critical compliance data more efficient, so successful embedding supports VfM outcomes akin to those found in the later section on 'Sustainability'. Locality Manager use of RADAR ended the financial year at 99% - a significant achievement in the roll-out of a core system and genuine evidence of strong implementation.

Reputation: Valued by stakeholders; a Group others want to work with

In *Reputation, Better Lives for More People* commits to the following:

- Being recognised as a great place to work inside and outside our organisation.
- Being recognised by people we support, families and significant others as an organisation that they would recommend.
- Building our reputation for supporting people with learning disabilities or autistic people.
- Measuring and evidencing our social impact for people, communities, and society.

Principal Strategic VfM Measures for the Reputation Pillar:

Strategic Measure	2020/21 Out-Turn	Target/ Projection	2021/22 Out-Turn
'% people we support who say Dimensions does a good job'	n/a (90% 2019/20)	90%	90%
% Families rating Dimensions' service as 'very good' or 'excellent'	n/a (61% 2019/20)	n/a	68%

Project Summary: Reputation

Project	Outcome	Target/Rating
Reputation Protection	Dimensions' reputation is strong enough to enable delivery of our strategy.	90% people we support say Dimensions does *'a good job'*

In 2021/22, our Delivery Plan included a key project designed to protect and promote Dimensions' reputation in the context of the risk it manages in supporting people with complex needs to lead great lives. A positive reputation is critical not just to Dimensions' prospects in winning and retaining the opportunity to support people (see 'Scale' below) but also in attracting and retaining the calibre of colleague the Group needs to deliver the quality to which it aspires.

The principal Strategic Measure here is *'% people we support who say Dimensions does a good job'* and this new indicator has been baselined as 90% from the June 2021 survey: we aim to maintain this rating. Further, *'% families rating Dimensions' support as very good or excellent'* has been baselined as 68% from the February 2022 survey and a stretch has been set out for the remainder of the strategy.

Scale: Supporting more people; ability to invest and deliver economies

In *Scale, Better Lives for More People* commits to the following:

- Developing new offers to reduce sector reliance upon institutional services.
- Developing and investing in our housing offer, helping more people access high quality, affordable homes that meet their needs.
- Building effective partnerships.

Principal Strategic VfM Measures for the Scale Pillar:

Strategic Measure	2020/21 Out-Turn	Target/Projection	2021/22 Out-Turn
Total Annual Revenue	£209.2m	£220m	£211.5m

Project Summary: Scale

Project	Outcome	Rating

Defending Turnover	Account Management model embedded.	Performance Reviews scrutinise new business in mobilisation and business at risk. Briefings prepared for engagement with key stakeholders.
	Group scale is maintained through a mixture of defending existent business and attracting new business by the end of Q4.	No competitive loss. c.£7.5m new wins in-year.

The principal Strategic Measure of Dimensions' success in 'Scale' is *'Total Annual Revenue'* and out-turn here was £211.1m, a positive result and an increase on 2020/21 but not in line with the forecast set out when the Strategy was written because of the limited opportunities for growth during the pandemic. Scale is important: we know that a diminution in our income has adverse effects in other VfM indicators – mainly *'Overhead as a % of Total Cost Base' (see Sustainability)*.

In 2021/22, the Group's *Delivery Plan* necessarily focussed upon ensuring the continuity of our valued support as over £25m of revenue was technically open to tender through the course of the year. Beyond this, we anticipated that local authorities would need to find cost savings as they responded to the financial impact of COVID-19, seeking efficiencies through their providers.

In reality the amount at risk was reduced in-year due to pressures upon commissioners in some key localities but, as stated elsewhere in these accounts, where contested, Dimensions defended its business with no competitive loss (within the restrictions of the tenders – see earlier). A contract extension in Somerset, funding Discovery for two further years, and successful maintenance of Dimensions' strategic relationship with Hampshire are two notable milestones in mitigation of risk here. Both successes are, by virtue of the competitive process, an endorsement of value for money.

Other Important VfM Workstreams

Dimensions has progressed two notable development schemes this year in the interests of meeting its objective of *'Investing in our housing offer, helping more people access high quality, affordable homes that meet their needs'*. 'Highgreave' in Sheffield is providing five specialised units for a £600k Group capital investment matched by the NHS. Meanwhile, in Hertfordshire, Dimensions has commenced delivery of nine specialised units at Bricket Wood for a total investment of around £3m (including use of Re-Cycled Grant Funding). Both projects are 'on site' with completion due in 2022 and 2023, respectively. Volatility in supply chains and cost of materials will challenge delivery of VfM; a sector-wide phenomenon.

Further, with specific reference to the Regulator of Social Housing Regulatory Standard, 2021/22 saw the implementation of both the *Housing Strategy* and its sister document the *Asset Management Strategy*. Both documents make specific reference to using the stock condition survey to support strategic asset management and using the Pyramid system to support a reduction in management cost per unit.

Lastly, in value for money terms, there are some important successes in two key areas of social mobility: *'No. New People Supported Through Referral in Crisis/Breakdown'* and *'No. New People Supported to Leave ATUs or Other Institutional Environments'*. In the case of the former, the Group commenced support for 29 people in-year whilst 14 people were supported to leave institutional environments. As well as forming evidence of Dimensions' strategy at work through an unprecedented period of challenge, these statistics demonstrate prevention of expensive placement breakdown and alleviation of cost pressures for both local authorities and the NHS.

Capacity: Capacity and capability to deliver where and when it matters

In *Capacity, Better Lives for More People* commits to the following:

- Developing and broadening the skills of our workforce.
- Building our capacity to grow in leadership, management, and delivery.
- Exploiting technology to improve quality and capacity.

Principal Strategic VfM Measures for the Capacity Pillar:

Strategic Measure	2020/21 Out-Turn	Target/ Projection	2021/22 Out-Turn
Day Lost Through Sickness	10 Days	10 Days	12 Days
% Voluntary Turnover	13%	15%	25%
No. colleagues gaining a qualification above the minimum requirement	113	n/a	153

Project Summary: Capacity

Project	Outcome	Target/Rating
Workforce Well-Being	Colleagues are able to deliver high quality support throughout and after the duration of the pandemic. Perception of our workforce in the wider community is positive and working for our organisation remains attractive.	Some issues: *Great Places to Work* re-accreditation offered validation. Sickness (inc. due to psychological reasons) has increased, as has turnover, but both favourable compared with sector. Some localities met target and the Group did not lose key personnel. Refresh of our mental health first aider offer, and EAP provider secured a wider range of services for colleagues.

In 2021/22, the Group's Delivery Plan included one overarching project to protect colleague well-being. This was in recognition of the huge disruption caused by COVID-19 and the working conditions that it necessarily imposed. The Group did see some positive VfM outputs through the pandemic as colleague (non-COVD) sickness fell and agency use reduced temporarily. This was augmented by a reduction in travel costs, office livery, use of vehicles etc. The Group has sought to continue or mainstream these efficiencies where possible.

Nonetheless, the Group's workforce delivered tirelessly through an incredibly stressful period and Dimensions has needed to work diligently and intelligently to protect our much-valued colleagues. The Strategic Measures are *'Days Lost Through Sickness'*, *'% Spend on Agency'* and *'% Voluntary Turnover'* and performance here has been challenging. The consequences of a depleted, weakened workforce have been noted across the sector, with potential for impact upon quality, business retention, business development and other critical indicators.

'% Hours Filled by Agency' increased quite dramatically through the year, from 6.5% to 10.8%, a symptom of the wider economic issues described elsewhere in these accounts and reflecting the increase in sickness

from 10 to 12 days average across the Group. That said, the Group successfully contained agency use to the front-line and has not seen wide use of non-permanent staff at a management level.

More difficult to measure but a strategic priority for the Group is the maintenance and enhancement of 'leadership capacity'. Pleasingly, the Group has seen an increase in the number of leadership posts with an identified successor to roughly one in three (evidence of investment in leadership over recent years) and impressive performance in the number of colleagues obtaining a relevant qualification above the minimum requirement (153 people in-year). These statistics validate the Group's approach to developing its workforce to enhance continuity, minimise use of non-permanent staff and promote retention – all key contributors to value for money.

Sustainability: Sustainable for stakeholders; resilient in our environment

In *Sustainability*, *Better Lives for More People* commits to the following:
- Improving productivity.
- Diversifying and strengthening income streams to reduce risk.
- Making systems and processes more efficient.

Principal Strategic VfM Measures for the Sustainability Pillar:

Strategic Measure	2020/21 Out-Turn	Target/ Projection	2021/22 Out-Turn
% Surplus	3.3%	2.5%	2.2%
% Revenue Meeting MVT	65%	72.5%	60%
Overhead as % of Total Cost Base	11.6%	10.6%	13%
No. Group Overhead FTE per £1m revenue	2	2	2

Project Summary: Sustainability

Project	Outcome	Target/Rating
Target Operating Model	Board agreement of the definition, scope, design principles and high-level design.	On track
Dimensions Online	Colleagues are able to use Dimensions Online as a reliable, efficient tool in day-to-day tasks.	Revised Q3 2022/23 (although some modules in use).
Enterprise Resource Planning	The ERP replaces the finance system and supports integration with other systems, driving standardisation and efficiency.	Package and implementation partner selected. Business case and project plan agreed. Scrutinised by Change Programme Governance Committee.
Programme Management Office	Colleagues can call upon a PMO that supports them to design, evaluate and implement projects that will improve outcomes in quality, efficiency and return on investment.	PMO is in place and supporting the business.

In 2021/22, the Group's Delivery Plan included four very significant projects, all of which entailed reengineering of the way in which Dimensions operates and, ultimately, efficiency through reduction of overhead a percentage of cost base. Overhead, as noted elsewhere in these accounts, did increase from 11.6% of turnover to 13%, attributable to *investment to save* in the projects described here.

The first is a three-year project to implement the Target Operating Model (TOM) for the Group. Year one activity was focused on assessment of the Group's current operating model, high-level design of the TOM itself and formulation of the programme to migrate.

The realisable benefits of the TOM were not fully articulated at the time of writing the *Value for Money Plan* but the intent was clear: to ensure that critical processes that support safe, compliant operation are lean, well-engineered, supported by adequate systems and implemented by competent staff to ensure efficient, effective, economical delivery. Success in this project delivers on two of the Pillar's aims (improving productivity and making systems and processes more efficient) and will yield improvement in a key Strategic Measure '*Overhead as % of Total Cost Base'*. The monetised benefit of the TOM is now known to be a £1.8m reduction in overhead and this will be delivered by the end of 2023/24.

The second project was to complete the development and roll-out of Dimensions On-Line, the replacement for the Group's operational system known as DTMS. Success in this project will enable colleagues to use Dimensions On-Line as a reliable, efficient tool in completing their day-to-day tasks and will increase productivity – especially in rota-ing, a time-consuming critical process for any support provider. Progress will also be indirectly visible in *'Overhead as a % of Total Cost Base',* although the efficiencies are not directly cashable and more about releasing capacity to focus upon quality and impact in the delivery of support to people. Progress here has been good but the system, which is modular, is not yet fully implemented, and is due for completion in Q3 of 2022/23.

Third was the project to implement an Enterprise Resource Planning (ERP) system. The ERP is expected to yield cashable benefits of £700k p.a. for a £4.2m investment. Ultimately, the Strategic Measure will be a reduction in *'Overhead as a % of Total Cost Base'* but tangible benefits will not be seen until year two (2023/24). Year one objectives were met: the business case for the system was articulated and supported by the Board, with selection of an implementation partner and Oracle as the system.

Lastly, Dimensions instituted a Programme Management Office (PMO) to ensure that projects are more strongly aligned to the Group's preferred way of delivering them, ensuring that Dimensions can make change 'stick'. The PMO supports greater rigour in assessing business requirements, articulation of the case for change, analysis of deliverables and – perhaps most importantly from a VfM perspective – the ability to capture cashable and non-cashable benefits. It is a key enabler in delivery of VfM for the Group.

Beyond the Delivery Plan the year 2021/22 also saw the beginning of the implementation of the Group's Strategy for Engagement with the NHS, an approach primarily designed to deliver enhanced value to the NHS but that will also diversify the Group's income streams and reduce risk. Progress in-year has been strong, and c.11.5% of revenue is now directly attributable to the NHS. This excludes income from joint commissioning (which would enhance the diversification).

Metrics

The technical note on value for money metrics issued by the Regulator of Social Housing in April 2018 requires Dimensions to report on seven metrics. These are set out below:

	Budget 22/23	2021/22	2020/21 Restated	2019/20 Restated	Peers
Metric 1 - Reinvestment %	14.4%	3.5%	2.2%	6.7%	5.7%
Metric 2 - New Supply Delivered %					
A - Social Housing	0.7%	0.0%	0.0%	0.9%	1.4%
B - Non-Social Housing	0.0%	0.0%	0.0%	0%	0.2%
Metric 3 - Gearing %	0%	-100%	-85%	-77%	47.2%
Metric 4 - EBITDA MRI Interest Cover %	775%	1378%	1956%	1078%	151%
Metric 5 - Headline Social Housing Cost Per Unit	6,907	7,435	6,802	8,643	9,680
Metric 6 - Operating Margin %					
A - Social Housing Lettings Only	6%	2%	6%	8%	28.3%
B - Overall	1%	2%	3%	2%	22.3%
Metric 7 - ROCE %	6%	7%	12%	8%	3.1%

Notes:

- *Figures for prior years have been restated on advice of new auditors. Most significantly we are no longer including costs relating to social care contracts delivered in our homes in Metric 5.*
- *For peer comparison, we have used the median figures except Metric 5 where we have used supported housing specialist category from Global Accounts.*
- *Metric 1 – the budgeted reinvestment for 2022/23 follows the lower than usual investment during the last two years.*

Metric 4: Gearing and EBITDA MRI – Dimensions has a £10m loan facility but does not draw-down. The Group gearing is therefore 0% (no debt). Supported housing specialists typically report an average gearing ratio of 47.2%.

Metric 5: Social Housing Cost per Unit – In common with other supported living specialists, Dimensions expects a higher cost per unit as the costs include support provided in the homes that it owns, however we report these costs as expenditure from other social housing activities and are not included in the figure above.

Expenditure on properties was higher than planned in 2021/22 largely due to expenditure on fire remedial works and some delayed activity from 2020/21 as COVID had limited access to homes. We anticipate significant reduction in cost per unit through 2022/23 as a result of the investment in 2020/21 and 2021/22. It is pleasing to note a strong position in comparison to peers.

Metric 6: Operating Margin –The 2% organisation margin is reasonable compared to the supported housing specialists. The 2% social housing reflects a high-cost year which is not expected to recur (budget for 2022/23 returns to 6%), considering the high level of support provided in Dimensions' homes and the number of leased properties in our stock this is not unreasonable as a one-off.

Overall, lettable void levels have increased in 2021/22 from 60 void units as at 31.3.21 to 65 as at 31.3.22. This is a snapshot as the number varies through the year. Factors that affect void performance include our ageing tenant profile, the availability of support contracts and reductions in support hours. Plainly, the pandemic has been a factor. However, void rent loss is, in many cases, covered by other providers or by nominations agreements. The Group has an active asset disposal programme targeting those that are no longer of use to Dimensions and uses its Housing Brokers to facilitate transfers of accommodation for people we support who need a change of environment.

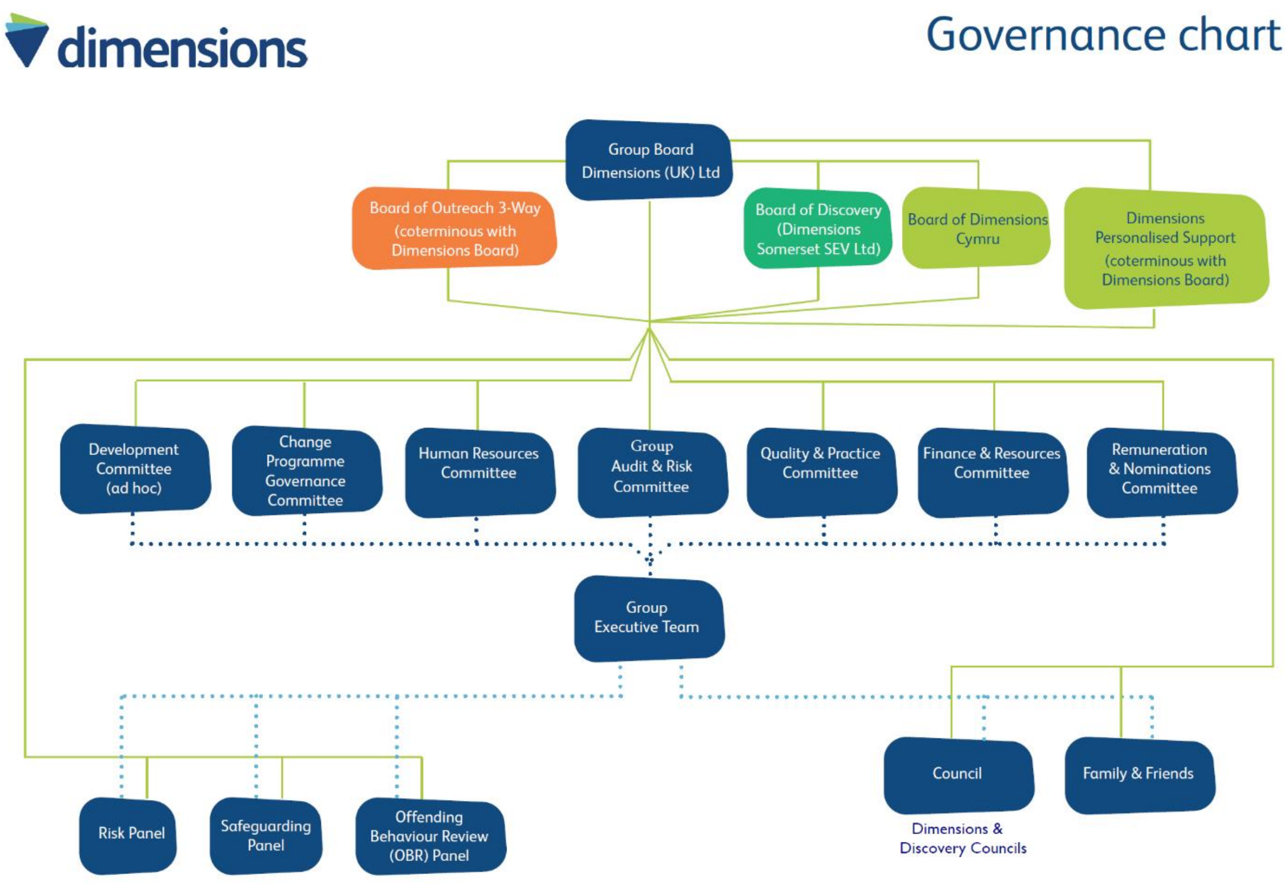
Metric 7: ROCE – The high ROCE reflects the nature of Dimensions' business, with lower levels of capital employed than the peer group.

Housing Income - The Group needs to be able to demonstrate viability at a total entity level but also show due diligence in its treatment of the respective streams. The housing business stream (all income related to property) totalled *£10.6*m in 2021/22, approximately 5% of the Group's turnover, and delivered a £189k (1.8%) net surplus against a budgeted £182k (1.8%).

Housing shows varying returns across its tenure types. Where properties are owned and managed by the Group, greater efficiency returns a surplus of 5.5%. This diminishes to 2.2% where Group-owned property is managed by others (although the repatriation of our stock means that only 36 units are in this category). Note that some of the high maintenance spend was treated as an overhead not allocated to properties.

Our Governance

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



Committees	Purpose	Chair	Lead Exec
Group Audit & Risk Committee (GARC)	The Committee provides assurance to the Group Board on performance for all services provided across the Dimensions Group, ensuring that legal, regulatory and performance requirements are met. This includes services provided by Dimensions (UK) Limited, Outreach 3-Way, Dimensions Somerset SEV Limited (Discovery), Dimensions Cymru Limited and Dimensions Personalised Support Limited. It also takes a corporate overview of the assurance framework across the Group (including all the subsidiaries listed above), overseeing the systems of internal control and risk management, financial reporting, compliance with regulatory requirements, fraud prevention and anti-bribery measures, and whistleblowing, ensuring that these are effective and	Shahana Khan	Ian Goodacre

	well-managed and that the external and internal audit functions are operating robustly. This includes responsibility for the oversight of performance of the compliance areas of health and safety, insurance, and procurement.		
Finance & Resources Committee (FRC)	To gain assurance on the ability of the Dimensions Group to achieve its 2020-2025 strategy primarily in relation to the Sustainability pillar through review and assessment of the financial performance and use of resources of Dimensions (UK) Limited and its subsidiaries – Outreach 3-Way, Dimensions Somerset SEV Limited, Dimensions Cymru Limited, Dimensions Personalised Support Limited. This will include consideration of performance in housing management and business development and the effectiveness of the Group's IT and other business systems against the relevant strategy.	Noah Franklin	Ian Goodacre
Quality & Practice Committee (QPC)	To provide scrutiny and challenge with regards to all aspects of quality, and safety, including strategy, practice delivery, and audit across the Group, to ensure that people are supported to have great, safe lives in their communities.	Sherry Malik	Sinéad McHugh-Hicks
HR Committee (HRC)	To take a corporate overview of Dimensions HR strategy for the Group, ensuring effective contribution to organisational performance.	Gordon Lyle	Stella Cheetham
Remuneration & Nominations Committee (RNC)	To recommend a framework for the remuneration and performance of the Group Executive Team and to recommend appropriate alterations to Group Executive Team salaries on an annual basis. To be responsible for non-executive appointments across the Group, including pay, recruitment, succession, and a performance review process.	Gordon Lyle	Stella Cheetham
Change Programme Governance Committee (CPGC)	To monitor and oversee the strategic change programme across the Group, providing assurance to the Group and Subsidiary Boards. To be disbanded once the strategic change programme is complete (i.e., Target Operating Model (TOM), Enterprise Resource Planning (ERP) and Dimensions On Line).	Nick Baldwin	Rachael Dodgson

Panels	Purpose	Chair	Lead Exec
Safeguarding Panel	To ensure that the people we support across the Dimensions Group live safely and without fear of, or actual abuse.	Alan Critchley	Rhoda Iranloye
Offending Behaviour Review Panel (OBRP)	To ensure that appropriate attention is given to the ongoing safety and development of the wider community, victims or potential victims, the people we employ, the wider Group and the people we work alongside/support.	Alison Giraud-Saunders	Sinéad McHugh-Hicks

Corporate Governance

Code of governance

The Dimensions Group follows the National Housing Federation's Code of Governance 2020 and has been working through an action plan to address gaps in compliance during 2021/2022. There remain some areas of the action plan that are to be implemented, which are about strengthening the current arrangements. These relate to:

- A disputes and grievance policy for the Board (3.8(7))
- Reviewing Board & Committee effectiveness tools
- Completing the full governance review
- Formally capturing a process for non-performance
- Formalising the learning & development arrangements for Boards & Committees
- Review of subsidiaries and application of the Code.

Statement of Compliance with Regulator of Social Housing (RSH) Standards

The Group undertakes an assessment of its compliance with the Regulator of Social Housing's Governance and Financial Viability Standards annually, including compliance with the NHF Code of Governance, and certifies that it has complied with the Regulator of Social Housing standards.

A Governance Review has been undertaken between April and July 2022 – it is due to report in August 2022 to the Board and will likely make recommendations which will allow for a further strengthening of the process and arrangements which contribute to the organisation's compliance with both the Code of Governance and the RSH Standards.

Modern Slavery and Human Trafficking Statement

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

Internal Controls Assurance Framework

The Group Board has ultimate responsibility for ensuring that the Group has in place a system of internal controls assurance that is appropriate to the business and operating environment. The framework adopted by the Group comprises:

- oversight through the Board and Committee structure and panels, with Group Board approved terms of reference and delegated authorities;

- internal controls and procedures embedded in Group policies;
- independent assurance through internal and external audit and the regulatory regime;
- performance monitoring of the control environment both financial and operational;
- clearly defined management responsibilities for the identification, evaluation, and control of significant risks, with continuous risk assessment and active management of business risks, including the maintenance of a strategic risk map, which identifies the controls and assurances in place, and highlights any gaps requiring further action;
- recruitment, retention, training policies for staff;
- delegated authorities for accounts and appointments, contracts and business development, housing and property, staffing, regulation, treasury management, banking and write-offs and purchasing authority limits;
- annual Review of the Regulator of Social Housing Standards;
- Group Board approved key policy and other documents – where relevant, they will have been reviewed by the relevant Committee and recommended to the Board as noted below in brackets:

Policy	Strategy	Other
Group Equality & Diversity Policy (HRC) Disciplinary Policy & Procedure (HRC) Grievance Policy & Procedure (HRC) Redundancy Policy & Procedure (HRC) Whistle-blowing Policy (GARC) Health & Safety Policy (GARC) Fraud Detection and Prevention Policy (GARC) Data Handling & Protection Policy (GARC) Physical intervention with people we support Policy (QPC) Safeguarding Policy (Safeguarding Panel)	Involvement and engagement Strategy (QPC) Risk Control and Assurance Strategy (GARC) Public Affairs Strategy Marketing Strategy Remuneration Strategy (HRC) IT strategy (FRC) Housing Strategy (FRC) Asset Management Strategy (FRC) Autism Strategy	Group Purpose, Vision & Values Codes of Conduct (HRC) Quality Assurance Framework (QPC) Annual Tenants Report (QPC/FRC) Annual Value for Money Statement (FRC)

Policy	Strategy	Other
Non-Executive Pay Policy (RNC) Non-Executive recruitment & succession Policy (RNC)		

Policy for admitting new shareholders

Shareholding is closed and the admission of new shareholders is restricted to persons applying to become members of the Board or one of the Board Committees.

Board members' interest in shares

Each elected member of the Board who held office at 31 March 2022 had an interest of one ordinary £1 share in the shares of Dimensions (UK) Limited at the beginning (or date of appointment if later) and end of the financial year. The shares are non-equity and provide no financial return under any circumstances. The Chief Executive holds no interest in the Group's share capital.

Composition of the Board and key roles

The Group Chair and other Board members also chair and attend meetings of the Board Committees and the operating subsidiaries.

Board members are remunerated under the Non-Executive Remuneration Policy for their contribution to the Dimensions (UK) Limited Board and if they hold another key role, such as Senior Independent Director, Chair of Group Audit & Risk Committee, Chair of Finance & Resources Committee, Chair of Quality & Practice Committee, Chair of Human Resources Committee, Chair of Remuneration & Nominations Committee and Chair of the Subsidiary Board, Discovery. Independent Panel Chairs, Independent Committee Members and Associate Committee Members are also remunerated for their role.

The role of Chair of Dimensions (UK) Limited is separate to that of Chief Executive.

Executive Board Members

The Chief Executive is an Executive member of the Dimensions (UK) Board. Executive Board Members are expected to:

- act in the best interests of the Dimensions and its subsidiaries (the Dimensions Group) at all times;
- perform their duties with reasonable skill and care, ensuring that the activities of the organisation fall within the Dimensions Group's permitted objects and are exercised in accordance with its powers, and use their powers solely for the purpose for which they are conferred on you;
- uphold and comply with Dimensions Group's code of governance, code of conduct and any other codes of conduct, standards, probity or similar;
- uphold and comply with Dimensions Group's policies, procedures and standing orders as set and amended from time to time by the Board;

- act within and fully comply with the Dimensions Group's constitution(s) and any applicable standing orders and the terms of the board member/trustee role description(s);
- uphold and promote the core policies, purpose, values, and objectives of the Dimensions Group (including its commitment to anti-corruption and to diversity and equal opportunities) and avoid doing anything which might bring the Dimensions Group into disrepute;
- contribute to and share responsibility for decisions of the Board;
- attend induction, training and performance review sessions and other such sessions or events as are reasonably required by the Dimensions Group;
- undergo review of their performance as a board member/trustee as the Dimensions Group may require from time to time, and to take any actions agreed arising from that review;
- read Board and/or committee papers (as applicable) before meetings, sufficiently so as to contribute at meetings; and
- represent the Dimensions Group when requested

Executive Directors will:

- accept the board appointment without further remuneration
- not do anything which would cause them to be disqualified from acting as a director
- except with the prior approval of the Board, not resign as a member of the Board.

Members with lived experience

There are two Expert by Experience co-opted members on the Group Board – one, a person with lived experience of a disability, the other with experience of being a family member of someone with a learning disability (who is not supported by Dimensions).

There also continues to be a strong connection between the Group Board and people supported through the Dimensions Council, which is comprised of the people supported (including tenant representatives) which has been formed to advise and give direct feedback to the Board. The Council is helped to have a voice, by facilitation, within the organisation, with our Board, the Executive Team, and the Leadership Group. In addition, the Council is supported in identifying and grasping opportunities to have their voice heard outside Dimensions with opinion formers and other key players in our sector. The Group Board and Council have a joint meeting each year, and Board Members attend Council meetings.

Two of the Associate Committee Members also bring lived experience, and the Chair of the Dimensions Council attends Quality & Practice Committee.

The skills, qualities and experience required by the Board from its members and committee members

The Board audits the skills, qualities, and experience that it requires. Each year Board Members self-assess their own skills and experience against a set of key areas and have a peer-to-peer conversation to sense-check their assessments – these skills areas are reviewed in line with the organisational Strategy, with changes made to add or remove skills accordingly. The assessment of skills is overseen by the Remuneration & Nominations Committee and informs the Recruitment & Succession Policy and plans.

Where gaps are identified, this informs the succession planning and recruitment of new Members.

During 2021/22, the UK Board comprised of experts in the following areas. Experts are defined in our skills matrix as those who have specialist, up-to-date knowledge, and experience in this area. They are likely to be working, or to have worked, in this field as a profession and are likely to have a relevant qualification where applicable. Other Board members draw on their in-depth knowledge and expertise on the subject:

General business Strategic planning Risk identification and management Performance measurement and management General business management Business development / mergers and acquisitions Strategic partnerships with other organisations Organisational development / change management Human Resources management PR / marketing / communications Reputation Management	**Finance and audit** Financial strategy and planning Treasury management Accounting and financial performance monitoring Audit and the work of Audit Committees Social housing Social housing management Strategic asset management	**Legal and regulatory** Governance Social care legal and regulatory requirements Social housing legal and regulatory requirements Employment law Company law / charity law Voluntary sector Volunteer management Fundraising Campaigning Social enterprise
Care and support Provision, or receipt, of care and support services Provision of services to people with learning disabilities Provision of services to autistic people Provisions of services for people with special educational needs Provision of services for children and young people Service commissioning and procurement Provision of mental health services Commissioning of mental health services NHS commissioning	**Involvement and engagement** Tenant and People We Support involvement and engagement Knowledge of the needs and aspirations of people supported Knowledge of the needs and aspirations of families	

Recruitment of New Board Members

New Board, Committee and Panel members are recruited on an ad hoc basis when a need for new Board members is identified because of the end of a term or resignation and members are recruited in line with a Non-Executive Recruitment & Succession Policy, paying attention to the skills and experience needed.

An Executive Search firm is used to source suitable candidates, and the process includes the provision of supporting statements, and confirmation of their eligibility to act as Board Members. The recruitment process includes informal meetings with members of the Group Executive Team, visits to homes, which during most of 2021/22 have been virtual, and panel interviews, including with an Expert by Experience Panel. The Board seeks to attract a diverse range of membership in terms of interest, culture, and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

A detailed induction is provided for new Board Members. During 2021/22 for Dimensions (UK) Limited we recruited:

- 2 full Group Board Members
- 1 co-opted Group Board Member
- 1 Independent Committee Member
- 3 Associate Committee Members (development role)

Equality, Diversity & Inclusion (EDI) in Governance Arrangements

The Group have continued to look closely this year at equality and diversity within the governance structures and have identified a number of activities to strengthen this aspect of the arrangements.

The National Housing Federation Code of Governance requires a level of accountability of Dimensions EDI objectives and ambitions. The company secretary and EDI manager have been supporting the Board and Executive team over the last year in a number of activities aimed at ensuring more diverse representation and engagement by Non-Executives in the EDI conversations.

During 2021/22 we have taken steps to ensure there is greater diverse representation at Board level by:

- using a critical friend role to work with the Recruitment Panels to ensure we are diversely representative within our recruitment process - this critical friend joined the panel as an observer, supporting our organisation in understanding of different cultural backgrounds and experiences
- reviewing the essential and desirable criteria and additional questions relating to EDI in the interview process.
- developing an Associate Committee Member role and recruited to this position for 3 Group Committees as a way of increasing and encouraging diverse perspectives within the governance arrangements but also as a learning opportunity for people who would like to develop skills leading to a full non-Executive role at some point in the future within Dimensions or elsewhere in the sector.
- holding an externally facilitated workshop on Inclusive leadership and Unconscious bias for new members (Executive and Non-Executive) which others were invited to attend as a refresher.

The Company Secretary, Equality, Diversity and Inclusion Manager and Senior Independent Director are planning a workshop for 2022/23 which aims to ensure that we maximise the benefit of the diverse representation we now have ensuring that all Board members feel comfortable and able to bring their 'whole self' perspective, knowledge, and perspective, rather than just their professional knowledge and skills.

The EDI annual report is now published on the website to publicise our EDI commitments and progress.
As at 31st March 2022, the Group Board diversity profile:

- Average Age – 59
- Members who are female – 50%
- Members from an ethnic background – 33%

Training for Board members

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

Shared responsibility

Members of the Board recognise their shared responsibility for the decisions of the Board and for ensuring that the financial affairs of Dimensions (UK) Limited are properly conducted. A Register of Members' and Senior Officers' Interests is in place.

Going Concern

The Group is forecasting a surplus for next year from its main operational activities and has sufficient cash facilities available which provide adequate resources to the Group's day-to-day operations.

On this basis and after making appropriate enquiries and reviewing the 2022/23 budget and 2025 Strategic plan including changes arising from the COVID-19 pandemic, the Board confirms that it has a reasonable expectation that the Group has adequate resources to continue in its operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in preparing the consolidated financial statements.

External Auditors

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

Disclosure of information to auditors

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the company's auditor is unaware; and each director has taken all the steps that he or she ought to have taken as a director to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of Board's responsibilities in respect of the Board's report and the financial statements

The Board is responsible for preparing the Board's Report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under those regulations the Board has elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

The financial statements are required by law to give a true and fair view of the state of affairs of the group and the association and of the income and expenditure of the group and the association for that period.

In preparing these financial statements, the Board is required to:

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

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the association and enable it to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019 . It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the association's website www.dinensions-uk.org. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report was approved by the Board of Dimensions (UK) Limited on **3rd August 2022** and signed on its behalf by:

Greenbank

Jo Greenbank
Secretary
Dimensions (UK) Limited
1430 Arlington Business Park
Theale RG7 4SA

Opinion

We have audited the financial statements of Dimensions (UK) Limited (the "Parent") and its subsidiaries (the "Group") for the year ended 31 March 2022 which comprise the Group and Parent Statement of Comprehensive Income, the Group and Parent statement of changes in Equity, the Group and Parent Statements of Financial Position, the Consolidated Statement of Cash flows, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and Parent's affairs as at 31 March 2022 and the Group and Parent's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2019.

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 Group 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 Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or Parent'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 Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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 Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the group; or
- a satisfactory system of controls over transactions has not been maintained; 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 the Board

As explained more fully in the Board's responsibilities statement set out on page 30, the Board is 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 Board determines 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 Board is responsible for assessing the Group's and Parent'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 Board either intends to liquidate the Group or Parent or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Co-operative and Community Benefit Societies Act 2014 (and related Directions and regulations), the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statements items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the entity for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, Care Quality standards, health, and safety, taxation, and employment legislation.

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

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

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

Use of our report

This report is made solely to the members as a body in accordance with the Co-operative and Community Benefit Societies Act 2014 and the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the entity and the members as a body, for our audit work, for this report, or for the opinions we have formed.

JPoulter

Julia Poulter
Crowe U.K. LLP
Statutory Auditor
55 Ludgate Hill
London
EC4M 7JW
15th September 2022

Consolidated Statement of Comprehensive Income

	Notes	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
Turnover	**2,3**	**211,456**	209,004	**134,451**	136,314
Operating costs		(206,730)	(202,122)	(131,321)	(131,606)
Operating surplus	**3**	**4,726**	6,882	**3,130**	4,708
Loss on disposal of fixed assets	**7**	(317)	(108)	(258)	(108)
Interest receivable and similar income	**8**	16	11	16	20
Interest payable and similar charges	**9**	(355)	(221)	(355)	(221)
Surplus for the year	**10**	**4,070**	**6,564**	**2,533**	**4,399**
Actuarial gain/(loss) in respect of pension schemes		2,510	(4,682)	2,510	(4,682)
Total comprehensive income/(expenditure) for the year		**6,580**	**1,882**	**5,043**	**(283)**

The consolidated results relate wholly to continuing activities. The accompanying notes on pages 40 to 76 form part of these financial statements.

These financial statements were approved by the Board of Management on **3rd August 2022** and were signed on its behalf by:

Nicks Bd

Nick Baldwin CBE
Chair

Gordon Lyle
Senior Independent Director

Greenbank

Joanne Greenbank
Company Secretary

	Notes	Income and expenditure reserve £'000	Restricted reserves £'000	Total £'000
Balance at 1 April 2020		**26,448**	**775**	**27,223**
Total comprehensive income for the year		1,882	-	1,882
Balance as at 31 March 2021	20,21	**28,330**	**775**	**29,105**
Total comprehensive income for the year		6,580	-	6,580
Balance as at 31 March 2022		**34,910**	**775**	**35,685**

The accompanying notes on pages 40 to 76 form part of these financial statements.

	Notes	Income and expenditure reserve £'000	Restricted reserves £'000	Total £'000
Balance at 1 April 2020		19,021	772	19,793
Total comprehensive expenditure for the year		(283)	-	(283)
Balance at 31 March 2021	20,21	18,738	772	19,510
Total comprehensive income for the year		5,043	-	5,043
Balance at 31 March 2022		**23,781**	**772**	**24,553**

The accompanying notes on pages 40 to 76 form part of these financial statements.

Dimensions (UK) Limited
Consolidated Statement of Financial Position

	Notes	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
Fixed Assets					
Housing properties – cost less depreciation	13	24,582	25,098	24,582	25,098
Other fixed assets	14	6,707	5,389	3,753	2,373
		31,289	**30,487**	**28,335**	**27,471**
Current assets					
Debtors	15	23,387	29,139	21,244	28,208
Cash at bank and in hand		35,514	30,022	22,336	17,487
		58,901	59,161	43,580	45,695
Creditors: Amounts due within one year	16	(29,018)	(31,089)	(22,300)	(24,649)
Net current assets		**29,883**	**28,072**	**21,280**	**21,046**
Debtors: Amounts falling due after more than one year	15	**-**	**-**	**386**	**386**
Total assets less current liabilities		**61,172**	**58,559**	**50,001**	**48,903**
Creditors: Amounts falling due after more than one year	18	(18,274)	(19,040)	(18,274)	(19,040)
Pension liability	25	(6,407)	(9,537)	(6,407)	(9,537)
Provision for liabilities	33	(806)	(877)	(767)	(816)
Total net assets		**35,685**	**29,105**	**24,553**	**19,510**
Capital and reserves					
Non – equity share capital	19	-	-	-	-
Restricted reserves	20	775	775	772	772
Income and expenditure account	21	34,910	28,330	23,781	18,738
Total capital and reserves		**35,685**	**29,105**	**24,553**	**19,510**

The accompanying notes on pages 40 to 76 form part of these financial statements.

These financial statements were approved by the Board of Management on **3rd August 2022** and were signed on its behalf by:

Nick Baldwin CBE **Chair**	**Gordon Lyle** **Senior Independent Director**	**Joanne Greenbank** **Secretary**

	Notes	2022	2021
		£'000	£'000
Net cash inflow from operating activities	26	7,421	12,782
Investing activities			
Interest received	8	16	11
Payments to acquire other tangible fixed assets	14	(1,601)	(1,394)
Payments to acquire and/or construct housing properties and/or their components	13	(679)	(1,246)
Receipts from sale of housing properties		410	513
Receipts from sale of other tangible fixed assets		(61)	(15)
Government grants received		115	246
Net cash outflow from investing activities		(1,800)	(1,885)
Financing activities			
Interest paid		(129)	(98)
Net cash outflow from financing activities		(129)	(98)
Increase in cash and cash equivalents	27	5,492	10,799
Cash and cash equivalents at 1 April		30,022	19,223
Cash and cash equivalents at 31 March		35,514	30,022

The accompanying notes on pages 40 to 76 form part of these financial statements.

1 Legal Status

Dimensions (UK) Limited, the Parent, is registered under the Cooperative and Community Benefit Society Act 2014 and is a registered housing association.

Three of the subsidiaries of the Parent, Outreach 3 Way, Dimensions Cymru Limited and Dimensions Somerset SEV Limited (trading as "Discovery"), are charitable companies limited by guarantee. The fourth subsidiary, Dimensions Personalised Support Limited is a profit-making company that gift aids its profits back to the Parent organisation.

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

2 Accounting policies

The following accounting policies have been applied consistently in dealing with items which were considered to be material in relation to the financial statements of the Group.

Basis of preparation

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2019 ("the Direction").

These financial statements have been prepared on a historical cost basis and are presented in Sterling (£). All amounts in the financial statements have been rounded to the nearest £1,000.

The Parent company has adopted the following disclosure exemptions:

- The requirement to present a statement of cash flows and related notes
- Categories of financial instruments
- Items of income, expenses, gains, or losses relating to financial instruments, and
- Exposure to and management of financial risks.

The principal accounting policies of the Group are set out below and have, unless otherwise stated, been applied consistently to all periods presented in these financial statements

Judgements made by the directors, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in this note.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons.

The Group has a 5-year strategy to 2025, which was approved in Autumn 2019 by the Board. As well as considering the impact of a number of scenarios on the strategy, the Board also adopted a stress testing framework against the base plan. The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure. Following the outbreak of Covid-19 the Group has undertaken a series of further scenario testing including severe but plausible downsides in the worst-case assessment.

The Board, after reviewing the group and association budgets for 2022/23 and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the group has adequate resources to continue in business for at least 12 months from the date of approval of these accounts. In order to reach this conclusion, the Board have considered:

- Care fee uplift: A strategic approach is taken to negotiate an annual increase in care and support fees with our commissioners, to ensure contracts remain financially viable. Quarterly performance reviews are undertaken at contract level to monitor this;
- Rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential future reductions in rents;
- Liquidity – current available cash of £35m and unutilised credit facilities of £10m which gives significant headroom for committed spend and other forecast cash flows that arise;
- The group's ability to withstand other adverse scenarios such as higher interest rates and number of void properties.

Consequently, the Board is confident that the Group and Association will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Group structure and basis of consolidation

The Group financial statements incorporate the financial statements of the Parent, Dimensions (UK) Limited, and its subsidiaries:

- Outreach 3 Way,
- Dimensions Somerset SEV Limited (trading as "Discovery")
- Dimensions Personalised Support Limited
- Dimensions Cymru Limited

All the Group members' results are presented as operations under common control.

2 Accounting policies (continued)

Turnover and revenue recognition

Group turnover is made up of Care charges, Supporting People grants, Rental charges to residents, and grants from local and national funders in respect of the year. Group turnover also includes rent and service charges and charges to managing agents. Group turnover is predominantly earned from Local Health Authorities and Clinical Commissioning Groups.

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Income from Supporting People and support services

Supporting People contract income are recognised as they fall due under the contractual arrangements with Local Authorities and included in turnover. Charges for support services, if the services are provided within the tenancy agreement, are shown as 'Charges for support services'. Where support is provided under a contract separate from the tenancy agreement the related income is shown under 'Supporting People'.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met.

Value Added Tax

The Group charges Value Added Tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

Management costs

Management costs include costs in running the Group, excluding those relating to the direct provision of services to people we support, contractors' costs for performing maintenance work, depreciation, and financing costs.

Apportionment of direct employee, administration, and operating expenditure

Direct employee, administration and operating costs have been apportioned to the relevant section of the Income and Expenditure Account on the basis of costs of the staff directly engaged on operations dealt with in these financial statements.

Debtors

Debtors are recognised at transaction price after any discount offered.

2 Accounting policies (continued)

Creditors and provisions

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

Employee Benefits

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated within the Group's fixed assets at cost less accumulated depreciation and accumulated impairment.

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements.

Government grants

Government grants include grants receivable from the Homes England, local authorities, and other government organisations. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the Group is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Grants due from government organisations or received in advance are included as current assets or liabilities.

Social housing grant and recycled capital grant fund

Social Housing Grant (SHG) is receivable from the Homes England and is utilised to reduce the capital costs of housing properties, including land costs.

These grants are recognised using the accrual model, as set out in FRS 102 and the Housing SORP 2018. The grants are recognised in income over the expected useful life of the housing property structure, even if the fair value of the grant exceeds the carrying value of the structure in the financial statements.

In the case of grants received specifically for components of a housing property the grant is recognised in income over the expected useful life of the component.

2 Accounting policies (continued)

Government grants are classified as deferred income, at cost less accumulated amortisation.

Where SHG becomes repayable following the sale of a property it is credited to the recycled capital grant fund included in the balance sheet creditors.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the association is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability.

Depreciation of housing properties

Dimensions separately identifies the major components which comprise its housing properties, and charges depreciation, so as to write-down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Group depreciates the major components of its housing properties at the following annual rates:

	Years
Building/Structure	80
Pitched Roof Coverings	80
Windows and doors	40
Electrical Installations	40
Bathrooms	20
Boilers	15
Kitchen and Utility Rooms	10
Housing properties awaiting development	60

Sales of housing properties are recognised in the income and expenditure account at the point the sale becomes unconditional and are separately disclosed after the operating surplus for the year.

Other tangible fixed assets

Other tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation on the cost of other tangible fixed assets has been provided evenly at the following annual rates and is charged over the expected economic useful lives to write them down to their estimated residual values as follows:

2 Accounting policies (continued)

	Years
Other property	50
Building improvements	5
Household fixture and fittings	4
Plant machinery, fixtures, and motor vehicles	4-10
Office, computer equipment and software	4-7
Dilapidation commitments	Over the life of the lease

Freehold land is not depreciated.

Housing buildings are depreciated from the date of practical completion. With regard to other fixed assets, depreciation is charged from the month of purchase or commissioning.

Gains or losses arising on the disposal of other tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

Impairment

The group reviews and tests the carrying value of housing properties, including those with individual components, when events or changes in circumstances suggest that the carrying amount may not be recoverable. Cash-generating units and any other assets are reviewed for impairment if there is an indication that impairment may have occurred. Where impairment indicators are identified an assessment for impairment is undertaken comparing the asset's carrying amount to its recoverable amount. Where there is evidence of impairment, fixed assets are written down to their recoverable amount. Any such write-down is charged to operating surplus.

Operating Leases

Dimensions leases properties, vehicles, and office equipment. These are classified as operating leases as the title and the substantial risks and rewards of ownership remain with the lessor and are not transferred to the Group.

Costs in respect of operating leases are charged to income and expenditure on a straight-line basis over the lease term.

2 Accounting policies (continued)

Provisions for liabilities

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Accounting for goodwill

Where in substance the business combination is a donation of net assets or net liabilities, the difference arising between the fair value of the net assets or net liabilities acquired at the date of acquisition and the consideration paid represents either purchased or negative goodwill. Purchased goodwill is treated as an expense and is included in the income and expenditure account within operating costs. Negative goodwill is treated as a donation and is included in the income and expenditure account within turnover.

Bank accounts of people we support

In certain cases, the Group and its employees support people we care for to manage their money in a Dimensions bank account specifically named and managed for that individual. These bank accounts do not relate to the Group and are therefore not dealt with in these financial statements.

Managing agents

The Group owns properties in respect of supported housing schemes which are run by outside agencies. Where the agencies carry the financial risk, the income and expenditure account includes only that income and expenditure which relates solely to the Group.

Related party transactions

The Parent has taken advantage of the exemption in FRS102 from reporting related party transactions with its fellow Group undertakings.

Restricted reserves

Donations to an Amenity Fund are retained in a restricted reserve for use by a specified service only, as are the donations for a sensory garden.

The value of freehold land and buildings received from donors and specifically covenanted for the provision of autism related services is retained in a restricted reserve.

The surplus on the disposal of a care home restricted to the provision of accommodation to people with learning disabilities is also retained in a restricted reserve.

2 Accounting policies (continued)

Funds received where there are prescribed uses of those funds in relation to individual people we support or defined groups of people we support are accounted for separately together with the subsequent use of the funds.

Pension costs

The Group participates in the Social Housing Defined Contribution Scheme administered by the Pension Trust. Contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

In the past, Dimensions participated in SHPS Defined Benefit Schemes. The Group is able to identify its share of the underlying assets and liabilities of these schemes and accordingly the pension costs relating to the schemes are accounted for in accordance with the full requirements of FRS 102. Current service costs, net finance returns and actuarial gains and losses are all included in the statement of comprehensive income.

The Group also participates in The Royal County of Berkshire Pension Fund and The NHS Pension Scheme, This pension scheme provides benefits based on final pensionable earnings. The Group is also able to identify its share of the underlying assets and liabilities of these schemes and the pension costs relating to the schemes are also accounted for in accordance with the full requirements of FRS 102.

Dimensions Group participates in a defined benefit statutory scheme with the Somerset County Council Pension Fund and Barnsley Pension Fund, part of the Local Government Pension Scheme. The schemes provide benefits to employees based upon final pensionable earnings. Barnsley and Somerset County Council are responsible for the scheme deficit and so the organisation is exempt from including the FRS102 disclosures in these statutory accounts.

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

Borrowing facilities

The Group holds a committed revolving credit facility which is to be used for general corporate and working capital purposes which expires in April 2027. As at 31 March 2022 the Group had available £10m (2021: £10m) of undrawn committed borrowing facilities with a floating charge over the Group's assets; all conditions precedent had been met.

Income and expenditure account

During the year, the Group has designated that £836k (2021: £740k) be used to fund social projects within Somerset. Designated funds are expected to be spent within 12-24 months of being earmarked.

Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Significant management judgements

The following are the significant management judgements made in applying the accounting policies of the Group that have the most significant effect on the financial statements.

Impairment

Dimensions is required to review, at least annually, the carrying value of assets when events or changes in circumstances suggests that the carrying amount may not be recoverable. Where such indicators exist, carrying value is compared with higher of value in use or estimated net realisable value. Where the carrying value is lower, an impairment adjustment is made and charged to statement of comprehensive income.

The value-in-use calculation at 31 March 2022 used a discount rate of 3%, which was applied to cash flows extending over a 30-year period. This reflects the long useful lives of housing properties. Impairment provisions of £28k was charged this year (2021: £115k release).

Capitalisation of property development costs

Distinguishing the point at which a service is likely not to continue, allowing capitalisation of associated development costs requires judgement. After capitalisation, management monitors the asset and considers whether changes indicate that impairment is required. The total amount capitalised in the year was £679k (2021: £168k).

Dilapidations

Where Dimensions holds leases on properties, there may be a residual dilapidation charge at the end of the lease for returning the property to its original condition. These are provided for in full at the start of the lease, and are reviewed annually, based on a property-by-property review. Dilapidation provisions totalling £217k (2021: £261k) are held by the Group.

Debtors' provisions

Specific debtor provisions are based on management judgement having reviewed all debts. Typically, all debts over one year old (not subsequently paid) will be provided for. In addition, provisions are calculated on the following bases:

- Rent debtors – fifty per cent of arrears over eight weeks old and one hundred per cent for former tenants
- Other debtors – fifty per cent of debts (not otherwise provided for or subsequently paid) which are over six months old and one hundred per cent of debts which are over one years old

Total provisions at 31 March 2022 amounted to £1,062k (2021: £1,139k) for the Group.

2 Accounting policies (continued)

Significant management judgements (continued)

Group overhead allocation

Group central overhead costs are allocated to operating units based on the budget central expenditure and in proportion to budget direct costs.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income, and expenses is provided below. Actual results may be substantially different.

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to decent homes standards which may require more frequent replacement of key components.

Defined benefit obligation (DBO)

Management's estimate of the DBO is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the DBO amount and the annual defined benefit expenses (as analysed in note 25).

3 Particulars of turnover, operating costs, and operating surplus

GROUP	2022 Turnover £'000	2022 Operating costs £'000	2022 Operating surplus £'000	2021 Turnover £'000	2021 Operating costs £'000	2021 Operating surplus £'000
Social housing lettings (note 4(a))	9,421	(8,749)	672	9,233	(8,391)	842
Other social housing activities:						
Charges for support services (note 4(b))	202,035	(197,981)	4,054	199,771	(193,731)	6,040
Total	211,456	206,730	4,726	209,004	(202,122)	6,882

PARENT	2022 Turnover £'000	2022 Operating costs £'000	2022 Operating surplus £'000	2021 Turnover £'000	2021 Operating costs £'000	2021 Operating surplus £'000
Social housing lettings (note 4(a))	9,421	(8,749)	672	9,233	(8,391)	842
Other social housing activities:						
Charges for support services (note 4(b))	125,030	(122,572)	2,458	127,081	(123,215)	3,866
Total	134,451	(131,321)	3,130	136,314	(131,606)	4,708

There were no non-social housing activities in the current or prior year.

4(a) Particulars of income and expenditure from social housing lettings

	Group		Parent	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Income				
Rents receivable*	5,003	5,002	5,003	5,002
Service income	3,597	3,314	3,597	3,314
Government grants taken to income	405	366	361	366
Charges to Managing Agents	416	551	460	551
Total income from social housing lettings	9,421	9,233	9,421	9,233
Expenditure				
Care Management	1,797	1,616	1,797	1,616
Services	1,906	1,870	1,906	1,870
Routine and planned maintenance	1,727	1,729	1,727	1,723
Major repairs expenditure	659	49	659	49
Payments to agents	1,879	2,373	1,879	2,373
Depreciation of housing properties	809	784	809	784
Impairment provision	(28)	(30)	(28)	(30)
Operating costs on social housing lettings	8,749	8,391	8,749	8,391
Operating surplus from lettings	672	842	672	842

*Rents receivable are stated after deducting £447k (2021: £334k) for void losses.

All income and expenditure relates to supported housing and housing for people with learning disabilities and autistic people.

4(b) Particulars of income and expenditure from other social housing activities

	Group		Parent	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Grants	193,221	186,837	121,384	119,042
Charges for support services	3,545	3,818	1,053	1,330
Supporting People	1,190	1,406	748	987
Other	3,699	6,354	1,623	4,366
Furlough Scheme	380	1,356	222	1,356
Total income from social care	202,035	199,771	125,030	127,081
Expenditure on social care				
Management	192,268	186,288	120,686	119,121
Services	4,904	6,291	2,708	4,070
Maintenance	583	784	58	13
Recharges	-	-	(1,046)	(356)
Depreciation	198	453	138	367
Impairment	28	(85)	28	-
Total expenditure on social care	197,981	193,731	122,572	123,215
Operating surplus on social care	4,054	6,040	2,458	3,866

Recharges relate to costs incurred by the parent that are subsequently recharged to the subsidiary entities.

Furlough Scheme

The furlough scheme is a government grant relating to a wage subsidy programme introduced in the United Kingdom in response to the COVID-19 coronavirus pandemic. The group was entitled to the wage subsidy because it had reduced operations in the UK as a result of the pandemic. The accounting policy adopted is set out in note 2 to the financial statements: the grant was recognised in the Income and Expenditure in 'other income' as the related wages and salaries for furloughed employees were recognised. There were no unfulfilled conditions relating to the grant claim at 31 March 2022.

5 Directors' emoluments

The directors are defined as the members of the Board, the Chief Executive, and the Executive Team at any point during the year. Aggregate emoluments payable to directors (including pension contributions and benefits in kind were):

	Group		Parent	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Non-executive directors	131	106	131	106
Executive staff members	1,042	1,140	1,042	1,045
	1,173	1,246	1,173	1,151
Compensation for loss of office	-	-	-	-

No retirement benefits are accrued under defined benefit schemes.

The Chief Executive Officer was the highest paid employee during the year, (similar to prior year 2021).
The emoluments payable to the Chief Executive Officer (excluding pension contributions but including benefits in kind and compensation for loss of office) were:

	Group		Parent	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Emoluments	182	178	182	178

The pension contributions paid by the organisation for the Chief Executive Officer were £14k (2021: £13k)

6 Staff numbers and costs

The average headcount and the average number of full-time equivalent persons employed by the Group and Parent during the year (including senior executives), analysed by category, were as follows:

Headcount	Group		Parent	
	2022 No.	2021 No.	2022 No.	2021 No.
Care staff	6,617	6,748	5,240	5,590
Administration	613	515	495	422
	7,230	7,263	5,735	6,012

6 Staff numbers and costs (continued)

Full Time Equivalent	Group		Parent	
	2022 No.	2021 No.	2022 No.	2021 No.
Care staff	4,717	5,227	3,757	4,356
Administration	473	425	372	349
	5,190	5,652	4,129	4,705

Remuneration of staff (including pension contribution and benefits in kind) is in the following bands:

	Group		Parent	
	2022 No.	2021 No.	2022 No.	2021 No.
£60,000 to £69,999	27	15	24	14
£70,000 to £79,999	7	5	5	3
£80,000 to £89,999	5	5	5	3
£90,000 to £99,999	2	-	2	-
£100,000 to £109,999	2	-	2	-
£110,000 to £119,999	1	2	1	2
£120,000 to £129,999	4	2	4	2
£130,000 to £139,999	1	-	1	-
£150,000 to £159,999	-	2	-	2
£160,000 to £169,999	1	-	1	-
£170,000 to £179,999	-	1	-	1
£180,000 to £189,999	1	-	1	-

Staff costs	Group		Parent	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Wages and salaries	128,707	131,582	104,488	105,200
Social security costs	11,332	11,168	9,201	8,968
Pension costs	4,712	4,629	3,516	3,207
	144,751	147,379	117,205	117,375

Included in the Group's payroll costs are redundancy payments of £148k (2021: £321k); for the parent: £62k (2021: £200k)

7 Loss on disposal of fixed assets

	Group		Parent	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Net proceeds from disposal of housing properties	230	4	230	4
Cost of sales	(547)	(91)	(488)	(91)
Incidental selling costs	-	1	-	1
Deficit on disposal of housing properties	(317)	(86)	(258)	(86)
Surplus /(deficit) on disposal of other fixed assets	-	(22)	-	(22)
Deficit for the year	(317)	(108)	(258)	(108)

8 Interest receivable and similar income

	Group		Parent	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Bank interest	16	11	7	11
Intercompany Loan Interest	-	-	9	9
	16	11	16	20

9 Interest payable and similar charges

	Group		Parent	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Finance cost on pension scheme	226	123	226	123
Bank loans	129	98	129	98
	355	221	355	221

10 Surplus for the year

	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
The surplus for the year is stated after charging/(crediting):				
Depreciation and impairment:				
Housing properties	757	784	809	784
Impairment of housing properties	28	(30)	28	(30)
Other fixed assets	222	453	138	367
Impairment of other fixed assets	-	(85)	-	-
Auditor's remuneration:				
Auditor's remuneration: Audit	80	88	35	73
Operating leases rental	4,302	6,314	3,333	5,450

11 Taxation status

The Group and Parent have charitable status and their sources of income are exempt from income and corporation tax provided that they are applied for charitable purposes.

12 Investments in subsidiaries

As required by statute, the financial statements consolidate the results of Outreach 3 Way, Dimensions Cymru Limited, Dimensions Personalised Support Limited, and Dimensions Somerset SEV Limited (trading as "Discovery"), which were subsidiaries of the organisation at the end of the year. The organisation wholly owns the four subsidiaries and has the right to appoint members to the boards and thereby exercises control over them. All subsidiaries of Dimensions (UK) Limited are regulated entities except for Dimensions Personalised Support Limited.

Dimensions (UK) Limited is the ultimate parent undertaking.

Each subsidiary except Dimensions Personalised Support Limited, bears its direct employee, administration, and operating costs. Central overhead costs are apportioned to the parent and subsidiaries based on the total direct costs of providing social housing and other activities in each entity.

Costs apportioned to non-regulated entities were as follows:

	2022 £'000	2021 £'000
Outreach 3 Way	680	801
Dimensions Cymru Limited	1,198	615
Dimensions Somerset SEV Limited (trading as "Discovery")	2,231	2,433

13 Housing properties
Group & Parent

	Housing properties available for letting £'000
Cost	
At 1 April 2021	35,364
Additions	679
Disposals	(706)
At 31 March 2022	35,337
Depreciation and impairment	
At 1 April 2021	10,266
Depreciation charged during the year	757
Impairment	28
Disposals	(296)
At 31 March 2022	10,755
Net book value	
At 31 March 2022	24,582
Net book value	
At 31 March 2021	25,098

	2022 £'000	2021 £'000
Housing property costs comprise:		
Freeholds	28,537	28,643
Long leaseholds	5,113	5,047
Short leaseholds	1,687	1,674
	35,337	35,364

Expenditure on works to existing properties comprise the following:	£'000	£'000
Components capitalised	861	168
Amounts charged to the income and expenditure account	659	49
	1,520	217

Impairment

Impairment of £28,000 was charged in the year (2021: £30,000 released) to decrease the carrying value of certain housing properties to their value-in-use, being the estimated recoverable amount.

The value-in-use calculation used a discount rate of 3.0%, applied to cash flows extending over a 30-year period, which reflects the long useful lives of housing properties.

14 Tangible fixed assets

a) **Other fixed assets GROUP**

	Property £'000	Office & computer equipment £'000	Household fixtures & fittings £'000	Total £'000
Cost				
At 1 April 2021	4,156	4,490	351	8,997
Additions	54	1,311	236	1,601
Disposals	-	(900)	(11)	(911)
At 31 March 2022	4,210	4,901	576	9,687
Depreciation				
At 1 April 2021	953	2,476	179	3608
Charged during the year	58	107	57	222
Disposals	-	(844)	(6)	(850)
At 31 March 2022	1,011	1,739	230	2,980
Net book value				
At 31 March 2022	3,199	3,162	346	6,707
Net book value				
At 31 March 2021	3,203	2,014	172	5,389

14 Tangible fixed assets (continued)

b) **Other fixed assets PARENT**

	Property £'000	Office & computer equipment £'000	Household fixtures & fittings £'000	Total £'000
Cost				
At 1 April 2021	434	4,263	320	5,017
Additions	-	1,311	236	1,547
Disposals	-	(758)	(11)	(769)
At 31 March 2022	434	4,816	545	5,795
Depreciation				
At 1 April 2021	88	2,403	153	2,644
Charge for year	6	99	57	162
Disposals	-	(758)	(6)	(764)
At 31 March 2022	94	1,744	204	2,042
Net book value				
At 31 March 2022	340	3,072	341	3,753
Net book value				
At 31 March 2021	346	1,860	167	2,373

15 Debtors

	Group		Parent	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Due within one year				
Rent and service charges receivable	200	371	178	353
Less: provision for bad and doubtful debts	(25)	(17)	(25)	(17)
	175	354	153	336
Trade debtors	15,542	22,486	9,219	13,549
Other debtors	41	42	40	40
Prepayments and accrued income	7,629	6,257	7,234	6,029
Amounts owed by subsidiaries	-	-	4,598	8,254
	23,387	29,139	21,244	28,208
Due after more than one year				
Amounts owed by subsidiaries	-	-	386	386
	23,387	29,139	21,630	28,594

16 Creditors:

Amounts falling due within one year	Group		Parent	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade creditors	2,664	2,980	2,476	2,650
Other creditors	679	269	675	270
Taxation and social security costs	4,953	5,200	2,872	2,471
Accruals and deferred income	18,035	20,864	11,166	12,908
Recycled capital grant fund *(note 17)*	2,687	1,776	2,687	1,776
Amounts owed to subsidiaries	-	-	2,423	4,574
	29,018	31,089	22,299	24,649

17 Recycled capital grant fund

	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
At 1 April	2,904	2,686	2,904	2,686
Grants recycled	278	310	278	310
Interest accrued	3	3	3	3
Withdrawals	-	(95)	-	(95)
Balance at 31 March	3,185	2,904	3,185	2,904
Amount due for repayment to Homes England	2,687	1,776	2,687	1,776

18 Creditors:

Amounts falling due after more than one year

	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
Social housing grant received	17,776	17,912	17,776	17,912
Recycled capital grant fund(note 17)	498	1,128	498	1,128
	18,274	19,040	18,274	19,040

Recycled capital grant funds are repayable in instalments due as follows:

	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
In one year or less (note 17)	2,687	1,776	2,687	1,776
Between one and two years	498	22	498	22
Between two and five years	-	1,106	-	1,106
	3,185	2,904	3,185	2,904

19 Non-equity share capital

Allotted, issued, and fully paid	Parent 2022 £	2021 £
Ordinary shares of £1 each at 1 April	9	8
New shares	2	1
Cancellations	(2)	-
Ordinary shares of £1 each at 31 March	9	9

The shares have limited rights and carry no entitlement to a dividend. They are not repayable and do not carry rights to participate in a winding up. They carry an entitlement to vote at the Organisation's General Meetings.

20 Restricted reserves

	2022 £'000	2021 £'000
Amenity Fund for respite care	5	5
Reserve related to Hollow Lane	410	410
Assets tied to autism related service	352	352
White Cliffs sensory garden	5	5
Parent	772	772
Reserve related to O3W	3	3
Group	775	775

21 Income and expenditure account

	Group		Parent	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Balance brought forward	28,330	26,448	18,738	19,021
Surplus for the year	4,070	6,564	2,533	4,399
Actuarial gain/(loss) on pension schemes	2,510	(4,682)	2,510	(4,682)
Balance carried forward	34,910	28,330	23,781	18,738
Income and expenditure account excluding pension liability	41,317	37,867	30,188	28,275
Pension liability	(6,407)	(9,537)	(6,407)	(9,537)
Income and expenditure account after including pensions liability	34,910	28,330	23,781	18,738

22 Financial commitments

As at year end, March 2022, Dimensions (UK) had capital commitment of £1.7million (2021: £Nil) for alteration and extension of a social housing property at High Greave, Sheffield, and accounting software change. The projects are ongoing and is scheduled for completion by FY 2022/23.
There were no other capital commitments as at 31 March 2022 (2021: £nil).

23 Operating lease commitments

At 31 March 2022, the Group had total commitments under operating leases as follows:

	Land & buildings		Other	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Amounts due in:				
Less than one year	2,076	2,320	467	645
Between two and five years	4,173	5,516	423	567
Over five years	3,806	4,893	-	-
	10,055	12,729	890	1,212

24 Social Housing Units / Bed Spaces

	2022 Number	2021 Number
Under management at the end of the year:		
Agency managed	156	169
Directly managed	574	593
	730	762

25 Pension liability

The Group participates in a number of defined contribution and defined benefit pension schemes. Further details of the main participating schemes are given below.

The pension liability included on the balance sheet is analysed as follows:

	Group		Parent	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Social Housing Pension Scheme - defined benefit liability	3,995	6,685	3,995	6,685
Royal County of Berkshire Pension Fund	2,412	2,852	2,412	2,852
	6,407	9,537	6,407	9,537

The People's Pension – auto enrolment scheme

The People's Pension is the qualifying workplace pension scheme used by Dimensions for auto-enrolment. The employer's contribution is currently 3% of qualifying earnings. Employees contributed 3%. The total charge to the Group for the year was £2,004k (2021: £1,936k).

As at 31 March 2022, 6,025 employees (2021: 6,057) were enrolled in the scheme.

The People's Pension – manager's scheme (replaced Standard Life scheme)

Group employees at the level of Locality Manager and above have access to a Standard Life money purchase scheme. Members of this scheme are required to make a minimum contribution of 3%. The employer's contribution is 7%. The total charge to the Group for the year was £740k (2021: £548k) (including payments to the superseded Standard Life scheme).

As at 31 March 2022, 342 employees (2021: 310 Standard Life scheme) were members of the People's Pension manager's scheme.

25 Pension liability (continued)

NHS Pension Scheme (NHSPS)

The NHSPS is an unfunded, defined benefit scheme and contributions to the scheme are determined by the Secretary of State on the advice of the Government Actuary. The most recent actuarial valuation for the scheme was for the period 2004-2012. This showed that at 31 March 2012 the scheme had a notional deficit of £10.3 billion.

The scheme is a multi-employer scheme and the disclosures relating to Dimensions (UK) Limited's share of the pension surplus or deficit, are not required by FRS102. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the scheme, the income and expenditure account charge for the period in respect of this scheme is derived from the employer contribution payable. During the year ended 31 March 2022, the employer's rate of contribution was paid at the rate recommended by the Actuary of 14.38%. The employees' contributions range between 5% and 12.5%. The total charge to the Group for the year was £798k (2021: £854k). As at 31 March 2022, 307 employees (2021: 366) were members of the NHSPS.

In accordance with FRS102, a valuation of the Scheme liability is carried out annually by the scheme actuary as at the balance sheet date by updating the results of the full actuarial valuation. The latest assessment of the liabilities of the scheme is contained in the Scheme Actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Resource Account, published annually. These accounts can be viewed on the NHS Business Services Authority website. Copies can also be obtained from The Stationery Office.

Further information on the value of the scheme assets and liabilities, as required by the SORP, is not available.

Social Housing Pension Scheme

Dimensions participates in the Social Housing Pension Scheme (SHPS). The Scheme operated a single benefit structure, final salary with a 1/60th accrual rate, to 31 March 2007. From April 2007 the employer operated a career average re-valued earnings (CARE) scheme with a 1/80th accrual rate. From 1 April 2014, Dimensions stopped participating in the CARE scheme and active members were offered membership of the SHPS Defined Contribution (DC) scheme at an employer contribution rate of 8.5% and a minimum employee contribution rate of 3%. The multi-employer defined benefit schemes are closed to new members. At 31 March 2022, 23 employees (2021: 25) were members of SHPS.

The TPT valuation for the current year is a defined liability of £3,955k (2021: £6,685k liability) which resulted in an actuarial gain of £2,730k.

Dimensions has provided for this by holding a provision calculated under the accounting rules set out in FRS102.

The deficit funding agreement remains in place. The additional costs that Dimensions has to fund for the past deficits identified are £773k (2021: £758k).
The total charge to Dimensions for the year in respect of current service was £Nil (2021: £77k).

25 Pension liability (continued)

Royal County of Berkshire Pension Fund

Dimensions participates in a defined benefit statutory scheme, the Royal County of Berkshire Pension Fund, part of the Local Government Pension Scheme. The scheme provides benefits to employees based upon final pensionable earnings.

The most recent formal actuarial valuation of the scheme at 31 March 2022 showed that the actuarial value of the scheme's assets does not cover the accrued liabilities based on estimated fund pensionable salaries at retirement to the extent of £2,412k (2021: £2,852k). Dimensions has provided for this by holding a provision calculated under the accounting rules set out in Financial Reporting Standard 102 (FRS102).

During the year ended 31 March 2022, the employer's rate of contribution was paid at the rate recommended by the Actuary of 14.0%. The employees' contributions ranged between 2.25% and 12.5%. The contribution paid by Dimensions during the year was £108k (2021: £25k). At 31 March 2022, 6 employees (2021: 6) were members of the Royal County of Berkshire Pension Fund.

The FRS102 disclosures are laid out in the statutory accounts.

Somerset County Council Pension Fund

Dimensions Group participates in a defined benefit statutory scheme, the Somerset County Council Pension Fund, part of the Local Government Pension Scheme. The scheme provides benefits to employees based upon final pensionable earnings. Somerset County Council are responsible for the scheme deficit and so the organisation is exempt from including the FRS102 disclosures in these statutory accounts.

During the year ended 31 March 2022, the employer's rate of contribution was paid at the rate recommended by the Actuary of 18.1%. The employees' contributions ranged between 2.25% and 12.5%. The total charge to the Group for the year was £857k (2021: £1,030k). As at 31 March 2022, 330 employees (2021: 334) were members of the Somerset County Council Pension Fund.

Barnsley Pension Fund

Dimensions participates in a defined benefit statutory scheme, the Barnsley Pension Fund, which is part of the Local Government Pension Scheme. The scheme provides benefits to employees based upon final pensionable earnings. Barnsley are responsible for the scheme deficit and so the organisation is exempt from including the FRS 102 disclosures in the statutory accounts.

During the year ended 31 March 2022, the employer's rate of contribution was paid at the rate recommended by the Actuary of 19.5%. The employees' contributions ranged between 2.25% and 12.5%. The total charge to the Group for the year was £91k (2021: £108k). At 31 March 202, 21 employees (2021: 22) were members of the Barnsley Pension Fund.

25 Pension liability (continued)

The disclosures required by FRS102 are as follows:

Royal County of Berkshire Pension Fund

The major assumptions used by the actuary were (in nominal terms):

	2022 % pa	2021 % pa	2020 % pa
Increases in salaries	4.20	3.80	2.90
Increases in pensions and deferred pensions	3.20	2.80	1.90
Discount rate	2.60	2.00	2.35
Retail price inflation	3.20	3.20	2.70
Consumer price inflation	3.20	2.80	1.90

The assets in the scheme were:	Actual asset allocation 2022	Actual asset allocation 2021
Equities	62%	60%
Other bonds	16%	16%
Property	12%	12%
Cash	2%	5%
Target Return	0%	4%
Commodities	0%	0%
Infrastructure	8%	3%
	100%	100%

The discount rate is used as a single net interest cost to be the expected return on assets.
The amounts recognised in the financial statements under FRS102 are as follows:

Balance sheet disclosure

	2022 £'000	2021 £'000	2020 £'000
Present value of the defined benefit obligation	4,873	4,966	3,973
Fair value of fund assets (bid value)	(2,461)	(2,114)	(1,835)
Net liability in balance sheet	2,412	2,852	2,138

Analysis of the amount charged to operating surplus

	2022 £'000	2021 £'000
Current service cost	(65)	(48)
Total operating charge	(65)	(48)

25 Pension liability (continued)

Analysis of the amount charged to the statement of comprehensive income

	2022 £'000	2021 £'000
Net interest on the defined benefit liability	(56)	(49)
Administration expenses	(2)	(1)
Total loss	(58)	(50)

Analysis of amount recognised in other comprehensive income

	2022 £'000	2021 £'000	2020 £'000
Return on fund assets in excess of interest	251	191	(76)
Experience (loss)/gain on defined benefit obligation	(13)	57	186
Other actuarial losses on assets	-	-	(107)
Change in financial assumptions	217	(1,011)	386
Change in demographic assumptions	-	41	13
Remeasurement of the defined liability	455	(722)	402

25 Pension liability (continued)

Reconciliation of opening and closing balances of the present value of the defined benefit obligation	2022 £'000	2021 £'000
Opening defined benefit obligation	4,966	3,973
Service cost	65	49
Interest cost	99	93
Contributions by scheme participants	13	14
Past service costs, including curtailments	-	-
Net change in assumptions and experience	(217)	970
Experience gain on defined benefit obligation	13	(57)
Estimated benefits paid net of transfers in	(66)	(75)
Closing defined benefit obligation	4,873	4,966

Reconciliation of opening and closing balances of the fair value of fund assets	2022 £'000	2021 £'000
Opening fair value of scheme assets	2,114	1,835
Interest on assets	43	44
Return on assets less interest	251	191
Employer contributions	108	106
Contributions by scheme participants	13	14
Actuarial gains/(losses)	-	1
Administration expenses	(2)	(1)
Estimated benefits paid (net of transfers in)	(66)	(75)
Fair value of scheme assets at end of year	2,461	2,114

Reconciliation of opening and closing surplus	2022 £'000	2021 £'000
At beginning of the year	(2,852)	(2,138)
Service cost	(65)	(48)
Interest cost	(56)	(49)
Employer contributions	108	106
Actuarial gain / (loss)	455	(722)
Administration expense	(2)	(1)
Deficit in scheme at end of year	(2,412)	(2,852)

25 Pension liability (continued)

Amounts for the current and previous periods	2022 £'000	2021 £'000	2020 £'000	2019 £'000	2018 £'000
Defined benefit obligation	(4,873)	(4,966)	(3,973)	(4,429)	(4,392)
Scheme assets	2,461	2,114	1,835	1,974	1,859
Deficit	(2,412)	(2,852)	(2,138)	(2,455)	(2,533)

SHPS

The major assumptions used by the actuary were (in nominal terms):

	2022 % pa	2021 % pa
Increases in salaries	4.17	3.87
Discount rate	2.79	2.19
Retail price inflation	3.54	3.26
Consumer price inflation	3.17	2.87

The mortality assumptions adopted at 31 March 2022 imply the following life expectancies:

	Life expectancy at age 65 Years
Male retiring in 2021	21.1
Female retiring in 2021	23.7
Male retiring in 2041	22.4
Female retiring in 2041	25.2

25 Pension liability (continued)

The assets in the scheme were:

	Actual asset allocation 2022	Actual asset allocation 2021
Absolute Return	1,132	1,446
Alternative Risk Premia	931	987
Corporate Bond Fund	1.883	1,548
Credit Relative Value	938	825
Distressed Opportunities	1,010	757
Emerging Markets Debt	821	1,058
Fund of Hedge Funds	-	3
Global Equity	5,416	4,176
Infrastructure	2,011	1,747
Insurance-Linked Securities	658	629
Liability Driven Investment	7,876	6,660
Long Lease Property	726	514
Net Current Assets	78	159
Private Debt	724	625
Opportunistic liquid credit	948	666
High Yield	243	785
Opportunistic Credit	100	718
Liquid credit	-	313
Currency hedging	(110)	-
Cash	96	-
Property	762	544
Risk Sharing	929	954
Secured Income	1,052	1,090
	28,224	26,204

The amounts recognised in the financial statements under FRS102 are as follows:

Balance sheet disclosure

	2022 £'000	2021 £'000
Present value of defined benefit obligation	32,219	32,889
Fair value of plan assets	28,224	(26,204)
Net liability in balance sheet	3,995	6,685

25 Pension liability (continued)

Analysis of the amount recognised in the Statement of Comprehensive Income (SoCI)

	2022 £'000	2021 £'000
Expenses	26	26
Net interest expense	138	72
Defined benefit costs recognised in SoCI	**164**	98

Analysis of amount recognised in other comprehensive income	**2022 £'000**	**2021 £'000**
Return on plan assets in excess of interest – gain/(loss)	1,100	2,022
Experience gain on defined benefit obligation – gain/(loss)	(2,077)	540
Change in financial assumptions – (loss)/gain	2,543	(6,408)
Change in demographic assumptions – (loss)	489	(114)
Remeasurement of the defined liability – (loss)/gain	**2,055**	(3,960)

Reconciliation of opening and closing balances of the present value of the defined benefit obligation	**2022 £'000**	**2021 £'000**
Opening defined benefit obligation	32,889	26,864
Expenses	26	26
Interest expense	715	629
Net actuarial loss/(gain) due to changes in assumptions and scheme experience	(955)	5,982
Benefits paid and expenses	(456)	(612)
Closing defined benefit obligation	32,219	32,889

25 Pension liability (continued)

Reconciliation of opening and closing balances of the fair value of fund assets	**2022 £'000**	**2021 £'000**
Opening fair value of plan assets	26,204	23,453
Interest income	577	557
Employer contributions	799	784
Experience on plan assets – gain/(loss)	1,100	2,022
Benefits paid and expenses	(456)	(612)
Fair value of scheme assets at end of year	28,224	26,204

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2022 was £1,677,000.

Reconciliation of opening and closing surplus	**2022 £'000**	**2021 £'000**
Deficit in plan at beginning of the year	6,685	3,411
Current service cost	-	26
Net interest expense	138	72
Actuarial (gain)/loss	(2,055)	3,960
Employer contributions	(773)	(784)
Deficit in plan at end of year	3,995	6,685

26 Reconciliation of operating surplus to net cash inflow from operating activities

	GROUP	
	2022 £'000	**2021 £'000**
Group operating surplus after exceptional items	4,726	6,882
Depreciation of tangible fixed assets	952	1,237
Impairment provision	(28)	(115)
Difference between pension charge and cash contributions	(814)	(815)
Decrease/(Increase) in debtors	5,752	(211)
(Decrease)/Increase in creditors	(2,691)	6,385
Increase in provisions	(71)	(215)
Amortisation of government grant in the year	(405)	(366)
Net cash inflow from operating activities	7,421	12,782

27 Analysis of changes in net debt

Group	At 31 March 2022 £'000	Cash flow £'000	At 31 March 2021 £'000
Cash at bank and in hand	35,514	5,492	30,022
Total	35,514	5,492	30,022

28 Reconciliation of net cash flow to movement in net funds

	GROUP	
	2022 £'000	2021 £'000
Increase in cash in the year	**5,492**	10,799
Change in net funds	**5,492**	10,799
Net funds at 1 April	30,022	19,223
Net funds at 31 March	**35,514**	30,022

29 Incorporation

Dimensions (UK) Limited is registered with Homes England as a Registered Provider of Social Housing, is incorporated under the Co-operative & Community Benefit Societies and Credit Unions Acts 1965 to 2014 and is registered in England.

30 Related parties

Steve Scown, Chief Executive (retired), was the Chair of the Voluntary Organisation Disability Group (VODG) until November 2020. Steve received no payment for his role at VODG. During the year, Dimensions has paid VODG £6,055 (2021: £6,000) in membership fees. There was no outstanding balance at the year-end between the two parties.

31 Off-balance sheet arrangements

Dimensions UK, as parent, has guaranteed the performance of its subsidiary, Dimensions Somerset SEV Limited, to Somerset County Council, up to £6m.

The Dimensions Group became party to a £3.72m pension bond facility with HSBC plc on 1 April 2019, whereby the liability to HSBC is guaranteed by the Organisation.

32 Contingent liabilities

Dimensions has participated in the Social Housing Pensions Scheme (SHPS), which is a defined benefit scheme. We have been notified by the Trustee of the Scheme that has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. The process is ongoing, and the matter is unlikely to be resolved before the end of 2024 at the earliest, but until Court directions are received, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

There were no other contingent liabilities as at year end 31 March 2022 which should have been provided for.

33 Provisions for liabilities

	Group 2022 £'000	Group 2021 £'000	Parent 2022 £'000	Parent 2021 £'000
Aggregate provisions for liabilities	806	877	767	816
	806	877	767	816

Group	Dilapidations £'000	Income adjustments £'000	Total £'000
At 1 April 2021	261	616	877
Release of provision	(56)	(123)	(179)
Additions	12	96	108
At 31 March 2022	217	589	806

The costs for dilapidations of offices are provided for. The prior year provision has been reassessed and some provision released. Provisions have been released for offices exited in the year. The various existing leases have various lease end dates, ending between the next financial year and 2026/2027. The individual reimbursements are expected to be made at the end of the relevant lease, upon exit from the property.

Income has been provided against where applicable. Some previous provisions relating to support services have been reversed during the year as it is now felt unlikely that a transfer in funds will materialise. New provisions have been added relating to disputed support hours. These outflows are expected to be incurred in the next financial year.

Parent	Dilapidations £'000	Income adjustments £'000	Total £'000
At 1 April 2021	200	616	816
Release of provision	(31)	(126)	(157)
Additions	12	96	108
At 31 March 2022	181	586	767