

**Outreach 3 Way**  
**(A Charitable Company Limited by Guarantee)**

Report and Financial Statements

For the year ended

31 March 2020

Company Registration Number: 1474488  
Charity Registration Number: 278140



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**Outreach 3 Way**  
**Advisors and Other Information**  
**Year ended 31 March 2020**

Trustees	Nick Baldwin CBE, Chair Anne Barnard, Vice Chair Calum Mercer Christine Cryne (retired March 2020) Delyth Lloyd Evans Gordon Lyle Kevin Lewis Nick Turner (resigned September 2019) Sherry Malik Steve Scown (appointed August 2019)	
Executive Directors	Steve Scown Mark Horlock (resigned September 2019) Ian Goodacre (appointed September 2019) Stella Cheetham  Jackie Fletcher  Bob Tindall (resigned July 2019) Rachael Dodgson (appointed July 2019) Chris Woodhead	Group Chief Executive Officer Group Director of Finance  Group Chief Financial Officer  Group Director of People and Organisational Development Group Director of Quality, Public Affairs and Policy Managing Director Managing Director  Group Director of Housing and Business Development
Bankers	National Westminster Bank Plc 13 Market Place Reading Berkshire RG1 2EP	HSBC Apex Plaza Forbury Road Reading RG1 1AX
Solicitors	Trowers & Hamblins 3 Bunhill Row London EC1Y EYZ	
Auditor	KPMG LLP 66 Queen Square Bristol, BS1 4BE	
Principal and Registered Office	1430 Arlington Business Park Theale Reading RG7 4SA	

# **Outreach 3 Way Directors' Report Year ended 31 March 2020**

The directors (who are also trustees of the charitable company) present their report and the audited financial statements for the year ended 31 March 2020.

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

## **Structure, Governance and Management**

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

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

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

## **The Board and its Role**

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

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

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

## **Training for Board members**

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

## **Recruitment of New Board Members**

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

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

# **Outreach 3 Way Directors' Report Year ended 31 March 2020**

## **Risk Management**

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

## **Employee Involvement**

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

The Charity has a staff forum that includes representatives from each locality.

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

## **Executive Pay and remuneration**

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

## **Modern Slavery and Human Trafficking Statement**

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

## **Relationships with other organisations**

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

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

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

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

## Outreach 3 Way Directors' Report Year ended 31 March 2020

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

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

### Objectives and Activities

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

The Charity's values are:

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

The 2020 strategy was underpinned by the following strategic pillars:

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

**Outreach 3 Way  
Directors' Report  
Year ended 31 March 2020**

Organisation	being an effective learning organisation, making the best possible use of resources and devolving decision making to be as close as possible to the people supported.
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Outreach 3 Way's vision, mission and strategic aims continue to reflect its commitment to provide excellent personalised support for people and to provide a framework for its continuing diversification and development.

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

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

**Achievements and Performance**

**Delivery of public benefit**

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

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

People can join the Sports and Leisure service "Out There!" without a referral from the local authority and Outreach 3 Way charges a small membership fee, agreed with the Authority in advance.

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

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

**Achievements**

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

2019/20 has continued to present the company with challenges, due to the current economic climate in social care and notably the current pandemic.



# **Outreach 3 Way Directors' Report Year ended 31 March 2020**

## **Notable achievements in the last year include:**

Outreach 3 Way has opened 2 new complex needs services in partnership with East Sussex CCG and Local Authority in the town of Saltdean near Brighton and Hove. An ongoing programme of improvement works at our Day Service site in Ifield continues to help us deliver a safer and more effective service.

Following a fundraising campaign and working in collaboration with local businesses in Crawley we raised over £50,000.00 to support the development of an accessible recreation area for the people supported. The recreation area is now fully open and in use by people that access our day services on our site in Ifield.

The 2 registered services in Outreach 3 Way have been inspected by CQC under the Health and Social Care Act and were both assessed as being "GOOD" overall in meeting the Essential Standards of Quality and Care.

## **Fundraising & PR**

It has been a busy year for fundraising. Listed below are the projects we have been fundraising for and how they have or will benefit the people accessing our services.

- Reach Out for Recreation: As above over £50,000 was raised for an accessible recreation area, on our site in Ifield, for people we support who use wheelchairs and have physical disabilities preventing them from accessing mainstream recreation areas. The aim is that the recreation area will not only benefit people accessing our services but also benefit the wider community including local schools.
- Fundraising has taken place to raise money for the yearly Outreach 3 Way Talent Show. The Show is performed over 2 days at the Hawth Theatre in Crawley. Tickets are on general sale and the show is open to the public and performed by the people we support.

The Out There! Team part of our WSCC commissioned outreach sport and leisure service have been involved in the below fundraising projects:

Donation from the Crawley Fliers football team as Out There went into partnership with them last year and purchased a football kit from Crawley Town FC- £339.00  
Donation from Just Giving page for Matthew Gardiners sponsored walk- £93.87.  
Just Giving page re code in line with above walk- £18.75.  
Grant from County Sports Partnership- £100.00.  
Donation from England Boxing for BAR Boxing club to provide sessions in Chichester- £80.00.

The above money has been spent on a new football kit at a cost of £600, new sports equipment and facility hire for the boxing sessions.

## **Plans for Future Periods**

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

Additionally WSCC are looking to renew our Short breaks provision on our site at Goffs Park in Crawley. As part of this the Charity is exploring potential options for redeveloping the services on the site to be able to offer our short breaks provision to a wider cohort of people with learning disabilities and or complex needs.

## **Outreach 3 Way Directors' Report Year ended 31 March 2020**

As part of the remit of our day services, the Charity is looking at development opportunities on our site in Ifield. Plans have been submitted and agreed for the demolition of a derelict building on our site at Ifield with the long term aim of developing new facilities, on site, as part of a master plan to support the development of more employment based opportunities for people with learning disabilities and evolving our day service offer towards a skill based life pathway model.

As part of this we are exploring partnerships with local colleges, training providers and businesses to support opportunities to develop traineeships and apprenticeships.

The land at the site is also prime for use by others and we continue to explore options to determine how it can be utilised most effectively whilst maintaining site safety for the people we support and staff who access the site.

Additionally we have been working closely with Brighton and Hove County Council with regards to developing more bespoke services to people with complex behavioural needs. We are in a consultation stage currently and will look towards developments in this area if a sustainable model can be developed in line with our support ethos and our capacity to take on the potential new business.

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

### **Financial Review**

The net movement in funds for the year ended 31 March 2020 was a surplus of £274k (2019: £104k).

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

### **Principal Risks**

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

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

*Legislation and case law* – naturally, this will evolve over time. In certain cases there is a risk that it may do so in ways that could have a significant impact on Outreach 3 Way's costs. These changes are monitored by the Charity and actions are implemented to mitigate against adverse effects where appropriate. The increasing national living wage (which will rise incrementally until 2020), including the way that HMRC interprets this in relation to time spent during sleep-in services and the enforcement of this, has the potential to significantly impact on Outreach 3 Way.

The Charity has developed plans to mitigate these risks.

# **Outreach 3 Way Directors' Report Year ended 31 March 2020**

## **Reserves policy**

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

At 31 March 2020 Outreach 3 Way was meeting its reserves policy with unrestricted income funds of £3,239k (2019: £2,941k). Its cash balance at 31 March 2020 was £1,043k (2019: £923k).

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

As at the 31 March 2020 there were restricted reserves of £3k that were not available for the general purposes of the charity.

## **Going Concern**

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

The board, after reviewing the company budgets for 2020/21 and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the company has adequate resources to continue in business for the foreseeable future. The Board therefore continues to adopt the going concern basis of accounting in preparing the annual financial statements.

## **Outreach 3 Way Directors' Report Year ended 31 March 2020**

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

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

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

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

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

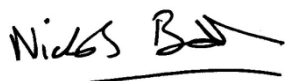
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Each of the trustees confirms that to the best of their knowledge there is no information relevant to the audit of which the auditor is unaware. The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditor.

### **Auditor**

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

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



.....  
**Nick Baldwin CBE**

**Chair**

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

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

### **Opinion**

We have audited the financial statements of Outreach 3 Way ("the charitable company") for the year ended 31 March 2020 which comprise the Statement of Financial Activities, Balance Sheet, and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### **Going concern**

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

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the trustees' conclusions, we considered the inherent risks to the charitable company's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the charitable company will continue in operation.

### **Trustees' report**

The trustees are responsible for the Trustees' Report. Our opinion on the financial statements does not cover that report and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

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

- we have not identified material misstatements in the Trustees' Report;
- in our opinion the information given in that report for the financial year is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

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

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

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

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

- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

We have nothing to report in these respects.

### **Trustees' responsibilities**

As explained more fully in their statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

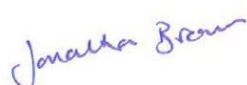
### **Auditor's responsibilities**

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

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

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

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



**Jonathan Brown (Senior Statutory Auditor)**  
**for and on behalf of KPMG LLP, Statutory Auditor**  
*Chartered Accountants*

66 Queen Square  
Bristol BS1 4BE  
Date:

17 July 2020

**Outreach 3 Way**  
**Statement of Financial Activities**  
**(including Income and Expenditure Account and**  
**Statement of Total Recognised Gains and Losses)**  
**For the year ended 31 March 2020**

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2020 £'000	Total funds 2019 £'000
	<i>Note</i>			
<b>Incoming resources</b>				
Incoming resources generated from activities:				
Activities for generating funds	2	-	36	24
Incoming resources from charitable activities:				
Provision of person centred support:	3			
Fees for support services	6,211	-	6,211	5,866
Rent charges	279	-	279	237
Other incoming resources	92	-	92	71
<b>Total incoming resources</b>	<u>6,582</u>	<u>36</u>	<u>6,618</u>	<u>6,198</u>
<b>Resources expended</b>				
Charitable activities:				
Provision of person centred support	6,284	60	6,344	6,094
<b>Total resources expended</b>	<u>4</u> 6,284	<u>60</u>	<u>6,344</u>	<u>6,094</u>
<b>Net Income for the Year</b>	<u>5</u> 298	<u>(24)</u>	<u>274</u>	<u>104</u>
Net movement in funds for the year	298	(24)	274	104
Fund balances at 1 April	<u>2,941</u>	<u>27</u>	<u>2,968</u>	<u>2,864</u>
<b>Fund balances at 31 March</b>	<u><u>3,239</u></u>	<u><u>3</u></u>	<u><u>3,242</u></u>	<u><u>2,968</u></u>

The figures above relate to continuing activities.

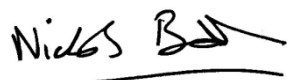
The accompanying notes form part of these financial statements.

**Outreach 3 Way**  
**Balance Sheet**  
**As at 31 March 2020**  
**Company Number: 1474488**

	<i>Note</i>	2020 £'000	2019 £'000
<b>Fixed assets</b>			
Tangible assets	<i>8</i>	2,367	2,555
<b>Current assets</b>			
Debtors	<i>9</i>	814	474
Cash at bank and in hand		1,043	923
		<u>1,857</u>	<u>1,397</u>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	<i>10</i>	(556)	(509)
<b>Net current assets</b>		<u>1,301</u>	<u>888</u>
<b>Total assets less current liabilities</b>		<u>3,668</u>	<u>3,443</u>
Creditors: amounts falling due after more than one year	<i>10</i>	(386)	(412)
Provisions for liabilities	<i>12</i>	(40)	(63)
<b>Total net assets</b>		<u>3,242</u>	<u>2,968</u>
<b>The funds of the charity</b>			
Restricted income funds	<i>14</i>	3	27
Unrestricted income funds		3,239	2,941
<b>Total charity funds</b>	<i>15</i>	<u>3,242</u>	<u>2,968</u>

The accompanying notes form part of these financial statements.

The financial statements were approved by the trustees and authorised for issue on 15 July 2020 and signed on their behalf by:



.....  
 Nick Baldwin CBE  
 Chair



.....  
 J Fletcher  
 Company Secretary



# Outreach 3 Way

## Notes to the Financial Statements

### As at 31 March 2020

#### 1 Accounting policies

##### **Basis of Preparation**

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

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

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

The board, after reviewing the company budgets for 2020/21 and the group's medium term financial position as detailed in the 2025 strategy including changes arising from the Covid-19 pandemic, is of the opinion that, taking account of severe but plausible downsides, the company has adequate resources to continue in business for the foreseeable future. The Board therefore continues to adopt the going concern basis of accounting in preparing the annual financial statements.

##### **Income recognition**

###### *Fees for support services*

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

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

###### *Income from rents and service charges*

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

###### *Donations*

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

###### *Trading income*

Trading receipts are recognised when the receipts have been received.

##### **Apportionment of direct staff, occupancy and other costs**

**Outreach 3 Way**  
**Notes to the Financial Statements**  
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Direct staff, occupancy and other costs have been apportioned to the relevant section of the Income and Expenditure account on the basis of costs of the staff engaged on operations dealt with in these financial statements.

# Outreach 3 Way

## Notes to the Financial Statements

### 31 March 2020

#### 1 Accounting policies (continued)

##### Fixed assets and depreciation

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

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

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

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

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

The Charity has assessed whether there is any indication that any asset may be impaired. For the assessment of the property assets, the value-in-use calculation used a discount rate of 5%, which was applied to cash flows extending over a 30-year period to reflect the long useful life of property. This resulted in impairment provisions of £111k being released this year (2019: £119k charge).

##### Expenditure

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

Expenditure is apportioned on the following basis:

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

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

# Outreach 3 Way

## Notes to the Financial Statements

### 31 March 2020

#### 1 Accounting policies (continued)

##### **Operating leases**

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for five years or less, whilst the economic life of such properties is normally sixty years.

Rentals paid under operating leases are charged against income on a straight-line basis over the lease term.

##### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

##### **Creditors and provisions**

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

##### **Restricted funds**

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

##### **Unrestricted funds**

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

##### **Transfers between funds**

Transfers are made between funds as follows:

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

##### **Pension costs**

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

##### **Statement of cash flows**

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

**Outreach 3 Way**  
**Notes to the Financial Statements**  
**31 March 2020**

2 Voluntary Income

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Activities for generating funds	-	36	36	24

3 Provision of Person Centred Support Analysis of Income

	2020 £'000	2019 £'000
<i>Fees for support services</i>		
Charges for support services (grants)	6,211	5,866
	<u>6,211</u>	<u>5,866</u>
<i>Related income</i>		
Rent charges	279	237
Other	92	71
	<u>6,582</u>	<u>6,174</u>

4 Provision of Person Centred Support

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 £'000
Analysis of Expenditure				
<i>Direct costs</i>				
Staff costs	4,813	-	4,813	4,360
Occupancy costs	833	60	893	809
Other costs	687	-	687	696
Depreciation	58	-	58	59
Impairment	(111)	-	(111)	119
Governance costs	4	-	4	51
Total	<u>6,284</u>	<u>60</u>	<u>6,344</u>	<u>6,094</u>

5 Net Income for the Year

	2020 £'000	2019 £'000
This is stated after charging:		
Depreciation	58	59
Impairment	(111)	119
Auditor's remuneration:-		
Audit services	3	3
Operating leases	174	170

**Outreach 3 Way**  
**Notes to the Financial Statements**  
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6 Staff

	2020 Number Headcount	2019 Number Headcount	2020 Number *FTE	2019 Number *FTE
<u>Average Number of Employees</u>				
Staff directly providing person-centred support	234	216	172	157
Support services	15	17	5	7
	<u>249</u>	<u>233</u>	<u>177</u>	<u>164</u>

\*FTE: Full Time Equivalent.

<u>Employment costs</u>	2020 £'000	2019 £'000
Wages and salaries	4,078	3,696
Social security costs	303	274
Pension costs	75	50
	<u>4,456</u>	<u>4,020</u>

There were no employees whose total earnings exceeded £60,000.

Included in wages and salaries costs are redundancy payments totalling £3k (2019: £nil).

None of the trustees (or any persons connected with them) received any remuneration during the year, and neither were they reimbursed expenses during the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

7 Taxation Status

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

**Outreach 3 Way**  
**Notes to the Financial Statements**  
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8 Tangible fixed assets

	Properties £'000	Office & Computer Equipment £'000	Household Fixtures & Fittings £'000	Total £'000
Cost or Valuation				
At 1 April 2019	3,516	9	49	3,574
Additions	116	-	-	116
Disposals	(443)	-	(20)	(463)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	3,189	9	29	3,227
	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation				
At 1 April 2019	969	4	46	1,019
Charge for the year (note 4 & 5)	55	2	1	58
Impairment (note 4 & 5)	(111)	-	-	(111)
Disposals	(86)	-	(20)	(106)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	827	6	27	860
	<hr/>	<hr/>	<hr/>	<hr/>
Net book value				
At 31 March 2020	2,362	3	2	2,367
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2019	2,547	5	3	2,555
	<hr/>	<hr/>	<hr/>	<hr/>

9 Debtors

	2020 £'000	2019 £'000
Trade debtors	496	378
Other debtors	23	27
Prepayments and accrued income	295	69
	<hr/>	<hr/>
	814	474
	<hr/>	<hr/>

**Outreach 3 Way**  
**Notes to the Financial Statements**  
**31 March 2020**

10 Creditors

<u>Amounts falling due within one year</u>	2020 £'000	2019 £'000
Trade creditors	46	40
Other creditors	22	19
Accruals	160	118
Deferred income (note 11)	64	63
Taxation and social security	80	68
Amounts owed to group and associated undertakings	184	201
	<u>556</u>	<u>509</u>
	<u><u>556</u></u>	<u><u>509</u></u>
 <u>Amounts falling due after one year</u>	 2020 £'000	 2019 £'000
Amounts owed to group companies	386	412
	<u>386</u>	<u>412</u>
	<u><u>386</u></u>	<u><u>412</u></u>

11 Deferred income

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

	£'000
Balance as at 1 April 2019	63
Amount released to income earned from charitable activities	(63)
Amount deferred in year	64
	<u>64</u>
Balance as at 31 March 2020 (note 10)	<u><u>64</u></u>



**Outreach 3 Way**  
**Notes to the Financial Statements**  
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12 Provisions for liabilities

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

Income has been provided against where applicable relating to disputed rent charges and a potential legal claim. These outflows are expected to be incurred in the next financial year.

	Dilapidations £'000	Income adjustments £'000	Total £'000
At 1 April 2019	7	56	63
Provision released / utilised	-	(23)	(23)
	<u>7</u>	<u>33</u>	<u>40</u>
At 31 March 2020	<u>7</u>	<u>33</u>	<u>40</u>

13 Share capital – non equity

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

14 Movement in Funds

	At 1 April 2019	Incoming resources	Outgoing resources	Transfers	At 31 March 2020
	£'000	£'000	£'000	£'000	£'000
Restricted funds:					
Other restricted funds	27	36	(60)	-	3
	<u>27</u>	<u>36</u>	<u>(60)</u>	<u>-</u>	<u>3</u>
Total restricted funds	27	36	(60)	-	3
	<u>27</u>	<u>36</u>	<u>(60)</u>	<u>-</u>	<u>3</u>
Unrestricted funds:					
General fund	2,941	6,582	(6,284)	-	3,239
	<u>2,941</u>	<u>6,582</u>	<u>(6,284)</u>	<u>-</u>	<u>3,239</u>
Total unrestricted funds	2,941	6,582	(6,284)	-	3,239
	<u>2,941</u>	<u>6,582</u>	<u>(6,284)</u>	<u>-</u>	<u>3,239</u>
Total funds	2,968	6,618	(6,344)	-	3,242
	<u>2,968</u>	<u>6,618</u>	<u>(6,344)</u>	<u>-</u>	<u>3,242</u>

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

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

**Outreach 3 Way**  
**Notes to the Financial Statements**  
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15 Analysis of Assets by Fund

	Restricted Funds £'000	General Funds £'000	Total £'000
Tangible fixed assets	-	2,367	2,367
Net current assets	3	1,298	1,301
Creditors: amounts falling due after more than one year	-	(426)	(426)
Total funds at 31 March 2020	<u>3</u>	<u>3,239</u>	<u>3,242</u>

16 Capital Commitments

As at 31 March 2020, the Charity had no capital commitments (2019: £nil).

17 Commitments under operating leases

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

	2020		2019	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Due:				
Not later than one year	25	29	24	41
Later than one year and not later than five years	-	22	-	61
	<u>25</u>	<u>50</u>	<u>24</u>	<u>102</u>

18 Related Parties

Dimensions UK, the parent of the Charity, has apportioned and charged £731k (2019: £658k) of central overhead costs to Outreach 3 Way during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. At 31 March 2020 the Charity owed Dimensions UK £158k (2019: £175k) for recharged central overhead costs. The intercompany balance is settled a month in arrears.

Outreach 3 Way also has a loan from its parent. At 31 March 2020 the balance of the loan was £412k (2019: £438k), of which £26k is repaid annually. Interest payable on the loan during the year is charged to expenditure.

Dimensions Personalised Support Ltd subcontracts its work to other members of the group. Outreach 3 Way charge Dimensions Personalised Support Ltd 98% of the contract value for delivering the contract. The charge during the year was £39,000 (2019: £nil)

There are no other related party transactions or outstanding balances during the year (2019: £nil).

## **Outreach 3 Way**

### **Notes to the Financial Statements**

#### **31 March 2020**

#### 19 Controlling Party

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

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

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

#### 20 Off-balance sheet arrangements

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