

Registered number: 02438015
Charity number: 802682

The Outlook Foundation
(A company limited by guarantee)

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

The Outlook Foundation
(A company limited by guarantee)

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

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

Company registered number 02438015

Charity registered number 802682

Registered office 74 Redhill Drive
Brighton
East Sussex
BN1 5FL

Company secretary E C Trump

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

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

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

The Outlook Foundation
(A company limited by guarantee)

Trustees' report
for the year ended 31 March 2023

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2022 to 31 March 2023. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

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

Objectives and Activities

Policies and objectives

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

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

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

Strategies for achieving objectives

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

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

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

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

Achievements and performance

Key financial performance indicators

To maintain full occupancy and quality of service.

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

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

Review of activities

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

Outlook House

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

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

Outlook House is a 'residential care' setting.

Jean Marshall House

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

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

Jean Marshall House is a 'supported living' setting.

Gaynor Forster House

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

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

Gaynor Forster House is a 'supported living' setting.

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

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

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

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

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

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

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

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

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

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

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

Financial review

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

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

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

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

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

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

Result for the year

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

Going concern

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

Financial risk management objectives and policies

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

Reserves policy

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

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

Structure, governance and management

Constitution

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

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

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

Method of appointment or election of Trustees

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

Organisational structure and decision making

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

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

Risk management

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

Plans for future periods

Future developments

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

Information on fundraising practices

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

Trustees' responsibilities statement

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

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

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

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

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

Disclosure of information to auditors

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

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

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

.....
S A Minall

Date:

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

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

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

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

The Outlook Foundation
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Registered number: 02438015

Balance sheet
as at 31 March 2023

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

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Balance sheet (continued)
as at 31 March 2023

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

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

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

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

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

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

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

S A Minall

A De Pol

Date:

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

The Outlook Foundation
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Statement of cash flows
for the year ended 31 March 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	17	35,759	(122,512)
		<hr/>	<hr/>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,928)	(1,819)
		<hr/>	<hr/>
Net cash used in investing activities		(1,928)	(1,819)
		<hr/>	<hr/>
Cash flows from financing activities			
Net cash provided by financing activities		-	-
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		33,831	(124,331)
Cash and cash equivalents at the beginning of the year		173,290	297,621
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year	18	207,121	173,290
		<hr/> <hr/>	<hr/> <hr/>

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

The Outlook Foundation
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Notes to the financial statements
for the year ended 31 March 2023

1. General information

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

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Outlook Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

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

2.3 Income

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

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

2.4 Expenditure

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

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

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

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

2. Accounting policies (continued)

2.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

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

2.6 Tangible fixed assets and depreciation

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

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

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

Depreciation is provided on the following bases:

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

2.7 Debtors

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

2.8 Cash at bank and in hand

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

2.9 Liabilities and provisions

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

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

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

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

2. Accounting policies (continued)

2.10 Financial instruments

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

2.11 Pensions

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

2.12 Fund accounting

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

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

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

Critical areas of judgements:

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

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

4. Income from donations and legacies

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

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

5. Income from charitable activities

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

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

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

6. Investment income

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

7. Analysis of expenditure on charitable activities

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

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

8. Analysis of expenditure by activities

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

Analysis of direct costs

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

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

8. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

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

Analysis of support costs

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

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

9. Auditors' remuneration

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

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

10. Staff costs

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

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

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

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

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

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

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

11. Trustees' remuneration and expenses

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

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

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12. Tangible fixed assets

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

13. Debtors

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

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14. Creditors: Amounts falling due within one year

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

The deferred income relates to residents fees invoiced in advance.

15. Statement of funds

Statement of funds - current year

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

Statement of funds - prior year

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

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

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

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

Analysis of net assets between funds - prior year

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

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

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

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18. Analysis of cash and cash equivalents

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

19. Analysis of changes in net debt

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

20. Pension commitments

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

21. Operating lease commitments

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

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

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22. Related party transactions

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

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

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