dimensions

So you can be
you

Annual report and financial statements for Dimensions (UK) Limited for the year ended 31 March 2026

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

Dimensions (UK) Limited
Statutory Information

The Board	Nick Baldwin CBE *(Chair)* Rachael Dodgson Shahana Khan OBE Supriya (Sherry) Malik *(retired 27th November 2025)* Angela McNab Noah Franklin Huw John Richard Crompton QPM Kevin Hogarth Richard Webb Matthew Campion Andrea Sutcliffe CBE *(appointed 1st September 2025)* Gillian Arukpe MBE *(appointed 28th November 2025)*	
Company Secretary	Joanne Greenbank	
Executive Directors	Rachael Dodgson	Group Chief Executive Officer
	Clive Bassett	Chief Financial Officer (*resigned 7th July 2026*)
	Stella Cheetham	Group Director of People and Organisational Development (*retired 9th May 2025*)
	Samantha Smith	Chief People Officer (*appointed 5th May 2025*)
	Julia Ashley	Chief Housing and Communications Officer
	Helen Orford	Discovery Managing Director & Dimensions Commercial Director
	Sinéad McHugh-Hicks	Dimensions (UK) Limited Managing Director (*until 29th June*); Interim Chief Financial Officer (*appointed 29th June*)
	Richard Mears	Interim Dimensions (UK) Limited Managing Director (*appointed 29th June*)
	Rhoda Iranloye	Chief Quality, Governance and Lived Experience Officer
	Benedict Sutton	Chief Digital and Information Officer

Principal and Registered Office	Ground Floor, 1230 Arlington Business Park, Theale Reading, RG7 4SA	
Bankers	National Westminster Bank Plc Unit L11, The Oracle Shopping Centre Reading, RG1 2AG	HSBC UK Bank Plc Level 7, Thames Tower Station Road Reading, RG1 1LX
Solicitor Trowers & Hamlins 3 Bunhill Row London, EC1Y 8YZ Anthony Collins Solicitors 134 Edmund Street Birmingham B3 2ES DAC Beachcroft 25 Basinghall Street London, EC2V 5HA.	**Internal Auditor** TIAA Ltd Artillery House, Fort Fareham, Fareham, Hampshire, PO14 1AH	**External Auditor** Crowe LLP 2nd Floor, 55 Ludgate Hill London, EC4M 7JW

Better Lives for More People – so you can be you

As Dimensions celebrates our 50th birthday in 2026, we've been reflecting on how far support for people with a learning disability has come since 1976, and the choices and challenges now confronting the country. Readers wanting a timeline of change (right back to 1601!) can find one **here.**

In the main, people with learning disabilities and autistic people certainly live better lives now than in decades past. Most people have their own front door. Person-centred support is, generally, a given. But how many people will have to let a stranger care for them tomorrow because a colleague is sick? How many can't go out late tonight? How many people's health is needlessly poor? How many, lacking just a little support, can't work? How many people are still spoken about, not with? How many remain stuck in hospital? How many get no say in their choice of support provider? This is the stuff of a 'gloriously ordinary life' and so we remain constructively dissatisfied.

In 2025, having listened carefully to the people we support, we adopted a new purpose statement: "So you can be you." We think those five words are exceptionally powerful. Everything Dimensions does – every decision and action we take – should contribute to enabling the people we support and our colleagues to be themselves. Our new strategy, coming in 2027-8, will set out how we will work towards this purpose over the next five years. There's a lot to do.

There's also a lot to be proud of. For example in 2025-6:

- Our homes in Wales can collectively celebrate 9 'excellent,' 3 'good' and no lower ratings from the Care Inspectorate of Wales.
- We made significant progress in supporting our commissioners by matching people in need of accommodation to our vacant rooms more swiftly.
- We've started supporting 221 new people across the country, including in 106 locations. We take pride in the meaningful difference that we make for so many, increasingly through more person-centred Individual Service Funds (ISFs.)
- We completed our major housing development at Bricket Wood in Hertfordshire and initiated a nine-property acquisition programme, supported by a significant Homes England funding package.
- Our new "Small Sparks" grant funds, paid for through fundraising that started in 2025-6, will add social value and contribute to the people we support achieving work, independence, friendship and other ambitions.
- Our Environmental, Social and Governance (ESG) work is energising our colleagues and starting to deliver outcomes both large and small.
- We earned our seventh successive independent accolade as a Great Place to Work, backing it up with awards in particular categories such as a Great Place to Work for Women, Development and Wellbeing. It is not just about job satisfaction either; we use agency colleagues for 20% fewer shifts than the sector average and calculate that our colleagues are 29% less likely to leave their job than a typical support worker in the UK (both figures use Skills for Care comparators.) The impacts on morale, on continuity of care and on finances are significant.

- We were also proud to continue our record of achieving two pay increases for frontline colleagues each year, now for the past three years, as part of our commitment to reinvesting in frontline pay and pay as close to Real Living Wage as we can. Overall, Dimensions remains well placed to attract and retain the right colleagues.

Despite the sector's financial strain, Dimensions continues to be financially sustainable. Cost efficiencies, and focused attention, have enabled us to invest in priorities such as pay and our digital infrastructure.

A little of that improvement has come about through handing back long term loss-making contracts – and in a small minority of places we are concerned at the changing balance of power between procurement and commissioning teams; sadly we are seeing more contracts being predominantly assessed on price over quality.

But in general our partnerships with local authority and NHS funders are strong, transparent, respectful, quality-driven and stable. We have constructive conversations and seek to behave and be judged in line with our newly-established partnership commitments.

Our success is built on the trust, commitment and collaboration of many people, and we would like to thank everyone who is part of that journey: the people we support, tenants, families, advocates, colleagues, commissioners, partners and stakeholders. Together, we are creating opportunities for people to lead lives of choice, purpose and connection within their communities. This shared vision of inclusion, belonging and active citizenship is what unites us and continues to inspire our efforts to do even better.

50 years from our birth, Dimensions is by some measure the country's largest not-for-profit support provider for people with learning disabilities and autistic people. Despite that, we're just one cog in the machinery that affects the life of each person we support. That's why we continue to engage at a national level with the Casey Commission, with government work around Fair Pay and in numerous other policy fields, both direct and through representative bodies. We are stronger when we speak as one.

We hope you enjoy the pages that follow.

With best wishes, Nick & Rachael

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Nick Baldwin CBE	**Rachael Dodgson**
Chair	**Group CEO**
2 September 2026	**2 September 2026**

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 over 2,500 people and their families throughout England and Wales. The group enables people to be part of their community, in their own homes and to make their own choices and decisions about their own lives.

As a Registered Provider of social housing, Dimensions provides accommodation for 1,009 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**	**Total**
Supported housing	543	4	241	788
Care homes	30	87	104	221
Total	**573**	**91**	**345**	**1,009**

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

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

Dimensions' vision, mission and strategic pillars provide a framework for its continuing development. During the year, Dimensions has secured new contracts and drawn upon its significant experience to introduce and deliver innovative, person-centred practices to more people. The organisation continues to develop its capacity and expertise to provide a range of homes and services for adults with a learning disability and autistic people with differing support needs, including complex needs and those who experience behaviours of distress.

Dimensions' network of people with lived experience helps us to continue to develop and improve working with families to further our aim of being a family-friendly organisation.

Strategic Report – Achievements and Performance

Dimensions UK includes Dimensions Somerset SEV Ltd (known as Discovery), Dimensions Cymru, Dimensions Personalised Support Ltd and Outreach 3-Way and provides personalised support to autistic people and people with learning disabilities across England and Wales, enabling ambitious, independent lives connected to local communities. Support is delivered through supported living, domiciliary care and specialist housing, in partnership with people we support, families, commissioners and housing providers.

During 2025/26, Dimensions UK supported over 2,500 people with over 6,000 colleagues. We began supporting 221 new people across 106 locations, securing £7.6 million of new annualised growth and £7.3 million of annualised income through supporting 111 people to move into vacant accommodation across the Group. Despite also saying goodbye to some people, we are proud that during the year we enabled more people to access high-quality support in their communities.

Looking forward, our focus remains on delivering person-centred support that increases choice and control, including through the growth of Individual Service Funds (ISFs) and initiatives that improve health and wellbeing through annual health checks and cancer screenings.

Achievements

Even Better Lives for Even More People

As part of our 50th anniversary celebrations, we launched the Small Sparks grant fund. Supported through fundraising activity, the fund creates additional social value by helping people pursue ambitions relating to employment, independence, friendships and community.

Our person-centred approach continued to deliver life-changing outcomes, including supporting people to move from institutional settings into their own homes. A significant milestone was supporting the first person from High Greave to move to their own home after two years of developing independence and life skills, creating an opportunity for another person to begin their journey there.

We continue to believe that both paid work and volunteering help people feel they belong within their communities, and currently support 95 people in paid employment and 195 undertaking voluntary work. Additionally, in Somerset, we provide a commissioned supported employment service (for people not otherwise supported by Dimensions) which has increased confidence, skills and community contributions.

Quality and Compliance

Quality remains central to everything we do.

During 2025/26 we relaunched our internal quality review programme following a successful pilot, strengthening quality assurance, continuous improvement and regulatory readiness.

There were four CQC inspections across the Group, all achieving 'Good' ratings across all domains.

We also established the Person-Centred Active Support and Ambition Governance Group to strengthen annual reviews and improve how we measure quality-of-life outcomes.

In addition, we continued to embed iPlanit, improving the quality, consistency and accessibility of support planning across the organisation.

Choice and Voice

People we support continue to shape the organisation through co-production and engagement.

'Everybody Counts' groups operate across all regions, providing opportunities to influence decisions and continuous improvements. Regional Listening Events involving people we support, families and colleagues also informed local and organisation-wide improvements, including our Working Together for Change priorities.

We established a dedicated team involving colleagues and people we support to increase the availability and impact of Direct Payments and Individual Service Funds (ISFs). We've shared some fabulous stories of how ISFs have changed people's lives as part of efforts to increase the use of this funding model.

Through training, partnership working and collaboration with commissioners, providers and Self-Directed Futures, we helped establish an ISF Alliance and will co-host a future sector conference to share learning and best practice.

During the year, 151 people were supported through an ISF, providing greater choice, control and flexibility. We aim to increase this to 200 people by 2027.

Housing, Innovation and Sustainability

A major achievement was the opening of our flagship specialist housing development in Bricket Wood, Hertfordshire. The £3.4 million development provides nine purpose-built homes for autistic people and people with learning disabilities. The homes incorporate accessible design, assistive technology and sustainable features, including solar panels, battery storage and air source heat pumps and achieving an EPC rating of A.

The development enabled people such as Karen to move into modern homes closer to amenities and family connections while maintaining privacy and independence. Bricket Wood demonstrates our commitment to innovative housing that delivers outstanding quality of life.

Our Environmental, Social and Governance (ESG) programme also progressed during the year. We published our first ESG Report and established regional Green Forums to support environmental improvement and sustainable practices.

Being a Great Employer

We were proud to achieve Great Places to Work recognition for the seventh consecutive year. With approximately 6,000 colleagues across Dimensions UK, workforce sustainability remains a priority. Voluntary turnover in Dimensions UK was 16.5%, tracking below sector average.

Our Aspire development programme continued to support leadership growth and career progression, with many colleagues moving into new and more senior roles during the year. A particular highlight was the appointment of three new Operations Directors who previously worked as Locality Managers, demonstrating the strength of our internal talent pipeline.

We also reduced agency usage across the Group by a further 0.8%. Significant progress in the North region reduced both agency use and sickness absence, supporting greater workforce stability and more consistent and quality support.

Plans for Future Periods

We will continue to embed our quality review framework and ensure readiness for increasing regulatory activity and inspection. Improving health and wellbeing will remain a key focus. We will strengthen health promotion and preventative healthcare, supporting access to annual health checks and eligible cancer screening programmes to reduce health inequalities and improve long-term outcomes.

The growth of ISFs will remain a strategic priority, increasing choice, control and flexibility through personalised funding approaches. We will continue to embed iPlanit and other digital tools to strengthen person-centred planning, improve outcome recording and achieve consistently high-quality support.

Through Everybody Counts groups, Listening Events and other engagement mechanisms, we will ensure people we support, families and colleagues remain at the heart of decision-making and our continuous improvement.

Our ESG programme will continue to develop, building on the foundations established through our first ESG Report and regional Green Forums, while seeking opportunities to reduce environmental impact and create social value.

We will continue to invest in colleague wellbeing, leadership development and retention through initiatives including Aspire, while further reducing reliance on agency staffing and supporting workforce sustainability.

Finally, we will pursue sustainable growth, specialist housing developments and innovative support models, enabling more people to live independent, ambitious and fulfilling lives.

Financial Results for the Year

The Group achieved an operating surplus of £1,834k (2025: £993k). Within this surplus, Dimensions (UK) Limited, the Group Parent, made a surplus of £215k (2025: £769k deficit).

Balance sheet

	2026 £'000	2025 £'000	2024 £'000	2023 £'000
Cash and cash investments	18,385	19,542	18,419	22,797
Capital and reserves	**39,350**	**37,719**	**35,105**	**34,636**

Cash and cash investments at 31 March 2026 amounted to £18.4m (2025: £19.5m), remaining broadly in line with the average balance maintained over the previous three financial years. The Group continued to maintain strong liquidity throughout the year, remaining compliant with all Board-mandated liquidity key performance indicators and covenant requirements. As of year end, the Group had no external loan financing in place.

Strategic Risks and their management

The Group has a robust risk management process in place ensuring that it monitors and addresses any strategic risks that may prevent it from achieving its strategic aims and objectives. We do this by having effective controls and actions in place that will either reduce or stop the risk from having a significant impact. The following six categories summarise the risks that are observed as high or significant by the Board:

Workforce – the increasing National Living Wage continues to put a pressure on our ability to compete for workforce in a candidate led market however we continue to work in partnership across the sector to influence and raise the importance of fair pay for social care workers. This risk is partly mitigated by our approach of having two pay increases for frontline colleagues each year.

We maintain an ongoing focus on workforce engagement. Dimensions invests in the training, development and wellbeing of colleagues to ensure that the right resources are available to support them. We utilise many opportunities to listen to our colleagues, including our ongoing partnership working with Unison as our recognised trade union, and are committed to act on colleague feedback - a strategy which has resulted in our accreditation as a Great Place to Work for seven years in a row.

We have identified an emerging risk relating to ongoing and forthcoming changes in employment legislation. In combination with increased recruitment challenges caused by a constriction in the availability of overseas workers to the social care sector, and consequent greater demand for colleagues from the domestic labour market there is a risk to our workforce stability. We have developed a targeted strategic workforce plan and are working to ensure that we have strengthened domestic recruitment pipelines in place, including for young people entering work.

Reduced public spending and financial sustainability – our sector continues to undergo significant pressure, and it is clear that public services in the UK remain under intense financial pressure, as it has for many years. The risk to the Group is that the increased financial pressures may impact our long term sustainability and our ability to provide good quality support to people. Dimensions has responded to the financial pressures through continuing to seek efficiencies and improving productivity, whilst protecting the support that it provides to people.

Regulation and Quality – We continue to keep Quality at the heart of everything we do. We ensure that we maintain and embed best practice in line with our values and the requirements of our regulators. The organisation's main regulators are the Care Quality Commission (CQC), The Regulator of Social Housing, the Charity Commission and Care Inspectorate Wales (CIW). Our overall aim is to reduce the risk of poor adherence to health monitoring and poor quality practices and support. In response we have maintained our focus on continuous quality improvement, learning from when things go wrong, mitigating adverse events and embedding good quality control, assurance and improvement. This approach is underpinned by our Quality Management Framework.

Sustainability and Business Systems –
We remain committed to ensuring the Group's sustainability in a rapidly evolving digital, operational, and regulatory landscape. Building on our prior investment in enterprise and information systems, we have this year developed an enterprise architecture framework aligned to our business strategy. This provides a long-term, holistic foundation to support organisational performance, simplify system integration, and guide our technology roadmap over the next decade.

In response to the risks that may impact our ability to operate normally or affect our business continuity, we have continued to evolve our cyber security capability, alongside, our existing threat monitoring and prevention services. This ongoing investment ensures that our threat management processes remain responsive to the shifting risk landscape and tightly integrated with our wider business continuity planning.

Following last year's successful expansion of our digital support record, to include full digital support planning, we have worked hard to fully embed this into operations, enhancing record accessibility, accountability and outcome focused person-centred support delivery. In parallel, we developed and deployed a new workforce scheduling and accounting tool to replace an aged in-house system. We have also stabilised and strengthened our core finance platform to support more accurate forecasting and planning.

The Housing Management system received a significant upgrade that has delivered improvements in data and functionality enhancing the housing team's capability and scope.

Together, these investments underpin our ability to deliver high-quality support and housing services while equipping the organisation with robust, secure, and future-ready system.

Housing

In order to reduce any risks that may affect the standards of quality in our homes,
we have maintained a high focus on compliance across all areas of property safety including Fire, Legionella, Asbestos, Gas, Electrical, Lifts, and Thermostatic Mixer Valve risk assessments and testing. We have programmes of safety for two properties that are over 11m in height with all fire risk related actions complete.

We have made good progress towards improving the energy performance of our property portfolio, working toward a minimum standard of EPC C, and have commenced our decarbonisation programme which is 95% grant funded for the first three years.

Our Quality and Practice Committee now also oversee and scrutinise housing performance and has split assurance responsibilities with the Finance & Resources Committee. Enhanced reporting to these Committees has further strengthened our assurance with compliance.

The Tenant Scrutiny Panel delivered an outstanding review of how we respond to Anti-Social Behaviour and made a number of recommendations for improvement which were actioned through the year.

We restructured our housing, property and housing finance teams to ensure adequate leadership in all areas, appropriate policy oversight and reporting, compliance in all areas, and effective ways of working that are scalable.

We continue to improve and upgrade our housing management system with improved, systemised, ways of working.
We opened our latest new specialist housing development in Bricket Wood, enabling purpose-built homes for people moving from a nearby property. The new homes are closer to the heart of the village and are supported by onsite teams, technology and an environment that supports a quality life.

VAT Group – The Directors have acted on the briefing paper 'Use of VAT groupings in the care industry' issued by HMRC on 24th April 2025 and have engaged with relevant stakeholders such as local commissioners, professional advisors and others impacted across the sector. Dimensions have self-referred to HMRC on this matter and presented a plan showing the roadmap for ceasing contracts held by DPS for VAT invoicing purpose. As at the reporting date, one-third of the contracts involved in VAT invoicing arrangement have been novated back to the social care regulated provider entities within the Dimensions (UK) Group. HMRC have confirmed that all changes will not be applied retrospectively. DPS remains in contact with HMRC during implementation of the plan, with regular reporting to the Board.

Future Development

The Group's strategic activities for the 2026/27 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 and the refreshed corporate strategy sets out future plans to 2027.

Value for Money Statement

In 2025, we refreshed our corporate strategy 'Even Better Lives for Even More People 2025-27' and set new measures to monitor our performance, Each measure has a value for money outcome linked to one or more of the following:

- Economy – minimising our costs without compromising quality
- Efficiency – maximising the outcomes of the services we provide within our current costs
- Effectiveness – the impact that we have in driving Even Better Lives for Even More People

The Dimensions Group main activity is to provide care and support so that people can enjoy the essential cornerstones of life. The Group also offers a range of housing options to support people to live in shared accommodation or in a self-contained home. We offer a range of tenures from social housing, affordable housing, shared ownership and market rent. We own, lease and manage homes for the people we support, and some of our accommodation is classified as regulated activity, registered with the Regulator of Social Housing.
Our strategy sets out our plan according to our five cross-cutting Strategic Pillars: Quality, Scale, Capacity, Sustainability and Reputation. The strategy guides our work and sets clear priorities for action.

In 2025-6, we have achieved consistent improvement:

Quality:

- During the year, we had four Care Quality Commission (CQC) inspections, with all services inspected achieving a rating of 'Good'. As a result, the proportion of CQC ratings assessed as 'Good' or 'Outstanding' increased by 4.4 percentage points to 85%, demonstrating continued improvement in service quality and regulatory compliance.
- Established baselines for reporting quality outcomes including voluntary employment (168 people) and people having a significant relationship (50%)– these are things that people we support and tenants have told us are important to measure and the establishment of a baseline will help us to drive and measure improvement.
- We have developed a new 'Minimum Standards Framework' to enable assessment of property standards and optimisation of our property portfolio

- We have developed a Partnership Principles Framework to enable more effective partnership working with third party landlords, ensuring clear responsibilities, and enabling us to hold third party landlords to account.
- We developed our Trusted Assessor Service in Discovery, completing 167 reviews to improve 388 outcomes for people we support

Reputation

- We retained our Great Place to Work listing for the seventh consecutive year and achieved a 77% trust score.
- We reduced our carbon footprint (utilities and mileage) by 250.5 tonnes of CO_2

Scale

- Delivered £980k of savings through procurement and introduced social and environmental impact as part of scoring our supply chain through tenders
- Commenced the project to decarbonise 75 of our properties
- Developed our first Environment, Social & Governance (ESG) Materiality Assessment and ESG Plan

Capacity

- We have maintained voluntary turnover at a steady level of 17.1%

Sustainability

- We achieved a 1.2% surplus against a highly challenging backdrop of financial sector pressure
- We reduced our overhead as a % of income by 0.28%
- We reduced the number of shifts covered by agency colleagues by 0.8%
- Our loss making services from some purchasers are now recovered and making a small surplus for reinvestment.
- The North region has seen significantly reduced agency hours, reduced sickness and off rota time- with lower levels of backfill used.
- We saved £240k by reducing credit card spend
- We instigated a Board level strategic review of our housing service which will inform future strategy

Sector Benchmarking - Housing

During 2025-26, we selected a number of care and support providers of different sizes that also provide housing so that we could benchmark our performance against sector norms using the Regulator for Social Housing (RSH) Benchmarking Tool – 2025

The table demonstrates that we are operating broadly in line with sector peers.

During 2025-26, we joined Acuity benchmarking club to enable us to benchmark our operational performance against sector norms and will be assessing our performance through 2026 and our Finance & Resources Committee have reviewed detailed reports.

	Reinvestment	New Supply (Social)	New Supply (Non-Social)	Gearing	EBITDA MRI Interest Cover	Headline Social Housing Cost per unit	Operating Margin (SHL)	Operating Margin (Overall)	ROCE
Advance Housing and Support Limited	7.9%	3.1%	0.0%	-0.6%	515.6%	18,026	10.5%	4.7%	2.3%
Bournemouth Churches Housing Association Limited	14.2%	2.0%	5.5%	38.0%	152.0%	16,555	10.6%	9.3%	3.6%
Dimensions Housing Ltd	13.1%	0.2%	0.0%	-100.0%	21.0%	14,138	14.5%	0.4%	3.0%
Golden Lane Housing Limited	8.1%	2.3%	0.0%	45.6%	138.9%	11,266	10.7%	11.4%	3.0%
Housing 21	8.3%	1.2%	0.0%	40.1%	83.9%	8,622	15.9%	9.9%	2.0%
Inclusion Housing Community Interest Company	2.3%	8.9%	2.6%	-316.2%	n/a	19,403	6.2%	5.6%	16.7%
Look Ahead Care and Support Limited	6.2%	0.7%	0.8%	-14.1%	-83.7%	41,384	-12.3%	-1.8%	0.8%
Average	8.6%	2.6%	1.3%	-307.0%	138.0%	18,485	8.0%	5.6%	4.5%

Regulator for Social Housing Value for Money Metrics

RSH VfM Metrics	Budget 26/27	Budget 25/26	2025/26	2024/25	2023/24	2022/23	2021/22	Peers (as shown above)
Metric 1 - Reinvestment %	13.52%	5.96%	6.54%	13.07%	8.88%	9.29%	3.50%	8.6%
Metric 2 - New Supply Delivered %								
A - Social Housing	1.5%	0.2%	0.0%	0.2%	0.0%	0.0%	0.0%	2.6%
B - Non-Social Housing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%
Metric 3 - Gearing %	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-307.0%
Metric 4 - EBITDA MRI Interest Cover %	355%	100%	136%	21%	143%	-747%	1378%	138.0%
Metric 5 – Headline Social Housing Cost Per Unit	13,987	13,482	14,588	14,138	12,844	10,571	7,435	18,485
Metric 6 - Operating Margin %								
A - Social Housing Lettings Only	6%	5%	11.6%	14.5%	9.3%	6%	2%	8.0%
B - Overall	1%	1%	0.72%	0.40%	0.61%	-1%	2%	5.6%
Metric 7 - ROCE %	4%	3%	3%	3%	2%	-3%	7%	4.5%

Metric 1 – Reinvestment

The Group's reinvestment percentage was 6.54% compared with the 2025/26 budget of 5.96%, reflecting higher investment expenditure during the year. However, while this represents a reduction from the previous year actual of 13.07% and is below the peer benchmark of 8.6%, the Group continues to take a measured approach to investment, balancing the need to maintain and improve its housing assets with the importance of long-term financial sustainability. Investment decisions are prioritised to ensure available resources are directed towards areas of greatest need and strategic importance.

Metric 2 – New Supply Delivered

No new social housing units were delivered during 2025/26. The Group continues to focus on maintaining and improving its existing housing portfolio to support service delivery and tenant's living experience. In the year ahead 2026_27, the Group plans to acquire ten housing properties as part of it's growth plans.

Metric 3 and 4 – Gearing and EBITDA-MRI Interest cover

The Group reported gearing of -100% in 2025/26, unchanged from previous years and consistent with budget. The negative gearing position reflects the Group's capital structure and strong liquidity position, with no reliance on external borrowing to finance housing activities. EBITDA MRI interest cover was 155% in 2025/26, an increase from 21% in 2024/25 and a better position when compared with budget of 100%. The improvement reflects stronger operating performance and the Group's limited exposure to interest costs, demonstrating a strong capacity to meet financing obligations from operating cash flows. The Group had no loans as at the reporting date.

Metric 5 – Headline Social Housing Cost per unit

Headline social housing cost per unit increased to £14,588 in 2025/26 from £14,138 in 2024/25, also having an adverse variance against budget of £13,482. The increase reflects inflationary pressures on repairs, maintenance and service delivery costs. Despite this increase, costs remain low when compared with benchmark of £18,485 per unit.

Metric 6 and 7 – Operating Margin and ROCE

The Group continued to deliver strong value for money through efficient operations, achieving an overall operating margin of 0.7%, a social housing lettings margin of 11.6%, and a Return on Capital Employed of 3.0%. These results demonstrate improved financial performance and the effective use of assets and resources to support the Group's social purpose.

Our 2026-7 Value for Money Goals

We have aligned our Value for Money Goals with our 'Even Better Lives for Even More People' strategic measures and will be reporting progress to Board quarterly through our strategic pillars of Quality, Reputation, Scale, Capacity and Sustainability.

Quality

- Drive up quality by increasing the proportion of CQC and CIW inspections, and internal quality inspections, achieving the highest possible ratings, towards our target of 100%.
- Increase the number of people in paid and voluntary work through our employment support service (effective)
- Reduce support breakdown and the disruption this can cause (effective)

- Increase the number of people that feel they can exercise choice and control over the planning and achieving of their life outcomes and enjoy the cornerstones of life, including maintaining significant relationships and keeping healthy (effective and efficient)

Reputation

- Maintain our Great Place to Work accreditation, improving our trust scores by 2% and 'being myself at work' statements (effective)
- Maintain our excellent survey scores (over 90%) for people we support, tenants and families who think we do a good job (effective)
- Continue to reduce our carbon footprint toward our new zero ambition

Scale

- Increase the number of people who can direct their own care and support through individual budgets or individual service funds (efficient)
- Increase the number of people assisted to leave restrictive environments and support people to have more control over their life (efficient)
- Increase the number of people that transition into adulthood with us (efficient)
- Increase our sustainable growth so that we can help more people (effective and efficient)
- Reduce the risk of financial loss through balancing our portfolio of risk and ensuring all lettable homes and rooms are filled where possible (efficient and economic)

Capacity

- Increase the number of colleagues gaining a qualification above minimum requirement (efficient)

Sustainability

- Reduce costs of sickness and turnover of colleagues (effective, economic)
- Increase our headroom for continued investment (economic)
- Increase the number of contracted services achieving minimum viability thresholds (economic)
- Maintain overheads at a reasonable level (efficient and economic)
- Reduce the number of support hours covered by agency workers and grow our peripatetic team to cover short term absences (effective and economic)

Operational

- Maintain £980k procurement savings (economic).
- Reduce the number of credit cards in use to reduce unnecessary spend (efficient and economic) .
- Reduce the number of overdelivered support hours to those that are contracted (efficient, effective and economic).
- Bring project and cost management for major works in house with an estimated £83k direct saving (economy) and better in house surveyor coverage, making sure we fully understand our property portfolio (effectiveness).
- Implement the new Minimum Standards Framework for our property portfolio, with a structured approach to assessing our portfolio sustainability and making sure our investment and disposal decisions are informed and strategic (economy, efficiency and effectiveness).
- Implement the new Partnership Principles Framework, making sure that we fully understand our leasehold obligations, have adequately provided for end of lease responsibilities, and that we avoid entering into non profitable leases (effectiveness).

- Focus on better use of the agency preferred supplier list to reduce the average price of an agency hour, this saving has been budgeted for at £269K. We will also continue to focus on efficiency in rotas, reducing the level of off rota hours through meetings and shadowing where the costs are seen to be higher than the standard. (Economy, efficiency).
- Delivering our Digital Transformation Strategy, saving up to £3m in 3 years by bringing key outsourced services in house. (economy, effectiveness)
- Start to raise money through fundraising, within our existing resources, to enable people we support and tenants to reach an ambition that they would have otherwise been unable to do. The goal is to raise £50k through Small Sparks Grant as part of Dimensions' 50th birthday celebration, to support this course (economy, effectiveness).

Fundraising

Dimensions receives occasional unsolicited gifts, often legacies or funeral donations. These are held and spent in line with any given restrictions. In January 2026 Dimensions began a proactive fundraising campaign to raise money for 'Small Sparks' grants for the people we support. The first grants window was April 2026 and will therefore be reported in next year's report & accounts. 100% of all money raised will be paid out in grants.

Fundraising income and charitable expenditure is monitored by a Fundraising Governance Group which reports to Group Board through the Finance and Resources Committee, and which operates in line with the Group's Financial Regulations & Delegations Policy and Fundraising, Grants, Donations & Legacies Policy.

We have self-assessed against, adhere to, and are registered with, the Fundraising Regulator Code of Fundraising Practice and also adhere to those elements of the Gambling Act concerned with prize draws. In order to run raffles we also have a local authority lotteries licence.

To date, money has been raised through individual and corporate donations and sponsorship, entirely routed through JustGiving which is registered to collect Gift Aid from HMRC on our behalf. We do not use 3rd party fundraising agencies. We have also run one prize draw.

No complaints about our fundraising have been received.

Our Fundraising, Grants, Donations & Legacies Policy refers explicitly to our commitments to protect people in vulnerable circumstances and our approach to fundraising reflects this.

Environmental, Social & Governance

During 2025-6, we launched our first ESG 'People and Planet Report', based on priorities set out in our Even Better Lives for Even More People Strategy 2025-27. The report was based on the United Nations Sustainable Development Goals (SDGs), with the relevant goals selected through a materiality assessment.

Our People and Planet Report is based on SDGs:

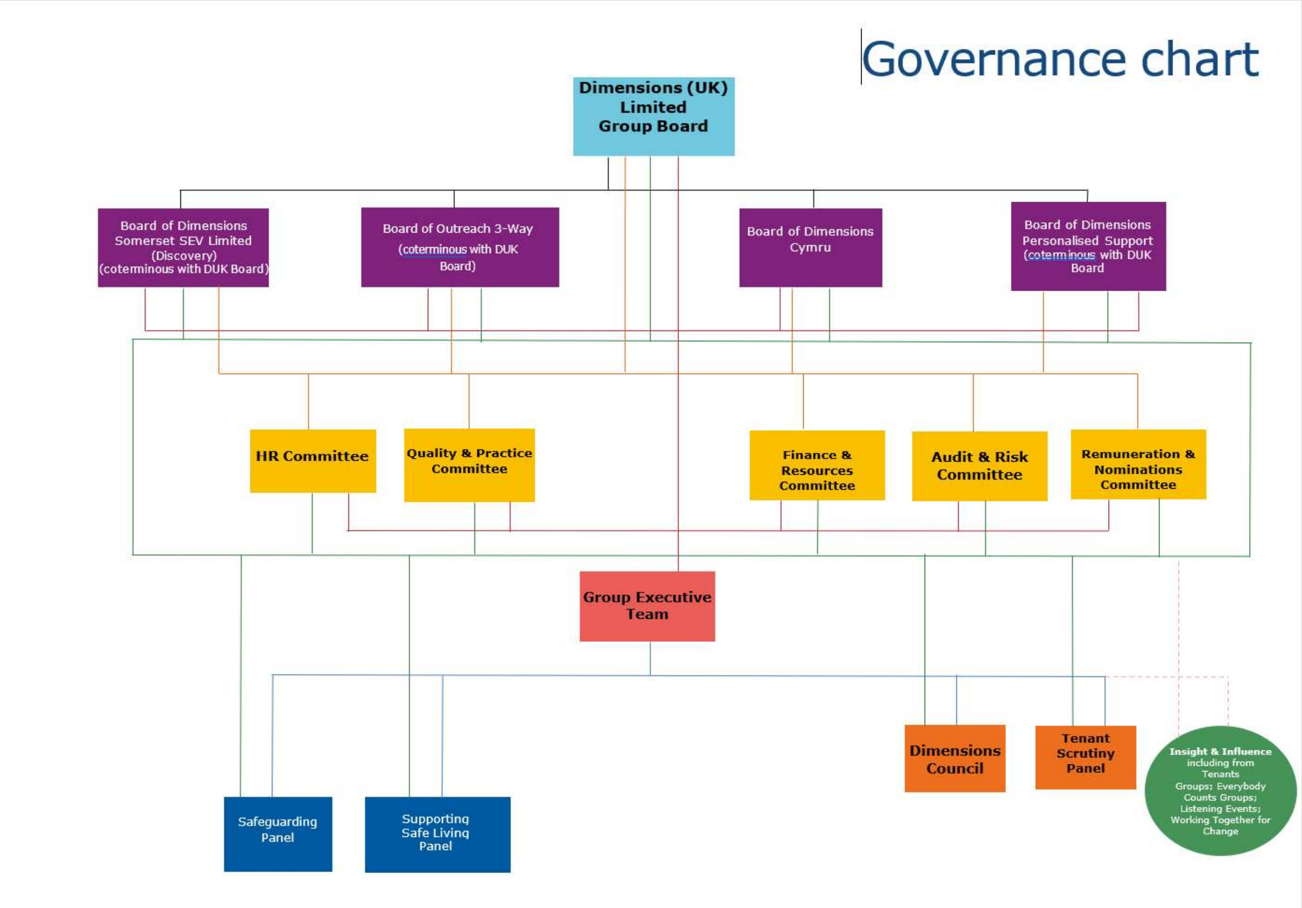
- Good Health and Wellbeing
- Quality Education
- Gender Equality

- Affordable and Clean Energy
- Decent Work & Economic Growth
- Reduced Inequalities
- Responsible Consumption and Production
- Climate Action

The report set out our baseline in 2025 and set clear goals for 2027, aligned to delivery of our strategy. An annual report of progress against our goals is available on our website

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, and that it incorporates insight and influence from the people supported, tenants and other stakeholders.



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 Dimensions (UK) Limited and 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 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.	Shahana Khan	Sinead McHugh-Hicks Interim Chief Financial Officer
Finance & Resources Committee (FRC)	To gain assurance on the ability of the Dimensions Group to achieve its strategy primarily in relation to the Sustainability pillar through review and assessment of the financial performance and use of resources of all entities in the Group. This will include consideration of performance in housing, business development and the effectiveness of the Group's IT and other business systems (including information governance and cyber threat management) against the relevant strategy. During 25/26 the Committee's oversight of the housing and estate operations performance and assets from an economic viability perspective was enhanced.	Noah Franklin	Sinead McHugh-Hicks Interim Chief Financial Officer
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 we support and tenants are supported to have	Huw John	Richard Mears, Interim Managing Director

	great, safe lives in their communities. It considers insight, scrutiny and satisfaction from people we support and tenants. During 25/26 the Committee's oversight of landlord performance, property compliance and tenant insight was enhanced.		
HR Committee (HRC)	To take a corporate overview of Dimensions HR strategy for the Group, ensuring effective contribution to organisational performance.	Kevin Hogarth	Sam Smith, Chief People Officer
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 remuneration, recruitment, development, succession, and a performance review process.	Angela McNab	Rhoda Iranloye, Chief Quality, Governance & Lived Experience Officer

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, Chief Quality, Governance & Lived Experience Officer
Supporting Safe Living Panel	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.	Fiona Ritchie	Richard Mears, Interim Managing Director

Time-limited Board **Task & Finish Groups** are established where needed.

During 2025/2026, a Housing Task & Finish Group concluded its oversight of improvement activity in response to the 2024 independent assessment of compliance with the Regulator of Social Housing Standards. The group concluded that the action plan had largely been delivered with a few remaining actions and risks moving back into the business as usual oversight of the Finance & Resources Committee.
A separate Strategic Housing Review Task & Finish Group was established in November 2025 to provide guidance and oversight in respect of developing our future housing strategy and options for future delivery. The review has established our view of supported housing demand, sector opportunities and constraints, structures for housing delivery, operational effectiveness and funding / partnership options and will conclude with the publication of Dimensions next corporate strategy 2027-32.

Corporate Governance

Statement of Compliance with Regulator of Social Housing (RSH) Standards and Code of Governance

The Group undertakes an assessment of its compliance with the Regulator of Social Housing's Consumer and Economic Standards annually.
During 2024/2025 we had support from external advisers to complete that assessment and identified that at the time Dimensions was not compliant with the Rent Standard in respect of some of our properties.

In the spirit of co-regulation, we self-referred to the RSH in October 2024, engaging with them during 2025. We took appropriate action to remedy the breach, repay any overpayments of rent and strengthen our internal controls and assurances in relation to rent setting for the future.
Our engagement with the Regulator over the Rent Standard breach concluded in November 2025, with confirmation from them that no further action was to be taken by them. The repayment of overpayments to Local Authority Housing Benefit Departments was at 74% as at May 2026. Where repayments have been due, we have issued detailed schedules of repayment to relevant local authorities who have subsequently raised queries. We have responded to queries and once the sum for repayment was agreed, local authorities raised invoices and received repayments. We remain in contact with a number of local authorities to ensure timely repayments are made.

We have completed our self-assessment for compliance with the RSH Standards during 25/26. Whilst some continuous improvement activity is in place, we certify that we have complied with the Standards in all material respects. We also comply with the National Housing Federation's Code of Governance 2020 and Code of Conduct for Members, and with the Housing Ombudsman Complaints Handling Code.

Governance Review

The Board, Committees and Panels carry out annual Effectiveness Reviews internally and commission a triennial external governance review.

The 2025 external Governance Review had particular focus on the Committee structure and to ensure the improvements we have made around oversight and scrutiny of our housing function is robust and fit for purpose.
The Governance Review concluded that our "*governance is effective, that the current structure (legal entities and the committees) supports effective governance and delivery against the agreed corporate strategy and objectives. We observed a strong appetite for continuous improvement and sound awareness of the Board's regulatory remit and responsibilities. We consider that there is an inclusive, collaborate governance culture in place which does not preclude appropriate scrutiny and challenge from Non-Executives.*"

The recommendations and observations identified during the Governance Review have been developed into a continuous improvement action plan which has been implemented during the remainder of the 25/26 year. Priority actions included:

- Strengthening oversight of housing at committee level
- Including a summary of the involvement/input and outcomes arising from Committee/Panel discussions where reports are presented to Board
- Undertaking lessons learnt when Task & Finish Groups conclude
- Ensuring that independent testing of compliance with landlord health & safety requirement is adequate within the Group's overall Internal Audit Annual Plan

Lived Experience Insight

People we support, tenants and families play an active and influential role in shaping our governance and decision-making. Insight is embedded through clear policies, structured forums and regular reporting to the Board and its Committees. The Dimensions Council, made up of people we support and tenants, meets monthly, holds the organisation to account, and directly engages with the Board and Executive, including through joint meetings that focus on understanding real lived experience and the impact of decisions. Tenant involvement is further strengthened through the Tenants Forum and Tenant Scrutiny Panel, both of which connect into QPC and the Group Board. Listening Events, Working Together for Change activity, consistent reporting, and the use of lived-experience stories at meetings ensure both positive and challenging perspectives inform priorities, performance monitoring and strategic choices. As a result, insight from people we support and tenants is not advisory, but integral to how the Group governs itself. The Governance Review 2025 considered *"Dimensions to be an exemplar in its approach to hearing and considering the voice of people supported and their families....driven by a strong culture and varying mechanisms, both outside and within the formal governance structure"*.

Policy for admitting new shareholders

Shareholding is closed and the admission of new shareholders is restricted to persons becoming Board Members.

Board members' interest in shares

Each elected member of the Board who held office at 31 March 2026 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 (as outlined above) and the operating subsidiaries, some of whom have coterminous Boards.

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. Chairs of Task & Finish Groups, Independent Panel Chairs, Independent Committee Members and Associate Committee Members are also remunerated for their role. The remuneration for these roles is subject to biennial benchmarking.

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

Office holder	Gross Annual Pay Level as at March 2026
Chair of the Group Board	£20,000
Full Group Board Member	£9,000
Senior Independent Director	£3,000
Independent Panel Chairs	£4,500
Committee/Subsidiary/Task & Finish Group Chairs	£3,000
Independent Member of Committee	£2,000
Associate Committee Member	£1,000

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.

Associate Committee Members

Associate Committee Members are people independent of Dimensions, selected onto a 3-year development programme with learning, mentoring and observing opportunities within our committees. Members are selected for their potential to become a confident non-executive rather than their existing experience. Two new Associate Committee Members were appointed from 1st May 2025 to sit on the HR Committee and 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 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.

The 2025 Governance Review found that *"membership is composed of individuals with the relevant skills, experience and competency to govern the business of the organisation well, and diversity amongst the Board is currently solid and includes various members with lived experience."* As a result of recommendations in the Governance Review we reviewed our skills and competency assessment framework.

During 2025/26, the Group Board and wider Non-Executive membership comprised of:

- **Experts -** those who have specialist skills, up-to-date knowledge, and recent extensive 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. They can lead discussions on topics and influence the outcome using their skills, knowledge and experience.

- **Practitioners** – those who can be an active participant in discussion on topics, making valuable contributions with their skills, recent knowledge and significant experience.

- **Competent scrutineers** – those who know the right questions to ask to bring out the skills, knowledge and experience of others on this topic.

General business
Strategic planning and setting objectives
Risk management, oversight & assurance
Internal controls and delegations frameworks
Monitoring performance, scrutiny & critical evaluation
Appreciation of the role of Non-Executives
Mergers and Acquisitions
Business Development
Strategic partnerships/partnership working with other organisations
Organisational Development
Change Management
Human Resources
Industrial Relations
IT Strategy and Systems
Public perception and reputation management
Environmental Sustainability
Social value and community investment
Large-scale project management

Finance and audit
Financial strategy and business planning
Value for money and efficiency
Treasury management
Accounting and financial performance monitoring
Audit and the work of Audit Committees
Pensions
Social Housing Finance

Involvement and engagement
Involvement and engagement activities for people with learning disabilities and/or autistic people
Involvement and engagement activities for social housing tenants
Knowledge of the needs and aspiration of people supported and tenants
Knowledge of the needs and aspirations of families (of the people we support and our tenants)

Legal and regulatory
Governance in a regulated sector
Social care legal and regulatory requirements
Social housing legal and regulatory requirements
Employment law
Equality and diversity legislation and regulations
Health and safety legislation and regulations
Data protection legislation and regulations
Company Law
Charity Law

Social housing
Social housing management
Social housing property compliance
Housing development
Strategic asset management
Repair and maintenance

Fundraising
Fundraising

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
Provision of services to people with special educational needs
Provision of services for children and young people
Service commissioning and procurement
Provision of mental health services
NHS commissioning
Understanding of NHS plans, organisation, processes
Employment services
Safeguarding

Marketing & Communications
Strategic Communications
Internal Communications
Digital Communications
Marketing
Public Relations
Public Affairs & Campaigning (including influencing of Government)
Market Research

In addition to the skills, knowledge and experience areas above, we look for the following competencies and behaviours in our Non-Executive members:

- Effective communication
- Working as part of an effective team
- Leadership
- Analysing and scrutinising
- Directing strategy
- Lived Experience focused
- Self-management and development
- Partnerships and relationships

Recruitment of New Non-Executives

New Board, Committee and Panel members are recruited on an ad hoc basis when a need 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, competencies, behaviours, knowledge and experience needed.

In most cases, 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 Members. The recruitment process includes informal meetings with members of the Group Executive Team, visits to homes 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 group.

We recruited two new Group Board Members during 2025/2026 and a new independent committee member on the Group Audit & Risk Committee.

Equality, Diversity & Inclusion (EDI) in Governance Arrangements

In line with the National Housing Federation Code of Governance, the Board has maintained a clear and active focus on equality, diversity and inclusion (EDI) throughout the year, providing both leadership and oversight of delivery in practice.

The Board continued to promote inclusive and welcoming Board and Committee discussions, with this evidenced through the 2025 Annual Effectiveness Review, where members 'strongly' or 'somewhat agreed' that the Board demonstrates a clear commitment to EDI, that Board composition reflects diverse backgrounds, and that meetings actively encourage diverse perspectives. Following the 2025 external governance review, which identified opportunities for stronger Board-led visibility on EDI, the Board agreed and progressed a series of actions, including participation in reverse mentoring, engagement in Diversity Matters forums, routine inclusion of EDI as a standing Committee and Board consideration, and regular assurance through Executive reporting.

The Board also reaffirmed its commitment to the National Housing Federation Chair's Challenge, with progress reviewed at a Members' Briefing in February 2026. This session reinforced collective and individual accountability for EDI, updated members on progress against strategic priorities and workforce insights, and secured personal commitments from Board members to further embed EDI considerations into Board behaviours, discussions and decision-making.

The organisational EDI annual report is available on our website to publicise our EDI commitments and progress. As at 31st March 2026, the Group Board's diversity profile is shown below:

Board	Average age	Gender	Members from ethnic background	Disability
Group Board	63	M – 58% (7) F – 42% (5)	8% (1)	8%(1)
All Non-Executives (including Non-Executive Board Members, independent Panel Chairs, independent Committee Members, Associate Committee Members	55	M – 39% (9) F – 61% (9)	17% (3)	5% (1)

It is acknowledged that our diversity profile has changed over the last few years with some resignations from the Board, but we remain focused, as recruitment allows, to encourage applications from under-represented groups.

We have a number of Non-Executives sitting on our Boards, Committees and Panels with direct or family lived experience of learning disabilities and autism.

Training for Non-Executives

Non-Executives are able to attend appropriate training at the expense of the organisation to help them fulfil their Board role most effectively. This includes Safeguarding Adults, Fraud Awareness GDPR, Health & Safety, Cyber Security and Oliver McGowan Learning Disability & Autism Training which is essential training.

Members Briefings are arranged on an ad-hoc basis on key topics. During 2025/26 this included cyber security, EDI, and Individual Service Funds. A session with the organisation's Health & Safety solicitor was also held, focusing on Director responsibilities and learning from serious incidents. Effectiveness surveys and Non-Executive appraisal conversations also identify any learning and development needs either for individuals or Committees as a collective.

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 and any new declarations sought both at each meeting of a Board, Committee and Panel, and during an annual review.

Attendance

The full Board met five times during the year four full meetings, and one joint meeting with the Dimensions Council. The Board followed an agreed agenda for the full meetings with various standing matters, including full reporting of financial and housing performance, review of the strategic risk register, and review of the register of interests. Attendance at the Board was as follows:

Dimensions (UK) Ltd	12-Jun-25	14-Aug-25	27-Nov-25	25-Mar-26
Nick Baldwin, Chair	Attended	Attended	Attended	Attended
Angela McNab	Apologies	Attended	Attended	Attended
Andrea Sutcliffe	N/A	Observed	Attended	Attended
Gill Arukpe	N/A	Observed	Attended	Attended
Huw John	Attended	Attended	Attended	Apologies
Kevin Hogarth	Attended	Attended	Attended	Attended
Matt Campion	Attended	Attended	Attended	Attended
Noah Franklin	Attended	Attended	Attended	Attended
Rachael Dodgson	Attended	Attended	Attended	Apologies
Richard Crompton	Attended	Attended	Attended	Attended
Richard Webb	Apologies	Attended	Attended	Attended
Shahana Khan	Attended	Attended	Attended	Attended
Sherry Malik	Attended	Attended	Attended	N/A

In addition to the meetings, the Board held an Away Day in October 2025 for all Non-Executives. This included sessions from external speakers and covered sector challenges and policy perspectives; the wider risk landscape; the toll of caring, and the power of our relationships with families; and an update on the Regulator of Social Housing Standards.

Modern Slavery and Human Trafficking Statement

Dimensions is committed to preventing modern slavery and human trafficking 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 and overall responsibility for maintaining robust systems of internal control appropriate to the business and operating environment. The framework adopted by the Group is designed to manage the risks to the achievement of strategic objectives and to provide reasonable assurance against material misstatement, loss or failure.

The Group Audit & Risk Committee annually carries out a review of the effectiveness of the systems of Internal Control in order to fulfil the responsibilities set out in its Terms of Reference and to provide assurance to the Board in making this statement.

The Committee has received assurances from management and external advisors that adequate and effective systems of internal control which support the Group culture of continuous improvement and are aligned to the identified Strategic Risks have operated through 2025/2026, and that there have not been any control weaknesses that would cause significant misstatement or loss.

Whilst there is no absolute assurance that all risks can be eliminated through operation of the internal controls, the Board received assurance that:

- Risk management and internal control arrangements continue to operate effectively across the organisation in line with the agreed Risk Management & Assurance Framework, with risk registers regularly reviewed and updated and strategic risks formally documented, scored and supported by defined controls and monitoring arrangements approved by the Board.
- Where controls are identified within the risk framework, these are in place, and the implementation of any control improvements is monitored by management, and through the governance structure's relevant Committees and the Board, including actions arising from Internal Audit.
- Operational risks are also identified and managed, with appropriate controls in place or under development.
- The financial and operational control environment is supported by formal policies, procedures and documented systems, with clear ownership assigned to experienced and appropriately qualified staff and approval at the relevant governance level.
- Performance management processes are embedded to maintain standards, as well as robust approaches to recruitment, retention and training policies for colleagues.
- There is strong engagement with Internal Audit and external audit, with independent assessment of the control environment, and recommendations implemented or subject to agreed action plans overseen by the relevant Committee and Board.

– The organisation takes reasonable and proportionate measures to ensure compliance with relevant regulatory standards and legal requirements, with plans in place to address any identified gaps.

Going Concern

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

The Board has also reviewed a detailed 12–15 month cash flow forecast, which demonstrates that the Group is expected to maintain sufficient liquidity throughout the assessment period and provides additional assurance over the Group's ability to meet its obligations as they fall due.

On this basis and after making appropriate enquiries and reviewing the 2026/27 budget, completing the annual stress test activity and reviewing the refreshed 2027 Strategic plan the Board confirms (taking account of changes arising from the current economic/resourcing environment challenges), 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 Board 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 2022 . 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.dimensions-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 **2 September 2026** and signed on its behalf by:

Greenbank

…………………………..
Jo Greenbank
Secretary
Dimensions (UK) Limited
1230 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 2026 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 2026 and the Group and Parent's income and expenditure 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 2022.

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 29, 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 Group 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.

....

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

21st September 2026

Dimensions (UK) Limited
Consolidated Statement of Comprehensive Income for the year ended 31 March 2026

	Notes	Group		Parent	
		2026 £'000	2025 £'000	2026 £'000	2025 £'000
Turnover	3	**255,426**	**249,893**	**155,207**	**158,298**
Operating costs	3,4	(253,592)	(248,900)	(154,992)	(159,067)
Operating surplus/(deficit)		**1,834**	**993**	**215**	**(769)**
Profit on disposal of fixed assets	7	62	862	62	871
Interest receivable and similar income	8	218	281	218	280
Finance costs and similar expenses	9	(316)	(428)	(316)	(428)
Surplus/(deficit) for the year	10	**1,798**	**1,708**	**179**	**(46)**
Actuarial (loss)/gain in respect of pension schemes		(167)	906	(167)	906
Total comprehensive income for the year		**1,631**	**2,614**	**12**	**860**

The consolidated results relate wholly to continuing activities. The accompanying notes on pages 40 to 75 form part of these financial statements.

These financial statements were approved by the Board on **2 September 2026** and were signed on its behalf by:

....	....	....
Nick Baldwin CBE	**Richard Crompton QPM**	**Joanne Greenbank**
Chair	**Director**	**Company Secretary**

	Notes	Income and expenditure reserve £'000	Restricted reserves £'000	Total £'000
Balance as at 1 April 2024		**35,105**	**-**	**35,105**
Total comprehensive expenditure for the year		2,614	-	2,614
Balance as at 31 March 2025		**37,719**	**-**	**37,719**
Total comprehensive income for the year		1,631	-	1,631
Balance as at 31 March 2026		**39,350**	**-**	**39,350**

The accompanying notes on pages 40 to 75 form part of these financial statements.

	Notes	Income and expenditure reserve £'000	Restricted reserves £'000	Total £'000
Balance at 1 April 2024		19,243	-	19,243
Total comprehensive expenditure for the year		860	-	860
Balance at 31 March 2025		**20,103**	**-**	**20,103**
Total comprehensive income for the year		12	-	12
Balance at 31 March 2026		**20,115**	**-**	**20,115**

The accompanying notes on pages 40 to 75 form part of these financial statements.

Dimensions (UK) Limited
Consolidated Statement of Financial Position as at 31 March 2026

	Notes	Group 2026 £'000	Group 2025 £'000	Parent 2026 £'000	Parent 2025 £'000
Fixed Assets					
Housing properties – cost less depreciation	13	29,141	28,704	29,141	28,704
Other fixed assets	14	7,888	9,703	4,885	6,631
		37,029	**38,407**	**34,026**	**35,335**
Current assets					
Assets held for sale	14	576	113	576	113
Debtors	15	32,541	28,227	27,459	19,644
Cash at bank and in hand		18,385	19,542	15,517	12,078
		51,502	47,882	43,552	31,835
Creditors: Amounts due within one year	16	(27,683)	(27,752)	(35,969)	(26,253)
Net current assets		**23,819**	**20,130**	**7,583**	**5,582**
Total assets less current liabilities		**60,848**	**58,537**	**41,609**	**40,917**
Creditors: Amounts falling due after more than one year	18	18,869	17,279	18,869	17,279
Pension liability	23	2,256	3,006	2,256	3,006
Provision for liabilities	31	373	533	369	529
Total net assets		**39,350**	**37,719**	**20,115**	**20,103**
Capital and reserves					
Non – equity share capital	19	-	-	-	-
Income and expenditure account		39,350	37,719	20,115	20,103
Total capital and reserves		**39,350**	**37,719**	**20,115**	**20,103**

The accompanying notes on pages 40 to 75 form part of these financial statements.

These financial statements were approved by the Board on **2 September 2026** and were signed on its behalf by:

Nicks Bd .... Richard Crompton .... Greenbank ....

Nick Baldwin CBE
Chair

Richard Crompton QPM
Director

Joanne Greenbank
Company Secretary

Consolidated Statement of Cash Flow for the year ended 31 March 2026

	Notes	2026	2025
		£'000	£'000
Net cash inflow from operating activities	24	543	4,137
Investing activities			
Interest received	8	218	281
Payments to acquire other tangible fixed assets	14	(51)	(263)
Payments to acquire and/or construct housing properties and/or their components	13	(1,945)	(3,787)
Receipts from sale of housing properties	7	250	974
Net cash outflow from investing activities		(1,528)	(2,795)
Financing activities			
Finance commitment fees	9	(172)	(219)
Net cash outflow from financing activities		(172)	(219)
Increase/(decrease) in cash and cash equivalents		(1,157)	1,123
Cash and cash equivalents at 1 April		19,542	18,419
Cash and cash equivalents at 31 March		18,385	19,542

The accompanying notes on pages 40 to 75 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 and exempt charity.

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

Dimensions meets the FRS 102 definition of 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

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 2022 ("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 medium term refreshed strategy to 2027, which was approved last year 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. 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 2026/27 and the group's medium term financial position as detailed in the 2027 refreshed strategy, is of the opinion that, taking account of severe but plausible downsides, the 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. Monthly performance reviews are undertaken at contract level to monitor this;
- Liquidity – cash balance at year end of £18m 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.

Turnover and revenue recognition

Group turnover is made up of Care charges, Supporting People grants, Rental charges to tenants, and grants from local and national funders in respect of the year. Group turnover also includes rental income and service charges and charges to managing agents.

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

Care charges and Supporting People grants are recognised as they fall due under the contractual arrangements with Local Authorities and included in turnover when the services are provided. 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.

Income from 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 Statement of Comprehensive Income includes only that income and expenditure which relates solely to the Group.

Operating Surplus

Operating surplus represents the surplus generated from the Group's ordinary operating activities. It is stated before finance income and finance costs, and excludes gains and losses arising from the disposal of fixed assets and other items that are not considered to arise from the Group's operating activities

Value Added Tax

The Group charges Value Added Tax (VAT) on some of its income through one of its subsidiaries – Dimensions Personalised Support Limited - 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 of 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. Such Group central overhead costs are mainly allocated to operating units based on the budget central expenditure and in proportion to budget direct costs.

Apportionment of direct employee, administration, and operating expenditure

Direct employee, administration and operating costs have been apportioned to the relevant section of the Statement of Comprehensive Income 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.

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.

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.

Employee Benefits

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

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. 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 FRS 102 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.

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.

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. Any amounts not recycled within the allowable time frame are either extended via negotiation or repaid.

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 (New)	100
Building/Structure (Existing)	80
Pitched Roof Coverings	80
Windows and doors	40
Fire doors	10
Electrical Installations	40
Bathrooms	20
Boilers	15
Kitchen and Utility Rooms	10
Housing properties awaiting development	60

The Group does not depreciate land. Sales of housing properties are recognised in the Statement of Comprehensive Income 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. The Group depreciates other tangible assets at the following annual rates:

	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	3-10
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 assess annually for any indicators of impairment across all fixed assets. 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 expenditure.

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.

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. Dimensions UK act as appointee for a number of people we support and as part of that role we have opened individual bank accounts in which we hold funds on their behalf. At 31st March 2026, Dimensions UK held a total of £2.7m (2025: £2.7m) which is not included in the balance sheet of the Dimensions UK.

Assets held for sale

Where asset disposal procedures cross year end, then it is likely that such assets may be classified as held for sale, in the event that management is committed to a plan to sell, the asset is available for immediate sale, an active programme to locate a buyer is initiated and the sale is highly probable. Such assets are transferred from the asset register and classified as held for sale.
The carrying value of asset held for sale at year end 31 Mar 2026 was £576k (2025: £113k). Management considered trigger for impairment and reviews have been carried out to record asset at lower of cost and realisable value.

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 £101k (2025: £98k) 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 2026 amounted to £2,143k (2025: £1,509k) for the Group.

Related party transactions

Transactions between Group undertakings are disclosed in note 12.

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 2026 the Group had available £10m (2025: £10m) of undrawn committed borrowing facilities with a floating charge over the Group's assets; all conditions precedent had been met.

Designated funds

Designated funds represent amounts that have been set aside by the Directors for specific future purposes in line with the Group's strategic objectives. These funds remain unrestricted in nature; however, they have been internally designated and are therefore not available for general operational expenditure without prior approval of the Board. The designation of such funds is reviewed regularly by the Directors to ensure they remain appropriate in light of the Group's operational and financial requirements. At year end, there were no more designated funds (£2025: Nil).

Restricted Reserves

Funds received where there are prescribed uses of those funds in relation to people we support or defined groups of people we support are accounted for separately together with the subsequent use of the funds. There were no restricted funds in the Group at the end of the reporting period (2025: Nil)

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:

Impairment

Dimensions is required to review the carrying value of assets, at least annually, for any indicators of impairment. 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. No impairment provisions were charged this year (2025: nil). There were no impairment provisions on non-social housing assets this year (2025: £nil)

Capitalisation of property development costs

Management makes judgment in distinguishing items that qualify for capitalisation, rather than expensed, in both active and discontinued services. More especially, 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 £1,945k (2025: £3,787k).

Group overhead allocation

Group central overhead costs are mainly 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 23).

Income clawback

The Group is required to assess whether income recognised during the year may be subject to clawback by commissioners or other funding bodies. Judgement is applied in assessing the likelihood and potential value of any clawback, taking into account contractual terms, performance against agreed requirements and the latest available information. Where a clawback is considered probable and can be reliably estimated, an appropriate provision or adjustment to income is recognised.

Bad debt

The Group makes an assessment of the recoverability of trade and other receivables and recognises an allowance for expected credit losses where appropriate. Judgement is applied in determining the level of provision, taking into account the age and nature of outstanding balances, historical collection experience, the financial circumstances of individual debtors and other relevant forward-looking information. The provision is reviewed regularly and updated to reflect changes in the recoverability of outstanding balances.

Dilapidations

The Group is required to estimate the costs of restoring leased properties to the condition required under the terms of the relevant lease agreements. Judgement is applied in assessing the likelihood and timing of such obligations and estimating the costs of any required works, taking into account property condition, lease terms, historical experience and available professional or contractor estimates. Where an obligation exists and the costs can be reliably estimated, a provision is recognised and reviewed at each reporting date.

3 Particulars of turnover, operating costs, and operating surplus

GROUP	2026 Turnover £'000	2026 Operating costs £'000	2026 Operating surplus £'000	2025 Turnover £'000	2025 Operating costs £'000	2025 Operating surplus £'000
Social housing lettings (note 4(a))	13,596	(12,715)	881	13,428	(12,787)	641
Other social housing activities:						
Charges for support services (note 4(b))	241,830	(240,877)	953	236,465	(236,113)	352
Total	255,426	(253,592)	1,834	249,893	(248,900)	993

PARENT	2026 Turnover £'000	2026 Operating costs £'000	2026 Operating surplus £'000	2025 Turnover £'000	2025 Operating costs £'000	2025 Operating surplus £'000
Social housing lettings (note 4(a))	11,324	(10,533)	791	11,217	(10,610)	607
Other social housing activities:						
Charges for support services (note 4(b))	143,883	(144,459)	(576)	147,081	(148,457)	(1,376)
Total	155,207	(154,992)	215	158,298	(159,067)	(769)

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

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

	Group		Parent	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Income				
Rents receivable*	6,698	6,845	5,365	5,516
Service income	6,170	5,885	5,231	5,004
Housing grant amortisation	380	355	380	355
Charges to Managing Agents	348	343	348	342
Total income from social housing lettings	13,596	13,428	11,324	11,217
Expenditure				
Care Management	3,039	2,898	2,013	1,849
Services	2,929	3,191	2,460	2,621
Routine and planned maintenance	3,508	3,235	2,975	2,816
Major repairs expenditure	291	720	250	686
Operating leases	2,026	1,900	1,913	1,795
Depreciation of housing properties	922	843	922	843
Impairment provision	-	-	-	-
Operating costs on social housing lettings	12,715	12,787	10,533	10,610
Operating surplus from lettings	881	641	791	607

*Rents receivables are stated after deducting £813k (2025: £454k) 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 activities

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Charges from care services- Grants	237,091	230,437	142,375	145,223
Charges for support services	1,928	1,287	675	633
Supporting People	508	411	-	1
Other	2,303	4,330	833	1,224
Total income from social care	241,830	236,465	143,883	147,081
Expenditure on social care				
Management	234,964	229,446	144,834	149,288
Services	2,962	3,028	1,935	1,982
Maintenance	376	427	43	104
Recharges	(1,251)	(1,011)	(5,390)	(5,776)
Operating leases	1,993	2,424	1,285	1,456
Depreciation	1,833	1,799	1,752	1,403
Impairment	-	-	-	-
Total expenditure on social care	240,877	236,113	144,459	148,457
Operating surplus on social care	953	352	(576)	(1,376)

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

5 Directors' emoluments

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Non-executive directors	150	143	150	143
Executive staff members	1,334	1,281	1,334	1,281
	1,484	1,424	1,484	1,424

No retirement benefits are accrued under defined benefit schemes. Amounts above include pension contributions of £107k (2025: £102k)

The Chief Executive Officer was the highest paid employee during the year, (same as prior year 2025).
The total emoluments payable to the Chief Executive Officer (including employer's NI and pension contributions, benefits in kind) were:

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Emoluments	198	191	198	191

The pension contributions paid by the organisation for the Chief Executive Officer were £14k (2025: £13k). The Chief Executive is a member of the Aviva Pension Scheme and is an ordinary member of the pension scheme and no enhanced or special terms apply. There are no further contribution to an individual pension arrangement for the Chief Executive.

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	
	2026	2025	2026	2025
	No.	No.	No.	No.
Care staff	6,565	6,669	5,113	5,197
Administration	566	566	498	508
	7,131	7,235	5,611	5,705

6 Staff numbers and costs (continued)

Full Time Equivalent	Group		Parent	
	2026	2025	2026	2025
	No.	No.	No.	No.
Care staff	4,697	4,758	3,626	3,700
Administration	460	459	397	407
	5,157	5,217	4,023	4,107

Remuneration of staff (including benefits in kind and excluding employer's pension and employer's NI contribution) is in the following bands:

Staff remunerations	Group		Parent	
	2026	2025	2026	2025
	No.	No.	No.	No.
£60,000 to £69,999	26	34	25	30
£70,000 to £79,999	33	16	30	15
£80,000 to £89,999	3	6	3	6
£90,000 to £99,999	4	6	4	6
£100,000 to £109,999	-	2	-	2
£110,000 to £119,999	3	1	3	1
£120,000 to £129,999	2	2	2	2
£130,000 to £139,999	2	1	2	1
£140,000 to £149,999	2	2	2	2
£150,000 to £159,999	-	-	-	-
£160,000 to £169,999	1	-	1	-
£170,000 to £179,999	-	1	-	1

Staff costs	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Wages and salaries	178,966	175,547	139,893	138,868
Social security costs	21,684	15,707	17,128	12,592
Pension costs	5,131	5,033	3,993	3,905
	205,781	196,287	161,014	155,365

Included in the Group's payroll costs are redundancy payments of £175k (2025: £117k); for the parent: 143k (2025: £33k)

7 Profit on disposal of fixed assets

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Net proceeds from disposal of housing properties	250	974	250	974
Cost of sales	(154)	(74)	(154)	(74)
Incidental selling costs	-	-	-	-
Surplus on disposal of housing properties	96	900	96	900
Loss on replacement of housing components	(34)	(38)	(34)	(29)
Surplus/(Loss) for the year	62	862	62	871

8 Interest receivable and similar income

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Bank interest	218	281	218	280
	218	281	218	280

9 Finance costs and similar expenses

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Finance cost on pension scheme	144	209	144	209
Finance cost of undrawn credit facility	142	120	142	120
Finance cost on capital grant payable	30	99	30	99
	316	428	316	428

10 Surplus/(deficit) for the year

	Group		Parent	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
The surplus for the year is stated after charging/(crediting):				
Depreciation and impairment:				
Housing properties	922	843	922	843
Impairment of housing properties	-	-	-	-
Other fixed assets	1,839	1,799	1,438	1,403
Auditor's remuneration:				
Audit*	119	115	59	55
Operating leases rental	4,018	4,325	3,198	3,249

*The Group audit fee above includes non-recoverable VAT of £19k (2025: £17k)

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 regulated entities were as follows:

	2026	2025
	£'000	£'000
Outreach 3 Way	935	975
Dimensions Cymru Limited	1,567	1,528
Dimensions Somerset SEV Limited (trading as "Discovery")	3,734	3,961

12 Investments in subsidiaries (continued)

At year end 31 March, the following were due to/(from) subsidiaries:

	2026 £'000	2025 £'000
Dimensions Personalised Support Limited	(5,068)	(4,903)
Outreach 3 Way	827	1,638
Dimensions Cymru Limited	1,498	394
Dimensions Somerset SEV Limited (trading as "Discovery")	11,386	6,979
	8,643	4,108

13 Housing properties Group & Parent

	Housing properties available for letting £'000	Housing property under development £'000	Total £'000
Cost			
At 1 April 2025	36,757	3,835	40,592
Additions	1,945	-	1,945
Asset held for sale - derecognised	(942)	-	(942)
Asset transfer- Completed assets	3,835	(3,835)	-
Disposals	(31)	-	(31)
At 31 March 2026	**41,564**	**-**	**41,564**
Depreciation and impairment			
At 1 April 2025	11,888	-	11,888
Depreciation charged during the year	922	-	922
Asset held for sale - derecognised	(366)	-	(366)
Disposed during the year	(21)	-	(21)
At 31 March 2026	**12,423**	**-**	**12,423**
Net book value at 31 March 2026	**29,141**	**-**	**29,141**
Net book value at 31 March 2025	**24,869**	**3,835**	**28,704**

13 Housing properties Group & Parent (continued)

	2026 £'000	2025 £'000
Housing property costs comprise:		
Freeholds	34,746	33,043
Long leaseholds	5,855	5,824
Short leaseholds	1,905	1,894
Transfer to asset held for sale	(942)	(169)
	41,564	40,592

Expenditure on works to existing properties comprise the following:	**£'000**	**£'000**
Components capitalised (note 13)	1,945	1,389
Major repairs expensed (note 4a)	291	714
	2,236	2,103

14 Tangible fixed assets

a) Other fixed assets
GROUP

	Property £'000	Office & computer equipment £'000	Household fixtures & fittings £'000	Assets under developments £'000	Total £'000
Cost					
At 1 April 2025	3,980	8,400	550	265	13,195
Derecognition of Asset held for sale	-	-	-	-	-
Additions	4	23	24	-	51
Asset transferred	-	265	-	(265)	-
Disposals	-	-	(50)	-	(50)
At 31 March 2026	**3,984**	**8,688**	**524**	**-**	**13,196**
Depreciation					
At 1 April 2024	1,033	2,182	277	-	3,492
Derecognition of Asset held for sale	-	-	-	-	-
Charged during the year	65	1,729	45	-	1,839
Disposals	-	-	(23)	-	(23)
At 31 March 2026	**1,098**	**3,911**	**299**	**-**	**5,308**
Net book value					
At 31 March 2026	**2,886**	**4,777**	**225**	**-**	**7,888**
Net book value					
At 31 March 2025	2,947	6,218	273	265	9,703

14 Tangible fixed assets (continued)

b) **Other fixed assets**
PARENT

	Property £'000	Office & computer equipment £'000	Household fixtures & fittings £'000	Assets under developments £'000	Total £'000
Cost					
At 1 April 2025	-	8,311	516	265	9,092
Additions	-	23	24	-	47
Asset transfer	-	265	-	(265)	-
Disposals	-	-	(50)	-	(50)
At 31 March 2026	**-**	**8,599**	**490**	**-**	**9,089**
Depreciation					
At 1 April 2025	-	2,187	274	-	2,461
Charged during the year	-	1,725	42	-	1,767
Disposals	-	-	(24)	-	(24)
At 31 March 2026	**-**	**3,912**	**292**	**-**	**4,204**
Net book value					
At 31 March 2026	**-**	**4,687**	**198**	**-**	**4,885**
Net book value					
At 31 March 2025	**-**	**6,124**	**242**	**265**	**6,631**

c) **Asset held for sale**

	2026 Group £'000	2026 Parent £'000	2025 Group £'000	2025 Parent £'000
Cost	942	942	169	169
Accumulated Depreciation	(366)	(366)	(56)	(56)
Carrying value as at 31 March	**576**	**576**	**113**	**113**

Assets held for sale in prior year have all been disposed

15 Debtors

	Group		Parent	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Due within one year				
Rent and service charges receivable	663	443	561	392
Less: provision for bad and doubtful debts	(92)	(27)	(92)	(26)
	571	416	469	366
Trade debtors	19,279	12,467	10,816	6,569
Other debtors	65	289	65	286
Prepayments and accrued income	12,626	15,055	10,744	12,423
Amounts owed by subsidiaries	-	-	5,365	-
	32,541	28,227	27,459	19,644

16 Creditors

Amounts falling due within one year	Group		Parent	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Trade creditors	4,231	4,568	3,511	4,062
Other creditors	1,547	3,745	1,214	3,686
Taxation and social security costs	7,512	5,191	6,418	4,536
Accruals and deferred income	13,729	14,248	10,153	10,366
Recycled capital grant fund *(note 17,18)*	664	-	664	-
Amounts due to group undertakings	-	-	14,009	3,603
	27,683	27,752	35,969	26,253

17 Recycled capital grant fund

	Group 2026 £'000	Group 2025 £'000	Parent 2026 £'000	Parent 2025 £'000
At 1 April	1,329	2,164	1,329	2,164
Grants recycled	110	-	110	-
Interest accrued	30	99	30	99
Withdrawals - recycled grants utilised during the year	(691)	(934)	(691)	(934)
Balance at 31 March	778	1,329	778	1,329
Amount due for repayment to Homes England *(note 16, 18)*	664	-	664	-

Withdrawals from the recycled capital grant fund have been used for the purchase and development of new housing schemes for letting and for approved works to existing properties.

17a Capitalised grant

	Group 2026 £'000	Group 2025 £'000	Parent 2026 £'000	Parent 2025 £'000
At 1 April	15,950	16,708	15,950	16,708
New Grants received	-	-	-	-
Utilisation of recycled grants	3,368	-	3,368	-
Grants on retired/disposed assets	(174)	(401)	(174)	(401)
Amortisation of capitalised grants	(389)	(357)	(389)	(357)
Grants returned to funder	-	-	-	-
Balance at 31 March	18,755	15,950	18,755	15,950

18 Creditors

Amounts falling due after more than one year	Group 2026 £'000	Group 2025 £'000	Parent 2026 £'000	Parent 2025 £'000
Social housing grant received	18,755	15,950	18,755	15,950
Recycled capital grant fund	114	1,329	114	1,329
	18,869	17,279	18,869	17,279

The total accumulated amount of grant received at year end including amounts recognised in Statement of Comprehensive Income is £24.0m (2025: £24.0m)

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

	Group 2026 £'000	Group 2025 £'000	Parent 2026 £'000	Parent 2025 £'000
In one year or less *(note 16)*	664	-	664	-
Between one and two years	-	1,329	-	1,329
Between two and five years	114	-	114	-
	778	1,329	778	1,329

19 Non-equity share capital

Allotted, issued, and fully paid	Parent 2026 £	Parent 2025 £
Ordinary shares of £1 each at 1 April	10	10
New shares	1	-
Cancellations	-	-
Ordinary shares of £1 each at 31 March	11	10

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 Financial commitments

As at year end, March 2026, Dimensions (UK) Group had capital commitments of £360k relating to a property acquisition. Contracts were exchanged prior to 31 March 2026; however, completion had not taken place as at the reporting date (2025: nil).

21 Operating lease commitments

At 31 March 2026, the Group had total commitments under operating leases as follows:

	Land & buildings		Other	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Amounts due in:				
Less than one year	2,083	1,640	164	242
Between two and five years	3,032	1,930	163	243
Over five years	3,340	3,857	-	-
	8,455	7,427	327	485

22 Social Housing Units / Bed Spaces

	2026 Number	2025 Number
Under management at the end of the year:		
Owned by Dimensions but managed by other organisations	91	91
Owned and directly managed by Dimensions	573	575
	664	666

This states the number of social housing units available for letting, managed either directly by Dimensions or agencies at a fee. There were no additions of bed spaces during the year.

23 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	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Amounts due in:				
Social Housing Pension Scheme - defined benefit liability	2,019	2,859	2,019	2,859
Royal County of Berkshire Pension Fund	237	147	237	147
	2,256	3,006	2,256	3,006

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 5%. The total charge to the Group for the year was £6,780k (2025: £7,479k).

As at 31 March 2026, 7,249 employees (2025: 8,792) were enrolled in the scheme.

The People's Pension Higher scheme

Group employees at the level of Locality Manager and above have access to a higher pension 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 £1,607k (2025: £1,583k). As at 31 March 2026, 361 employees (2025: 366) were members of the People's Pension Higher scheme.

NHS Pension Scheme (NHSPS)

Dimensions operates an NHS Pension Scheme for eligible employees who transferred under TUPE regulations under a formal Direction Body Facility agreement.

Legal Framework and Fair Deal Regulations
Pension access is maintained under HM Treasury's New Fair Deal policy. This statutory protection ensures that employees compulsorily transferred via TUPE from an NHS employing authority to an independent, non-profit sector provider retain continuous active membership and eligibility for the NHS Pension Scheme. The Direction agreement functions as a "closed" arrangement, meaning access is restricted solely to the specific cohort of protected transferring staff and is not open to new employees recruited by the Organization.

Structure and Accounting Treatment

The NHS Pension Scheme is an unfunded, multi-employer defined benefit scheme underwritten by the UK Government. It is not possible for Dimensions to isolate and identify its share of the underlying assets and liabilities on a consistent and reasonable basis. Therefore, as permitted by Section 28 of FRS 102 ("Employee Benefits") and the Charities SORP, Dimensions accounts for the scheme as if it were a defined contribution scheme.

The pension charge recognised within the Statement of Comprehensive Income (SOCI) represents the baseline contributions payable to the scheme by the Organization during the financial year.

Contribution Rates & Central Government Funding

The overarching employer contribution rate for the period was 23.7% of pensionable pay. Under transitional funding arrangements managed by the Department of Health and Social Care, Dimensions is required to directly cash-fund an operational rate of 14.38%. The remaining 9.32% is funded directly to the scheme administrators centrally by the government. During the year, the employees' contributions range between 5.25% and 9.8%. The total charge to the Group for the year was £767k (2025: £920k). As at 31 March 2026, 202 employees (2025: 220) were members of the NHSPS.

In accordance with FRS 102, 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

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 2026, 9 employees (2025: 10) were members of SHPS.

The TPT valuation for the current year is a defined liability of £2,019k (2025: £2,859k liability) which resulted in an actuarial gain of £11k (2025: gain of £545k).

Dimensions has provided for this by holding a provision calculated under the accounting rules set out in FRS 102.

The deficit funding agreement remains in place. The additional costs that Dimensions had to fund for the past deficits identified are £969k (2025: £1,021k).

The total charge to Dimensions for the year in respect of current service was £Nil (2025: £Nil).

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 2026 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 £237k (2025: £147k) with an actuarial loss of £178k (£2025: gain of £361k). Dimensions has provided for this by holding a provision calculated under the accounting rules set out in Financial Reporting Standard 102 (FRS 102).

During the year ended 31 March 2026, the employer's rate of contribution was paid at the rate recommended by the Actuary of 15.9%. The employees' contributions ranged between 5.25% and 12.5%. The contribution paid by Dimensions during the year was £111k (2025: £107k). At 31 March 2026, 2 employees (2025: 4) were members of the Royal County of Berkshire Pension Fund.

The FRS 102 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 FRS 102 disclosures in these statutory accounts.

During the year ended 31 March 2026, the employer's rate of contribution was paid at the rate recommended by the Actuary of 11.3%. The employees' contributions ranged between 5.25% and 12.5%. The total charge to the Group for the year was £720k (2025: £767k). As at 31 March 2026, 146 employees (2025: 167) were members of the Somerset County Council Pension Fund. Further detailed disclosures are not provided as they are deemed immaterial.

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 2026, the employer's rate of contribution was paid at the rate recommended by the Actuary of 12.8%. The employees' contributions ranged between 5.25% and 12.5%. The total charge to the Group for the year was £51k (2025: £52k). At 31 March 2026, 10 employees (2025: 13) were members of the Barnsley Pension Fund. Further detailed disclosures are not provided as they are deemed immaterial.

23 Pension liability (continued)

Royal County of Berkshire Pension Fund

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

	2026 % pa	2025 % pa	2024 % pa
Increases in salaries	3.90	3.90	3.90
Increases in pensions and deferred pensions	2.90	2.90	2.90
Discount rate	6.05	5.80	4.90
Retail price inflation	3.30	3.20	3.25

The assets in the scheme were:	**Actual asset allocation 2026**	**Actual asset allocation 2025**
Public equities	52%	57%
Private equities	12%	12%
Infrastructure	12%	12%
Real estate	8%	8%
Credit	17%	15%
Cash	3%	2%
Longevity insurance	-4%	-4%
	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 FRS 102 are as follows:

Balance sheet disclosure

	2026 £'000	2025 £'000	2024 £'000
Present value of the defined benefit obligation	2,845	2,943	3,295
Fair value of fund assets (bid value)	(2,608)	(2,796)	(2,724)
Net liability in balance sheet	237	147	571

Analysis of the amount charged to operating surplus

	2026 £'000	2025 £'000
Current service cost	(15)	(16)
Total operating charge	(15)	(16)

23 Pension liability (continued)

Analysis of the amount charged to the statement of comprehensive income

	2026 £'000	2025 £'000
Net interest on the defined benefit liability	(5)	(25)
Administration expenses	(3)	(3)
Total operating charge	(8)	(28)

	2026 £'000	2025 £'000
Return/(loss) on fund assets in excess of interest	(95)	(72)
Experience (loss)/gain on defined benefit obligation	44	8
Other actuarial/(loss) on assets	(172)	-
Change in financial assumptions	87	417
Change in demographic assumptions	(42)	48
Remeasurement of the defined liability	(178)	401

Reconciliation of opening and closing balances of the present value of the defined benefit obligation	2026 £'000	2025 £'000
Opening defined benefit obligation	2,943	3,295
Service cost	15	16
Interest cost	165	159
Contributions by scheme participants	8	7
Change in demographic assumptions	42	(8)
Net change in assumptions and experience	(87)	(417)
Experience gain on defined benefit obligation	(44)	(8)
Estimated benefits paid net of transfers	(197)	(101)
Closing defined benefit obligation	2,845	2,943

23 Pension liability (continued)

Reconciliation of opening and closing balances of the fair value of fund assets

	2026 £'000	2025 £'000
Opening fair value of scheme assets	2,796	2,724
Interest on assets	161	134
Return on assets less interest	(95)	(72)
Employer contributions	111	107
Contributions by scheme participants	7	7
Actuarial gains/(losses)	(172)	-
Administration expenses	(3)	(3)
Estimated benefits paid (net of transfers)	(197)	(101)
Fair value of scheme assets at end of year	2,608	2,796

Reconciliation of opening and closing surplus	2026 £'000	2025 £'000
At beginning of the year	(147)	(571)
Service cost	(15)	(16)
Interest cost	(5)	(25)
Employer contributions	111	107
Actuarial gain / (loss)	(178)	361
Administration expense	(3)	(3)
Deficit in scheme at end of year	(237)	(147)

Amounts for the current and previous periods	2026 £'000	2025 £'000	2024 £'000	2023 £'000	2022 £'000
Defined benefit obligation	(2,845)	(2,943)	(3,295)	(3,291)	(4,873)
Scheme assets	2,608	2,796	2,724	2,488	2,461
Deficit	(237)	(147)	(571)	(803)	(2,412)

23 Pension liability (continued)

SHPS

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

	2026	2025	2024
	% pa	% pa	% pa
Increases in salaries	4.03	3.79	3.78
Discount rate	6.08	5.85	4.91
Retail price inflation	3.31	3.09	3.14
Consumer price inflation	3.03	2.79	2.78

The mortality assumptions adopted at 31 March 2026 imply the following life expectancies:

	Life expectancy at age 65 Years
Male retiring in 2025	20.9
Female retiring in 2025	23.2
Male retiring in 2045	22.2
Female retiring in 2045	24.6

The assets in the scheme were:

	Actual asset allocation	
	2026	2025
	£'000	£'000
Liquid Alternatives	3,320	3,278
Distressed Opportunities	-	-
Emerging Markets Debt	-	-
Global Equity	2,066	1,980
Infrastructure	1	3
Insurance-Linked Securities	28	54
Liability Driven Investment	5,684	5,354
Investment Grade Credit	1,096	544
Long Lease Property	-	5
Net Current Assets	181	38
Private Debt	-	-
Opportunistic liquid credit	-	-
High Yield	-	-
Real asset	1,755	2,116
Credit	742	676
Private credit	2,251	2,164
Private Equity	40	16
Currency hedging	(1)	28
Cash	4	240
Property	910	886
Risk Sharing	-	-
Secured Income	566	295
	18,643	17,677

23 Pension liability (continued)

Balance sheet disclosure

	2026 £'000	2025 £'000
Present value of defined benefit obligation	20,662	20,536
Fair value of plan assets	(18,643)	(17,677)
Net liability in balance sheet	2,019	2,859

Income Statement Disclosure

	2026 £'000	2025 £'000
Expenses	34	26
Net interest expense	139	183
Defined benefit costs recognised in SoCI	**173**	**209**

Analysis of amount recognised in other comprehensive income

	2026 £'000	2025 £'000
Experience on plan assets (excluding amounts included in net interest cost – gain/ (loss)	(215)	(1,614)
Experience gains and (losses) arising on the plan liabilities	253	(575)
Change in financial assumptions – (loss)/gain	144	2,734
Change in demographic assumptions – (loss)	(171)	-
Remeasurement of the defined liability – gain/(loss)	11	545

23 Pension liability (continued)

Reconciliation of opening and closing balances of the present value of the defined benefit obligation	2026 £'000	2025 £'000
Opening defined benefit obligation	20,536	22,400
Expenses	34	26
Interest expense	1,177	1,080
Net actuarial loss/(gain) due to changes in assumptions and scheme experience	(226)	(2,159)
Benefits paid and expenses	(859)	(811)
Closing defined benefit obligation	20,662	20,536

Reconciliation of opening and closing balances of the fair value of fund assets	2026 £'000	2025 £'000
Opening fair value of plan assets	17,677	18,159
Interest income	1,038	897
Employer contributions	1,002	1,046
Experience on plan assets – gain/(loss)	(215)	(1,614)
Benefits paid and expenses	(859)	(811)
Fair value of scheme assets at end of year	18,643	17,677

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2026 was £823,000.

Reconciliation of opening and closing surplus	2026 £'000	2025 £'000
Deficit in plan at beginning of the year	2,859	4,241
Current service cost	-	-
Expenses	34	25
Net interest expense	139	183
Actuarial (gain)/loss	(11)	(545)
Employer contributions	(1,002)	(1,045)
Deficit in plan at end of year	2,019	2,859

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

	GROUP	
	2026	2025
	£'000	£'000
Group operating surplus after exceptional items	1,834	993
Depreciation of tangible fixed assets	2,395	2,642
Interest on recycled capital grant fund	30	99
Adjustment on asset	62	14
Difference between pension charge and cash contributions	145	209
(Increase)/decrease in debtors	(4,314)	3,027
Increase/(decrease) in creditors	1,521	(686)
Increase/(decrease) in provisions	(750)	(1,806)
Amortisation of government grant in the year	(380)	(355)
Net cash inflow from operating activities	**543**	**4,137**

25 Analysis of changes in net debt

Group	At 31 March 2025 £'000	Cashflow £'000	At 31 March 2026 £'000
Cash at bank and in hand	19,542	(1,157)	18,385
Total	19,542	(1,157)	18,385

26 Reconciliation of net cash flow to movement in net funds

	GROUP	
	2026	2025
	£'000	£'000
Increase/(decrease) in cash in the year	(1,157)	1,123
Change in net funds	**(1,157)**	**1,123**
Net funds at 1 April	19,542	18,419
Net funds at 31 March	**18,385**	**19,542**

27 Incorporation

Dimensions (UK) Limited is incorporated under the Co-operative and Community Benefit Societies Act 2014 and is registered in England. It is registered with the Regulator of Social Housing as a Registered Provider.

28 Related parties

There were no trustees who had related party transactions with the Group in the year ending 31 March 2026.

29 Off-balance sheet arrangements

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

The Dimensions Group became party to a £6.5m pension bond facility with HSBC plc on 1 April 2019, whereby the liability to HSBC is guaranteed by the Organisation. This is reviewed periodically, the most recent renewal being April 2025, when the value was reduced to £3.7m.

30 Contingent liabilities

Dimensions has participated in the Social Housing Pensions Scheme (SHPS), which is a defined benefit scheme. We are aware that the trustee of SHPS has initiated proceedings before the High Court in relation to the case Verity Trustees Limited v Wood, seeking clarification on the validity of certain historical amendments made to the Scheme's benefits. The outcome of the proceedings may result in an increase in the Scheme's liabilities; however, the legal process remains ongoing and no judgment had been issued as at the reporting date. Accordingly, as at the reporting date, the Group is unable to determine whether any additional obligation exists or to reliably estimate the amount of any potential liability that may arise. No provision has therefore been recognised in these financial statements. Dimensions will continue to monitor developments, including any judgment issued by the High Court and subsequent guidance from TPT Retirement Solutions, and will recognise any resulting obligation when it becomes probable and can be measured reliably.

There were no other contingent liabilities as at year end 31 March 2026 which should have been provided for.

31 Provisions for liabilities

	Group 2026 £'000	Group 2025 £'000	Parent 2026 £'000	Parent 2025 £'000
Aggregate provisions for liabilities	373	533	369	529
	373	533	369	529

Group	Dilapidations £'000	Income adjustments £'000	Total £'000
At 1 April 2025	98	435	533
Release of provision	-	(163)	(163)
Additions	3	-	3
Utilised	-	-	-
At 31 March 2026	101	272	373

Parent	Dilapidations £'000	Income adjustments £'000	Total £'000
At 1 April 2025	94	435	529
Release of provision	-	(163)	(163)
Additions	3	-	3
Utilised	-	-	-
At 31 March 2026	97	272	369

Better Lives for More People

Dimensions supports adults with learning disabilities, autistic people, individuals with complex health or forensic needs, and those with a history of behaviours of distress.

The people we support and their families are at the heart of everything we do. We want every person we support to have a great, ordinary, active life as part of their local community.

Find out more
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