

THE GRANGE CENTRE FOR PEOPLE WITH DISABILITIES

England & Wales · Charity number 207740

Details

Other names	THE GRANGE TRAINING CENTRE AND WORKSHOP FOR THE HANDICAPPED, THE SCHOOL OF STITCHERY FORMERLY THE SCHOOL OF STITCHERY AND LACE
Status	Registered
Legal form	Charitable company
Company number	00348341
Registered	1962-09-22
Register	View on the Charity Commission register

Contact

Address	Rectory Lane Bookham Surrey KT23 4DZ
Phone	01372452608
Email	info@grangecentre.org.uk
Website	www.grangecentre.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF THOSE IN NEED BY VIRTUE OF DISABILITY, FOR THE PUBLIC BENEFIT, GENERALLY AND IN PARTICULAR THROUGH THE PROVISION OF SUPPORT AND CARE BY VARIOUS MEANS INCLUDING BUT NOT LIMITED TO THE PROVISION OF: 1.1 ACCOMMODATION INCLUDING RESIDENTIAL CARE AND SOCIAL HOUSING1.2 TRAINING AND TRAINING FACILITIES1.3 DAY SERVICES1.4 ASSISTANCE AND SUPPORT FINDING EMPLOYMENT1.5 FINANCIAL ASSISTANCE AND SUPPORT THEREBY MAXIMISING SUCH PERSONS CAPACITY FOR INDEPENDENCE, THE EXERCISE OF CHOICE AND THE ABILITY OF SUCH PERSONS TO MANAGE THEIR OWN AFFAIRS.

Activities: To maximise the independence of adults with physical and/or learning disabilities and to provide them with supported housing and/or training in work and social skills.

Classification

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

Geography

- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,481,722	£6,089,861	£10,901,347	153
2024-03-31	£5,941,392	£5,668,344	£10,591,138	147
2023-03-31	£5,444,907	£5,169,843	£10,164,612	141
2022-03-31	£5,002,085	£4,634,797	£9,949,699	133
2021-03-31	£4,834,881	£4,013,223	£9,496,818	128

Trustees

Name	Role	Appointed
David Turner	Chair	2018-12-06
Dr Robert Hughes		2023-06-22
Frederick Johnson		2022-12-08
Jeffrey William John Crouch		2025-05-29
Julie McCleave		2025-05-29
Larisa Strickland		2021-09-23
Michael Guillem		2023-06-22
Peter Cottrell		2024-05-31
Rachel Montgomerie		2022-12-08
Sarah Louise Russell		2023-06-22

THE GRANGE CENTRE FOR PEOPLE WITH DISABILITIES

England & Wales - Charity number 207740

Accounts



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

The Grange Centre for People with Disabilities

a company limited by guarantee and not having a share capital

Registered Office

Rectory Lane, Bookham, Leatherhead, Surrey KT23 4DZ

Telephone: 01372 452 608

Email: info@grangecentre.org.uk

Website: www.grangecentre.org.uk

X (formerly Twitter): [@TheGrangeCentre](https://twitter.com/TheGrangeCentre)

Facebook: [@thegrangecentre](https://www.facebook.com/thegrangecentre)

Registration Details

Registered Charity No: 207740

Company Registered in England and Wales No: 348341

A Housing Association registered under the Housing Associations Act 1985 No: H3727

Registered with Surrey County Council under the Registered Homes Act 1984 No: 210

Patrons

HRH The Duke of Gloucester KG, GCVO

Joanna Lumley OBE, FRGS

Sir Richard Thompson, KCVO

Board of Trustees

Chair: Mr. David Turner DSc FRICS

Hon. Treasurer and Chair of Finance Committee:

Mr. Anthony Dumpleton, MA ACA, to November 2024, Treasurer to September 2024

Mr. Michael Guillem FCA, Treasurer from September 2024

Mrs. Linda Ferguson, to November 2024

Mrs. Deborah Gowns, to November 2024

Mrs. Larisa Strickland MSc HBA

Mr. Frederick Johnson ACMA CGMA

Mrs. Rachel Montgomerie MA (chair of Employee Wellbeing Committee)

Mrs. Louise Russell

Dr. Robert Hughes DSc (Hons)

Mr. Peter Cottrell, from May 2024

Mrs. Julie McCleave, from May 2025

Mr. Jeff Crouch, from May 2025

Chief Executive Officer: Ms. Alison Keeley

Company Secretary: Mr. Hugh Skeil FCCA

Auditors: Alliotts LLP, 3 London Square, Cross Lanes, Guildford, GU1 1UJ

Bankers: CAF Bank and Lloyds Bank Plc

Investment managers and advisers: CCLA



The Grange Centre for People with Disabilities
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Annual Report
for the year ended 31 March 2025

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Chair and CEO's Overview of the year

2024-25 has been another amazing year for The Grange Centre. As ever we have hosted a wide range of visitors. Of particular note was a visit in September 2024 from our Royal Patron HRH Duke of Gloucester. The Duke was greeted by the Senior Leadership team and met with people we support, staff and volunteers during skills sessions. Before leaving he enjoyed Simply Scones with the Chair, other Board members and the CEO.

Towards the end of 2024 the Berkeley Foundation informed us that The Grange Centre had been selected to continue as their community partner for a further three years. We were delighted by this and to celebrate invited Directors from the Berkeley Group to visit The Grange Centre, some of them for the first time, to cement this incredible relationship. The group enjoyed lunch at the Courtyard Cafe and then toured The Grange. They were particularly impressed by the way in which the people we support engaged in their skills sessions. As part of the visit we shared with them reminders of the different projects that they have supported at The Grange Centre, the total of the funds donated by the Berkeley Foundation and the level of volunteering hours provided to The Grange Centre by their staff team.

The renovation of the buildings which support horticultural skills sessions began in the financial year 2023-24 and has continued through 2024-25. The horticulture offices and teaching rooms, which for many years have been cold and damp, are now warm and dry. The smaller greenhouse has been reglazed which will significantly extend its life and the multipurpose room is now well equipped for a wide range of activities to take place within it throughout the year.

The Grange Centre holds many special events throughout the year. When it was decided we would hold an Autumn Fair in October 2024 we initially believed that this was a new activity for The Grange. Research into our records and archived newspaper cuttings showed that there had been many similar events in its nearly 100-year history. The event saw over 200 visitors entering The Grange Centre's ballroom to view and purchase items created by people we support. We are planning to repeat the fair regularly as it allows us to showcase everything we create and because every purchase helps our purpose.

In December 2024 we once again held our Christmas Carol Concert at The Yehudi Menuhin Hall and we combined this with our first use of The Big Give as a fundraising mechanism. The Carol Concert was enjoyed by all who performed and attended and The Big Give exceeded its fundraising target: December was a successful month for The Grange Centre.

Coffee and chat with the CEO was introduced during 2024-25. Family Carers are now invited to The Grange Centre four times a year to meet each other and the CEO. Family Carers who attend can ask specific questions, meet other members of the Senior Leadership Team and Trustees. We introduced these meetings in response to comments from Family Carers that they would like more opportunities to meet with senior leaders and trustees.

Heritage Day is celebrated each year by The Grange Centre as part of the national Heritage Open Days scheme. The youngest part of our main building was built in 1898, and we enjoy sharing our knowledge of the history of the site. For Heritage Day 2024 we invited Surrey Community Archaeology and asked them to carry out a dig on our front lawn. The test pit became a focal point for many of the people we support with them engaging in digging, metal detecting and cleaning finds. We plan to continue to develop our relationship with Surrey Community Archaeology in the future.

The Grange Centre is always looking for opportunities to collaborate with other organisations and share with others the incredible talents of the people we support. We were fortunate to have two opportunities to showcase the artistic talents of the people we support at external events. Watts Gallery hosted The Grange Centre potters as artists in residence over the course of a weekend. It was an amazing opportunity for the potters to display their creations in this environment and brought their work to a new audience with many of their artworks sold over the course of the weekend. Our embroiderers also had the opportunity to highlight their work when they were invited to submit pieces for an embroidery exhibition at Bankside Gallery in London, hosted by The Worshipful Company of Broderers. Four pieces of embroidery were submitted; all were accepted and were displayed at the gallery. The theme of the exhibition was Nature; our piece focussing on a lemur was sold and the largest piece, with many animals and foliage on a rainforest theme, is now on display at London Zoo.

None of this would be possible without all the members of the incredible community of The Grange Centre.

We appreciate and are grateful to everyone who is a part of this community. Thank you for making The Grange Centre an incredible place to live, learn, work and volunteer, we couldn't do it without you!

David Turner Chair of Trustees and Alison Keeley CEO

Annual Report for the year ended 31 March 2025

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange Centre”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2025.

About The Grange Centre

The Grange Centre for People with Disabilities is a charity which helps people with a range of learning and physical disabilities to live as independently as they can.

The Grange Centre’s Vision is to lead the way as provider of choice for people with learning disabilities, inspiring our local and wider communities.

At The Grange Centre we value being friendly, open, respectful, caring and enabling and this weaves itself through our three key areas of support, learning and housing.

Support

The Grange Centre provides support for independent living to adults with learning and/or physical disabilities. Those wishing to receive support from us work with us to define the support needed. The Grange Centre also offers residential care for up to 16 individuals on its site at Rectory Lane in Bookham.

Learning

Horticulture, creative arts and catering are amongst the many skills offered at The Grange Centre. Individuals attending learning sessions can select the area they would like to develop. We welcome people with a range of abilities who are keen to learn new skills, build on existing abilities and make new friends. Our expert tutors tailor sessions to the needs and skill level of each person and successes are celebrated. Opportunities to explore the world of work are woven through our learning sessions including our on-site cafe, plant sales and our gift shop in Bookham village.

Housing

The Grange Centre is a social housing provider offering a range of accommodation with more than 80 residents. Adults with disabilities who live in our social housing may choose to live in self-contained flats, shared houses or in our residential care. We have accommodation in Bookham, Fetcham, Epsom and Leatherhead.

Our Community

The Grange Centre’s community consists of:

- approximately 140 individuals who receive support from The Grange Centre and/or who attend skills sessions

- the staff and volunteers who provide learning opportunities, care and support for the People We Support
- friends, carers and relatives of People We Support and
- donors and supporters of The Grange Centre for many other reasons.

Delivering The Grange Centre's Strategy

The headings below reflect the six long-term aims of The Grange Centre's ten-year Strategic Plan set out in 2019. Under each one is a summary of the progress that has been made in these areas over the past financial year and an outline of our plans going forward. We have also incorporated updates on our priority areas from previous years.

a) **Money:** to develop new and existing sources of income, building financial resilience in a sustainable way.

- Despite challenging economic conditions, the Charity achieved a surplus of unrestricted income over expenditure of £177k.
- The Grange Centre is now saving money by sharing the pool and its running costs with a local swimming school. Our community continue to have use of the pool in the evenings and at weekends.
- The Grange Centre has developed a relationship with FareShare at Guildford and now receives weekly deliveries. This has resulted in a reduction in the cost of food purchased by Main House Kitchen and Courtyard Café.
- Further utilisation of the Flagstone platform has improved the income generated from funds and eased the movement of these funds between accounts.
- The Grange Centre has used Reach Volunteering to gain the support of professional volunteers resulting in cost savings. One example of this was the volunteer who helped with our VAT registration.
- At The Grange Centre we know that visiting our site and meeting the people we support is an incredible opportunity. We have begun to request that corporates who wish to volunteer for the day and experience our amazing organisation make a donation to cover the costs.
- The Grange Centre was delighted when the Berkeley Foundation and Berkeley Homes advised us that they wished to continue their relationship with us for a further three years.
- The Grange Centre was excited to have a runner in the 2025 London Marathon.
- In December 2024 we took part in The Big Give, a matched funding campaign, in December 2024 and raised nearly £15,000.
- Total voluntary income for the year was £478k.

b) **People We Support:** to build on our reputation as a provider of excellent and inclusive services for adults with physical and/or learning disabilities and see this reflected in objective external assessment and stakeholder feedback.

- CQC visited in July 2024. The resulting report was published in 2025 and shows that The Grange Centre has retained its rating of Good.
- Our complaints system is now in line with The Housing Ombudsman's Complaint Handling Code and the associated annual report has been produced.
- The number of meetings of the Family Carers forum was doubled with the Family Carers now meeting Board members four times a year. A more informal opportunity to meet the CEO and other family carers 'Coffee and Chat with the CEO' was introduced and is held quarterly.
- Tenants' meetings for different locations continue to be held four times a year, offering tenants the opportunity to discuss issues concerning them, highlight good practise and identify areas for improvement. We completed a Tenant Satisfaction Survey.
- The Grange Centre undertook a survey seeking the views of Family Carers of the people we support, the comments and views shared have informed decision making.
- On-Site Clinic Partnership was launched in collaboration with Eastwick Park Medical Practice. This has significantly improved our relationship with the surgery, with appointments now happening more efficiently.
- Events and Activities included visits to Shyne Fest and a Disco at Lockwood Social Club. People we support voted for a Christmas disco instead of a formal meal, which was a great success.
- Trips out included Derby, Bluebell walks, Thorpe Park, Birdworld, High Ashurst (with a campfire lunch of sausages, homemade flatbread, beans, and onions), and seaside visits.

c) **Staff:** to be an employer of choice, attracting and developing a skilled, flexible, aspirational and resilient workforce, with a stable team across our services.

- Seeking to maintain and nurture a positive and inclusive culture.
- The addition of an HR Officer to the People/HR team has supported steps we were already taking to improve staff retention and recruitment.
- We were able to fill vacancies for two Team Leaders, in Group and Supported Living, internally, strengthening our leadership structure.
- Training and volunteering are now part of the People/HR team. Volunteering, training and HR/people now share an office.
- The Grange Centre has around a hundred volunteers. We have purchased a volunteer management system - 'Better Impact' – and we began to implement this in early 2025. We expect it to improve communication and engagement with our volunteers and

help us to allocate people to needs and requests efficiently. It will also allow them to celebrate their volunteering milestones.

- Employee Forum takes place every six weeks. Feedback from staff leads to genuine change. The staff gathering in December 2023 took place in the evening and was attended by less than half of the staff team. Different options were offered through the Staff Forum and it was agreed to hold an afternoon event for 2024, which over two thirds of staff attended.
- New staff and volunteers are now invited to an induction with the CEO, this offers an early opportunity for new staff to meet each other and the CEO and learn more about The Grange Centre.
- A staff survey was undertaken, many elements were given positive scores by our staff team, those that did not score as highly became areas for development.
- The Grange Centre had historically offered a 'Wellbeing Week' for staff, this became a 'Wellbeing Fortnight' in 2024 and now seeks to support behaviour change and offer activities which all staff can access.

d) **Operations:** to be an efficient, agile and effective organisation, embracing low-cost digital solutions and improving communications in order to free up resources to enhance our people-facing services.

- The Grange Centre moved to fully utilising cloud-based Office 365 and SharePoint for file storage in 2024.
- An electronic system for recording medication interactions is being implemented. We expect this will streamline processes, reduce time spent recording medication distribution and reduce errors.
- Continuous review of the digital products used by The Grange Centre has led to cost saving through accessing charity pricing and removing duplication.
- An additional, in-house backup system was introduced to complement cloud-based backups.

e) **Assets:** to take a creative and long-term approach to managing our buildings, ensuring that they support delivery of our other strategic objectives.

- Horticulture offices have been renovated to provide a warm and dry space for the people we support and their tutors.
- A new electrical supply was installed to the Walled Garden. This will provide power for the new greenhouse, the planned Outdoor Learning facilities and for electric vehicle charging points.
- Berkeley Homes kindly helped us to renovate the kitchen area near the reception. This area is used by staff, volunteers and people we support.
- The Grange Centre's fire alarm system (covering main house, flats and studios) was completely renewed (Group Living had been renewed a few years ago).

f) **Community:** to provide a channel for People We Support to speak out on issues that matter to them; to enjoy participating in community-led activities, and to explore and learn about the world beyond The Grange Centre.

- An Autumn fair was trialled in October 2024. People we support enjoyed showcasing items they had created, staff and visitors alike were impressed by the range and quality of items for sale. The fair attracted over 100 visitors and sales were in excess of £4,000.
- The Autumn fair and Heritage Day both allowed and encouraged the general public and People We Support to interact.
- The Grange Centre has continued to develop relationships with other organisations including Watts Gallery, Broderers, Polesdon Lacey, Elysian, FareShare, Royal School of Needlework, London Zoo, Hand and Lock.
- The Grange Centre enjoys being part of the community of Bookham village and the wider community. People We Support take part in events in Bookham village including helping to run stalls on behalf of The Grange Centre at Bookham Village Day and other village occasions.
- The Skills team at The Grange Centre are continually seeking opportunities for the people we support to participate in activities beyond Bookham.
- The Supported Living team regularly organise visits and day trips to events and places around Surrey and Sussex. These are greatly enjoyed by the participants.

Looking Ahead

The Grange Centre has much to look forward to in the coming months and years. We continue to serve and to respond to the needs of the People We Support. We know there will be challenges ahead, some of which we are already aware of and some of which will be unexpected but as ever we will meet each challenge and work together to resolve it. Some of the highlights we are looking forward to in 2025-26 and beyond include:

Outdoor Learning at The Grange Centre

During 2025 we are taking the next steps on our journey to improve the spaces in which horticulture skills are developed, improving mobility access to these sessions and increasing the number of adults accessing sessions. At the time of writing, we have already moved the four storage containers to their new home thus releasing the space upon which two new classrooms will be built. Most of the funds for these classrooms, and a new accessible toilet, are in place and we will continue fundraising through the year to generate the remaining resources needed and hope complete this phase by the end of the 2025-26 financial year.

The new greenhouse in the Walled Garden is a great learning space for horticulture, that can be used year-round. We hope to improve access to it for everyone through the installation of

a path with a firm surface. Currently it is difficult for adults who use mobility aids to access the greenhouse, especially during wetter times of the year.

Events with purpose

Following the success of the Autumn Fair in 2024 we plan to repeat it in October 2025. We also trialled a Spring Fair in 2025. The Spring Fair was timed to increase sales of bedding plants and vegetable plants all of which had been planted and grown by our horticulture team. We also offered tea, coffee and cake in the conservatory as the absence of refreshments was the only criticism of the Autumn Fair.

“Grange has Got Talent” has generally run every two years, usually taking the form of an evening event with performances by members of The Grange Centre’s community who enjoy being on stage. In 2025–26 we decided to hold a more inclusive event which allowed everyone who attends our skills sessions to take part. We held a week-long exhibition open to members of the community and the public. The exhibition showcased talents from all parts of The Grange Centre and used different areas of our site. Staff and people we support were encouraged to share their hidden talents as part of a campaign of posts shared on our intranet. There were still opportunities for public performances as well for those who enjoyed doing this.

Increasing our impact

In 2025-26 we are considering a range of ways in which we can broaden our impact with a focus on increasing the number of adults we support. In Skills sessions we plan to increase the number of sessions offered, in areas where there is demand, while ensuring that all the groups have the optimum number of participants. We are planning to increase the number of adults to whom we offer care support. Initially we will reach out to Skills session participants who are not living in our accommodation to ask whether they feel they would benefit from The Grange Centre providing their care support. We may then begin to offer to deliver care support packages to adults with learning disabilities living locally, who have no existing connection to The Grange.

Improving Supporting Systems

In 2025-26 we are planning to change several of our systems, and we are expecting to see improvements as a result. We are investing in a new HR/People system which we hope will be more user friendly than our current one and will offer a wider range of functionality. The volunteer management system we are bringing in will allow us to contact specific groups of volunteers directly and offer shifts. Volunteers will be able to record and celebrate milestones in their journey with The Grange Centre. A new training management system will both deliver most of the online training modules that we need as well as help ensure that everyone remains up to date with their mandatory learning.

We have introduced a new electronic medication recording system, and Care Support staff have been trained in using it. This will reduce paperwork and the time taken to record medication interactions. Levels of medication held for an individual are automatically updated and there are alerts on the system to inform staff when a prescription requires renewal. The system also communicates with local pharmacies to support the fulfilment of prescriptions.

Bardolin House

Our Estates Team alerted us to the fact that three of our flats in Bookham, in Bardolin House, were not well-suited to the needs of the people we support. Being on multiple floors and not purpose-built they are difficult to maintain and carry higher risks in case of fire. A decision was therefore taken not to fill voids in these flats and to seek to dispose of them. Meanwhile we are planning to purchase two new one-bed flats in Bookham which we believe will be much more suitable and easier to maintain.

Grange in Figures

People We Support

In total we were managing 82 bed spaces as at 31st March 2025. Group Living, our residential care facility, has 16 rooms of which 15 were occupied. Supported Living had 43 places in onsite flats, and 23 in offsite flats and shared houses. Two offsite flats were vacant in Bardolin House (which we are planning to dispose of).

We provided care and support to another 11 people who are living with their families, or in their own accommodation.

On average, each month we provided over 160 hours of group activities during the evenings and weekends for People we Support.

Skills for Life delivered approximately 570 skills sessions each week, both to our own residents and to a further 49 Day Skills participants.

Volunteers and Staffing

Around 100 people volunteered at The Grange Centre during the year, this equated to about 9,900 hours of volunteer service.

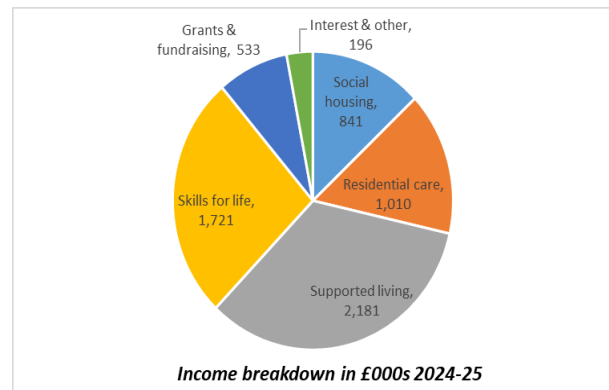
We continued to use Reach volunteering to recruit trustees and to enlist expert support with key tasks such as fire safety and our move to becoming VAT registered.

Staff team numbers as at 31st March 2025 consisted of 153 permanent employees (Full Time Equivalent of 120 people) and a team of 41 Bank workers. Support Services operate 24 hours a day, 7 days a week. Skills for Life is delivered on weekdays, 51 weeks of the year.

Financial Snapshot 2024-25

- Total income was £6,482k (compared to £5,941k in 2023-24)
- Of this unrestricted income was £6,165k (£5,848k)
- We achieved a surplus of income over expenditure, including unrealised changes in the value of investments, of £310k (last year £427k).
- Net assets rose to £10,901k (from £10,591k in 2024) of which £8,200k was unrestricted.

Income breakdown 2024-25 in £000s



Structure, Governance and Management

Reference and Administrative Detail

Details of the registration numbers, address of the Registered Office of the company, Board members and chairs of the committees, the name(s) of the Chief Executive Officer and names of other relevant organisations are given on page 2.

Public Benefit

The Grange Centre was originally established nearly 100 years ago to equip more vulnerable members of the community with the skills to earn a living. Today, its purpose is to support adults with learning disabilities to lead independent and fulfilling lives. In so doing, it continues to provide practical support and inspiration to increase independence at home, in the community and in the workplace. As a charity, it seeks to do this in a cost-effective way without compromising the quality and ambition of its services. The Grange Centre is not motivated by profit, like a commercial provider, but by the goal of enabling people with disabilities to live more fulfilling lives. Whilst we endeavour to obtain full cost recovery from public commissioners, we use charitable funds to enhance our services in ways that are not required under contract.

The Board has considered the Public Benefit guidance issued by the Charity Commission for charities which charge significant fees under contract for their services. The Board concludes that within the state funding system there is sufficient opportunity to access public funding for those who cannot afford our fees, so that they may benefit from our services. The company does not discriminate against any applicant for our services on the grounds of ethnicity, faith, age or sexual orientation, offering services in accordance with equalities law and local authority diversity policies. No member of the Board receives any remuneration or derives any private benefit from the company's activities.

Trustees confirm that they have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e. public benefit statement).

Governing Document and Constitution

The Grange Centre is a company limited by guarantee, not having a share capital, and its governing document is its Memorandum and Articles of Association. The Grange Centre is also registered as a social landlord (housing association) and a charity. The Grange Centre's residential care home (known as 'Group Living') and supported living services are registered with the Care Quality Commission (CQC). The company's activities as a social landlord are regulated by the Regulator of Social Housing.

Recruitment and Appointment of New Members of the Board

The directors of the company are also trustees for the purposes of charity law. In accordance with Article 22 of the Articles of Association, any person who is willing to act as a trustee, and is permitted by law to do so, may be appointed to be a trustee either by Ordinary Resolution or by a simple majority of all the trustees entitled to vote at any meeting of the trustees. This is on condition that the total number of trustees does not exceed 12 or fall below 7 at any one time. The Board also has power to co-opt any person as it directs and may fill any casual vacancy.

Trustees have a maximum tenure of 9 years (3 terms of 3 years per term). They may be appointed a trustee for a further period of up to one year only by a simple majority of all the trustees entitled to attend and vote at any meeting of the trustees but shall not otherwise be eligible for re-appointment.

Trustees are recruited where possible against a current skills matrix, in order to ensure that the overall range of experience and expertise of the Board is matched to what the company needs. All trustees complete a Conflict-of-Interest Declaration and a Fit for Purpose Declaration, and their appointment is subject to clearance with the Disclosure Barring Scheme (DBS) because of the services The Grange Centre provides for vulnerable people.

Board Governance

The Board meets at least four times per year, but additional meetings are held if required. Trustees also participate in an annual Away Day which focuses on strategy, major developments and key issues facing the Charity.

Trustees are also encouraged to become members of one or more of the Board's committees, which currently comprise

- Finance, Audit and Risk
- Employee Remuneration and Wellbeing
- Governance

Stakeholder Representation and Engagement

The key stakeholders for the company are the people with disabilities whom it supports, along with their family carers and the employees of The Grange Centre. In order that the voices and views of these groups are heard, the following fora are in place, allowing representatives of these groups to meet on a periodic basis. Any significant concerns or proposals are referred to the relevant trustee committee and ultimately to the Board:

Families, Carers and Trustees Consultative Forum: representatives of family carers elected by The Grange Relatives and Carers Network. Held quarterly, with issues put forward from independent meetings of the network which take place in between times.

Tenants'/Residents' Forums: the Chief Executive Officer or Estates Manager attends these quarterly meetings whenever possible, and significant issues are then relayed to the relevant trustee committee.

Employee Forum: representatives of the various teams at The Grange Centre meet quarterly with the Chief Executive Officer or nominated manager.

Principal Funding Sources and Financial Summary

The bulk of The Grange Centre's operating income is derived from fees for providing services under contracts with various local authorities and other government bodies, and from people within our services many of whom have individual agreements with their local authority (Direct Payments). The majority of The Grange Centre's expenditure is incurred in providing these services and in maintaining property. The cost of staff directly providing these services is the largest element of total operating costs. In addition, ever-increasing building regulations and standards relating to property, fittings and other equipment mean that our expenditure on maintaining existing facilities continues to increase annually.

The Grange Centre aims to charge all clients on a fair and consistent basis. As a non-profit-making organisation, the charity does not seek a commercial level of return on its services, and any overall surplus is invested in the enhancement of services and facilities.

Unrestricted income amounted to £6,165k, and unrestricted expenditure was £5,928k. There was an unrealised loss in the value of investments of £82k. After transfers between funds, there was an unrestricted surplus of £177k. Restricted income was £317k, and expenditure from restricted funds was £162k. After transfers from unrestricted funds there was a surplus on restricted funds of £133k. The total net increase in funds for the year was £310k.

90.7% of total income was from charitable activities – Social Housing, Support Services and Skills for Life. The remainder comprised donations, grants and fundraising events (7.4%) and investment income (2.0%).

The Balance Sheet shows total net assets of £10,901k, of which £7,826k is represented by property and other tangible fixed assets, and £1,801k is held as investments.

Going Concern

The Grange Centre for People with Disabilities has adequate reserves to sustain itself, makes investments and takes business decisions which develop its income and has no loans. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting.

Reserves Policy

The charity last revised its reserves policy in March 2024. Under this policy the Board aims to maintain free reserves representing unrestricted funds (other than those relating to fixed assets) which are equivalent to approximately six months of operating costs. Further funds may be designated for major future expenditure. The reserves policy is regularly reviewed by the Finance Committee, ensuring that any unrestricted funds are deployed in a way which will be beneficial for the charitable objects of The Grange.

As at 31st March 2025 the Charity's unrestricted free reserves were £4,344k. Six months of budgeted cash expenditure for 2025-26 amounted to £3,097. There was therefore an excess of £1,247k. The Board plans to utilise these funds for the following projects:

- Outdoor Learning Facilities project (in progress)
- Upgrading of existing accommodation and purchase of new accommodation for people we support (planned for 2025-26).

The Strategic Plan sets out several priority projects for short/medium term implementation, each of which will seek to deliver against one or more of the strategic objectives set out in pages 7-10 above.

Investment Policy and Performance

Reserves over and above those used for operational working capital are held as bank and building society deposits and investments. Deposits are spread between a number of banks and financial institutions. The largest cash investment is with the COIF Deposit Fund, which has a high rate of interest and the highest credit rating. A substantial sum is invested through Flagstone Investments Ltd., which is a platform through which deposits may be spread across various banks and building societies, thus benefiting from the FSCS protection scheme, while allowing funds to be moved between them easily as interest rates change.

The investments comprise income units of two COIF charitable investment funds, both of which are diversified and invested predominantly in equities. The long-term investment objective is to generate a total return in excess of inflation, while providing an income to support the ongoing activities of the charity. A further £75k was invested in the COIF Ethical Investment fund during the year. As a result of stock market volatility, especially in the final few weeks of the financial year, the value of the investments fell by £82k. However, this performance was close to that of the comparator indices adopted by the fund managers. The overall return on the company's invested assets (ie investments, deposit accounts and instant

access accounts), including the unrealised capital loss on investments, for the year was +1.1% (2023/2024 by comparison was +6.9%).

Principal Risks and Uncertainties

The threats and opportunities to the Charity's future are routinely considered by the Board, through its Governance Committee with the aid of a Strategic Risk Register. The main areas where The Grange Centre needs to take action to mitigate risk can be summarised as follows:

- Ensuring the level of income generated is adequate to offset the costs associated with The Grange Centre's operations, particularly as local and central government are being impacted financially, and this affects both income we receive through local authority contracts and the packages People We Support receive.
- Employment costs – many of The Grange Centre's staff are employed on a part time basis. The changes to employer's National Insurance Contributions have a greater impact on organisations with large numbers of part time staff and we have seen this increase costs at The Grange Centre. We are also aware that the government may introduce a minimum wage for care workers and that this could be above rates currently received by our staff team. The Grange Centre did not receive extra income from local authority contracts in response to the increase in employer's NI contributions and there is no indication yet as to how care organisations would be supported should a minimum wage for care staff be introduced.
- Surrey County Council initiated a Dynamic Purchasing System (DPS) which providers of supported living services are required to tender to join. Providers who are not successful in joining the DPS are precluded from receiving any inflationary uplift. The Grange Centre has joined the DPS for care support. The indication from Surrey County Council is that ultimately all elements of the services The Grange Centre provides will be managed through a DPS.
- In February 2025 the government announced that Surrey had been selected to be part of the first wave of Local Government Reorganisation and is therefore likely to move to a unitary system. Currently The Grange Centre has a good relationship with Surrey County Council and around 80% of our residents are from Surrey. Surrey County Council itself does not yet know what the future holds in terms of devolution, so it is impossible for The Grange Centre to assess the impact. As an organisation we are ensuring we have the most up to date information about the possible changes in Surrey to allow the greatest time possible to respond and adapt to any changes which take place.
- The Grange Centre was named as an Interested Person by the Coroner in the inquest relating to the death of Michael Parker which occurred on a holiday, supported by The Grange Centre, in Spain in June 2023. The Grange Centre worked with the coroner, responding to requests for information and supporting witnesses to the incident to provide statements. The inquest took place in February and March of 2025 and

resulted a short form conclusion by the coroner, which detailed the events leading up to Michael's death and stated that Michael's death was the result of an accident. Going forward, The Grange Centre has taken the decision not to provide supported holidays. We have learned from the incident in many ways, improving and developing our approach to assessing and mitigating risks associated with outings and activities.

Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that the company has in place a system of internal financial controls that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the company's system is designed to provide the Board with reasonable assurance:

- That the financial information used within the company or for publication is reliable;
- That proper accounting records are maintained;
- That assets are safeguarded against unauthorised use or disposition; and
- That problems are identified on a timely basis and dealt with appropriately.

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and prevent the unauthorised use of the company's assets. This includes strict controls for the authorisation of personal expense claims. Experienced and suitable staff take responsibility for important business functions;
- Forecasts and budgets are prepared which allow the Board and management team to monitor key business risks and financial objectives, and progress towards financial plans set for the year through preparation of regular management accounts;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board and its relevant committees;
- The Finance Committee reviews reports from management staff, and from the external auditors, to provide reasonable reassurance that control procedures are in place and are being followed. The Finance Committee makes regular reports to the Board; and
- Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board, through the reports of the Finance Committee, has reviewed the effectiveness of the system of internal financial control in existence for the Company for the year ended 31 March 2025. No weaknesses were found in internal financial controls which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of The Grange Centre for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Housing and Charities Statements of Recommended Practice (SORPs);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The financial statements which follow have been prepared in accordance with FRS102, the Housing Statement of Recommended Practice (SORP) 2018, The Charities SORP (FRS102) and the Companies Act 2006.

19 Sep 2025

Date: 2025

David J Turner

Signed: David Turner (Sep.19, 2025, 9:38am) David Turner (Chair)

Independent Auditor's Report to the Members of The Grange Centre for People with Disabilities

(A company limited by guarantee and not having a share capital)

Opinion

We have audited the financial statements of The Grange Centre for People with Disabilities (the "Charity") for the year ended 31 March 2025 on pages 24 to 41. These include a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing SORP 2018, Charities SORP FRS102 and the accounting requirements for The Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (FRS102, the Charities SORP (FRS 102), the Housing SORP 2018 and the Companies Act 2006).

We understood how the Charity is complying with those legal and regulatory frameworks by making enquiries of the trustees and management.

We did not identify any matters relating to non-compliance with laws and regulations or relating to fraud.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur by discussions with the trustees and management to understand areas where they considered there was susceptibility to fraud. We also considered pressures on the trustees and management to meet any external pressures in reporting the financial results of the Charity.

Audit procedures performed by the engagement team on the areas where fraud might occur included:

- evaluation of management's internal processes designed to prevent and detect irregularities
- testing, with a focus on entries determined to be large or relating to unusual transactions
- review of data to detect unusual transactions.

Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

- understanding of, and practical experience with audit engagements of a similar nature and complexity through the appropriate training and participation
- knowledge of the sector in which the Charity operates
- understanding of the legal and regulatory requirements specific to the Charity.

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.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

Stephen Meredith

Stephen Meredith (Sep 19, 2025, 1:02pm)

Stephen Meredith FCA (Senior Statutory Auditor)

For and on behalf of Alliotts LLP

Statutory Auditors and Chartered Accountants

3 London Square,

Cross Lanes,

Guildford,

GU1 1UJ

19 Sep 2025

Date: 2025

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	Unrestricted Funds £	Restricted Funds £	2025 £	2024 £
Turnover	5	5,821,811	55,277	5,877,088	5,496,820
Normal operating costs	6	(5,896,753)	(161,717)	(6,058,470)	(5,634,232)
Operating surplus/(deficit)		(74,942)	(106,440)	(181,382)	(137,412)
Dividends and interest		123,732	2,968	126,700	108,606
Donations, legacies and fundraising (less costs)					
Donations, legacies and fundraising		219,440	258,494	477,934	250,509
Grants (Covid related)		-	-	-	85,457
Fundraising events cost		(31,391)	-	(31,391)	(34,112)
Interest payable		-	-	-	-
Statement of total recognised surplus					
Realised surplus/(deficit) for the year		236,839	155,022	391,861	273,048
Profit/(Loss) on asset disposal		-	-	-	-
Unrealised profit/(loss) on investment assets	11	(81,652)	-	(81,652)	153,478
Transfer between funds	19	21,858	(21,858)	-	-
Total recognised surplus/(deficit) for the year		177,045	133,164	310,209	426,526
Revenue reserve at 1st April 2024	19	8,022,961	2,568,177	10,591,138	10,164,612
Revenue reserve at 31st March 2025	19	8,200,006	2,701,341	10,901,347	10,591,138

Notes:

1 All operations are continuing

2 See also notes on pages 28 to 41 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	Unrestricted Funds £	Restricted Funds £	2025 £	2024 £
Income					
Donations, legacies and grants	4	188,716	258,494	447,210	220,283
Grants (Covid Related)		-	-	-	85,457
Income from charitable activities	5	5,821,811	55,277	5,877,088	5,496,820
Event income	4	30,724	-	30,724	30,226
Investment income		123,732	2,968	126,700	108,606
Total income		6,164,983	316,739	6,481,722	5,941,392
Expenditure					
Cost of raising funds		(31,391)	-	(31,391)	(34,112)
Expenditure on charitable activities	6	(5,896,753)	(161,717)	(6,058,470)	(5,634,232)
Total expenditure		(5,928,144)	(161,717)	(6,089,861)	(5,668,344)
Net income/(expenditure) before gains and losses on investments and property		236,839	155,022	391,861	273,048
Profit/(Loss) on asset disposal		-	-	-	-
Net profit/(loss) on investment	11	(81,652)	-	(81,652)	153,478
Net income / (expenditure)		155,187	155,022	310,209	426,526
Transfer between funds	19	21,858	(21,858)	-	-
Net income and net movement in funds for the year		177,045	133,164	310,209	426,526
Reconciliation of funds					
Total funds brought forward	19	8,022,961	2,568,177	10,591,138	10,164,612
Total funds carried forward	19	8,200,006	2,701,341	10,901,347	10,591,138

Movements in funds are disclosed in note 19 to the financial statements.

There are no gains or losses other than those shown in the Statement of Financial Activities above.

All operations are continuing.

See also notes on pages 28 to 41 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES
COMPANY REGISTRATION NO. 348341**
(A company limited by guarantee and not having a share capital)

BALANCE SHEET AS AT 31ST MARCH 2025

	Notes	2025	2024
Fixed Assets			
		£	£
Freehold property - net book value	10.1	6,545,507	6,702,171
Other tangible fixed assets	10.2	1,280,343	1,234,503
Investments	11	1,800,537	1,807,188
		<hr/>	<hr/>
		9,626,387	9,743,862
Current Assets			
Stocks		19,453	19,026
Debtors	12	820,458	692,777
Cash at bank and in hand	13	2,296,253	2,253,457
		<hr/>	<hr/>
		3,136,164	2,965,260
Less: Creditors falling due within one year	14	(289,825)	(491,328)
		<hr/>	<hr/>
Net current assets		2,846,339	2,473,932
		<hr/>	<hr/>
Total assets less current liabilities		12,472,726	12,217,794
		<hr/>	<hr/>
Creditors: amounts falling due after more than one year	15	(1,571,379)	(1,626,656)
		<hr/>	<hr/>
Total Net Assets		<u>10,901,347</u>	<u>10,591,138</u>
The Funds of the Charity			
Restricted Funds:	19		
Restricted building fund		2,192,364	2,235,349
Restricted equipment fund		144,631	174,271
Capital appeal and other restricted funds		364,346	158,557
		<hr/>	<hr/>
		2,701,341	2,568,177
Unrestricted Funds:			
General fund	19	8,200,006	8,022,961
		<hr/>	<hr/>
		<u>10,901,347</u>	<u>10,591,138</u>

The notes on pages 28 to 41 form part of these accounts.

The financial statements were approved by the Board of Trustees

19 Sep 2025

on2025 and signed on its behalf by:

David J Turner

David Turner (Sep 19, 2025, 9:38am)

DAVID TURNER (Chair)

Michael Guillem

Mike Guillem (Sep 19, 2025, 12:38pm)

MICHAEL GUILLEM (Honorary Treasurer)

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	2025 £	2024 £
Cash flows from operating activities	21	(306,567)	(8,046)
Legacies, grants donations and fundraising		446,543	301,854
Cash flows from operating activities and fundraising		139,976	293,808
Cash flows from investing activities			
Interest and dividends received		126,700	108,606
Purchase of investments		(75,000)	(175,000)
Proceeds from sale of assets		-	-
Purchase of tangible fixed assets		(148,880)	(183,159)
Cash (used in) investing activities		(97,180)	(249,553)
Cash flows from financing activities			
Grant received / receivable		-	-
Cash provided by financing activities		-	-
Increase/(decrease) in cash and cash equivalents		42,796	44,255
Cash and cash equivalents at the beginning of the year		2,253,457	2,209,202
Total cash and cash equivalents at the end of the year		2,296,253	2,253,457

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025**

1 ACCOUNTING POLICIES

(a) Basis for accounting

The financial statements have been prepared in accordance with the Housing SORP 2014, The Charities SORP (FRS102), FRS102 and the Companies Act 2006.

[Full names: **Housing SORP 2014**: Statement of Recommended Practice for social housing providers. **Charities SORP (FRS102)**: *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)*, **FRS102**: the Financial Reporting Standard applicable in the UK and Republic of Ireland]

(b) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses.

All properties are reviewed for impairment annually, and where there has been a permanent diminution in value, the reduction is recognised.

Depreciation is provided at the following rates in order to write off each asset over its estimated useful life, at the following rates:-

Freehold land	0%
Freehold and 999 year leasehold properties	2% per annum on cost
Swimming Pool, Greenhouses	3½% to 5% per annum on cost
Leasehold property (less than 150 year)	2% to 4% per annum on cost
Fixtures and equipment, improvements	5% to 10% per annum on cost
Computer equipment	25% per annum on cost
Vehicles & garden machinery	10% per annum on cost

(c) Grants

Housing Corporation and other capital grants are accounted for under the accrual model required by FRS102. The grant is recognised as restricted income on a systematic basis over the useful economic life of the asset. On the balance sheet the remaining capital grants are recognised as a liability (deferred income).

Revenue Grants are included in the income and expenditure account when receivable and shown separately in the Statement of Financial Activities as income of restricted funds where appropriate.

(d) Stocks

Stocks of sundry stores and raw materials are stated at cost. Stocks of work in hand and made up goods are stated at the lower of cost and estimated net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to complete and sell. Provision is made for slow moving, obsolete or damaged stock where the net realisable value is less than cost.

(e) Taxation

The Company is a registered charity whose only trading activity is for its primary purpose and as such no income or capital taxes are payable on any part of its activities. Value added tax is incurred on certain categories of expenditure and is not recoverable.

(f) Turnover

Turnover comprises fees and rent, casual lettings, capital and revenue grants receivable and sales of items from our shops and/or produced in the Company's skills departments with input from people we support.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

1 ACCOUNTING POLICIES continued

(g) Investments

Investments are shown in the balance sheet at the mid market value on the balance sheet date. Any realised or unrealised gain or loss is taken to the Statement of Financial Activities and the Income and Expenditure Account. Investment income is accounted for when receivable.

(h) Pension Scheme

The Company operates a defined contribution pension scheme and a stakeholder pension scheme. The assets of the schemes are held separately from those of the Company in independently administered funds.

(i) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

(j) Fundraising and Marketing (costs of generating voluntary income)

Fundraising and marketing costs comprise the salaries and salary overheads and other direct costs attributable to the promotion of fundraising, including events.

(k) Donations and Legacies

Donations and legacies are accounted for when the Company is legally entitled to the income and it can be reasonably quantified. Gift Aid is also included on relevant donations calculated as the amount receivable at the current rate. Donations to the charitable company other than in cash are valued, using reasonable estimates if necessary, and treated as two transactions – a receipt of funds and a purchase using or expenditure from such funds. The other accounting policies (capital expenditure, allocation to restricted/unrestricted funds) are then applied to each of these notional transactions. Any such donations which are significant in value in the context of the accounts are detailed separately in notes to the accounts.

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

The value of services provided by volunteers has not been included.

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

The unrestricted funds are those funds that are available for use at the discretion of the trustees in furtherance of the objects of the Company.

Restricted Funds:

Restricted funds are funds that are to be used in accordance with specific requirements indicated by the donors or which have been raised by the Company for particular purposes.

There are various restricted funds and their purposes are described in the notes to the financial statements.

In the case of restricted funds relating to the acquisition of fixed assets, the assets acquired are held as an asset of the restricted fund, and the relevant depreciation treated as expenditure by that fund, as the trustees consider that it is implicit, in the donation, that the assets acquired should continue to be held and used by the Charity.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

Where practical, direct costs of carrying on the principal charitable activities, including staff and associated costs, are allocated directly to these cost centres. Other indirect costs are allocated on estimated bases as follows:

Indirect costs	Basis of allocation to each activity
Staff and associated costs	Staff Full Time Equivalent numbers (FTEs)
Utilities and similar costs	Areas occupied by each activity
General maintenance costs	Weighted number of maintenance jobs per activity
Insurance	Areas occupied by each activity
Depreciation	Areas occupied by each activity
CEO and HR costs	Staff Full Time Equivalent numbers (FTEs)
Marketing costs	Income of each activity
Governance costs	Income of each activity
General and office costs	Income of each activity

(p) Governance Costs

Governance costs include expenditure attributable directly to the general running of the Company as a charity as distinct from costs of the management functions inherent in generating funds and delivering service within the charitable activities. Apart from an allocation of a small estimated element of senior management remuneration costs, governance costs include directly attributable costs such as external audit fees and, where appropriate, legal fees and similar expenses.

(q) Historical Cost Surpluses and Deficits

Historical cost surpluses and deficits are identical to those shown in the financial statements, with the exception of investments (see note 1(g)).

(r) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

(s) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank deposits with a notice period of four months or less.

(t) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

(u) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 PUBLIC BENEFIT

The Charity was established, and continues to operate for public benefit. A detailed description of the Charity's purpose and public benefit is given on pages 13-14 of the Annual Report.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

**3 INFORMATION REQUIRED UNDER THE SCHEDULE TO THE ACCOUNTING DIRECTION FOR
PRIVATE REGISTERED PROVIDERS OF SOCIAL HOUSING 2012**

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2025 Turnover	2025 Operating Costs	2025 Operating Deficit	2024 Operating Deficit
	£	£	£	£
Social housing lettings	841,315	(619,355)	221,960	195,379
Capital grant income and matching depreciation	55,277	(55,277)	-	-
Non social housing activities	4,980,496	(5,383,838)	(403,342)	(332,791)
	<u>5,877,088</u>	<u>(6,058,470)</u>	<u>(181,382)</u>	<u>(137,412)</u>

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2025 £	2024 £
Rent receivable net of identifiable service charges*	488,568	468,726
Service income	294,975	279,452
	<u>783,543</u>	<u>748,178</u>
Gross rental income		
Voids	(33,126)	(73,069)
	<u>750,417</u>	<u>675,109</u>
Net rental income		
Charges for utilities and other items	90,898	103,307
	<u>841,315</u>	<u>778,416</u>
Turnover from social housing lettings		
Management	(206,718)	(218,588)
Services	(218,245)	(186,156)
Routine maintenance	(26,479)	(43,374)
Planned maintenance	(134,465)	(99,584)
Depreciation of housing properties	(35,197)	(35,197)
Other costs	1,748	(138)
	<u>(619,355)</u>	<u>(583,037)</u>
Operating costs on social housing lettings		
	<u>221,960</u>	<u>195,379</u>
Operating surplus on social housing lettings		

See note 5 for a breakdown of income from social and non-social housing lettings. There were no arrears of rent as at 31st March 2025.

	2025	2024
Number of bed spaces in management including residential care	82	82

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

4 VOLUNTARY INCOME

	2025 Unrestricted Funds £	2025 Restricted Funds £	2025 Total £	2024 Total £
Donations:				
General	79,904		79,904	75,130
Grants (Non Covid)	91,992	258,494	350,486	142,393
Grants (Covid related)			-	85,457
Legacies	16,820	-	16,820	2,760
Donations, grants and legacies	188,716	258,494	447,210	305,740
Fundraising Events income	30,724	-	30,724	30,226
	<u>219,440</u>	<u>258,494</u>	<u>477,934</u>	<u>335,966</u>

5 INCOME FROM ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2025 £	2024 £
Social Housing Lettings	841,315	778,416
Non Social Housing Activities:		
Residential care	1,009,364	846,701
Supported living	2,180,890	2,124,977
Skills and activities	1,720,459	1,635,411
Other	69,783	56,038
	<u>5,821,811</u>	<u>5,441,543</u>
Restricted Capital Grant income	55,277	55,277
	<u>5,877,088</u>	<u>5,496,820</u>

6 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2025 Activities Undertaken Directly £	2025 Support Costs £	2025 Total £	2024 Total £
Social Housing	587,217	32,138	619,355	583,037
Residential care	1,211,509	177,096	1,388,605	1,248,849
Supported living	2,023,212	371,322	2,394,534	2,181,702
Skills and activities	1,267,864	226,395	1,494,259	1,483,409
	<u>5,089,802</u>	<u>806,951</u>	<u>5,896,753</u>	<u>5,496,997</u>
Restricted Social Housing and other expenditure	-	161,717	161,717	137,235
	<u>5,089,802</u>	<u>968,668</u>	<u>6,058,470</u>	<u>5,634,232</u>

6.1 Governance Costs

	2025 £	2024 £
Staff and office costs	20,635	20,521
Audit	17,696	22,354
Legal & professional	1,579	2,380
	<u>39,910</u>	<u>45,255</u>

Governance costs are included above in the Support costs

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

7 NET INCOMING RESOURCES FOR THE YEAR

	2025 £	2024 £
Surplus for the year is stated after charging:		
Auditors' remuneration for external audit	17,696	22,354
Auditors' remuneration for other services	-	-
Depreciation on owned tangible fixed assets	259,704	295,057
Trustee Indemnity Insurance	2,255	1,633
Lease payments	25,834	23,138
	259,704	295,057

No remuneration, travel costs or other expenses were paid to any Trustee.

8 EMPLOYEE INFORMATION

a) Employees

	2025	2024
The average number of employees during the year was	153	147
The average full-time equivalent was	120	116
	120	116

	2025 £	2024 £
Staff costs for the above persons:		
Gross wages and salaries	3,995,950	3,533,673
Social security costs	317,010	271,667
Pension contributions	123,985	108,987
	4,436,945	3,914,327

Number of employees who received emoluments of more than £60,000 - two (2024 - none).

The Company operates two defined contribution group personal pension schemes and the charge for the year represents the Company's share of contributions payable.

b) Chief Executive and Senior Management Team

	2025 £	2024 £
Remuneration of the Chief Executive and Senior Management Team:		
Gross salaries	309,621	245,937
Employer's National Insurance Contributions	32,316	25,631
Employer's Pension Contributions	14,760	11,636
	356,697	283,204

Gross salary (excluding pension contribution) of the Chief Executive (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	75,000	61,648
--	--------	--------

The Company made contributions to the Chief Executive's group personal pension on the same terms as other staff in the scheme. These contributions totaled £3,000 for the year to March 2025.

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

9 VOLUNTEERS

The Charity relies on the support of around 100 unpaid volunteers. These help with many activities, including supporting our clients, driving, gardening, fundraising and administrative work such as archiving.

10 FIXED ASSETS

10.1 Freehold property comprises:

	Accom- modation for supported people £	Swimming Pool £	Horticulture Buildings & Greenhouse s £	Main House and Other £	Total £
Cost					
At 1st April 2024	7,534,642	162,371	374,250	1,380,811	9,452,074
Additions and improvements	2,193	-	36,225	-	38,418
Disposals	-	-	-	-	-
Cost at 31st March 2025	7,536,835	162,371	410,475	1,380,811	9,490,492
Depreciation					
At 1st April 2024	(2,175,943)	(74,484)	(109,497)	(389,979)	(2,749,903)
Depreciation charge in year	(135,386)	(12,555)	(11,716)	(35,425)	(195,082)
On Disposals	-	-	-	-	-
Depreciation at 31st March 2025	(2,311,329)	(87,039)	(121,213)	(425,404)	(2,944,985)
Net Book Values					
At 31st March 2025	5,225,506	75,332	289,262	955,407	6,545,507
At 31st March 2024	5,358,699	87,887	264,753	990,832	6,702,171

a) Capital expenditure commitments as at 31st March 2025, contracted for but not provided for, amounted to Nil (2024 - Nil).

b) Additions in the year was capital work in progress: expenditure on accessible path and new flats.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

10 FIXED ASSETS (continued)

10.2 Other Tangible Assets

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
Cost				
At 1st April 2024	1,193,610	658,792	153,021	2,005,423
Additions	-	110,462	-	110,462
Disposals	-	(21,248)	-	(21,248)
At 31st March 2025	<u>1,193,610</u>	<u>748,006</u>	<u>153,021</u>	<u>2,094,637</u>
Depreciation				
At 1st April 2024	(168,798)	(492,068)	(110,054)	(770,920)
Depreciation charge in year	(16,974)	(36,281)	(11,367)	(64,622)
On disposals	-	21,248	-	21,248
At 31st March 2025	<u>(185,772)</u>	<u>(507,101)</u>	<u>(121,421)</u>	<u>(814,294)</u>
Net book values				
At 31st March 2025	<u>1,007,838</u>	<u>240,905</u>	<u>31,600</u>	<u>1,280,343</u>
At 31st March 2024	<u>1,024,812</u>	<u>166,724</u>	<u>42,967</u>	<u>1,234,503</u>

The leasehold properties comprise a house in Epsom and four flats in Leatherhead. The leasehold of the Epsom property was donated to The Grange by the Epsom Rotary in 2013, and is for 125 years. Following renovations and conversion the value of this property was estimated at £244,000, and the gift was capitalised. The lease for the four flats in Leatherhead is for 999 years.

Additions in the year include: electrical supply for the Outdoor Learning facilities, equipment for embroidery, and computer equipment.

	2025 £	2024 £
11 INVESTMENTS		
Assets held in the UK:		
Market value at 1st April 2024	1,807,189	1,478,711
Investments purchased during year	75,000	175,000
Unrealised (loss) /gain on investments for year	(81,652)	153,478
Market value at 31st March 2025	<u>1,800,537</u>	<u>1,807,189</u>
Cost at 1st April 2024	1,182,377	1,007,377
Purchase during the year	75,000	175,000
Cost at 31st March 2025	<u>1,257,377</u>	<u>1,182,377</u>

There were no sales during the year.

All the above investments are in investment funds, consisting of listed shares and securities.

The investment portfolio comprised the following investments:	2025 £	% of Total
29,024.85 units of COIF Charity Investment Fund Income Units.	565,421	31.40%
416,410.74 units of COIF Charities Ethical Investment Fund Income Units.	1,235,116	68.60%

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

12 DEBTORS	2025	2024
	£	£
Fees receivable less provision for bad debts	717,746	601,248
Prepayments	89,871	78,514
Tax recoverable	-	6,515
Investment income accrued	12,841	6,500
	<u>820,458</u>	<u>692,777</u>

13 CASH	2025	2024
	£	£
Cash at bank and in hand	<u>2,296,253</u>	<u>2,253,457</u>

14 CREDITORS Amount falling due within one year	2025	2024
	£	£
Trade creditors	78,958	75,631
Accruals	30,953	38,239
Deferred capital grant income	55,277	55,276
Taxation and social security	100,184	108,677
Other	24,453	213,505
	<u>289,825</u>	<u>491,328</u>

15 CREDITORS Amounts falling due after more than one year	2025	2024
	£	£
Deferred capital grant income	<u>1,571,379</u>	<u>1,626,656</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

16 DEFERRED GRANTS

Grant making body	Category	Grant £	Total income released to 1/4/2024 £	Grant Income Release 24/25 £	Grant Income Release 25/26 £	Grant Deferred >1yr £
Freehold Property						
Social Housing Grant	Accommodation for supported people	1,927,279	864,933	38,546	38,546	985,254
Mole Valley DC	Accommodation for supported people	100,000	5,500	2,000	2,000	90,500
Other Grant making bodies	Accommodation for supported people	26,259	8,928	525	525	16,281
		<u>2,053,538</u>	<u>879,361</u>	<u>41,071</u>	<u>41,071</u>	<u>1,092,035</u>
Community Fund	Horticulture Building	60,300	28,944	1,206	1,206	28,944
SEPACS *	Other	10,000	4,800	200	200	4,800
		<u>2,123,838</u>	<u>913,105</u>	<u>42,477</u>	<u>42,477</u>	<u>1,125,779</u>
Leasehold Property						
Mole Valley DC Grant**	Accommodation for supported people	640,000	168,800	12,800	12,800	445,600
		<u>2,763,838</u>	<u>1,081,905</u>	<u>55,277</u>	<u>55,277</u>	<u>1,571,379</u>

* SEPACS was the Supported Employment Procurement and Consultancy Service.

** Mole Valley DC approved the transfer of the £400,000 grant from a freehold property in Bookham to 4 leasehold properties in Leatherhead. This has been added to a new grant received in 2017 of £240,000, totalling £640,000.

17 OPERATING LEASE COMMITMENTS

	2025 £	2024 £
Total commitment under operating leases		
Amount due within one year:		
Hire of plant, machinery and service	9,984	9,984
Property	-	11,738
Amount due within two to five years:		
Hire of plant, machinery and service	22,464	32,448
Property	-	-
	<u>32,448</u>	<u>54,170</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

18 MEMBERSHIP (Company limited by guarantee having no share capital)

	2025	2024
Number of Members at 31st March 2025	8	10
Maximum liability of each Member	£1	£1

19 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un- restricted Funds £
Balance at 1st April 2024	8,022,961
Total recognised unrestricted surplus for year	177,045
Balance at 31st March 2025	8,200,006

Restricted Funds

	Restricted building fund £	Restricted equipment fund £	Capital Appeal £	Other restricted funds £	Total £
Balance at 1st April 2024	2,235,349	174,271	57,315	101,242	2,568,177
Donations and other receipts	55,277	-	-	258,494	313,771
Interest received	-	-	-	2,968	2,968
Transfers in/(out)	-	-	-	(21,858)	(21,858)
Charitable expenditure	(98,262)	(29,640)	-	(33,815)	(161,717)
Balance at 31st March 2025	2,192,364	144,631	57,315	307,031	2,701,341

Notes

a) On 20th June 2005, the Company entered into an agreement with Surrey Housing Society for the Disabled (SHSD), under the terms of which SHSD made a grant of £1 million to the Company for the purpose of purchasing properties for rental by people with disabilities and also key workers, including carers. In April 2006, SHSD made a further grant of £600,000, part of which was earmarked to complete the funding of the new wing of the registered care home and the balance was made available for the purposes of the earlier grant. These grants, together with accruing interest, were placed in a separate restricted fund. The funds were spent on accommodation for people we support at Bardolin House and Acorns in Bookham. As both funds are fully spent, they have been transferred to the Restricted building fund.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

19 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

Notes (continued)

(b) The Restricted building fund and the Restricted equipment fund represent the net book value of fixed assets financed through restricted funds.

(c) The Capital Appeal was previously used to complete the Main House development. These funds will be used to support future strategic projects.

(d) Other restricted funds received included a grant towards new classrooms for Outdoor Learning and a grant from the Broderers (purchase of embroidery equipment).

20 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	3,236,085	3,309,422	6,545,507
Leasehold property	405,719	602,119	1,007,838
Other tangible assets	214,049	58,456	272,505
Investments	1,800,537	-	1,800,537
CURRENT ASSETS			
Stocks	19,453	-	19,453
Debtors	820,458	-	820,458
Cash	1,938,253	358,000	2,296,253
CURRENT LIABILITIES	(234,548)	(55,277)	(289,825)
Deferred Grants	-	(1,571,379)	(1,571,379)
	<hr/>	<hr/>	<hr/>
	8,200,006	2,701,341	10,901,347
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,141,166	
Property funded by Capital Grants		1,168,256	
		<hr/> <hr/>	
		3,309,422	

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

21 RECONCILIATION OF OPERATING SURPLUS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Operating (deficit)/surplus (See p.24)	(181,382)	(137,412)
Adjust for non - cash items		
Depreciation	259,704	295,057
Capital grant income for year (non cash)	(55,277)	(55,277)
	<hr/>	<hr/>
	23,045	102,368
Working Capital Movements		
(Increase) / decrease in stocks	(427)	1,240
(Increase) / decrease in debtors	(127,681)	(66,920)
(Decrease) / increase in creditors and provisions	(201,503)	(44,735)
Transfer to / (from) deferred grants >1 year to creditors	(1)	1
	<hr/>	<hr/>
Net cash (outflow)/inflow from operating activities	<u>(306,567)</u>	<u>(8,046)</u>

22 POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

23 CAPITAL COMMITMENT

There were no capital commitments at March 2025 (2024: Nil).

24 RELATED PARTY TRANSACTIONS

Related parties of the Company are Directors and Senior Officers. There were no related party transactions.

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025 (Cont'd)**

**25 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	182,163	38,120	220,283
Grants (Covid Related)	85,457	-	85,457
Income from charitable activities	5,441,543	55,277	5,496,820
Event income	30,226	-	30,226
Investment income	108,606	-	108,606
	<hr/>	<hr/>	<hr/>
Total income	5,847,995	93,397	5,941,392
	<hr/>	<hr/>	<hr/>
Expenditure			
Cost of raising funds	(34,112)	-	(34,112)
Expenditure on charitable activities	(5,496,997)	(137,235)	(5,634,232)
	<hr/>	<hr/>	<hr/>
Total expenditure	(5,531,109)	(137,235)	(5,668,344)
	<hr/>	<hr/>	<hr/>
Net income/(expenditure) before gains on investments	316,886	(43,838)	273,048
Profit/(Loss) on asset disposal	-	-	-
Net profit/(loss) on investments	153,478	-	153,478
	<hr/>	<hr/>	<hr/>
Net income / (expenditure)	470,364	(43,838)	426,526
	<hr/>	<hr/>	<hr/>
Transfer between funds	41,420	(41,420)	-
	<hr/>	<hr/>	<hr/>
Net income and net movement in funds for the year	511,784	(85,258)	426,526
Reconciliation of funds			
Total funds brought forward 1 April 2023	7,511,177	2,653,435	10,164,612
	<hr/>	<hr/>	<hr/>
Total funds carried forward 31 March 2024	8,022,961	2,568,177	10,591,138
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>



Issuer Alliotts LLP

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Parties involved with this document

Document processed	Party + Fingerprint
Fri, 19th Sep 2025 9:38:53 BST	David Turner - Signer (694e4640ef9081e068c66d4e7cbe3999)
Fri, 19th Sep 2025 12:38:45 BST	Mike Guillem - Signer (541db42d7f1befa6724eb86c9cbe9200)
Fri, 19th Sep 2025 13:02:33 BST	Stephen Meredith - Signer (b88d7809e5c4852dedf42387699ef158)
Fri, 19th Sep 2025 13:02:33 BST	Hugh Skeil - Copied In (6a975e3fe2278edf7609fa854246e656)
Fri, 19th Sep 2025 13:02:34 BST	Samantha Merchant - Copied In (7ba7c95852eedf5fa4192005e4f15d14)
Fri, 19th Sep 2025 13:02:34 BST	Dolly Popat - Copied In (bf7a33bc3a249728d1d7611182049e0a)
Fri, 19th Sep 2025 13:02:34 BST	Amy Denman - Copied In (e1dc3212869d0816d1832fd541f62470)

Audit history log

Date	Action
Fri, 19th Sep 2025 9:02:00 BST	Envelope generated by Alliotts Guildford Support (94.228.44.8)
Fri, 19th Sep 2025 9:02:02 BST	Document generated with fingerprint adb5f32248b18bf418c1532d565952ed (94.228.44.8)
Fri, 19th Sep 2025 9:02:02 BST	Document generated with fingerprint 44a795fe99705d881940c8ad28be8d84 (94.228.44.8)
Fri, 19th Sep 2025 9:10:57 BST	Sent the envelope to David Turner (david@swallows5.co.uk) for signing (94.228.44.8)
Fri, 19th Sep 2025 9:10:57 BST	Document emailed to david@swallows5.co.uk
Fri, 19th Sep 2025 9:14:05 BST	David Turner opened the document email. (140.248.40.24)
Fri, 19th Sep 2025 9:32:09 BST	David Turner viewed the envelope (86.170.86.125)
Fri, 19th Sep 2025 9:38:53 BST	David Turner signed the envelope (86.170.86.125)
Fri, 19th Sep 2025 9:38:53 BST	Sent the envelope to Mike Guillem (Mike.Guillem@grangecentre.org.uk) for signing (86.170.86.125)
Fri, 19th Sep 2025 9:38:53 BST	Document emailed to Mike.Guillem@grangecentre.org.uk
Fri, 19th Sep 2025 11:15:11 BST	Mike Guillem opened the document email. (31.111.92.185)
Fri, 19th Sep 2025 11:15:11 BST	Mike Guillem opened the document email. (31.111.92.185)
Fri, 19th Sep 2025 12:35:17 BST	Mike Guillem viewed the envelope (31.111.92.185)

Fri, 19th Sep 2025 12:38:45 BST	Mike Guillem signed the envelope (31.111.92.185)
Fri, 19th Sep 2025 12:38:45 BST	Sent the envelope to Stephen Meredith (stephen.meredith@alliotts.com) for signing (31.111.92.185)
Fri, 19th Sep 2025 12:38:46 BST	Document emailed to stephen.meredith@alliotts.com
Fri, 19th Sep 2025 12:58:49 BST	Stephen Meredith viewed the envelope (94.228.44.8)
Fri, 19th Sep 2025 13:02:33 BST	Stephen Meredith signed the envelope (94.228.44.8)
Fri, 19th Sep 2025 13:02:33 BST	Sent the envelope to Hugh Skeil (Hugh.Skeil@grangecentre.org.uk) for signing (94.228.44.8)
Fri, 19th Sep 2025 13:02:34 BST	Sent the envelope to Samantha Merchant (Samantha.Merchant@alliotts.com) for signing (94.228.44.8)
Fri, 19th Sep 2025 13:02:34 BST	Sent the envelope to Dolly Popat (Dolly.popat@alliotts.com) for signing (94.228.44.8)
Fri, 19th Sep 2025 13:02:34 BST	Sent the envelope to Amy Denman (amy.denman@alliotts.com) for signing (94.228.44.8)
Fri, 19th Sep 2025 13:02:34 BST	This envelope has been signed by all parties (94.228.44.8)
Fri, 19th Sep 2025 13:02:34 BST	Document emailed to Hugh.Skeil@grangecentre.org.uk
Fri, 19th Sep 2025 13:02:34 BST	Document emailed to Dolly.popat@alliotts.com
Fri, 19th Sep 2025 13:02:35 BST	Document emailed to amy.denman@alliotts.com
Fri, 19th Sep 2025 13:02:35 BST	Document emailed to Samantha.Merchant@alliotts.com

THE GRANGE CENTRE FOR PEOPLE WITH DISABILITIES

England & Wales - Charity number 207740

Accounts



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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The Grange Centre for People with Disabilities

A company limited by guarantee and not having a share capital

Registered Office

Rectory Lane, Bookham, Leatherhead, Surrey KT23 4DZ

Telephone: 01372 452 608

Email: info@grangecentre.org.uk

Website: www.grangecentre.org.uk

X (formerly Twitter): [@TheGrangeCentre](https://twitter.com/TheGrangeCentre)

Facebook: [@thegrangecentre](https://www.facebook.com/thegrangecentre)

Registration Details

Registered Charity No: 207740

Company Registered in England and Wales No: 348341

A Housing Association registered under the Housing Associations Act 1985 No: H3727

Registered with Surrey County Council under the Registered Homes Act 1984 No: 210

Patrons

HRH The Duke of Gloucester KG, GCVO

Joanna Lumley OBE, FRGS

Sir Richard Thompson, KCVO

Board of Trustees

Chair Mr David Turner DSc FRICS

Hon. Treasurer and Chair of Finance Committee:

Mr Denis Coulon, Treasurer to November 2023

Mr Anthony Dumbleton MA ACA, Treasurer November 2023 to September 2024

Mr Michael Guillem FCA, trustee from June 2023, Treasurer from September 2024

Mrs Deborah Gowns (Chair of Employee Wellbeing Committee)

Mrs Linda Ferguson

Mrs Larisa Strickland MSc HBA

Mr Frederick Johnson ACMA CGMA

Mrs Rachel Montgomerie MA

Mrs Louise Russell, from June 2023

Dr Robert Hughes DSc (Hons), from June 2023

Mr Peter Cottrell, from May 2024

Chief Executive Officer

Mr Hugh Skeil FCCA, to October 2023

Ms Alison Keeley, from October 2023

Company Secretary

Mr Hugh Skeil FCCA

Auditors: Alliotts LLP, 3 London Square, Cross Lanes, Guildford, GU1 1UJ

Bankers: CAF Bank and Lloyds Bank Plc

Investment managers and advisers: CCLA



The Grange Centre for People with Disabilities
a company limited by guarantee and not having a share capital

Annual Report
for the year ended 31 March 2024

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The Grange Centre for People with Disabilities
a company limited by guarantee and not having a share capital

Annual Report for the year ended 31 March 2024

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange Centre”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2024.

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2024.

Thank you

We appreciate and are grateful to everyone who is a part of The Grange Centre’s community. Thank you for making The Grange Centre an incredible place to live, learn and work.

Chair and CEO's report

2023/24 was a year with much to celebrate at The Grange Centre. Our Walled Garden and Greener Grange programme were recognised by South and South East in Bloom. People We Support were proud to see their creative work exhibited at The Sunbury Embroidery Gallery, The Lightbox in Woking, Leatherhead Train Station and here at The Grange Centre. We celebrated the 85th year of arriving in Bookham, and are looking forward to celebrating, in 2027, 100 years since the Charity was founded. David Turner, Chair of Trustees, shared that the highlight of his year was attending the opening of the Exploring Nature exhibition at Sunbury Embroidery Gallery: "I was proud to see the amazing work created by people from The Grange Centre celebrated in such an auspicious setting."

The Grange Centre is always looking for ways to develop its grounds and improve the ways in which the People We Support can engage with them. Our wildlife pond celebrated its first anniversary this year. It has developed over the course of the year, and we have enhanced the space using artwork of creatures such as ladybirds and dragonflies created by People We Support during pottery sessions. This area also became the perfect home for The Grange Centre's bee hives which have been moved out of The Walled Garden to make room for the new greenhouse. The greenhouse was the first phase of our improvements to the spaces where outdoor learning takes place, and we are excited about the opportunities it presents for those who enjoy developing their horticulture skills.

At the beginning of the year Hugh Skeil, our Head of Finance and Transformation, was serving as interim CEO. A recruitment process took place and Alison Keeley was appointed as CEO and joined the us in October 2023. Alison explained "I was excited to join The Grange Centre as CEO. I have been welcomed into The Grange Centre's community. It is an amazing organisation, and I am enjoying the variety that my role offers". Also joining the staff team and Senior Leadership Team in October was a new HR and People Manager. Whereas many other organisations in the care and charity sectors are finding recruitment difficult at present this is not the case for The Grange Centre, we are proud that in all areas of our organisation our staffing levels are generally good and that when we need to recruit we are securing excellent additions to our staff team. The Grange Centre is an amazing community to be a part of and even when an individual is unsuccessful in securing a role they have applied for we are finding they either ask to be considered for other roles or join the team as a bank worker.

Volunteering at The Grange Centre has gone from strength to strength. We now have over 100 volunteers on our list and for the first time this year we celebrated their commitment to The Grange Centre by presenting volunteers with long service certificates at our Annual Review meeting. This is something we had previously done with paid staff but it was so well received that going forward volunteers will continue to be included in this event. We have used Reach volunteering to link up with volunteers who can provide professional advice and support for elements of our operations.

David Turner, Chair of Trustees, and Alison Keeley, CEO

About The Grange Centre

The Grange Centre for People with Disabilities is a charity which helps people with a range of learning and physical disabilities to live as independently as they can.

The Grange Centre's Vision is to lead the way as provider of choice for people with learning disabilities, inspiring our local and wider communities.

At The Grange Centre we value being friendly, open, respectful, caring and enabling and this weaves itself through our three key areas of support, learning and housing.

Support

The Grange Centre provides support for independent living to adults with learning and/or physical disabilities. Those wishing to receive support from us work with us to define the support needed. The Grange Centre also offers residential care for up to 16 individuals on its site at Rectory Lane in Bookham.

Learning

Horticulture, creative arts and catering are amongst the many skills on offer at The Grange Centre. Individuals attending The Grange Centre's learning sessions are involved in selecting the area they would like to develop. We welcome people with a range of abilities who are keen to develop new skills, build on existing skills and make new friends. Our expert tutors tailor sessions to the needs and skill level of each person and successes are celebrated. Opportunities to explore the world of work are woven through our learning sessions including our on-site cafe, plant sales and our gift shop in Bookham village.

Housing

The Grange Centre is a social housing provider and has a range of accommodation and more than 80 residents. Adults with disabilities who live in our social housing may choose to live in self-contained flats, shared houses or in our residential care. Our accommodation is located in Bookham, Fetcham, Epsom and Leatherhead.

Our Community

The Grange Centre's community consists of the approximately 200 individuals per week who either receive support from The Grange Centre or who choose to attend skills sessions. Also part of The Grange Centre's community are the staff and volunteers who provide learning opportunities, care and support for the People We Support. Our community also embraces all of those who are friends, carers and relatives of People We Support and those who are supporters of The Grange Centre for so many other reasons.

Delivering The Grange Centre's Strategy

The headings below reflect the six long-term aims of The Grange Centre's ten-year Strategic Plan set out in 2019. Under each one is a brief summary of the progress that has been made in these areas over the past financial year and an outline of our plans going forward. We have also incorporated updates on our priority areas from previous years.

a) Money: *to develop new and existing sources of income, building financial resilience in a sustainable way.*

We have pursued a policy of steadily investing long-term reserves through the COIF Charities Ethical Investment Fund. Despite some ups and downs, in line with stock market fluctuations, this has resulted in both strong dividend income and capital growth.

In the past we have pursued a policy of spreading bank deposits across multiple banks and building societies, to mitigate risk. However, maintaining multiple mandates was cumbersome, and we therefore decided to move some funds into a platform that allows us to move funds between different institutions more easily, benefiting from more competitive interest rates.

We upgraded our payroll system in April 2023, while also migrating to a pension scheme that allows salary sacrifice for employee contributions. We also began to use Lloyds Commercial Banking Online for supplier payments through BACS, reducing inputting time and the scope for error. The Grange Centre has increased the number of local retailers which sell Grange made goods, as was highlighted as one of the priority areas for development in 2023 - 2024. We have also increased the margin on the goods the charity creates to ensure that all the costs involved in making our items are covered.

In relation to items that we create at The Grange Centre we are working to understand our customer base better and to increase it. We have launched new lines and new designs and we are working with our marketing team to ensure that everyone who purchases, or who might purchase, from The Grange Centre understands how involved the People We Support are in the creation process. Our machine embroidery has grown in popularity. We are producing a wider range of designs for cards and other items and our orders for personalisation and bulk orders for organisations have grown and continue to do so. We have plans to increase the space available for embroidery and to add another machine to meet demand.

Our fundraising in 2023-24 has focussed on the development of our outdoor learning. We are fortunate to have relationships with some generous organisations such as The Berkeley Foundation who fundraise for and donate to The Grange Centre and The Worshipful Company of Broderers Charity who are long-term supporters of our embroidery programme.

Successful fundraising events included the Colour Obstacle Rush, The Grange Christmas Carol Concert at The Yehudi Menuhin Hall and the annual Bridge Masterclass where The Grange Circle once again ran a fantastic event.

Going forward, to further develop our income generation and in turn our sustainability as a charity, we plan to increase income generated from renting out rooms and parts of our site including a relationship with a swimming company who will be renting the hydrotherapy pool. We are reviewing and developing our fundraising strategy and we are experimenting with new fundraising mechanisms such as The Big Give and TCS London Marathon and supporting these by increased collaboration between Marketing and Fundraising.

We plan to increase our income from the care and support we provide by increasing the number of People We Support who live in their own homes. We will initially reach out to those who already have a relationship with The Grange Centre.

b) People We Support: *to build on our reputation as a provider of excellent and inclusive services for adults with physical and/or learning disabilities and see this reflected in objective external assessment and stakeholder feedback.*

The Grange Centre is already an approved provider for Surrey County Council and we have submitted a tender to its Dynamic Purchasing System. Residential spaces are highly sought after at The Grange Centre and we are told by People We Support and their families that The Grange Centre listens to them and responds to their needs. Housing vacancies are usually filled quickly and the majority of our learning sessions run at capacity.

In the coming year we plan to review and refine the learning opportunities we offer and to continue to partner with other organisations offering activities that The Grange Centre does not provide. This ensures that those who live or learn at The Grange Centre are not limited to the experiences The Grange Centre has to offer.

c) Staff: *to be an employer of choice, attracting and developing a skilled, flexible, aspirational and resilient workforce, with a stable team across our services.*

The Grange Centre is fortunate to have a skilled and dedicated workforce. We are always looking for ways in which we can celebrate and support our workforce. Once again The Grange Centre delivered its wellbeing week which offers staff opportunities to take time out, from their duties, and to focus on their wellbeing. This year's wellbeing week offered drumming and Tai-chi amongst other activities. Going forward we plan to take a more holistic view of wellbeing, increasing the variety of activities offered, and for the activities to take place over two weeks to give time for individuals to explore new mechanisms that may support wellbeing and to begin to establish new habits.

Long service of staff is something that The Grange Centre has celebrated for many years through our long service awards. November 2023 was the first time that volunteers were also included, at the suggestion of our Volunteer Coordinator. The volunteers appreciated being included and we plan to celebrate volunteer long service as a matter of course in future years.

In October 2023 The Grange Centre appointed a new HR and People Manager, initially on an interim basis but the role was confirmed as permanent in May 2024. The role was created to provide in-

person support to staff and volunteers who are part of The Grange Centre's community and to support with recruitment across the organisation. Staff across the organisation have shared their appreciation for the role, have seen that it is improving the quality of candidates we are interviewing and are grateful for the support now provided to them. Further enhancements to our HR support at The Grange Centre will come from a second member of staff, an HR and People Officer, joining the team and the introduction of an Applicant Tracking System and dedicated recruitment website both expected to take place in 2024-25. The Grange Centre joined the Care Talent Collective, a collaboration with other Surrey providers, which is piloting a Fast Track Management programme to offer opportunities to encourage talent from other industries to consider switching to social care. Alongside the Fast Track Management programme there is also an Enhanced Apprenticeship programme and we are looking forward to welcoming our first Apprentice Support Workers in the year ahead.

A review of The Grange Centre's training matrix has been conducted. The main focus of this was to ensure that all staff were receiving the training appropriate to their role. Changes have been made to the way some training is delivered with more e-learning available to allow individuals to train at a time that suits them.

d) Operations: *to be an efficient, agile and effective organisation, embracing low-cost digital solutions and improving communications in order to free up resources to enhance our people-facing services.*

The Grange Centre began using Office 365 for its emails in October 2022 beginning the organisation's migration to Microsoft Teams. The Grange Centre's first use of seeking free professional help through Reach Volunteering was in relation to advice around this migration. We plan to seek out further support from professionals through Reach volunteering initially in relation to support for upcoming projects relating to premises and finance.

In the coming year we plan to implement an Electronic Medication Administration Record system which will support The Grange Centre's processes and procedures in relation to medication. Remote access to our systems, particularly our finance systems, will be reviewed in 2024 – 2025 as we strive towards a streamlined system with safe remote access. Charity Digital is being used to ensure that all opportunities to reduce costs in relation to IT are explored.

e) Assets: *to take a creative and long-term approach to managing our buildings, ensuring that they support delivery of our other strategic objectives.*

The development of the Outdoor Learning facilities at The Grange Centre is a priority area. Planning permission had been sought and approved, but the application for funding for the largest new building was not successful. Our plans have now been reviewed and we are implementing improvements to our Outdoor Learning provision in a more gradual way. The first of these was the building of a new greenhouse in the walled garden which materialised in January 2024. Carrying out a housing stock condition survey was another priority for The Grange Centre for 2023-2024. This was completed in 2024, and the findings have been added to a housing management database (M3

Vision). This will provide a clear picture of all of the accommodation in the charity's portfolio, allow us to keep a record of all improvements and changes made as well as forecasting future costs, and support us in achieving decarbonisation goals. We also updated the Energy Performance Certificates of all our supported living accommodation, and this is included in the database. The next step will be to make plans to improve the EPC ratings of our properties that are not yet at a C rating.

To support the costs involved in maintaining the hydrotherapy pool, we investigated letting this pool for part of the week. Due to skills delivery and key sessions the hydrotherapy pool is used infrequently during the daytime. After the end of the year a Licencing agreement was reached which will permit the use of the pool by the people supported by The Grange Centre at times suitable for them.

f) Community: *to provide a channel for People We Support to speak out on issues that matter to them; to enjoy participating in community-led activities, and to explore and learn about the world beyond The Grange Centre.*

The Grange Centre enjoys being part of the community of Bookham village and the wider community. Tours of The Grange Centre's site are offered as part of Heritage Day. The People We Support enjoy taking part in events in Bookham village including helping to run stalls on behalf of The Grange Centre at Bookham Village Day and other village events.

The skills team at The Grange Centre are continuously seeking opportunities for the people we support to participate in activities beyond Bookham. Relationships with Watts Gallery, Woking Lightbox, Denbies and Sunbury Embroidery Gallery have been established enabling individuals from The Grange Centre to exhibit their artworks in partnership with these organisations.

In 2024 – 2025 we are seeking more opportunities to showcase and sell items made or created by people engaging in skills sessions at The Grange Centre. We will be trialling an autumn fair during October 2024. People will be invited to visit The Grange Centre and to purchase Grange made items from across our provision. The People We Support will be key to this event and will be involved in setting up, selling items to the general public and providing more detail about how items for sale are made or created.

Romero Pottery Case Study

When pottery sessions first started at The Grange Centre back in 2021 we had high hopes. We knew our tutors were highly skilled, and we knew many of those wishing to attend had already shown incredible skill in other areas of artistic creativity but pottery would be new to many of them. Our hopes were soon met and then exceeded, pottery sessions quickly became incredibly popular with the initial 12 spaces filling and requests for more spaces being made. A fantastic insight was that the incredibly tactile nature of pottery suited some of the People We Support incredibly well and impacted their wellbeing even more than some of the other creative outlets that The Grange Centre offers.

Pottery provision at The Grange Centre is offered in the Romero Summerhouse and the potters became known as the Romero Potters. Since 2021 the capacity of pottery sessions has increased from 12 spaces to 20, and there are plans to increase this further. The increase in spaces we can offer is being achieved by adding extra pottery sessions, by moving the kiln into a space of its own and by having more tutors teaching pottery.

New techniques are introduced gradually to the Romero Potters as their skills, knowledge and confidence grows. Experimentation with techniques such as brush on glazes, oxides to enhance texture and form are being considered when creating new pieces. Potters are able to use new techniques to create more intricate and saleable items, such as oyster bowls, leaf impression platters, brooches and gargoyles.

Inspiration for items to create comes from a wide range of sources. Our potters often suggest ideas themselves for example, the idea for a noughts and crosses set which you could play with if you are visually impaired was suggested by one of the People We Support. Visits to galleries are also arranged and we enjoy inviting potters with particular specialisms to visit The Grange Centre. Self-portraits were created after a visit and skills sharing by Jethro Crabb, a renowned potter.

In the Autumn of 2024 the Romero potters now have the opportunity to display their art at the prestigious Watts Artists Village in the artist in residence studio, 'Romero Potters: two years on', [Romero Potters: two years on | Watts Gallery and Artists' Village](#). Watts has been supportive of our pottery journey from the beginning. They have given technical support, fired pots for us before we had our kiln, and provided us with free pottery workshops and guided visits to their exhibitions.

In the future we are looking into the possibility of having a 'slab roller' and 'wall mounted extruder' to enable our potters to be more independent in the more physically demanding stages of pottery. The slab roller will save rolling the clay out with a rolling pin (which is difficult for some) and the extruder has a range of uses including producing even coils for hand building – something which all potters find tricky.

Looking Ahead

The Grange Centre has much to look forward to in the coming months and years. We continue to serve and to respond to the needs of the People We Support. We know there will be challenges ahead, some of which we are already aware of and some of which will be unexpected but as ever we will meet each challenge and work together to resolve it. Here are some highlights which we are looking forward to.

Outdoor Learning at The Grange Centre

We continue to focus on the development of the facilities for our outdoor learning provision. In 2024–25 we are expecting all of the spaces currently used as offices to be renovated and for improved insulation to be a feature of these upgrades. The new classrooms can only be built once the locations for them have been cleared and so the concrete base, which will enable the shipping containers to move to their new home, where they will be shielded from view by green screening, will also be cause for celebration. We also hope that the new path making the greenhouse in the Walled Garden accessible to all will be installed in 2024–25 and that plans for the first of two new classrooms will be implemented.

Increasing the number of Learning sessions offered

Improvements and additions to the rooms used for learning sessions related to horticulture will be one of the ways in which we will increase the number of learning sessions on offer. A re-configuration of our pottery space and the training of a second pottery tutor will enable us to increase the number of learning sessions relating to pottery. We are also hopeful that the relationship we are developing with Surrey Archaeology Society will lead to our being able to offer a new skills session with a historical focus.

Migration to Office 365

A gradual migration across The Grange Centre to Office 365 will take place during 2024–25. Staff training around use of Office 365 and the recruitment of a second member of the onsite IT team are all planned to provide support with this transition.

Increase lettings of pool and rooms to generate income

The Grange Centre already generates some income from lettings of rooms and the swimming pool. In September 2024 we entered into a licence agreement with a local swimming school who will pay to use the swimming pool at times when it is less well used by the People We Support.

In relation to meeting rooms we will be promoting the opportunity to hire rooms at The Grange Centre more widely and creating packages around hiring rooms which include refreshments.

Seeking out appropriate accommodation in the local area

We know that there are more individuals seeking the accommodation and support that The Grange Centre offers than we are able to provide. Adding accommodation to our site in Rectory Lane would pose challenges so we continue to seek out suitable properties in the local area. Our portfolio of properties comprises individual flats and shared houses.

Collaborating with The Grange Centre

The Grange Centre celebrates the partnerships it has with many other organisations. 2023-24 has seen our relationships with two key organisations, The Worshipful Company of Broderers and The Berkeley Foundation, continue to develop.

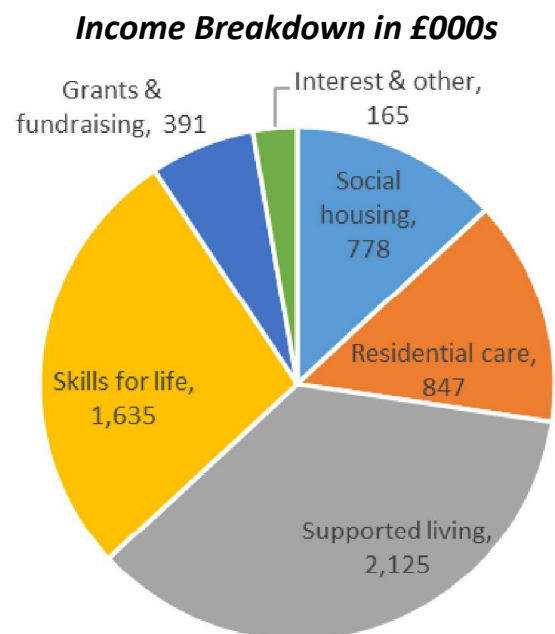
The Worshipful Company of Borderers provide generous support to our Embroidery Hub. They have enabled us to purchase embroidery machines that allow us to pursue both our creative ambitions for embroidery and our commercial aspirations as a micro enterprise.

We collaborate with the Berkeley Foundation in a variety of ways. Members of the Berkeley staff team have volunteered at events (for example looking after visitor parking). They have taken responsibility for projects such as renovating the porch on our main site at Rectory Lane – from design to execution. We have been hugely grateful to receive: grants from the Foundation, staff donations through payroll giving (matched by the Foundation) and funds raised by Berkeley staff taking part in sponsored events.

The Grange Centre in Figures

Financial snapshot 2023-24

- Total income was £5,941k (compared to £5,445k in 2022-23)
- Of this unrestricted income was £5,848k (£5,264k)
- We achieved a surplus of income over expenditure, including unrealised changes in the value of investments, of £426k (last year £215k).
- Net assets rose to £10,591k (from £10,165k in 2023) of which £8,023k was unrestricted.



People We Support

Group Living (residential care) – 16 people

Supported Living homes – 43 on the main site and 23 in flats and shared houses in Bookham, Fetcham, Leatherhead and Epsom (3 vacancies at 31st March 2024)

Supported Living outreach (not in our accommodation) – 13 people

Skills for Life – around 600 skills sessions delivered each week to 125 individuals including approximately 48 Day Skills people.

Support Services provide cover 24 hours a day 7 days a week, Skills For Life session delivery hours – weekdays for 51 weeks of the year.

Volunteers and Staffing

Around 90 people volunteered at The Grange Centre during the year. This equated to over 12,500 hours during the period.

We also started to use Reach Volunteering to support with strategy development and operational elements such as advising on our migration to Office 365.

Staff team numbers as at 31st March 2024: Permanent employees 152, with a Full Time Equivalent of 133 people. Bank team – 30.

Structure, Governance and Management

Reference and Administrative Detail

Details of the registration numbers, address of the Registered Office of the company, Board members and chairs of the committees, the name(s) of the Chief Executive Officer and names of other relevant organisations are given on pages 3 and 4.

Public Benefit

The Grange Centre was originally established nearly 100 years ago to equip more vulnerable members of the community with the skills to earn a living. Today, its purpose is to support adults with learning disabilities to lead independent and fulfilling lives. In so doing, it continues to provide practical support and inspiration to increase independence at home, in the community and in the workplace. As a charity, it seeks to do this in a cost-effective way without compromising the quality and ambition of its services. The Grange Centre is not motivated by profit, like a commercial provider, but by the goal of enabling people with disabilities to live more fulfilling lives. Whilst we endeavour to obtain full cost recovery from public commissioners, we use charitable funds to enhance our services in ways that are not required under contract.

The Board has considered the Public Benefit guidance issued by the Charity Commission for charities which charge significant fees under contract for their services. The Board concludes that within the state funding system there is sufficient opportunity to access public funding for those who cannot afford our fees, so that they may benefit from our services. The company does not discriminate against any applicant for our services on the grounds of ethnicity, faith, age, gender or sexual orientation, offering services in accordance with equalities law and local authority diversity policies. No member of the Board receives any remuneration or derives any private benefit from the company's activities.

Trustees confirm that they have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (ie public benefit statement).

Governing Document and Constitution

The Grange Centre is a company limited by guarantee, not having a share capital, and its governing document is its Memorandum and Articles of Association. The Grange Centre is also registered as a social landlord (housing association) and a charity. The Grange Centre's residential care home (known as 'Group Living') and supported living services are registered with the Care Quality Commission (CQC). The company's activities as a social landlord are regulated by the Regulator of Social Housing.

Recruitment and Appointment of New Members of the Board

The directors of the company are also trustees for the purposes of charity law. In accordance with Article 22 of the Articles of Association, any person who is willing to act as a trustee, and is permitted by law to do so, may be appointed to be a trustee either by Ordinary Resolution or by a simple majority of all the trustees entitled to vote at any meeting of the trustees. This is on condition that the total number of trustees does not exceed 12 or fall below 7 at any one time. The Board also has power to co-opt any person as it directs and may fill any casual vacancy.

Trustees have a maximum tenure of 9 years (3 terms of 3 years per term). They may be appointed a trustee for a further period of up to one year only by a simple majority of all the trustees entitled to attend and vote at any meeting of the trustees, but shall not otherwise be eligible for re-appointment.

Trustees are recruited where possible against a current skills matrix, in order to ensure that the overall range of experience and expertise of the Board is matched to what the company needs. All trustees complete a Conflict of Interest Declaration and a Fit for Purpose Declaration, and their appointment is subject to clearance with the Disclosure Barring Scheme (DBS) because of the services The Grange Centre provides for vulnerable people.

Board Governance

The Board meets at least four times each year, but additional meetings are held if required. Trustees also participate in an annual Away Day which focuses on strategy, major developments and key issues facing the Charity.

Trustees are also encouraged to become members of one or more of the Board's committees, which currently comprise

- Finance, Audit and Risk
- Employee Remuneration and Wellbeing
- Governance.

Stakeholder Representation and Engagement

The key stakeholders for the company are the people with disabilities whom it supports, along with their family carers and the employees of The Grange Centre. In order that the voices and views of these groups are heard, the following forums are in place, allowing representatives of these groups to meet on a periodic basis. Any significant concerns or proposals are referred to the relevant trustee committee and ultimately to the Board:

- **Families, Carers and Trustees Consultative Forum:** representatives of family carers elected by The Grange Relatives and Carers Network. Held twice-yearly, with issues put forward from independent meetings of the network which take place in between times.
- **Tenants'/Residents' Forums:** the Chief Executive Officer or Estates Manager attends these quarterly meetings whenever possible, and significant issues are then relayed to the relevant trustee committee.
- **Employee Forum:** representatives of the various teams at The Grange Centre meet quarterly with the Chief Executive Officer or nominated manager.

Principal Funding Sources and Financial Summary

The bulk of The Grange Centre's operating income is derived from fees for providing services under contracts with various local authorities and other government bodies, and from people within our services many of whom have individual agreements with their local authority (Direct Payments). The majority of The Grange Centre's expenditure is incurred in providing these services and in maintaining property. The cost of staff directly providing these services is the largest element of total operating costs. In addition, ever-increasing building regulations and standards relating to property, fittings and other equipment mean that our expenditure on maintaining existing facilities continues to increase annually.

The Grange Centre aims to charge all clients on a fair and consistent basis. As a non-profit-making organisation, the charity does not seek a commercial level of return on its services and any overall

surplus is invested in the enhancement of services and facilities, ranging from the provision of a Healthy Lifestyles Coordinator and Benefits Advisor to the upkeep of the heated therapy pool on site.

Unrestricted income amounted to £5,848k, and unrestricted expenditure was £5,531k. There was an unrealised gain in the value of investments of £153k. After transfers between funds, there was an unrestricted surplus of £512k. Restricted income was £93k, and expenditure from restricted funds was £137k. After transfers from unrestricted funds there was a deficit on restricted funds of £85k. The total net increase in funds for the year was £427k.

92.5% of total income was from charitable activities – Social Housing, Support Services and Skills for Life. The remainder comprised donations, grants and fundraising events (5.7%) and investment income (1.8%).

The Balance Sheet shows total net assets of £10,591k, of which £7,937k is represented by property and other tangible fixed assets, and £1,807k is held as investments.

Going Concern

The Grange Centre for People with Disabilities has adequate reserves to sustain itself, makes investments and takes business decisions which develop its income and has no loans. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting.

Reserves Policy

The charity revised its reserves policy in March 2024. Under the revised policy the Board aims to maintain free reserves representing unrestricted funds (other than those relating to fixed assets) which are equivalent to approximately six months of operating costs (previously four months). Further funds may be designated for major future expenditure. The reserves policy is regularly reviewed by the Finance Committee, ensuring that any unrestricted funds are deployed in a way which will be beneficial for the charitable objects of The Grange.

As at 31st March 2024 the Charity's unrestricted free reserves were £4,184k. This was in excess of six months budgeted expenditure (£2,834k) by £1,350k. The Board plans to utilise these funds for the following projects:

- Outdoor Learning Facilities project (in progress)
- Replacement of the fire alarm system at the main Grange site (during 2024-25)
- Upgrading of existing accommodation and purchase of new accommodation for people we support (planned for 2024-25).

Investment Policy and Performance

Reserves over and above those used for operational working capital are held as bank and building society deposits and investments. Subsequent to the end of the year the Charity opened an account with Flagstone Investments Ltd., which is a platform through which deposits may be placed in various banks and building societies.

The investments comprise income units of two COIF charitable investment funds, both of which are diversified and invested predominantly in equities. The long-term investment objective is to generate a total return in excess of inflation, while providing an income to support the ongoing activities of the charity. The investment funds performed in line with their benchmarks, and a further £175k was invested in the COIF Ethical Investment fund during the year. The overall return on the company's invested assets (ie investments, deposit accounts and instant access accounts), including the unrealised capital gain on investments, for the year was +6.9% (2022/2023 by comparison was -0.2%).

Principal Risks and Uncertainties

The threats and opportunities to The Grange Centre's future are routinely considered by The Board, through its Governance Committee with the aid of a Strategic Risk Register. The main areas where The Grange Centre needs to take action to mitigate risk can be summarised as follows:

- Ensuring the level of income generated is adequate to offset the costs associated with The Grange Centre's operations, particularly as local and central government are being impacted financially and this affects both income we receive through local authority contracts and the packages People We Support receive.
- Surrey County Council have initiated a Dynamic Purchasing System (DPS) which providers of supported living services are required to tender to join. Providers who do not successfully join the DPS are precluded from receiving inflationary uplift. At present The Grange Centre is seeking to join the DPS. The indication from Surrey County Council is that ultimately all elements of the services The Grange Centre provides will be managed through a DPS.
- The Grange Centre has been named as an Interested Person by the Coroner in the inquest relating to a death which took place on a holiday in Spain, supported by The Grange Centre, in June 2023. The inquest is not yet listed and is waiting to be heard.
- The CQC, the statutory body which oversees the regulatory care at The Grange Centre, is going through a significant period of change with the introduction of a new assessment framework. The Grange Centre is adhering to new ways of reporting and assessing.

Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that the company has in place a system of internal financial controls that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the company's system is designed to provide the Board with reasonable assurance:

- That the financial information used within the company or for publication is reliable;
- That proper accounting records are maintained;
- That assets are safeguarded against unauthorised use or disposition; and
- That problems are identified on a timely basis and dealt with appropriately.

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and prevent the unauthorised use of the company's assets. This includes strict controls for the authorisation of personal expense claims;
- Experienced and suitable staff take responsibility for important business functions;
- Forecasts and budgets are prepared which allow the Board and management team to monitor key business risks and financial objectives, and progress towards financial plans set for the year through preparation of regular management accounts;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board and its relevant committees;
- The Finance Committee reviews reports from management staff, and from the external auditors, to provide reasonable reassurance that control procedures are in place and are being followed. The Finance Committee makes regular reports to the Board; and
- Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board, through the reports of the Finance Committee, has reviewed the effectiveness of the system of internal financial control in existence for the Company for the year ended 31 March 2024. No weaknesses were found in internal financial controls which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of The Grange Centre for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Housing and Charities Statements of Recommended Practice (SORPs);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The financial statements which follow have been prepared in accordance with FRS102, the Housing Statement of Recommended Practice (SORP) 2018, The Charities SORP (FRS102) and the Companies Act 2006.

Date: 26/09/ 2024

Signed: David J Turner
David J Turner (Sep 26, 2024 17:27 GMT+1) David Turner (Chair)

Independent Auditor's Report to the Members of The Grange Centre for People with Disabilities

(A company limited by guarantee and not having a share capital)

Opinion

We have audited the financial statements of The Grange Centre for People with Disabilities (the "Charity") for the year ended 31 March 2024 on pages 27 to 45. These include a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing SORP 2018, Charities SORP FRS102 and the accounting requirements for The Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 22, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (FRS102, the Charities SORP (FRS 102), the Housing SORP 2018 and the Companies Act 2006).

We understood how the Charity is complying with those legal and regulatory frameworks by making enquiries of the trustees and management.

We did not identify any matters relating to non-compliance with laws and regulations or relating to fraud.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur by discussions with the trustees and management to understand areas where they considered there was susceptibility to fraud. We also considered pressures on the trustees and management to meet any external pressures in reporting the financial results of the Charity.

Audit procedures performed by the engagement team on the areas where fraud might occur included:

- evaluation of management's internal processes designed to prevent and detect irregularities
- testing, with a focus on entries determined to be large or relating to unusual transactions
- review of data to detect unusual transactions.

Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

- understanding of, and practical experience with audit engagements of a similar nature and complexity through the appropriate training and participation
- knowledge of the sector in which the Charity operates
- understanding of the legal and regulatory requirements specific to the Charity.

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.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

Stephen Meredith FCA (Senior Statutory Auditor)

For and on behalf of Alliotts LLP

Statutory Auditors and Chartered Accountants

3 London Square,

Cross Lanes,

Guildford,

GU1 1UJ



26/09/

Date: 2024

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2024**

	Notes	Unrestricted Funds £	Restricted Funds £	2024 £	2023 £
Turnover	5	5,441,543	55,277	5,496,820	5,144,873
Normal operating costs	6	(5,496,997)	(137,235)	(5,634,232)	(5,165,195)
Operating surplus/(deficit)		(55,454)	(81,958)	(137,412)	(20,322)
Dividends and interest		108,606	-	108,606	52,480
Donations, legacies and fundraising (less costs)					
Donations, legacies and fundraising		212,389	38,120	250,509	247,554
Grants (Covid related)		85,457	-	85,457	-
Fundraising events cost		(34,112)	-	(34,112)	(4,648)
Interest payable		-	-	-	-
Statement of total recognised surplus					
Realised surplus/(deficit) for the year		316,886	(43,838)	273,048	275,064
Profit/(Loss) on asset disposal		-	-	-	(746)
Unrealised profit/(loss) on investment assets	11	153,478	-	153,478	(59,405)
Transfer between funds	19	41,420	(41,420)	-	-
Total recognised surplus/(deficit) for the year		511,784	(85,258)	426,526	214,913
Revenue reserve at 1st April 2023	19	7,511,177	2,653,435	10,164,612	9,949,699
Revenue reserve at 31st March 2024	19	8,022,961	2,568,177	10,591,138	10,164,612

Notes:

1 All operations are continuing

2 See also notes on pages 31 to 45 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2024**

	Notes	Unrestricted Funds £	Restricted Funds £	2024 £	2023 £
Income					
Donations, legacies and grants	4	182,163	38,120	220,283	234,159
Grants (Covid Related)		85,457	-	85,457	-
Income from charitable activities	5	5,441,543	55,277	5,496,820	5,144,873
Event income	4	30,226	-	30,226	13,395
Investment income		108,606	-	108,606	52,480
Total income		5,847,995	93,397	5,941,392	5,444,907
Expenditure					
Cost of raising funds		(34,112)	-	(34,112)	(4,648)
Expenditure on charitable activities	6	(5,496,997)	(137,235)	(5,634,232)	(5,165,195)
Total expenditure		(5,531,109)	(137,235)	(5,668,344)	(5,169,843)
Net income/(expenditure) before gains and losses on investments and property		316,886	(43,838)	273,048	275,064
Profit/(Loss) on asset disposal		-	-	-	(746)
Net profit/(loss) on investment	11	153,478	-	153,478	(59,405)
Net income / (expenditure)		470,364	(43,838)	426,526	214,913
Transfer between funds	19	41,420	(41,420)	-	-
Net income and net movement in funds for the year		511,784	(85,258)	426,526	214,913
Reconciliation of funds					
Total funds brought forward	19	7,511,177	2,653,435	10,164,612	9,949,699
Total funds carried forward	19	8,022,961	2,568,177	10,591,138	10,164,612

Movements in funds are disclosed in note 19 to the financial statements.

There are no gains or losses other than those shown in the Statement of Financial Activities above.

All operations are continuing.

See also notes on pages 31 to 45 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES
COMPANY REGISTRATION NO. 348341**
(A company limited by guarantee and not having a share capital)

BALANCE SHEET AS AT 31ST MARCH 2024

	Notes	2024	2023
Fixed Assets		£	£
Freehold property - net book value	10.1	6,702,171	6,757,850
Other tangible fixed assets	10.2	1,234,503	1,290,722
Investments	11	1,807,188	1,478,711
		9,743,862	9,527,283
Current Assets			
Stocks		19,026	20,266
Debtors	12	692,777	625,857
Cash at bank and in hand	13	2,253,457	2,209,202
		2,965,260	2,855,325
Less: Creditors falling due within one year	14	(491,328)	(536,063)
Net current assets		2,473,932	2,319,262
Total assets less current liabilities		12,217,794	11,846,545
Creditors: amounts falling due after more than one year	15	(1,626,656)	(1,681,933)
Total Net Assets		10,591,138	10,164,612
The Funds of the Charity			
Restricted Funds:	19		
Restricted building fund		2,235,349	2,278,333
Restricted equipment fund		174,271	209,879
Capital appeal and other restricted funds		158,557	165,223
		2,568,177	2,653,435
Unrestricted Funds:			
General fund	19	8,022,961	7,511,177
		10,591,138	10,164,612

The notes on pages 31 to 45 form part of these accounts.

The financial statements were approved by the Board of Trustees

on^{26/09/}.....2024 and signed on its behalf by:

David J Turner
David J Turner (Sep 26, 2024 17:27 GMT+1)

DAVID TURNER (Chair)

MJV guillem
MJV Guillem (Sep 26, 2024 17:58 GMT+1)

MICHAEL GUILLEM (Honorary Treasurer)

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2024**

	Notes	2024 £	2023 £
Cash flows from operating activities	21	(8,046)	(102,903)
Legacies, grants donations and fundraising		301,854	242,906
		<hr/>	<hr/>
Cash flows from operating activities and fundraising		293,808	140,003
Cash flows from investing activities			
Interest and dividends received		108,606	52,480
Purchase of investments		(175,000)	(225,000)
Proceeds from sale of assets		-	470
Purchase of tangible fixed assets		(183,159)	(62,351)
		<hr/>	<hr/>
Cash (used in) investing activities		(249,553)	(234,401)
Cash flows from financing activities			
Grant received / receivable	22	-	-
		<hr/>	<hr/>
Cash provided by financing activities		-	-
		<hr/>	<hr/>
Increase/(decrease) in cash and cash equivalents		44,255	(94,398)
		<hr/>	<hr/>
Cash and cash equivalents at the beginning of the year		2,209,202	2,303,600
		<hr/>	<hr/>
Total cash and cash equivalents at the end of the year		2,253,457	2,209,202
		<hr/>	<hr/>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024**

1 ACCOUNTING POLICIES

(a) Basis for accounting

The financial statements have been prepared in accordance with the Housing SORP 2014, The Charities SORP (FRS102), FRS102 and the Companies Act 2006.

[Full names: **Housing SORP 2014**: Statement of Recommended Practice for social housing providers. **Charities SORP (FRS102)**: Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), **FRS102**: the Financial Reporting Standard applicable in the UK and Republic of Ireland]

(b) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses.

All properties are reviewed for impairment annually, and where there has been a permanent diminution in value, the reduction is recognised.

Depreciation is provided at the following rates in order to write off each asset over its estimated useful life, at the following rates:-

Freehold land	0%
Freehold and 999 year leasehold properties	2% per annum on cost
Swimming Pool, Greenhouses	3½% to 5% per annum on cost
Leasehold property (less than 150 year)	2% to 4% per annum on cost
Fixtures and equipment, leasehold improvements	6½% - 10% per annum on cost
Computer equipment	25% per annum on cost
Vehicles & garden machinery	10% per annum on cost

(c) Grants

Housing Corporation and other capital grants are accounted for under the accrual model required by FRS102. The grant is recognised as restricted income on a systematic basis over the useful economic life of the asset. On the balance sheet the remaining capital grants are recognised as a liability (deferred income).

Revenue Grants are included in the income and expenditure account when receivable and shown separately in the Statement of Financial Activities as income of restricted funds where appropriate.

(d) Stocks

Stocks of sundry stores and raw materials are stated at cost. Stocks of work in hand and made up goods are stated at the lower of cost and estimated net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to complete and sell. Provision is made for slow moving, obsolete or damaged stock where the net realisable value is less than cost.

(e) Taxation

The Company is a registered charity whose only trading activity is for its primary purpose and as such no income or capital taxes are payable on any part of its activities. Value added tax is incurred on certain categories of expenditure and is not recoverable.

(f) Turnover

Turnover comprises fees and rent, casual lettings, capital and revenue grants receivable and sales of items from our shops and/or produced in the Company's skills departments with input from people we support.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

1 ACCOUNTING POLICIES continued

(g) Investments

Investments are shown in the balance sheet at the mid market value on the balance sheet date. Any realised or unrealised gain or loss is taken to the Statement of Financial Activities and the Income and Expenditure Account. Investment income is accounted for when receivable.

(h) Pension Scheme

The Company operates a defined contribution pension scheme and a stakeholder pension scheme. The assets of the schemes are held separately from those of the Company in independently administered funds.

(i) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

(j) Fundraising and Marketing (costs of generating voluntary income)

Fundraising and marketing costs comprise the salaries and salary overheads and other direct costs attributable to the promotion of fundraising, including events.

(k) Donations and Legacies

Donations and legacies are accounted for when the Company is legally entitled to the income and it can be reasonably quantified. Gift Aid is also included on relevant donations calculated as the amount receivable at the current rate. Donations to the charitable company other than in cash are valued, using reasonable estimates if necessary, and treated as two transactions – a receipt of funds and a purchase using or expenditure from such funds. The other accounting policies (capital expenditure, allocation to restricted/unrestricted funds) are then applied to each of these notional transactions. Any such donations which are significant in value in the context of the accounts are detailed separately in notes to the accounts.

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

The value of services provided by volunteers has not been included.

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

The unrestricted funds are those funds that are available for use at the discretion of the trustees in furtherance of the objects of the Company.

Restricted Funds:

Restricted funds are funds that are to be used in accordance with specific requirements indicated by the donors or which have been raised by the Company for particular purposes.

There are various restricted funds and their purposes are described in the notes to the financial statements.

In the case of restricted funds relating to the acquisition of fixed assets, the assets acquired are held as an asset of the restricted fund, and the relevant depreciation treated as expenditure by that fund, as the trustees consider that it is implicit, in the donation, that the assets acquired should continue to be held and used by the Charity.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**

(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

Where practical, direct costs of carrying on the principal charitable activities, including staff and associated costs, are allocated directly to these cost centres. Other indirect costs are allocated on estimated bases as follows:

Indirect costs	Basis of allocation to each activity
Staff and associated costs	Staff Full Time Equivalent numbers (FTEs)
Utilities and similar costs	Areas occupied by each activity
General maintenance costs	Weighted number of maintenance jobs per activity
Insurance	Areas occupied by each activity
Depreciation	Areas occupied by each activity
CEO and HR costs	Staff Full Time Equivalent numbers (FTEs)
Marketing costs	Income of each activity
Governance costs	Income of each activity
General and office costs	Income of each activity

(p) Governance Costs

Governance costs include expenditure attributable directly to the general running of the Company as a charity as distinct from costs of the management functions inherent in generating funds and delivering service within the charitable activities. Apart from an allocation of a small estimated element of senior management remuneration costs, governance costs include directly attributable costs such as external audit fees and, where appropriate, legal fees and similar expenses.

(q) Historical Cost Surpluses and Deficits

Historical cost surpluses and deficits are identical to those shown in the financial statements, with the exception of investments (see note 1(g)).

(r) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

(s) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank deposits with a notice period of four months or less.

(t) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

(u) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 PUBLIC BENEFIT

The Charity was established, and continues to operate for public benefit. A detailed description of the Charity's purpose and public benefit is given on pages 16-17 of the Annual Report.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

**3 INFORMATION REQUIRED UNDER THE SCHEDULE TO THE ACCOUNTING DIRECTION FOR
PRIVATE REGISTERED PROVIDERS OF SOCIAL HOUSING 2012**

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2024 Turnover	2024 Operating Costs	2024 Operating Deficit	2023 Operating Deficit
	£	£	£	£
Social housing lettings	778,416	(583,037)	195,379	241,622
Capital grant income and matching depreciation	55,277	(55,277)	-	-
Non social housing activities	4,663,127	(4,995,918)	(332,791)	(261,944)
	<u>5,496,820</u>	<u>(5,634,232)</u>	<u>(137,412)</u>	<u>(20,322)</u>

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2024 £	2023 £
Rent receivable net of identifiable service charges*	468,726	553,120
Service income	279,452	136,755
	<u>748,178</u>	<u>689,875</u>
Gross rental income	748,178	689,875
Voids	(73,069)	(4,589)
	<u>675,109</u>	<u>685,286</u>
Net rental income	675,109	685,286
Charges for utilities and other items	103,307	68,884
	<u>778,416</u>	<u>754,170</u>
Turnover from social housing lettings	778,416	754,170
Management	(218,588)	(168,665)
Services	(186,156)	(171,473)
Routine maintenance	(43,374)	(57,702)
Planned maintenance	(99,584)	(78,064)
Depreciation of housing properties	(35,197)	(36,644)
Other costs	(138)	-
	<u>(583,037)</u>	<u>(512,548)</u>
Operating costs on social housing lettings	(583,037)	(512,548)
	<u>195,379</u>	<u>241,622</u>
Operating surplus on social housing lettings	195,379	241,622

See note 5 for a breakdown of income from social and non-social housing lettings.
There were no arrears of rent as at 31st March 2024.

	2024	2023
Number of bed spaces in management including residential care	82	82

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

4 VOLUNTARY INCOME

	2024 Unrestricted Funds £	2024 Restricted Funds £	2024 Total £	2023 Total £
Donations:				
General	64,150	10,980	75,130	50,820
Restricted funds	-	-	-	-
Grants (Non Covid)	115,253	27,140	142,393	173,339
Grants (Covid related)	85,457	-	85,457	-
Legacies	2,760	-	2,760	10,000
Donations, grants and legacies	<u>267,620</u>	<u>38,120</u>	<u>305,740</u>	<u>234,159</u>
Fundraising Events income	30,226	-	30,226	13,395
	<u>297,846</u>	<u>38,120</u>	<u>335,966</u>	<u>247,554</u>

5 INCOME FROM ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2024 £	2023 £
Social Housing Lettings	778,416	754,170
Non Social Housing Activities:		
Residential care	846,701	815,617
Supported living	2,124,977	2,019,393
Skills and activities	1,635,411	1,439,934
Other	56,038	60,482
	<u>5,441,543</u>	<u>5,089,596</u>
Restricted Capital Grant income	55,277	55,277
	<u>5,496,820</u>	<u>5,144,873</u>

6 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2024 Activities Undertaken Directly £	2024 Support Costs £	2024 Total £	2023 Total £
Social Housing	551,601	31,436	583,037	512,548
Residential care	1,070,694	178,155	1,248,849	1,036,035
Supported living	1,810,288	371,414	2,181,702	2,148,845
Skills and activities	1,231,544	251,865	1,483,409	1,306,187
	<u>4,664,127</u>	<u>832,870</u>	<u>5,496,997</u>	<u>5,003,615</u>
Restricted Social Housing and other expenditure	-	137,235	137,235	161,580
	<u>4,664,127</u>	<u>970,105</u>	<u>5,634,232</u>	<u>5,165,195</u>

6.1 Governance Costs

	2024 £	2023 £
Staff and office costs	20,521	23,975
Audit	22,354	14,820
Legal & professional	2,380	1,073
	<u>45,255</u>	<u>39,868</u>

Governance costs are included above in the Support costs

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

7 NET INCOMING RESOURCES FOR THE YEAR

	2024 £	2023 £
Surplus for the year is stated after charging:		
Auditors' remuneration inclusive of VAT, for external audit	22,354	14,820
Auditors' remuneration inclusive of VAT, for other services	-	-
Depreciation on owned tangible fixed assets	295,057	242,258
Trustee Indemnity Insurance	1,633	1,633
Lease payments	23,138	25,658
Trustee travel and other expenses	-	-
No remuneration was paid to any Trustee		
	No.	No.
The number of trustees who were paid travel expenses	-	-

8 EMPLOYEE INFORMATION

a) Employees

	2024	2023
The average number of employees during the year was	147	141
The average full-time equivalent was	116	111
	2024 £	2023 £
Staff costs for the above persons:		
Gross wages and salaries	3,533,673	3,113,432
Social security costs	271,667	255,817
Pension contributions	108,987	100,638
	<u>3,914,327</u>	<u>3,469,887</u>

Number of employees who received emoluments of more than £60,000 - none (2023 - One).

The Company operates two defined contribution group personal pension schemes and the charge for the year represents the Company's share of contributions payable.

b) Chief Executive and Senior Management Team

	2024	2023
There was a change in CEO on 23 October 2023. The CEO remuneration below is the sum of the two salaries.	£	£
Gross salary (excluding pension contribution) of the Chief Executive (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	61,648	81,687
Gross salary (excluding pension contributions) of the Senior Management Team (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	245,937	233,103

The Company made contributions to each Chief Executive's group personal pension on the same terms as other staff in the scheme. These contributions totaled £2,466 for the year to March 2024.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

9 VOLUNTEERS

The Charity relies on the support of around 90 unpaid volunteers. These help with many activities, including supporting our clients, driving, gardening, fundraising and administrative work such as archiving.

10 FIXED ASSETS

10.1 Freehold property comprises:

	Accom- modation for supported people £	Swimming Pool £	Horticulture Buildings & Greenhouse s £	Main House and Other £	Total £
Cost					
At 1st April 2023	7,534,642	162,371	240,424	1,380,811	9,318,248
Additions and improvements	-	-	133,826	-	133,826
Disposals	-	-	-	-	-
Cost at 31st March 2024	7,534,642	162,371	374,250	1,380,811	9,452,074
Depreciation					
At 1st April 2023	(2,040,557)	(61,929)	(103,358)	(354,554)	(2,560,398)
Depreciation charge in year	(135,386)	(12,555)	(6,139)	(35,425)	(189,505)
On Disposals	-	-	-	-	-
Depreciation at 31st March 2024	(2,175,943)	(74,484)	(109,497)	(389,979)	(2,749,903)
Net Book Values					
At 31st March 2024	5,358,699	87,887	264,753	990,832	6,702,171
At 31st March 2023	5,494,085	100,442	137,066	1,026,257	6,757,850

a) Capital expenditure commitments as at 31st March 2024, contracted for but not provided for, amounted to Nil (2023 - Nil).

b) Addition in the year was a new greenhouse in the walled garden.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

10 FIXED ASSETS (continued)

10.2 Other Tangible Assets

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
Cost				
At 1st April 2023	1,193,610	623,909	138,571	1,956,090
Additions	-	34,883	14,450	49,333
Disposals	-	-	-	-
At 31st March 2024	<u>1,193,610</u>	<u>658,792</u>	<u>153,021</u>	<u>2,005,423</u>
Depreciation				
At 1st April 2023	(151,824)	(421,450)	(92,094)	(665,368)
Depreciation charge in year	(16,974)	(70,618)	(17,960)	(105,552)
On disposals	-	-	-	-
At 31st March 2024	<u>(168,798)</u>	<u>(492,068)</u>	<u>(110,054)</u>	<u>(770,920)</u>
Net book values				
At 31st March 2024	<u>1,024,812</u>	<u>166,724</u>	<u>42,967</u>	<u>1,234,503</u>
At 31st March 2023	<u>1,041,786</u>	<u>202,459</u>	<u>46,477</u>	<u>1,290,722</u>

The leasehold properties comprise a house in Epsom and four flats in Leatherhead. The Epsom leasehold property was donated to The Grange, and is for 125 years. The estimate of the value of this gift is shown in note 24. The lease for the four flats in Leatherhead is for 999 years.

Additions in the year include: equipment for embroidery, a smart TV, computer equipment and a second hand passenger vehicle.

	2024 £	2023 £
11 INVESTMENTS		
Assets held in the UK:		
Market value at 1st April 2023	1,478,711	1,313,116
Investments purchased during year	175,000	225,000
Unrealised (loss) /gain on investments for year	153,478	(59,405)
Market value at 31st March 2024	<u>1,807,189</u>	<u>1,478,711</u>
Cost at 1st April 2023	1,007,377	782,377
Purchase during the year	175,000	225,000
Cost at 31st March 2024	<u>1,182,377</u>	<u>1,007,377</u>

There were no sales during the year.

All the above investments are in investment funds, consisting of listed shares and securities.

The investment portfolio comprised the following investments:	2024 £	% of Total
29,024.85 units of COIF Charity Investment Fund Income Units.	593,053	32.82%
391,972.59 units of COIF Charities Ethical Investment Fund Income Units.	1,214,135	67.18%

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

12 DEBTORS	2024	2023
	£	£
Fees receivable less provision for bad debts	601,248	558,621
Prepayments	78,514	66,170
Tax recoverable	6,515	-
Investment income accrued	6,500	1,066
	<u>692,777</u>	<u>625,857</u>

13 CASH	2024	2023
	£	£
Cash at bank and in hand	<u>2,253,457</u>	<u>2,209,202</u>

14 CREDITORS Amount falling due within one year	2024	2023
	£	£
Trade creditors	75,631	81,898
Accruals	38,239	41,401
Deferred capital grant income	55,276	55,278
Taxation and social security	108,677	78,499
Other	213,505	278,987
	<u>491,328</u>	<u>536,063</u>

15 CREDITORS Amounts falling due after more than one year	2024	2023
	£	£
Deferred capital grant income	<u>1,626,656</u>	<u>1,681,933</u>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

16 DEFERRED GRANTS

Grant making body	Category	Grant	Total income released to 1/4/2023	Grant Income Release 23/24	Grant Income Release 24/25	Grant Deferred >1yr
		£	£	£	£	£
Freehold Property						
Social Housing Grant	Accommodation for supported people	1,927,279	826,387	38,546	38,546	1,023,800
Mole Valley DC	Accommodation for supported people	100,000	3,500	2,000	2,000	92,500
Other Grant making bodies	Accommodation for supported people	26,259	8,402	525	526	16,806
		<u>2,053,538</u>	<u>838,289</u>	<u>41,071</u>	<u>41,072</u>	<u>1,133,106</u>
Community Fund	Horticulture Building	60,300	27,738	1,206	1,206	30,150
SEPACS *	Other	10,000	4,600	200	200	5,000
		<u>2,123,838</u>	<u>870,627</u>	<u>42,477</u>	<u>42,478</u>	<u>1,168,256</u>
Leasehold Property						
Mole Valley DC Grant**	Accommodation for supported people	640,000	156,000	12,800	12,800	458,400
		<u>2,763,838</u>	<u>1,026,627</u>	<u>55,277</u>	<u>55,278</u>	<u>1,626,656</u>

* SEPACS was the Supported Employment Procurement and Consultancy Service.

** Mole Valley DC approved the transfer of the £400,000 grant from a freehold property in Bookham to 4 leasehold properties in Leatherhead. This has been added to a new grant received in 2017 of £240,000, totalling £640,000.

17 OPERATING LEASE COMMITMENTS

	2024	2023
	£	£
Total commitment under operating leases		
Amount due within one year:		
Hire of plant, machinery and service	9,984	10,008
Property	11,738	15,650
Amount due within two to five years:		
Hire of plant, machinery and service	32,448	17,514
Property	-	11,738
	<u>54,170</u>	<u>54,910</u>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

18 MEMBERSHIP (Company limited by guarantee having no share capital)

	2024	2023
Number of Members at 31st March 2024	10	8
Maximum liability of each Member	£1	£1

19 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un-restricted Funds £
Balance at 1st April 2023	7,511,177
Total recognised unrestricted surplus for year	511,784
Balance at 31st March 2024	8,022,961

Restricted Funds

	Restricted building fund £	Restricted equipment fund £	Capital Appeal £	Other restricted funds £	Total £
Balance at 1st April 2023	2,278,333	209,879	57,315	107,908	2,653,435
Donations and other receipts	55,277	-	-	38,120	93,397
Interest received	-	-	-	-	-
Transfers in/(out)	-	-	-	(41,420)	(41,420)
Charitable expenditure	(98,261)	(35,608)	-	(3,366)	(137,235)
Balance at 31st March 2024	2,235,349	174,271	57,315	101,242	2,568,177

Notes

a) On 20th June 2005, the Company entered into an agreement with Surrey Housing Society for the Disabled (SHSD), under the terms of which SHSD made a grant of £1 million to the Company for the purpose of purchasing properties for rental by people with disabilities and also key workers, including carers. In April 2006, SHSD made a further grant of £600,000, part of which was earmarked to complete the funding of the new wing of the registered care home and the balance was made available for the purposes of the earlier grant. These grants, together with accruing interest, were placed in a separate restricted fund. The funds were spent on accommodation for people we support at Bardolin House and Acorns in Bookham. As both funds are fully spent, they have been transferred to the Restricted building fund.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

19 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

Notes (continued)

(b) The Restricted building fund and the Restricted equipment fund represent the net book value of fixed assets financed through restricted funds.

(c) The Capital Appeal was previously used to complete the Main House development. These funds will be used to support future strategic projects.

(d) Other restricted funds received included a grant from the Broderers (purchase of embroidery equipment), and grants and donations towards landscaping the Oaks Gardens.

20 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	3,294,488	3,407,683	6,702,171
Leasehold property	408,251	616,561	1,024,812
Other tangible assets	136,036	73,655	209,691
Investments	1,807,188		1,807,188
CURRENT ASSETS			
Stocks	19,026	-	19,026
Debtors	692,777	-	692,777
Cash	2,101,245	152,212	2,253,457
CURRENT LIABILITIES	(436,050)	(55,278)	(491,328)
Deferred Grants	-	(1,626,656)	(1,626,656)
	<hr/>	<hr/>	<hr/>
	8,022,961	2,568,177	10,591,138
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,196,949	
Property funded by Capital Grants		1,210,734	
		<hr/> <hr/>	
		3,407,683	

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

21 RECONCILIATION OF OPERATING SURPLUS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Operating (deficit)/surplus (See p.27)	(137,412)	(20,322)
Adjust for non - cash items		
Depreciation	295,057	242,258
Capital grant income for year (non cash)	(55,277)	(55,277)
	<hr/>	<hr/>
	102,368	166,659
Working Capital Movements		
(Increase) / decrease in stocks	1,240	(4,105)
(Increase) / decrease in debtors	(66,920)	(228,328)
(Decrease) / increase in creditors and provisions	(44,735)	(37,129)
Transfer to / (from) deferred grants >1 year to creditors	1	-
	<hr/>	<hr/>
Net cash (outflow)/inflow from operating activities	<u>(8,046)</u>	<u>(102,903)</u>

22 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR

	Housing Corporation Grant £	Mole Valley DC Grant £	Other Capital Grants £
Balance at 1st April 2023	1,927,279	740,000	96,559
Grant received / receivable	-	-	-
Disposal of assets at end of useful life	-	-	-
	<hr/>	<hr/>	<hr/>
Balance at 31st March 2024 before income release	<u>1,927,279</u>	<u>740,000</u>	<u>96,559</u>
See note 16 for non cash income release from grants			

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**

(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

23 CONTINGENT LIABILITY

A grant of £400,000 from Mole Valley District Council ("MVDC") towards the purchase of properties at Church Road, Bookham was received on 31st March 2008, and subject to the accumulation of 25% of annual net rental income from the properties. Over the 16 years from that date, these accumulated funds were to be made available for affordable schemes within MVDC's catchment area and, if this right were to be exercised, the funds would have to be paid over to MVDC. MVDC would, however, give reasonable preference to any revenue funded schemes put forward by the Company. On 10th November 2011 MVDC agreed that the accumulated funds under this contingency arrangement could be allocated to the Acorns development. Accordingly the accumulated contingency sum of £30,907 at 31st March 2012 was so utilised and a new contingency sum started to accumulate from a nil balance with effect from 1st April 2012. In October 2016 MVDC gave consent to the sale of Bardolin Cottages, and the proceeds were used towards 4 flats in Leatherhead. The balance as at 31st March 2024 of the new accumulated fund is £33,911.

24 EPSOM PROPERTY

On 12th February 2013 Epsom Rotary granted to the Company, for an annual payment of £1, a 125-year lease of a 4-bedroom detached house in Epsom to be used for accommodation of tenants of the Grange. The value to the Company of this lease has been estimated at £203,000 based on a number of years' accumulated rental income, based on housing benefits, discounted to the present value. The assumptions used in this calculation (where appropriate over the period of accumulation) were as follows:

Current annual rental	£14,400
Number of years' rental accumulated	25
Annual inflationary increase in annual rental	5%
Discount interest rate	5%

Improvements costing £37,723 were made during 2013/2014 to the property to bring it to a state where it can be occupied (this is slightly over the estimate of £30,000). An amount of £173,000 (£203,000 less £30,000) was credited in 2012/2013 to Restricted Funds in the Statement of Financial Activities as a Donation and a like sum included as additions to Leasehold Property in Fixed Assets. During 2014/2015 the property was adapted to create a fifth bedroom at a cost of £33,388, generously supported by Epsom Rotary.

25 POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

26 CAPITAL COMMITMENT

There were no capital commitments at March 2024 (2023: Nil)

27 RELATED PARTY TRANSACTIONS

Related parties of the Company are Directors and Senior Officers. Expenses of Trustees (who are Directors) are disclosed in note 7. Salaries of Senior Officers are disclosed in note 8(b). There are no related party transactions.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2024 (Cont'd)**

**28 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023**

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	108,628	125,531	234,159
Grants (Covid Related)	-	-	-
Income from charitable activities	5,089,596	55,277	5,144,873
Event income	13,395	-	13,395
Investment income	52,480	-	52,480
	<hr/>	<hr/>	<hr/>
Total income	5,264,099	180,808	5,444,907
	<hr/>	<hr/>	<hr/>
Expenditure			
Cost of raising funds	(4,648)	-	(4,648)
Expenditure on charitable activities	(5,003,615)	(161,580)	(5,165,195)
	<hr/>	<hr/>	<hr/>
Total expenditure	(5,008,263)	(161,580)	(5,169,843)
	<hr/>	<hr/>	<hr/>
Net income/(expenditure) before gains on investments	255,836	19,228	275,064
Profit/(Loss) on asset disposal	(72)	(674)	(746)
Net profit/(loss) on investments	(59,405)	-	(59,405)
	<hr/>	<hr/>	<hr/>
Net income / (expenditure)	196,359	18,554	214,913
	<hr/>	<hr/>	<hr/>
Transfer between funds	(1,392)	1,392	-
	<hr/>	<hr/>	<hr/>
Net income and net movement in funds for the year	194,967	19,946	214,913
Reconciliation of funds			
Total funds brought forward 1 April 2022	7,316,210	2,633,489	9,949,699
	<hr/>	<hr/>	<hr/>
Total funds carried forward 31 March 2023	7,511,177	2,653,435	10,164,612
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

THE GRANGE CENTRE FOR PEOPLE WITH DISABILITIES

England & Wales - Charity number 207740

Accounts



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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The Grange Centre for People with Disabilities

a company limited by guarantee and not having a share capital

Registered Office

Rectory Lane, Bookham, Leatherhead, Surrey KT23 4DZ

Telephone: 01372 452 608

Email: info@grangecentre.org.uk

Website: www.grangecentre.org.uk

X (formerly Twitter): @TheGrangeCentre

Facebook: www.facebook.com/thegrangeatbookham

Registration Details

Registered Charity No: 207740

Company Registered in England and Wales No: 348341

A Housing Association registered under the Housing Associations Act 1985 No: H3727

Registered with Surrey County Council under the Registered Homes Act 1984 No: 210

Patrons

HRH The Duke of Gloucester KG, GCVO

Joanna Lumley OBE, FRGS

Sir Richard Thompson, KCVO

Board of Trustees

Chair Mr David Turner DSc FRICS

Hon. Treasurer Mr Denis Coulon (Chair of Finance Committee)

Mrs Anna Coss BA AIMS, to December 2022

Mr Paul Cullen, to May 2022

Mrs Deborah Gowns (Chair of Employee Wellbeing Committee)

Mrs Linda Ferguson (Chair of Housing & Facilities Committee)

Mr Anthony Dumbleton MA ACA

Mrs Larisa Strickland MSc HBA

Mr Paul Di Paola IIb (Hons) BFP FCA, to March 2023

Mr Frederick Johnson ACMA CGMA, from December 2022

Mrs Rachel Montgomerie MA, from December 2022

Mrs Louise Russell, from June 2023

Dr Robert Hughes DSc (Hons), from June 2023

Mr Michael Guillem FCA, from June 2023

Chief Executive Officer & Company Secretary

Mrs Eloise Appleby MA (Oxon) to November 2022

Mr Hugh Skeil ACCA MBA from December 2022

Auditors: Alliotts LLP, Friary Court, 13-21 High Street, Guildford, GU1 3DL

Bankers: CAF Bank and Lloyds Bank Plc

Investment managers and advisers: CCLA



The Grange Centre for People with Disabilities
a company limited by guarantee and not having a share capital

Annual Report
for the year ended 31 March 2023

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Introduction by the Chair of Trustees

Having come through the Covid-19 pandemic relatively unscathed, The Grange embarked on 2022-23 with a sense of hope and excitement. However, the second half of the year delivered a series of shocks. Our CEO, Eloise Appleby, resigned at the end of November 2022, due to ill health, and subsequently passed away in January 2023. Two of the people we support also died, one of them from a long-standing illness, the other unexpectedly.

We appointed Hugh Skeil as the acting CEO from December and the whole Grange community has come together in a remarkable way to weather these storms, which have continued into the following year. In particular, the staff must be commended for the way in which they broke the news of each of these tragic events to the people we support. Inevitably some people were deeply upset, but they were helped through their grief and shock by the caring support workers and tutors. I am happy to report that we have now appointed Alison Keeley as CEO, effective from 23 October 2023.

Having purchased a new shared house in 2021, we then faced difficulties recruiting staff (in common with the whole of the Care Sector). We have therefore paused our plan for a gradual increase in Grange accommodation until this situation has eased. However, we have forged ahead with plans for a new Outdoor Learning and Community Centre (OLCC). The first phase will create the community centre, which will include a pottery, café, shop and a Changing Places toilet. Phase two will refurbish or replace the existing horticulture training facilities. Completing the planning and preparations for the OLCC, together with raising the funds needed for this project will be a major focus for 2023-24.

Regular activities have continued. We have seen a steady growth in the number of skills for life sessions delivered. Holidays, excursions and wonderfully creative projects have brightened everyone's mood. We enjoyed many enthusiastic contributions to The Grange Has Talent, and an animated Christmas Carol Concert with Makaton signing throughout.

The Grange ended the year in a financially strong position. However, the year 2023-24 will be challenging, with costs rising faster than budgeted income. Staff were awarded an increase in salaries from April 2023, in line with high inflation levels. Actual income will be below budget owing to an unprecedented number of vacant flats. Despite this we are confident that, with careful cost control and the continuing support of our donors and volunteers, the Grange will withstand these difficulties, and continue to flourish.

Earlier I made reference to the difficulties faced in the second half of the year. We came through that period thanks to the hard work and dedication of our staff. My thanks to them and also to Hugh Skeil who stepped in to the role of Acting CEO in very sad and difficult circumstances. He has worked tirelessly covering as CEO as well as his previous finance role and I thank him for all he has achieved ably supported by his senior leadership team to whom our thanks are also due.

David Turner
Chair of Trustees

Chief Executive's Review of 2022/23

Just to say thank you again. You are a very special person, kind and understanding soul. Sometimes, I think if everyone would be like you and some of your colleagues the world would be a perfect place. Family carer email to a member of staff

Although kindness is not one of The Grange's stated values, it is undoubtedly one of our most important "below the surface" values and one that I have seen practised again and again throughout this difficult year, and I have repeatedly found myself on the receiving end of kindness. Just as "love covers over a multitude of wrongs", so kindness soothes and heals hurts, and calms us down when we are under pressure or feel under attack. Sometimes it is easier to be kind to some people rather than to others (even our own families and colleagues), but kindness needs to be universally practised. If we can keep on being kind to each other, to strangers and to everyone with whom we come into contact, the world will indeed become a more perfect place.

Overview of the year

We began the year by turning our backs on Covid-19. In line with government guidance, we stopped regular testing of everyone in April 2022 and shortly after that allowed people to choose whether or not to wear masks. We still had significant absences throughout the year due to Covid, and with vacancies high, staff remained under pressure.

Despite this, in the first quarter we had several group outings – bluebell walks, visits to a Buddhist temple and the Houses of Parliament, and trips to the seaside. People we support played an active part in a number of initiatives – collecting provisions for Ukrainian refugees (Life and Soul Group), street audits and Speed Watch monitoring as part of a campaign for safer roads (Keep Safe Team) and working with the Bookham Residents Association to improve access to the railway station.

In May we had the official opening of the refurbished Acorns Gardens, shared by the eight tenants. The garden will encourage both physical and social activities, it includes a summerhouse and barbecue as well as opportunities to tend plants together.

From June 2022 we opened the Courtyard Café to the public, initially three days a week for lunches. Previously it had only been available for the people we support and staff. Waterproof "walls" were installed, to allow it to operate on wet and cooler days. Customers have to book their table in advance, and the menu choice is limited, but this provides valuable experience to people in food preparation and serving customers. It is also a pilot to help us try out ideas and develop expertise for when we open our café in the OLCC.

With the help of a grant we worked with the Blue Apple Theatre to create a street theatre production exploring the Grange's history. This was performed in the grounds as part of our celebrations of the late Queen Elizabeth's Platinum Jubilee, on our "Big Picnic" day, 26th June. This was attended by the Lord Lieutenant of Surrey, Michael More-Molyneux, and was the highlight of the year. We were able to make full use of the new amphitheatre on the front lawn, which was created through funds raised by Eloise Appleby the year before on her cross-Scotland walk.

There were some very successful and happy Grange holidays to Disneyland (Paris), Center Parcs, and the Isle of Wight among other places. One holiday was remarkable for a member of staff using their First Aid training to great effect when one of the people we support was choking.

It was a high-profile year for our artists, thanks to the enthusiastic efforts of the Creative Arts team in making use of their contacts, promoting our work and supporting individuals and groups to excel. The Stanley Picker Gallery presented our "Trash Monster" which had been created as part of our "Say NO to Plastic" installation in the Summer. Thanks to a DAISY (Disability Arts in Surrey) bursary, one of our artists had the opportunity to work with well-known artist Julie Hoyle. As a result he was invited to hold a solo pop-up exhibition of his etchings at West Horsley Place. Our work was also on show at another exhibition, "And we Meet Again", held at the Lightbox in Woking.

We received a gift from family carers in appreciation of all the efforts of Grange staff for managing the Covid-19 pandemic. This acted as a catalyst for us to gather more funds to commission a stained glass project. Bombina Glass were selected through a competitive process and they worked with people we support and staff to create beautiful fused glass tiles and leaves, which have now been installed in the Sensory Garden at The Grange.

Thanks to our ongoing relationship with the Worshipful Company of Broderers, our Enterprise Team were invited to have a stall at the London Sheep Drive and Livery Fair in September 2022. A special range of sheep merchandise had been prepared for the occasion and has proved to be a popular line ever since.

Our first *Friendship Day* was held at the Grange on 18th October. This was a suggestion from the Acting CEO for The Day. It was a great success beginning with the 'CEO's' address in the Ballroom, followed by fun activities. Our people made a series of videos talking about their friendships and how these affect them. The Grange Song was also premiered at this event. Another greatly anticipated event was *The Grange has got Talent* show, which was combined with the annual *Grange Awards*. This was held at the Manor House School, in Little Bookham. People had been nominated by their friends, staff and volunteers and received awards in ten categories, presented by our great friend Samantha Stiff from Berkeley Homes.

On 4th November, the Grange had their own Bonfire Night with low noise fireworks, hot chocolate, hotdogs, and bonfire cake. The very well-crafted bonfire courtesy of the Facilities Team was the highlight of the evening and kept everyone warm.

Remembrance Day on 11th November was marked with the unveiling of the Grange's remembrance silhouettes, and for once the weather was kind to those who took part. We couldn't find a bugler but were delighted that Eloise's son Felix was able to join us and give a moving rendition of the Last Post on his saxophone.

November also saw us falling through a rabbit hole into Alice's Wonderland. We were delighted to find that everyday objects and recycled fabrics had been repurposed into objects and spectacular costumes for the characters in the story. Everyone processed to the rose garden where the dome's special lighting made for a magical scene. Another Creative Arts project, pursued over many months, was the creation of larger-than-life papier mâché heads, inspired by Louise Grundy from Ancestry Heads. Cliff Richard and Jurgen Klopp were amongst those selected for immortality by the people we support.

The end of the year brought sadness, with Eloise resigning and the passing of one of our residents after a long battle with cancer. However, we celebrated Christmas with our usual range of parties and gatherings. Horticulture, Woodworking, Enterprise and Catering all excelled themselves with their Christmas ranges, which all sold well. The Carol Concert was held in St. George's Christian Centre in Ashted. Our choir was conducted by Alix Lewer, of Include, and featured Makaton signing for all the carols, which were linked together with a little Grange Christmas story narrated by the people we support.

In January 2023 the Grange Circle organised the Bridge Masterclass with Andrew Robson. This had missed a couple of years, owing to Covid, but came back with a flourish to raise over £5,000. The Winter Dance, organised by the family carers, was a wonderful friendly event held in February and greatly appreciated by the people we support and their families.

Over the winter, Tony our gardener began to transform a neglected patch of land near the South Lodge into a wildlife area complete with boulder-lined pond, and an orchard with fruit trees kindly donated by Surrey County Council. In March we introduced frogspawn into the pond, which happily matured into tadpoles which kept down the weeds. In the spring the pond welcomed numerous pond skaters, butterflies and dragonflies.

Staff

The staff (comprising employees and our bank team) deserve huge appreciation for their tireless, selfless and cheerful service through a most difficult year. I never cease to be amazed at the way they are able to combine professionalism with compassion and kindness, even in the most trying circumstances. Why do they do it? It is certainly not for the money, nor because it is easy. Then answer must lie in the camaraderie and sense of

fulfilment that people discover at The Grange. It is indeed “more blessed to give than to receive”. The Trustees are aware of the hard work and sacrifice of the Grange staff, and have sought to acknowledge this through generous salary increases in April 2023, and improvements to a number of other benefits. I would like to add my special thanks to all the staff, who have supported me when I have been frequently out of my depth. So many have had to cover for absences and staff shortages, and dealt with unexpected and difficult situations. The managers and team leaders have always stepped up in each crisis, covering weekend shifts and sleep ins, and generally holding everything together.

I wanted to say I massively appreciate what management/Team Leaders are doing to cover the shifts and support activities. We wouldn't be in the same position if not for the long hours they have dedicated to helping out. Support Worker

Accident in Spain

One of the people The Grange supported died following a tragic accident while on a Grange supported holiday in Spain in June 2023. The UK Coroner has not yet determined the cause of death. The insurance company has been informed. The incident has been reported to the Surrey Safeguarding Team, the CQC and the Health & Safety Inspectorate.

Volunteers, Trustees and Other Amazing People

Volunteers have a huge impact on life at The Grange, and I know that we often fail to appreciate them because they quietly help us in inconspicuous ways, often in the evenings or at weekends. We have drivers and buddies, gardeners and artists, those who steadily work through dusty files in the cellar or unearth and catalogue treasures from our heritage. Mark enabled us to transform the labour of Grange bees into marketable honey, and the Stephenson family took our apples and pressed and bottled them into “The Grange’s Finest” juice. Some volunteers work from home, crafting items for sale to raise funds. Others come as a team from local companies, for a day or more of hard labour, painting, estate work and building barbecues. Talking to a few of them has been so humbling – their commitment to and love for The Grange is truly amazing.

Many other people give their time freely and without expecting any recognition or award. Our trustees spend long hours poring over papers and attending meetings, and are always generous with their expert advice and encouragement. The Grange Circle is a band of fundraisers who have raised a huge amount over the years. Family Carers have a huge investment in The Grange which manifests itself in volunteering, organising the winter dance, supporting activities, excursions and fundraising, as well through the suggestions and ideas that flow in from individuals, their Network meetings and the Trustee and Family Carers Consultative Forum that meets twice a year.

Looking forward

Some changes are generated from within, others are imposed from outside. Together these promise interesting and doubtless challenging times ahead. Facing these changes requires careful strategic planning and positioning.

- The biggest focus of attention will be the OLCC. The total cost of this project is likely to be at least £5.5 million, and it is surely the largest single investment the Charity has embarked on since purchasing the Grange site back in 1937 (but that only cost £8,000!). We will need external funds and donations for the vast majority of this. It will require a huge input of time and energy both for fundraising, but also for managing and implementing the project.
- With high levels of inflation and severe pressure on social care financing it is almost inevitable that there will be an increasing divergence between operating expenses and income. For example, we increased staff salaries in line with inflation, even though increases in statutory funding were below this. At the same time the Grange chose to limit the annual increase in core rent to 7%, which was the Formula Rent Cap level.
- The Rental Housing Sector, and within that social housing in particular, is under a great deal of scrutiny and going through major changes in regulatory oversight. This stems from high profile cases of dangerous accommodation and the Grenfell Tower fire disaster. The Grange needs to ensure that it stays on top of these changes and upgrades systems, policies and practice to ensure that we are not just compliant but exceeding expectations from tenants and regulators alike.
- Surrey County Council (SCC), our largest source of funding for Support and Skills Fees, introduced an Approved Supplier List in 2022, and is now introducing a new Dynamic Purchasing System in 2023. Quality and price will be under the spotlight in an attempt to introduce more transparency and competitiveness in order to secure best value for money. This will involve a huge amount of work for providers. It is hoped that the outcome will be a fair pricing system that is able to reflect the full cost of care and be responsive to changing conditions.
- We have also seen a sea change in the way in which funding packages are agreed. There is a strong demand for Grange accommodation but the Council would like us to select people from their brokerage system, rather than offering places to individuals who approach us directly. The advantage of that is that such people should already have a funding package approved. However, The Grange's accommodation is only suitable for people with low to moderate support needs, and we would prefer to select people that we know well to avoid costly and painful mismatches.
- SCC and other funders are moving towards a greater emphasis on outcomes based commissioning. This may entail more flexibility in packages, but also means that The Grange needs to ensure that its services keep in step with or ahead of this change. In particular Skills for Life will need to provide shorter courses with clearly defined and (if possible) measureable outcomes.

- The Care Quality Commission (CQC) is introducing radical changes in the way they assess providers like The Grange. There will be fewer site inspections, but a greater scrutiny of other evidence, which will be gathered at multiple points in time. A new online portal will be introduced, through which providers will submit notifications and reports. Inspections are likely to be more targeted and in depth, looking at specific issues that their remote monitoring has identified as potentially weak. We need to ensure that our systems and record keeping are constantly up to the mark and aligned to their Key Lines of Enquiry and the evidence that they may ask for.

The Grange is starting from a strong position in terms of its human and financial resources and its existing operational systems. We can look forward to the future, but must not relax or rest on past achievements.

Thank you

Hugh Skell
Acting Chief Executive Officer

Progress Against Our Strategic Plan

The headings below reflect the six long-term aims of The Grange's ten-year Strategic Plan. Under each one is a brief summary of the progress that has been made in these areas over the past financial year.

a) Money:

To develop new and existing sources of income, building financial resilience in a sustainable way.

- Whereas (without acquiring further accommodation) there is a ceiling on our income from rent and support services, Skills for Life presents some limited opportunities for growth in volume since there is sometimes space for additional placements in our sessions, and occasionally we may be able to introduce new courses. Skills fee income increased by 9.25% which was significantly higher than the fees uplift of 5.6% and represents an increase of around £45k.
- Skills product sales increased from £22k in the previous year to £61k in 2022-23, an increase of 177% (though in the previous year sales were limited owing to the pandemic). We are now selling art work through the Black Dog Gallery in Leatherhead. Enterprise branched out, approaching local retail outlets and inviting them to stock Grange products for example Denbies and a gift shop in Bookham High Street. The online offering has been improved and there are plans to launch a new online shop with easier payment options, backed up by increased social media marketing to promote more sales. Embroidery Enterprise attracts a lot of customers, including primary schools and cricket clubs wanting custom-embroidered clothing, and of course the ever-popular cards and personalised gifts.
- We appointed a fundraising officer in September, after more than a year. Donations, gifts and grants increased by over 50% compared to the previous year, and event income more than doubled. Our continuing partnership with Berkeley Homes Southern, resulted in a series of gifts and grants, as well as practical help in designing and building an impressive barbecue in front of Group Living. We also saw the first significant grants and gifts towards the OLCC project.

b) People we Support:

To build on our reputation as a provider of excellent and inclusive services for adults with learning disabilities, and see this reflected in objective external assessment and stakeholder feedback.

My husband and I agreed that this was the best review meeting we have attended. You really understand our son, challenging him gently when he tries to justify his behaviour. We thought his key worker was great too, not letting him persist with his "but I always..." rationale but kind and keen to find solutions. I was impressed at how you are constantly looking for ways to help him with the various challenges posed by his weight, sleep, personal care etc. We look forward to receiving a copy of the review and we are committed to playing our part in supporting person where appropriate. Family Carer

- We had 54 responses (out of a possible 130) to the annual survey of people we support. This is one strand of feedback that we gather to assess the quality and appropriateness of our services, and to help plan improvements.
- Six people we support were invited to become Trustees for a Day on 31 May 2022. Among other things they discussed the responses to the annual survey. They recommended action on the following areas:
 - ✓ The development of more Grange homes and housing
 - ✓ More weekend and evening activities
 - ✓ More consistent and effective annual reviews
 - ✓ More informative and consistent information on Nourish
 - ✓ More travel training to enable people to get out and about independently
 - ✓ Support to recognise and deal with bullying.
- Friendship Day was held for the first time on 18th October, as a way of tackling some of the low level friction between people we support, which had been identified through the annual survey. A special presentation about this was made to the Board of Trustees at their Away Day by the Trustees for a Day. The Grange signed up to The Community Safety Charter, which sets out ways in which the organisation can take a stand against unacceptable behaviour and support those who are victims of it.
- In response to requests from Local Authorities and other for more outcome driven skills sessions, we have created a new Cookery Independence course within the Skills for Life to be launched in 2023. Initially this will be a one year course focussing on better health, improved independence in the kitchen and enhanced social opportunities. It is targeted towards younger people planning to transition into a supported living setting.

c) Staff:

To be an employer of choice, attracting and developing a skilled, flexible, aspirational and resilient workforce, with a stable team in our support services.

- A continuous programme to recruit support workers, running throughout the year yielded fruit. The number of vacancies (FTE) came down from 28 in April 2022 to 22 in March 2023, and continued to fall during 2023. Several valued staff members, who had

previously resigned, returned and a number of experienced agency staff joined us, valuing the relationships and stability of a permanent job. Jobs in Finance, Fundraising and Communications were harder to fill, but appointments were finally made in all these areas. The Grange is collaborating with a number of service providers in the Learning Disability and Autism field, to set up the *Care Talent Collective*, funded by a Workforce Innovation Fund grant. This is a pilot scheme that aims to attract new people into the Care Sector.

- On top of a generous cost of living salary rise in April 2022, the Charity awarded rises in line with inflation for April 2023, as well as enhancements in the pay scale for senior support workers and of various benefits, including the introduction of a new allowance for people who undergo training to administer medication;
- We continued to participate in the Government Kickstart scheme until it came to an end, offering several placements to young people seeking employment. One trainee accepted a permanent post as a Support Worker in Group Living.
- The Grange was pleased to welcome a number of people with learning disabilities onto the staff team.
- The success of Wellbeing Week in 2021 led to this being repeated in 2022. This allowed staff and people we support to enjoy free taster sessions as diverse as drumming and meditation. Various other wellbeing initiatives were introduced such as a monthly “listening ear” counselling service with the Mary Frances Trust. Weekly acupuncture sessions are now offered to all staff free of charge.
- We were advised that the existing pension schemes were not very cost effective for staff. Two consultations were held with staff, and a series of meetings arranged to allow staff to understand their pensions better. The outcome of this was a decision to set up a new pension scheme on 1st April 2023 with the Creative Pensions Trust (a master trust). This will allow all staff to benefit from making their contributions through salary exchange (salary sacrifice), and also from lower annual management charges. Staff were offered a free transfer of their existing pension fund into the new scheme.
- The Grange has become a Community Fridge outlet for one day a week (depending on availability of supplies). Surplus food is offered to staff and others on site, easing the strain on household budgets.
- Free soup on Fridays was a popular initiative provided by the Catering team during the winter months.
- There were 83 responses to the 2022 Staff Survey. This was higher than 2021 (only 74 responses). In general people were very positive about their work and The Grange, but the survey highlighted areas needing improvement and some specific suggestions have been acted on.

- The Board set aside funds for a garden room to be purchased for use as a staff room. This has been a request from recent staff surveys. However it became clear that this could not be done without planning permission. Instead a rearrangement and refurbishment of offices allowed us to create a staff break room inside the main house.
- One of the issues that is identified as a problem each year in Staff Surveys and often raised by family carers is internal communication. Various initiatives were taken to improve this, including workshops for those in supervisory and more senior roles in

Again, the staff member was a pleasure to talk to and to hear such a friendly welcoming voice was truly uplifting for both of us. We think that it is most important for the staff morale to mention such dedicated people like this, who is equally exceedingly helpful. We could mention many more but that would take too much time and we know how busy you both are. Very grateful to have such great members of staff. Family Carer

September 2022. In 2023 a monthly meeting for all team leaders and managers was started, which has been an opportunity to share news and also explore various HR and management issues together.

d) Operations:

To be an efficient, agile and effective organisation, embracing low cost digital solutions and improving communications in order to free up resources to enhance our people-facing services.

- After a very protracted process, a new telecommunications lease line was brought to The Grange. Apart from providing faster and more reliable internet and data transfer, this has enabled us to move to a Voice Over Internet Protocol (VOIP) telephone system. This is considerably cheaper in terms of operations and hardware (it does not require an exchange). It is also more versatile allowing a staff member to take their number with them, wherever they are working and even have calls directed to their mobile.
- When the accounting system was migrated to Sage in 2021, the payroll was kept in Pegasus. The decision was taken to transfer over to Sage Payroll with effect from April 2023, and this was carefully planned and implemented with parallel runs between January and March 2023.
- Towards the end of 2022 we moved over to Lloyds Commercial Banking, which provides a high level of control over banking transactions (but as a result is very complicated to use!). We started using the BACS file upload facility to pay salaries. After some teething issues were resolved this has saved a very significant amount of time and work compared to the previous system.
- We implemented Donorfy, a constituent relationship management system designed for charities to manage their donor records. This has been a considerable improvement over the previous arrangement, and among other benefits automates monthly Gift Aid

claims. We have a great deal more to learn about this system. We expect to it to help improve fundraising effectiveness.

- We started work on a digital strategy for The Grange, with the support of a consultant from the Charity IT Association. This process proved to be complex and needs further work, although a draft was presented to the Housing and Facilities Committee.
- Nationally, following a tragic incident involving a person with autism while a hospital inpatient, there has been a move from 1st July 2022 for all health & social care organisations to have adequate training for their staff around learning disabilities and autism in any speciality. We were already providing training sessions around autism, learning disabilities, Down's syndrome and many other topics. We have now introduced Oliver McGowan training for all staff at the Grange.
- We started ordering of medication using the NHS Patient Access system. Pharmacy supply problems continue to be major issue and occupy a large amount of staff time.

e) Assets:

To take a creative and long term approach to managing our buildings and grounds, ensuring that they support delivery of our other strategic objectives.

The Grange provides an amazing environment and the gardens and sensory garden have been brought back to their full glory providing food for the soul and a feast for the eyes.

- The Acorns shared garden was renovated and beautifully landscaped with financial, design and muscle help from many volunteers and supporters. It was officially opened in May 2022. We would like to carry out a similar project in the Oaks garden, and the Surrey Freemasons have already provided generous support towards this.
- The Amphitheatre was opened in May 2022, paid for with funds raised by Eloise Appleby. It was a creative use both of the front lawn of The Grange and a quantity of poor quality rubble. It has proved useful both for dramatic projects and also as an ideal venue for large group drumming workshops. After a widespread consultation it was named "Romeo's Place" in a Shakespearian reference that also keeps alive the memory of the beloved Grange cat, Romeo.
- Plans for an Outdoor Learning and Community Centre (OLCC) came together during 2021, and planning consent was granted in January 2022. An expression of interest was sent in to Your Fund Surrey, which was positively received and the Grange invited to submit a full bid. We conducted research amongst local clubs and voluntary organisations to find out the level of need for meeting spaces and other facilities in Bookham. We also contacted the administrators of other halls and rooms to assess whether or not there was adequate capacity for the current and future levels of demand. A series of meetings were held with the architect and detailed plans and budgets for the project drawn up. A project coordinator was appointed. Various

alterations to the interior layout of the East Building were discussed and agreed. The design team of consultants and engineers was put together, and they set to work on the detailed design. Fresh estimates were provided by the Quantity Surveyor, and these are now the basis for the fundraising that is going on. In March 2023 the Board of Trustees set up a Steering Group to oversee the project. Since then a lot of progress has been made in planning all aspects of the project. As soon as adequate funding is in assured we should be able to proceed.

- A new Pétanque (Boules) court was created near the swimming pool with funding from a grant from the Co-Op Local Community Fund.
- The main house roof was replaced at a cost of just over £224,000. We believe this had not been done for 60 years. The work was carried out in the very hot month of August 2022, but was completed on time, with a fairly minor cost over-run due to the discovery of a huge amount of timber underneath the tiles which had to be taken down. One spin off was that this wood was kept and used for bonfire night. The project included some new Velux roof windows, paintwork and improved rainwater drainage.
- The escalating cost of fuel encouraged the management team to look carefully at ways of reducing energy usage, and generating our own. We considered various technologies including ground source and air source heat pumps, voltage optimisation and solar panels. The latter was found to be the most practical and cost effective and a grant was obtained from LoCase Surrey (a European funding programme) which provided nearly £19,000 towards the installation of 85 solar panels on the roofs of Group Living. The grant also allowed us to purchase a large quantity of loft insulation for the main house roof and various other properties where the insulation was below the recommended thickness. Finally a portion of the grant was used to buy and install solar film on the Conservatory roof, which reduces the heat gain on sunny days making it more usable in the summer.
- Having enjoyed the protection of a 3-year fixed price contract for most of our gas and electricity supplies, a large amount of time was spent researching the best deal to replace this (due to expire at the end of September 2023). Finally we settled on a flexible purchasing agreement, which, at the time of writing, has enabled us to enjoy significant savings compared to the unit costs we would have faced had we locked into a fixed price contract earlier.

f) Community:

To provide a channel for people we support to speak out on issues that matter to them; to enjoy participating in community-led activities, and to explore and learn about the world beyond The Grange.

- The Keep Safe Team carried out Street Audits, to assess the safety and usability of local routes for pedestrians and wheelchair users. They continued to partner with Mole

Valley Police to create a focus on safer streets. This included afternoons conducting Speed Watch radar checks, with a warning message read to dangerous drivers which had been composed by the team.

- The Light and Soul Group conducted a year-long campaign in support of the homeless. On 6th August, the first outdoor street collection for the homeless took place in Leatherhead. The volunteers showed a lot of enthusiasm and initiative when rattling their collection tins and engaging with members of the public. A subsequent collection was also a success, even when the weather refused to co-operate. Funds were also raised through a cake sale and a whisky jar coin collection. This all resulted in the presentation of a cheque for £1,000 to LeatherHEADSTART at the Annual Review in December 2022.
- People we support have energetically supported various actions to raise awareness of climate change and pollution. As a result we were approved as Plastic Free Bookham's first Business Champion. On Earth Day (22nd April) there was a mass litter pick by staff and people we support. The "Trash Monster" costume was created from single-use plastic items, and was welcomed to the Stanley Picker Gallery in Kingston who planned an exhibition around it. A hot composter was set up for waste food. A campaign was held to encourage energy savings wherever possible. During the nationwide Great Big Green Week, in September 2022, we made and sold green hearts in Bookham raising awareness of the Climate Coalition Campaign.

Annual Report For the year ended 31 March 2023

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2023.

Reference and Administrative Detail

Details of the registration numbers, the full address of the Registered Office of the company, the names of the current members of the Board and chairs of the committees, the name(s) of the Chief Executive Officer and names of other relevant organisations are given on page 2.

Public Benefit

The Grange was established to equip more vulnerable members of the community with the skills to earn a living. Today, its purpose is to support adults with learning disabilities to lead independent and fulfilling lives. In so doing, it continues to provide practical support and inspiration to increase independence at home, in the community and in the workplace. As a charity, it seeks to do this in a cost-effective way without compromising the quality and ambition of its services. The Grange is not motivated by profit, like a commercial provider, but by the goal of enabling people with disabilities to live more fulfilling lives. Whilst we endeavour to obtain full cost recovery from public commissioners, we use charitable funds to enhance our services in ways that are not required under contract.

The charity’s public benefit extends beyond its immediate beneficiaries, however. Many of the people it supports give their time to other local charities and services, providing hours of regular volunteering and work placements. The Grange participates in community events such as Bookham Village Day, Surrey Open Studios and Bookham Hidden Gardens, enabling a wide range of people – neighbours and tourists alike - to enjoy its premises and products and so enriching the experience of these occasions. The organisation also supports other charities. In the last year, this ranged from fundraising activities for Ukrainian refugees, Princess Alice Hospice and LeatherHEAD START charity for the homeless.

We also offer team building opportunities for groups of workers from local businesses, and lifelong learning opportunities for individual volunteers.

We have contributed to local discussions about road safety, and taken part in Speed Watch activities. Our efforts to improve the ecology of our site, and to reduce our environmental

impact have been recognised as The Grange has been recognised as Plastic Free Bookham's first Business Champion. People we support have been encouraged to speak publicly about issues that matter to them, as can be seen elsewhere in these pages.

The Grange is a highly respected and much loved organisation in this part of Surrey, and constantly strives to widen its reach in partnerships that will bring benefits to the people it supports as well as to the public at large.

The Board has considered the Public Benefit guidance issued by the Charity Commission for charities which charge significant fees under contract for their services. The Board concludes that within the state funding system there is sufficient opportunity to access public funding for those who cannot afford our fees, so that they may benefit from our services. The company does not discriminate against any applicant for our services on the grounds of ethnicity, faith, age or sexual orientation, offering services in accordance with equalities law and local authority diversity policies. No member of the Board receives any remuneration or derives any private benefit from the company's activities.

Board members believe very strongly that Bookham and the county of Surrey would be the poorer for the absence of The Grange. Trustees confirm that they have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (ie public benefit statement).

Structure, Governance and Management

Governing Document and Constitution

The Grange is a company limited by guarantee, not having a share capital, and its governing document is its Memorandum and Articles of Association. The Grange is also registered as a social landlord (housing association) and a charity. The Grange's residential care home (known as 'Group Living') and supported living services are registered with the Care Quality Commission (CQC). The company's activities as a social landlord are regulated by the Regulator of Social Housing.

Recruitment and Appointment of New Members of the Board

The directors of the company are also trustees for the purposes of charity law. In accordance with Article 22 of the Articles of Association, any person who is willing to act as a trustee, and is permitted by law to do so, may be appointed to be a trustee either by Ordinary Resolution or by a simple majority of all the trustees entitled to vote at any meeting of the trustees. This is on condition that the total number of trustees does not exceed 12 or fall below 7 at any one time. The Board also has power to co-opt any person as it directs and may fill any casual vacancy.

Trustees have a maximum tenure of 9 years (3 terms of 3 years per term). They may be appointed a trustee for a further period of up to one year only by a simple majority of all the trustees entitled to attend and vote at any meeting of the trustees, but shall not otherwise be eligible for re-appointment.

Trustees are recruited where possible against a current skills matrix, in order to ensure that the overall range of experience and expertise of the Board is matched to what the company needs. All trustees complete a Conflict of Interest Declaration and a Fit for Purpose Declaration, and their appointment is subject to clearance with the Disclosure Barring Scheme (DBS) because of the services The Grange provides for vulnerable people.

New trustees are provided with a Trustee Welcome Pack, which is now complemented by the Charity Commission's own Charity Trustee Welcome Pack. A planned induction programme seeks to ensure that they become familiar with the work of the company as quickly as possible. Two new trustees were appointed in 2022, and another recruitment campaign was held in early 2023 resulting in three further appointments who joined the Board in June 2023.

Board Governance

At the Board Away Day, it was acknowledged that the quarterly committee meetings demand a great deal of time from trustees and staff. In many cases decisions can be discussed three times (originating committee, Finance Committee and Board). The Board

took the decision in September 2022 to suspend the meetings of the Social Care Committee and the Housing and Facilities Committee for a trial period of one year, with effect from December 2022. This will be reviewed regularly. Their regular work has been subsumed into the quarterly meetings of the Board of Trustees, and the reports normally presented to these committees are now given directly to the Board, unless there are financial implications which are first discussed at the Finance Committee. Where detailed attention is required for a specific project or other reason, the Board will set up an ad hoc committee or working group. An example of this was the establishment of the OLCC Steering Group in 2023.

The charity seeks to be open and transparent with all stakeholders, through its media activities, the information it publishes on its website and its interactions with family carers and professional advisors.

Trustees are invited to be active members on one of the following committees. These will be as follows in 2023-24:

- | | |
|---|----------------------|
| - Finance Committee | quarterly meetings |
| - Governance Committee | yearly meetings |
| - Employee Wellbeing and Remuneration Committee | six-monthly meetings |

Managers report directly to the Board, and (where these remain active) to the committees that relate to their services, so that trustees are kept abreast of the practical issues facing the company in order to inform strategic decision-making. Minutes from committee meetings are circulated with the Board papers each quarter, and chairs refer significant items arising from their committees to the Board for decision-making.

Stakeholder Representation and Engagement

The key stakeholders for the company are the people with disabilities whom it supports, along with their family carers and the employees of The Grange. In order that the voices and views of these groups are heard, the following fora are in place, allowing representatives of these groups to meet on a periodic basis. Any significant concerns or proposals referred to the relevant trustee committee and ultimately Board meeting:

- **Families, Carers and Trustees Consultative Forum:** representatives of family carers elected by The Grange Relatives and Carers Network. Held twice-yearly, with issues put forward from independent meetings of the network which take place in between times.
- **Tenants'/Residents' Fora:** the Chief Executive Officer or Estates Manager attends these quarterly meetings whenever possible, and significant issues are then relayed to the relevant trustee committee.
- **Employee Forum:** representatives of the various teams at The Grange meet quarterly with the Chief Executive Officer or nominated manager.

- **Keep Safe @ The Grange:** people supported by the Chief Executive Officer share concerns about safety on site and in the community and learn how to stay safe. Issues such as road safety are taken up with the appropriate agencies and the group is supported by the local Police Community Support Officer. This team meets quarterly, but champions projects throughout the year.

Volunteers and commissioners are also important stakeholder groups for The Grange; their views and interactions with staff and those we support are at a more individual, rather than group, level. The number of volunteers grew steadily over the year reaching around 70 by March 2023. As outlined earlier in this report, volunteers help us in a wide range of ways, including one to one buddy support for individuals, driving people to activities and gardening.

During 2023 regular meetings with the Commissioning Manager from Surrey County Council have re-started, along with more informal information-sharing between these occasions.

An annual stakeholder survey also seeks to gather opinions from these and other important contacts and partners, and a separate survey for all people we support is carried out each year. Copies of survey results are published on The Grange's website.

Objectives and Services

The principal objective of the company is to provide social housing, support and training services for adult people with disabilities, inspiring them to increasing levels of independence. The company aims to provide outstanding services in the following areas:

- Group living (formerly known as residential care) in purpose-built accommodation on the main site;
- Supported living in tenanted accommodation consisting of single bedsits and one-bedroomed flats and a few shared flats either on site or in nearby villages and towns;
- Skills and activities to develop independence, personal skills and individual talent, as well as preparing people for volunteering or work in the local area.

The Grange aims to ensure that the housing provided is of a good standard, and maintains a pro-active programme of repairs and refurbishment to all its buildings and infrastructure. It is also committed over the long term to seeking more single occupancy accommodation in the local community for those tenants who wish to progress from being onsite at The Grange.

The company is committed to the principle of people with disabilities being part of the community and therefore actively encourages participation in opportunities outside The

Grange as well as welcoming visitors to it. The company has a continuing commitment to the learning and development needs of all its staff.

Volunteers add great value to the work of paid staff, extending individual opportunity and choice: drivers and ‘buddies’ in particular are always in demand. This year saw the return of corporate volunteering days, to tackle bigger projects onsite – often in the gardens or around the main house.

Family carers are engaged at a variety of levels with the company, with many also supporting as volunteers and helpers, as well as taking part in their own group of The Grange Relatives and Carers Network, or being elected to the Families, Carers and Trustees Consultative Forum.

The Board would also like formally to recognise the contribution that continues to be made by The Grange Circle, a dedicated group of volunteers, who organise and assist at fund-raising events and generally support the work of the charity. This year they revived their popular Bridge Masterclass event which trumped previous years in the funds raised.

The continued commitment to the company of each of the important groups mentioned above – which includes the Board of Trustees - is recognised and greatly appreciated.

Strategic Report

The Grange’s **Vision** is to lead the way as provider of choice for people with learning disabilities, inspiring our local and wider communities.

The Grange’s **Values** are to be at all times:

- Friendly
- Open
- Respectful
- Caring
- Enabling

Looking Ahead

The Grange’s Strategic Plan sets out four priority actions for the coming three years, each intended to deliver against one or more of the plan’s six strategic objectives referenced in the Chief Executive’s Review from page 6 above. There has been good progress in some of these areas and new challenges have emerged, requiring some modifications of these priorities. No specific action is planned on “integration”, though it remains a goal. Two new priorities have been introduced, making five current areas for the year ahead.

	Priority Action	Achievements in 2022/23	Planned Action 2023/24
1	Identify and invest in more off-site accommodation in the Mole Valley 'corridor' for supported living tenants;	Following the acquisition of a house in Fetcham in 2021, it was decided not to make any further investments in accommodation until the staffing challenges facing the sector have eased.	<p>Conduct a full housing stock survey of all Grange accommodation.</p> <p>Apply new rent-setting policies to all existing housing stock to determine whether an appropriate financial return is being made on this housing.</p>
2	Remodel and improve the horticulture facilities on site: this will provide larger, more modern spaces for skills sessions, a customer-facing retail area and potentially facilities to enable some new activities to take place;	<p>Planning consent was received in January 2022. Research was conducted to ascertain the needs of the community. Modifications to the original design were proposed, and a design team appointed.</p> <p>Project coordinator appointed, who is also lead fundraiser for the project.</p>	<p>Business case/budget to be developed.</p> <p>Fundraising campaign to be initiated, working on large-scale capital grants first - Your Fund Surrey, Lottery. Individual fundraising through events and public appeal.</p> <p>Timetable of pre-build activities drawn up to ensure planning conditions met.</p> <p>Obtain planning consent for modifications to original plan</p> <p>If adequate funds are available construction to start in 2024.</p>

	Priority Action	Achievements in 2022/23	Planned Action 2023/24
3	Enhance our retail sales on-line and in person in order to make the most of the talent and creativity within The Grange.	<p>New product lines introduced and tested (sheep, cows, leaves)</p> <p>New branding developed to go across all merchandise.</p> <p>Website redesign underway.</p> <p>Introduced SumUp point of sale system covering Horticulture, Enterprise, Catering, Donations and occasional transactions.</p> <p>Several outside organisations started to stock Grange products.</p>	<p>More on-line retail (eg via Etsy and other 'marketplace' websites) to be developed.</p> <p>Relaunch of website, with accompanying improvements to on-line shop and booking system.</p> <p>Work towards integration of online shop and in-person point of sales system.</p> <p>Active marketing to potential stockists. Review systems for optimising sales through 3rd parties.</p> <p>Make more use of Shop#5 for personalised embroidery orders.</p> <p>Courtyard Café to be opened five days a week and to become more customer orientated as pilot for OLCC</p>
4	Ensure The Grange is approved on the SCC Dynamic Purchasing System (DPS)	Approved Supplier status confirmed	Register interest on DPS tendering system and submit all required documentation.
5	Develop outcomes based course under the Skills for Life programme.		Plan curriculum for Learn to Earn and Transition courses, and introduce pilot and/or taster sessions for these.

Principal Funding Sources

The bulk of operating income is derived from fees for providing services under contracts with various local authorities and other government bodies, and from people within our services many of whom have individual agreements with their local authority (Direct Payments). The majority of The Grange's expenditure is incurred in providing these services and in maintaining property. The cost of staff directly providing these services is the largest element of total operating costs. In addition, ever-increasing building regulations and standards relating to property, fittings and other equipment mean that our expenditure on maintaining existing facilities continues to increase annually.

There are three main services provided by The Grange – Group Living (formerly residential care), Supported Living and Skills for Life (formerly day skills). These sub-divide as follows:

- a) Residential Care on site, for 16 people requiring constant support from morning to evening, with one requiring 24 hour support;
- b) Supported Living for up to 43 people living in The Grange's properties on site (1 vacancy at 31/03/23);
- c) Supported Living for up to 23 people living in The Grange's properties in five off site locations, in neighbouring villages/towns (2 vacancies at 31/03/23);
- d) Supporting Living for 10 people living in properties owned by other agencies or their own families on a 'domiciliary care' basis;
- e) Day skills programme attended by 123 in total, of whom 46 are from outside the Residential Care and Supported Living services (living with family or in their own accommodation). Support is provided through a combination of dedicated day support workers and skills tutors. There is an ongoing drive to attract more day skills participants wherever there is capacity on the sessions, and we will also looking into introducing new Learn to Earn and Transition courses.

Most people we support have local authority funding of one kind or another, whether paid directly to The Grange or paid from a personal independence budget. There are a few self-funded residents and tenants. The Grange aims to charge all clients on a fair and consistent basis. As a non-profit-making organisation, the charity does not seek a commercial level of return on its services and any overall surplus is invested in the enhancement of services and facilities, ranging from the provision of a Healthy Lifestyles Coordinator and Benefits Advisor to the upkeep of the heated therapy pool on site.

Surrey County Council has continued to uplift fees each year. However in April 2023 the increase was provisional upon providers being on the SCC Approved Providers List (The Grange had achieved this during 2022). SCC is now setting up a Dynamic Purchasing System, designed to ensure transparency and objectivity in the awarding of care contracts. This should ensure that providers are recompensed fairly for the services provided. All relevant costs (including an element of profit) are entered into the "Care Cubed" system in

order to calculate the fair cost of care. However two factors may continue to squeeze providers. Firstly this is essentially a competitive system, and (once approved on the DPS) a lower cost provider will be able to secure contracts by underbidding (which could lead to price based marketing strategies being employed). Secondly, Local Authorities' budgets are under extreme pressure – if they are unable/unwilling to pay the prices calculated by Care Cubed the only option would be to ask providers to reduce their costs.

It is clear that The Grange needs to ensure that it is included in the DPS, while at the same time seeking to diversify and augment its other income streams.

We are grateful to both private and statutory funders for their regular payments for the rent, support and skills activities for the people we support, which was steady throughout the year. Unrestricted income amounted to £5,264k, and unrestricted expenditure was £5,008k. Owing to stock market falls, there was an unrealised loss on investments of £59k. After transfers between funds, there was an unrestricted surplus of £195k. Restricted income was £181k, and expenditure from restricted funds was £162k. After transfers from unrestricted funds there was a surplus on restricted funds of £20k. The total net increase in funds for the year was £215k.

Unrestricted income was nearly 9% higher (£430k higher) than the previous year, which was due to uplifts in rent and fees, increase in the number of Skills sessions delivered, the addition of 4 additional rooms (Fetcham house) and an increase in investment income. Unrestricted expenditure increased by £587k (around 13.5%). However expenditure included £224k one-off expenditure on the main house re-roofing project in the previous year. Taking this out of the equation the unrestricted operating expenditure increase was around 8.2%.

Going Concern

Salaries increased sharply from April 2023, and above the percentage uplift in fees. Meanwhile the charity has been running with an unusually high level of accommodation vacancies (two at 31st March, rising to five by September 2023). However we expect to fill most of these vacancies by the end of financial year 2023-24, as there is a high level of demand. This is considered to be a temporary issue, not affecting the long-term viability of the organisation, which has no loans and adequate reserves to sustain itself through a challenging period. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting.

Reserves Policy

The charity's reserves policy is to maintain free reserves representing unrestricted funds (other than those relating to fixed assets) which are equivalent to approximately four months of operating costs. The reserves policy is regularly reviewed by the Finance Committee, ensuring that any unrestricted funds are deployed in a way which will be beneficial for the charitable objects of The Grange. The Strategic Plan sets out a number of

priority projects for short/medium term implementation, each of which will seek to deliver against one or more of the strategic objectives set out in pages 12-18 above.

The combination of projects and investments will ensure that the charity is in good shape for the future, in terms of financial resilience but also in terms of offering rich and varied experiences for the people we support. We want those who enjoy living at The Grange to be confident that it will be their home for many years to come.

Investment Policy and Performance

Reserves over and above those used for operational working capital are held as bank and building society deposits and investments. The former comprise a COIF charities deposit fund, a Lloyds Business Instant Access account, a CAF Gold Account, and government guaranteed notice accounts with Hampshire Trust Bank, Cambridge and Counties Bank, Redwood Bank, and Teachers Building Society.

The investments comprise income units of two COIF charitable investment funds, both of which are diversified and invested predominantly in equities, and one of which aims to avoid unethical investments and influence investee companies to behave in ways that are ethical and fair. The long term investment objective is to generate a total return in excess of inflation, while providing an income to support the ongoing activities of the charity. Although the investments suffered a significant fall in value during the first three quarters of the year, some of this was caught back in the final quarter, in line with the overall performance of the financial markets. The investment funds performed in line with their benchmarks, and a further £225k was invested in the COIF Ethical Investment fund during the year. The overall return on the company's invested assets (ie investments, deposit accounts and instant access accounts) including unrealised capital loss on investments for the year was -0.2% (2021/2022 by comparison was +3.7%).

Principal Risks and Uncertainties

The threats and opportunities to The Grange's future are routinely considered by The Board, through its Governance Committee with the aid of a Strategic Risk Register. The main areas where The Grange needs to take action to mitigate risk can be summarised as follows:

- Ensuring adequate levels of contract and rental income, given the continued budgetary constraints on local and central government, and other impacts such as the sharp rise in the cost of living;
- Staying abreast of potential changes to the supported housing sector, and anticipating/planning for their impact;
- Managing the company's own increased costs as a result of legislative initiatives such as the rising National Living Wage, employer pension contributions etc;

- Recruitment of good care staff, especially in an area where housing and living costs are high and the low national levels of unemployment reduces the potential pool;
- Keeping the quality of our services to the fore, passing our inspections convincingly and continuing to extend our positive reputation;
- Adapting and equipping our workforce to support people with increasing emotional needs, and to understand the principles and practice of positive behaviour support;
- Ensuring that our Skills for Life programme meets the increasingly varied expectations of stakeholders in terms of content, delivery and outcomes, and that it has strong appeal to sustain participant numbers;
- Continuing to invest in essential fundraising and volunteering activities/resources to help develop the enhancement activities which are not funded from statutory sources.

Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that the company has in place a system of internal financial controls that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the company's system is designed to provide the Board with reasonable assurance:

- That the financial information used within the company or for publication is reliable;
- That proper accounting records are maintained;
- That assets are safeguarded against unauthorised use or disposition; and
- That problems are identified on a timely basis and dealt with appropriately.

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and prevent the unauthorised use of the company's assets. This includes strict controls for the authorisation of personal expense claims;
- Experienced and suitable staff take responsibility for important business functions;
- Forecasts and budgets are prepared which allow the Board and management team to monitor key business risks and financial objectives, and progress towards financial plans set for the year through preparation of regular management accounts;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board and its relevant committees;
- The Finance Committee reviews reports from management staff, and from the external auditors, to provide reasonable reassurance that control procedures are in

place and are being followed. The Finance Committee makes regular reports to the Board; and

- Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board, through the reports of the Finance Committee, has reviewed the effectiveness of the system of internal financial control in existence for the Company for the year ended 31 March 2023. No weaknesses were found in internal financial controls which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements.

Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Housing and Charities Statements of Recommended Practice (SORPs);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The financial statements which follow have been prepared in accordance with FRS102, the Housing Statement of Recommended Practice (SORP) 2018, The Charities SORP (FRS102) and the Companies Act 2006.

Date:

16th November

..... 2023

Signed:



.....David Turner (Chair)



.....Denis Coulon (Honorary Treasurer)

**Independent Auditor's Report
to the Trustees of The Grange Centre
for People with Disabilities**

(A company limited by guarantee and not having a share capital)

Opinion

We have audited the financial statements of The Grange Centre for People with Disabilities (the "Charity") for the year ended 31 March 2023 on pages 37 to 55. These include a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing SORP 2018, Charities SORP FRS102 and the accounting requirements for The Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to

adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on pages 31-32, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (FRS102, the Charities SORP (FRS 102), the Housing SORP 2018 and the Companies Act 2006).

We understood how the Charity is complying with those legal and regulatory frameworks by making enquiries of the trustees and management.

We did not identify any matters relating to non-compliance with laws and regulations or relating to fraud.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur by discussions with the trustees and

management to understand areas where they considered there was susceptibility to fraud. We also considered pressures on the trustees and management to meet any external pressures in reporting the financial results of the Charity.

Audit procedures performed by the engagement team on the areas where fraud might occur included:

- evaluation of management's internal processes designed to prevent and detect irregularities
- testing, with a focus on entries determined to be large or relating to unusual transactions
- review of data to detect unusual transactions.

Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

- understanding of, and practical experience with audit engagements of a similar nature and complexity through the appropriate training and participation
- knowledge of the sector in which the Charity operates
- understanding of the legal and regulatory requirements specific to the Charity.

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.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

Stephen Meredith

Stephen Meredith FCA (Senior Statutory Auditor)

For and on behalf of Alliotts LLP

Statutory Auditors and Chartered Accountants

Friary Court,

13-21 High Street,

Guildford,

GU1 3DL

Date: *13 December 2023*

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2023**

	Notes	Unrestricted Funds £	Restricted Funds £	2023 £	2022 £
Turnover	5	5,089,596	55,277	5,144,873	4,723,441
Normal operating costs	6	(5,003,615)	(161,580)	(5,165,195)	(4,630,271)
Operating surplus/(deficit)		85,981	(106,303)	(20,322)	93,170
Dividends and interest		52,480	-	52,480	35,066
Donations, legacies and fundraising (less costs)					
Donations, legacies and fundraising		122,023	125,531	247,554	160,556
Grants (Covid related)		-	-	-	83,022
Fundraising events cost		(4,648)	-	(4,648)	(4,526)
Interest payable		-	-	-	-
Statement of total recognised surplus					
Realised surplus/(deficit) for the year		255,836	19,228	275,064	367,288
Profit/(Loss) on asset disposal		(72)	(674)	(746)	(465)
Unrealised profit/(loss) on investment assets	11	(59,405)	-	(59,405)	86,058
Transfer between funds	19	(1,392)	1,392	-	-
Total recognised surplus/(deficit) for the year		194,967	19,946	214,913	452,881
Revenue reserve at 1st April 2022	19	7,316,210	2,633,489	9,949,699	9,496,818
Revenue reserve at 31st March 2023	19	7,511,177	2,653,435	10,164,612	9,949,699

Notes:

1 All operations are continuing

2 See also notes on pages 41 to 55 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2023**

	Notes	Unrestricted Funds £	Restricted Funds £	2023 £	2022 £
Income					
Donations, legacies and grants	4	108,628	125,531	234,159	154,179
Grants (Covid Related)		-	-	-	83,022
Income from charitable activities	5	5,089,596	55,277	5,144,873	4,723,441
Event income	4	13,395	-	13,395	6,377
Investment income		52,480	-	52,480	35,066
Total income		5,264,099	180,808	5,444,907	5,002,085
Expenditure					
Cost of raising funds		(4,648)	-	(4,648)	(4,526)
Expenditure on charitable activities	6	(5,003,615)	(161,580)	(5,165,195)	(4,630,271)
Total expenditure		(5,008,263)	(161,580)	(5,169,843)	(4,634,797)
Net income/(expenditure) before gains and losses on investments and property		255,836	19,228	275,064	367,288
Profit/(Loss) on asset disposal		(72)	(674)	(746)	(465)
Net profit/(loss) on investment	11	(59,405)	-	(59,405)	86,058
Net income / (expenditure)		196,359	18,554	214,913	452,881
Transfer between funds	19	(1,392)	1,392	-	-
Net income and net movement in funds for the year		194,967	19,946	214,913	452,881
Reconciliation of funds					
Total funds brought forward	19	7,316,210	2,633,489	9,949,699	9,496,818
Total funds carried forward	19	7,511,177	2,653,435	10,164,612	9,949,699

Movements in funds are disclosed in note 19 to the financial statements.

There are no gains or losses other than those shown in the Statement of Financial Activities above.

All operations are continuing.

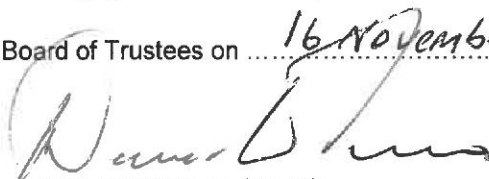
See also notes on pages 41 to 55 which form an integral part of these accounts.

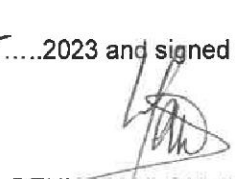
**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES
COMPANY REGISTRATION NO. 348341**
(A company limited by guarantee and not having a share capital)

BALANCE SHEET AS AT 31ST MARCH 2023

	Notes	2023	2022
Fixed Assets		£	£
Freehold property - net book value	10.1	6,757,850	6,928,808
Other tangible fixed assets	10.2	1,290,722	1,300,887
Investments	11	1,478,711	1,313,116
		9,527,283	9,542,811
Current Assets			
Stocks		20,266	16,161
Debtors	12	625,857	397,529
Cash at bank and in hand	13	2,209,202	2,303,600
		2,855,325	2,717,290
Less: Creditors falling due within one year	14	(536,063)	(573,192)
Net current assets		2,319,262	2,144,098
Total assets less current liabilities		11,846,545	11,686,909
Creditors: amounts falling due after more than one year	15	(1,681,933)	(1,737,210)
Total Net Assets		10,164,612	9,949,699
The Funds of the Charity			
Restricted Funds:	19		
Restricted building fund		2,278,333	2,321,318
Restricted equipment fund		209,879	250,961
Capital appeal and other restricted funds		165,223	61,210
		2,653,435	2,633,489
Unrestricted Funds:			
General fund	19	7,511,177	7,316,210
		10,164,612	9,949,699

The notes on pages 41 to 55 form part of these accounts. The financial statements were approved by the Board of Trustees on 16 November 2023 and signed on its behalf by:


DAVID TURNER (Chair)


DENIS COULON (Honorary Treasurer)

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2023**

	Notes	2023 £	2022 £
Cash flows from operating activities	21	(102,903)	501,984
Legacies, grants donations and fundraising		242,906	239,052
Cash flows from operating activities and fundraising		140,003	741,036
Cash flows from investing activities			
Interest and dividends received		52,480	35,066
Purchase of investments		(225,000)	(350,000)
Proceeds from sale of assets		470	1,300
Purchase of tangible fixed assets		(62,351)	(916,362)
Cash (used in) investing activities		(234,401)	(1,229,996)
Cash flows from financing activities			
Grant received / receivable	22	-	100,000
Cash provided by financing activities		-	100,000
Increase/(decrease) in cash and cash equivalents		(94,398)	(388,960)
Cash and cash equivalents at the beginning of the year		2,303,600	2,692,560
Total cash and cash equivalents at the end of the year		2,209,202	2,303,600

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023**

1 ACCOUNTING POLICIES

(a) Basis for accounting

The financial statements have been prepared in accordance with the Housing SORP 2014, The Charities SORP (FRS102), FRS102 and the Companies Act 2006.

[Full names: **Housing SORP 2014**: Statement of Recommended Practice for social housing providers. **Charities SORP (FRS102)**: Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), **FRS102**: the Financial Reporting Standard applicable in the UK and Republic of Ireland]

(b) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses.

All properties are reviewed for impairment annually, and where there has been a permanent diminution in value, the reduction is recognised.

Depreciation is provided at the following rates in order to write off each asset over its estimated useful life, at the following rates:-

Freehold land	0%
Freehold and 999 year leasehold properties	2% per annum at cost
Leasehold property (less than 150 year)	2% to 4% per annum on net book value
Fixtures and equipment, leasehold improvements	5% to 15% per annum on net book value
Computer equipment	33⅓% per annum on net book value
Vehicles & garden machinery	25% per annum on net book value

(c) Grants

Housing Corporation and other capital grants are accounted for under the accrual model required by FRS102. The grant is recognised as restricted income on a systematic basis over the useful economic life of the asset. On the balance sheet the remaining capital grants are recognised as a liability (deferred income).

Revenue Grants are included in the income and expenditure account when receivable and shown separately in the Statement of Financial Activities as income of restricted funds where appropriate.

(d) Stocks

Stocks of sundry stores and raw materials are stated at cost. Stocks of work in hand and made up goods are stated at the lower of cost and estimated net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to complete and sell. Provision is made for slow moving, obsolete or damaged stock where the net realisable value is less than cost.

(e) Taxation

The Company is a registered charity whose only trading activity is for its primary purpose and as such no income or capital taxes are payable on any part of its activities. Value added tax is incurred on certain categories of expenditure and is not recoverable.

(f) Turnover

Turnover comprises fees and rent, casual lettings, capital and revenue grants receivable and sales of items from our shops and/or produced in the Company's skills departments with input from people we support.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

1 ACCOUNTING POLICIES continued

(g) Investments

Investments are shown in the balance sheet at the mid market value on the balance sheet date. Any realised or unrealised gain or loss is taken to the Statement of Financial Activities and the Income and Expenditure Account. Investment income is accounted for when receivable.

(h) Pension Scheme

The Company operates a defined contribution pension scheme and a stakeholder pension scheme. The assets of the schemes are held separately from those of the Company in independently administered funds.

(i) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

(j) Fundraising and Marketing (costs of generating voluntary income)

Fundraising and marketing costs comprise the salaries and salary overheads and other direct costs attributable to the promotion of fundraising, including events.

(k) Donations and Legacies

Donations and legacies are accounted for when the Company is legally entitled to the income and it can be reasonably quantified. Gift Aid is also included on relevant donations calculated as the amount receivable at the current rate. Donations to the charitable company other than in cash are valued, using reasonable estimates if necessary, and treated as two transactions – a receipt of funds and a purchase using or expenditure from such funds. The other accounting policies (capital expenditure, allocation to restricted/unrestricted funds) are then applied to each of these notional transactions. Any such donations which are significant in value in the context of the accounts are detailed separately in notes to the accounts.

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

The value of services provided by volunteers has not been included.

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

The unrestricted funds are those funds that are available for use at the discretion of the trustees in furtherance of the objects of the Company.

Restricted Funds:

Restricted funds are funds that are to be used in accordance with specific requirements indicated by the donors or which have been raised by the Company for particular purposes.

There are various restricted funds and their purposes are described in the notes to the financial statements.

In the case of restricted funds relating to the acquisition of fixed assets, the assets acquired are held as an asset of the restricted fund, and the relevant depreciation treated as expenditure by that fund, as the trustees consider that it is implicit, in the donation, that the assets acquired should continue to be held and used by the Charity.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

Where practical, direct costs of carrying on the principal charitable activities, including staff and associated costs, are allocated directly to these cost centres. Other indirect costs are allocated on estimated bases as follows:

Indirect costs

Staff and associated costs
Utilities and similar costs
General maintenance costs
Insurance
Depreciation
CEO and HR costs
Marketing costs
Governance costs
General and office costs

Basis of allocation to each activity

Staff Full Time Equivalent numbers (FTEs)
Areas occupied by each activity
Weighted number of maintenance jobs per activity
Areas occupied by each activity
Areas occupied by each activity
Staff Full Time Equivalent numbers (FTEs)
Income of each activity
Income of each activity
Income of each activity

(p) Governance Costs

Governance costs include expenditure attributable directly to the general running of the Company as a charity as distinct from costs of the management functions inherent in generating funds and delivering service within the charitable activities. Apart from an allocation of a small estimated element of senior management remuneration costs, governance costs include directly attributable costs such as external audit fees and, where appropriate, legal fees and similar expenses.

(q) Historical Cost Surpluses and Deficits

Historical cost surpluses and deficits are identical to those shown in the financial statements, with the exception of investments (see note 1(g)).

(r) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

(s) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank deposits with a notice period of four months or less.

(t) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

(u) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 PUBLIC BENEFIT

The Charity was established, and continues to operate for public benefit. A detailed description of the Charity's purpose and public benefit is given on pages 19-20 of the annual report.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

**3 INFORMATION REQUIRED UNDER THE SCHEDULE TO THE ACCOUNTING DIRECTION FOR
PRIVATE REGISTERED PROVIDERS OF SOCIAL HOUSING 2012**

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2023 Turnover	2023 Operating Costs	2023 Operating Surplus	2022 Operating Surplus
	£	£	£	£
Social housing lettings	754,170	(512,548)	241,622	110,114
Capital grant income and matching depreciation	55,277	(55,277)	-	-
Non social housing activities	4,335,426	(4,597,370)	(261,944)	(16,944)
	<u>5,144,873</u>	<u>(5,165,195)</u>	<u>(20,322)</u>	<u>93,170</u>

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2023 £	2022 £
Rent receivable net of identifiable service charges*	553,120	540,313
Service income	136,755	114,978
Gross rental income	<u>689,875</u>	<u>655,291</u>
Voids	(4,589)	-
Net rental income	<u>685,286</u>	<u>655,291</u>
Charges for utilities and other items	68,884	78,429
Turnover from social housing lettings	<u>754,170</u>	<u>733,720</u>
Management	(168,665)	(203,707)
Services	(171,473)	(230,365)
Routine maintenance	(57,702)	(55,253)
Planned maintenance	(78,064)	(57,161)
Depreciation of housing properties	(36,644)	(34,654)
Other costs	-	(42,466)
Operating costs on social housing lettings	<u>(512,548)</u>	<u>(623,606)</u>
Operating surplus on social housing lettings	<u>241,622</u>	<u>110,114</u>

See note 5 for a breakdown of income from social and non-social housing lettings.
There were no arrears of rent as at 31st March 2023.

	2023	2022
Number of bed spaces in management including residential care	82	82

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

4 VOLUNTARY INCOME

	2023 Unrestricted Funds £	2023 Restricted Funds £	2023 Total £	2022 Total £
Donations:				
General	49,428	1,392	50,820	120,644
Restricted funds	-	-	-	-
Grants (Non Covid)	49,200	124,139	173,339	28,535
Grants (Covid related)	-	-	-	83,022
Legacies	10,000	-	10,000	5,000
Donations, grants and legacies	<u>108,628</u>	<u>125,531</u>	<u>234,159</u>	<u>237,201</u>
Fundraising Events income	13,395	-	13,395	6,377
	<u>122,023</u>	<u>125,531</u>	<u>247,554</u>	<u>243,578</u>

5 INCOME FROM ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2023 £	2022 £
Social Housing Lettings	754,170	733,720
Non Social Housing Activities:		
Residential care	815,617	780,780
Supported living	2,019,393	1,796,893
Skills and activities	1,439,934	1,341,392
Other	60,482	15,879
	<u>5,089,596</u>	<u>4,668,664</u>
Restricted Capital Grant income	55,277	54,777
	<u>5,144,873</u>	<u>4,723,441</u>

6 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2023 Activities Undertaken Directly £	2023 Support Costs £	2023 Total £	2022 Total £
Social Housing	481,516	31,032	512,548	623,606
Residential care	860,187	175,848	1,036,035	922,123
Supported living	1,778,185	370,660	2,148,845	1,654,120
Skills and activities	1,101,031	205,156	1,306,187	1,208,016
	<u>4,220,919</u>	<u>782,696</u>	<u>5,003,615</u>	<u>4,407,865</u>
Restricted Social Housing and other expenditure	-	161,580	161,580	222,406
	<u>4,220,919</u>	<u>944,276</u>	<u>5,165,195</u>	<u>4,630,271</u>

6.1 Governance Costs

	2023 £	2022 £
Staff and office costs	23,975	33,253
Audit	14,820	19,200
Legal & professional	1,073	3,277
	<u>39,868</u>	<u>55,730</u>

Governance costs are included above in the Support costs

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

7 NET INCOMING RESOURCES FOR THE YEAR

	2023	2022
	£	£
Surplus for the year is stated after charging:		
Auditors' remuneration inclusive of VAT, for external audit	14,820	19,200
Auditors' remuneration inclusive of VAT, for other services	-	-
Depreciation on owned tangible fixed assets	242,258	246,075
Trustee Indemnity Insurance	1,633	1,547
Lease payments	25,658	25,658
Trustee travel and other expenses	-	465
No remuneration was paid to any Trustee		
	No.	No.
The number of trustees who were paid travel expenses	-	1

8 EMPLOYEE INFORMATION

a) Employees

	2023	2022
The average number of employees during the year was	141	133
The average full-time equivalent was	111	107
	2023	2022
	£	£
Staff costs for the above persons:		
Gross wages and salaries	3,113,432	2,868,869
Social security costs	255,817	218,079
Pension contributions	100,638	93,867
	3,469,887	3,180,815

Number of employee received emoluments of more than £60,000 - One (2022 - One).

The Company operates two defined contribution group personal pension schemes and the charge for the year represents the Company's share of contributions payable.

b) Chief Executive and Senior Management Team

	2023	2022
There was a change in CEO on 1 December 2022. The CEO remuneration below is the sum of the two salaries.	£	£
Gross salary (excluding pension contribution) of the Chief Executive (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	81,687	68,847
Gross salary (excluding pension contributions) of the Senior Management Team (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	233,103	232,952

The Company made contributions to each Chief Executive's group personal pension on the same terms as other staff in the scheme. These contributions totaled £2,922 for the year to March 2022.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

9 VOLUNTEERS

The Charity relies on the support of around 75 unpaid volunteers. These help with many activities, including supporting our clients, driving, gardening, fundraising and administrative work such as archiving.

10 FIXED ASSETS

10.1 Freehold property comprises:

	Accom- modation for supported people	Swimming Pool	Horticulture Buildings	Main House and Other	Total
	£	£	£	£	£
Cost					
At 1st April 2022	7,534,642	162,371	233,724	1,387,511	9,318,248
Additions and improvements	-	-	-	-	-
Disposals	-	-	-	-	-
Cost at 31st March 2023	7,534,642	162,371	233,724	1,387,511	9,318,248
Depreciation					
At 1st April 2022	(1,905,173)	(58,681)	(98,281)	(327,305)	(2,389,440)
Depreciation charge in year	(135,384)	(3,248)	(4,675)	(27,651)	(170,958)
On Disposals	-	-	-	-	-
Depreciation at 31st March 2023	(2,040,557)	(61,929)	(102,956)	(354,956)	(2,560,398)
Net Book Values					
At 31st March 2023	5,494,085	100,442	130,768	1,032,555	6,757,850
At 31st March 2022	5,629,469	103,690	135,443	1,060,206	6,928,808

a) Capital expenditure commitments as at 31st March 2023, contracted for but not provided for, amounted to Nil (2022 - Nil).

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

10 FIXED ASSETS (continued)

10.2 Other Tangible Assets

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
Cost				
At 1st April 2022	1,193,610	571,867	134,912	1,900,389
Additions	-	52,042	10,309	62,351
Disposals	-	-	(6,650)	(6,650)
At 31st March 2023	<u>1,193,610</u>	<u>623,909</u>	<u>138,571</u>	<u>1,956,090</u>
Depreciation				
At 1st April 2022	(132,068)	(384,659)	(82,775)	(599,502)
Depreciation charge in year	(19,756)	(36,791)	(14,753)	(71,300)
On disposals	-	-	5,434	5,434
At 31st March 2023	<u>(151,824)</u>	<u>(421,450)</u>	<u>(92,094)</u>	<u>(665,368)</u>
Net book values				
At 31st March 2023	<u>1,041,786</u>	<u>202,459</u>	<u>46,477</u>	<u>1,290,722</u>
At 31st March 2022	<u>1,061,542</u>	<u>187,208</u>	<u>52,137</u>	<u>1,300,887</u>

The leasehold properties comprise a house in Epsom and four flats in Leatherhead. The Epsom leasehold property was donated to The Grange, and is for 125 years. The estimate of the value of this gift is shown in note 24. The lease for the four flats in Leatherhead is for 999 years.

Additions in the year include: solar panels, a ride on buggy for the grounds, equipment for embroidery, washing machine, dishwasher and oven.

	2023 £	2022 £
11 INVESTMENTS		
Assets held in the UK:		
Market value at 1st April 2022	1,313,116	877,058
Investments purchased during year	225,000	350,000
Unrealised (loss) /gain on investments for year	(59,405)	86,058
Market value at 31st March 2023	<u>1,478,711</u>	<u>1,313,116</u>
Cost at 1st April 2022	782,377	432,377
Purchase during the year	225,000	350,000
Cost at 31st March 2023	<u>1,007,377</u>	<u>782,377</u>

There were no sales during the year.

All the above investments are in investment funds, consisting of listed shares and securities.

	2023 £	% of Total
The investment portfolio comprised the following investments:		
29,024.85 units of COIF Charity Investment Fund Income Units.	543,827	36.78%
331,471.91 units of COIF Charities Ethical Investment Fund Income Units.	934,884	63.22%

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

12 DEBTORS	2023	2022
	£	£
Fees receivable less provision for bad debts	558,621	350,103
Prepayments	66,170	47,215
Grants receivable	-	-
Tax recoverable	-	-
Investment income accrued	1,066	211
	<u>625,857</u>	<u>397,529</u>

13 CASH	2023	2022
	£	£
Cash at bank and in hand	<u>2,209,202</u>	<u>2,303,600</u>

14 CREDITORS Amount falling due within one year	2023	2022
	£	£
Trade creditors	81,898	64,693
Accruals	41,401	37,909
Deferred capital grant income	55,278	55,276
Taxation and social security	78,499	70,624
Other	278,987	344,690
	<u>536,063</u>	<u>573,192</u>

15 CREDITORS Amounts falling due after more than one year	2023	2022
	£	£
Deferred capital grant income	<u>1,681,933</u>	<u>1,737,210</u>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

16 DEFERRED GRANTS

Grant making body	Category	Grant	£			
			Total income released to 1/4/2022	Grant Income Release 22/23	Grant Income Release 23/24	Grant Deferred >1yr
Freehold Property						
Social Housing Grant	Accommodation for supported people	1,927,279	787,841	38,546	38,547	1,062,345
Mole Valley DC	Accommodation for supported people	100,000	1,500	2,000	2,000	94,500
Other Grant making bodies	Accommodation for supported people	26,259	7,877	525	525	17,332
		2,053,538	797,218	41,071	41,072	1,174,177
Community Fund	Horticulture Building	60,300	26,532	1,206	1,206	31,356
SEPACS *	Other	10,000	4,400	200	200	5,200
Total Capital Grant for freehold property		2,123,838	828,150	42,477	42,478	1,210,733
Leasehold Property						
Mole Valley DC Grant**	Accommodation for supported people	640,000	143,200	12,800	12,800	471,200
Fixtures Equipment and Vehicles						
Other Grant making bodies		12,100	12,100	-	-	-
		2,775,938	983,450	55,277	55,278	1,681,933

* SEPACS was the Supported Employment Procurement and Consultancy Service.

** Mole Valley DC approved the transfer of the £400,000 grant from a freehold property in Bookham to 4 leasehold properties in Leatherhead. This has been added to a new grant received in 2017 of £240,000, totalling £640,000.

17 OPERATING LEASE COMMITMENTS

	2023 £	2022 £
Total commitment under operating leases		
Amount due within one year:		
Hire of plant, machinery and service	10,008	10,008
Property	15,650	15,650
Amount due within two to five years:		
Hire of plant, machinery and service	17,514	27,522
Property	11,738	27,388
	54,910	80,568

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

18 MEMBERSHIP (Company limited by guarantee having no share capital)

	2023	2022
Number of Members at 31st March 2023	8	9
Maximum liability of each Member	£1	£1

19 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un- restricted Funds £
Balance at 1st April 2022	7,316,210
Total recognised unrestricted surplus for year	194,967
Balance at 31st March 2023	<u>7,511,177</u>

Restricted Funds

	Restricted building fund	Restricted equipment fund	Capital Appeal	Other restricted funds	Total
Balance at 1st April 2022	2,321,318	250,961	57,315	3,895	2,633,489
Donations and other receipts	55,277	-	-	125,531	180,808
Interest received	-	-	-	-	-
Transfers in/(out)	-	1,148	-	244	1,392
Charitable expenditure	(98,262)	(42,230)	-	(21,762)	(162,254)
Balance at 31st March 2023	<u>2,278,333</u>	<u>209,879</u>	<u>57,315</u>	<u>107,908</u>	<u>2,653,435</u>

Notes

a) On 20th June 2005, the Company entered into an agreement with Surrey Housing Society for the Disabled (SHSD), under the terms of which SHSD made a grant of £1 million to the Company for the purpose of purchasing properties for rental by people with disabilities and also key workers, including carers. In April 2006, SHSD made a further grant of £600,000, part of which was earmarked to complete the funding of the new wing of the registered care home and the balance was made available for the purposes of the earlier grant. These grants, together with accruing interest, were placed in a separate restricted fund. The funds were spent on accommodation for people we support at Bardolin House and Acorns in Bookham. As both funds are fully spent, they have been transferred to the Restricted building fund.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

19 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

Notes (continued)

(b) The Restricted building fund and the Restricted equipment fund represent the net book value of fixed assets financed through restricted funds.

(c) The Capital Appeal was previously used to complete the Main House development. These funds will be used to support future strategic projects.

(d) Other restricted funds received included a grant from the Broderers (purchase of embroidery equipment), CoOp Community Fund (Boules Court), a grants and donations towards landscaping the Acorns Gardens.

(e) During the year the Charity participated in the Government's Kickstart Scheme, which funds temporary employment opportunities to young people. Grants received were utilised for the salaries and related costs of the the people employed by The Grange. At the year end the grants have been transferred to the General Fund to the extent they have been utilised.

20 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	3,251,906	3,505,944	6,757,850
Leasehold property	410,783	631,003	1,041,786
Other tangible assets	151,048	97,888	248,936
Investments	1,478,711		1,478,711
CURRENT ASSETS			
Stocks	20,266	-	20,266
Debtors	625,857	-	625,857
Cash	2,053,391	155,811	2,209,202
CURRENT LIABILITIES	(480,785)	(55,278)	(536,063)
Deferred Grants	-	(1,681,933)	(1,681,933)
	<u>7,511,177</u>	<u>2,653,435</u>	<u>10,164,612</u>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,252,733	
Property funded by Capital Grants		<u>1,253,211</u>	
		<u>3,505,944</u>	

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

21 RECONCILIATION OF OPERATING SURPLUS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Operating (deficit)/surplus (See p.37)	(20,322)	93,170
Adjust for non - cash items		
Depreciation	242,258	246,075
Capital grant income for year (non cash)	(55,277)	(54,777)
	<hr/>	<hr/>
	166,659	284,468
Working Capital Movements		
(Increase)/Decrease in stocks	(4,105)	(1,567)
(Increase) / decrease in debtors	(228,328)	(56,913)
(Decrease) / increase in creditors and provisions	(37,129)	277,996
Transfer to / (from) deferred grants >1 year to creditors	-	(2,000)
	<hr/>	<hr/>
Net cash (outflow)/inflow from operating activities	(102,903)	501,984
	<hr/> <hr/>	<hr/> <hr/>

22 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR

	Housing Corporation Grant £	Mole Valley DC Grant	Other Capital Grants £
Balance at 1st April 2022	1,927,279	840,000	96,559
Grant received / receivable	-	-	-
Disposal of assets at end of useful life	-	-	-
	<hr/>	<hr/>	<hr/>
Balance at 31st March 2023 before income release	1,927,279	840,000	96,559
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
See note 16 for non cash income release from grants			

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

23 CONTINGENT LIABILITY

A grant of £400,000 from Mole Valley District Council ("MVDC") towards the purchase of properties at Church Road, Bookham was received on 31st March 2008, and subject to the accumulation of 25% of annual net rental income from the properties. Over the 16 years from that date, these accumulated funds were to be made available for affordable schemes within MVDC's catchment area and, if this right were to be exercised, the funds would have to be paid over to MVDC. MVDC would, however, give reasonable preference to any revenue funded schemes put forward by the Company. On 10th November 2011 MVDC agreed that the accumulated funds under this contingency arrangement could be allocated to the Acorns development. Accordingly the accumulated contingency sum of £30,907 at 31st March 2012 was so utilised and a new contingency sum started to accumulate from a nil balance with effect from 1st April 2012. In October 2016 MVDC gave consent to the sale of Bardolin Cottages, and the proceeds were used towards 4 flats in Leatherhead. The balance as at 31st March 2023 of the new accumulated fund is £32,104.

24 EPSOM PROPERTY

On 12th February 2013 Epsom Rotary granted to the Company, for an annual payment of £1, a 125-year lease of a 4-bedroom detached house in Epsom to be used for accommodation of tenants of the Grange. The value to the Company of this lease has been estimated at £203,000 based on a number of years' accumulated rental income, based on housing benefits, discounted to the present value. The assumptions used in this calculation (where appropriate over the period of accumulation) were as follows:

Current annual rental	£14,400
Number of years' rental accumulated	25
Annual inflationary increase in annual rental	5%
Discount interest rate	5%

Improvements costing £37,723 were made during 2013/2014 to the property to bring it to a state where it can be occupied (this is slightly over the estimate of £30,000). An amount of £173,000 (£203,000 less £30,000) was credited in 2012/2013 to Restricted Funds in the Statement of Financial Activities as a Donation and a like sum included as additions to Leasehold Property in Fixed Assets. During 2014/2015 the property was adapted to create a fifth bedroom at a cost of £33,388, generously supported by Epsom Rotary.

25 POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

26 CAPITAL COMMITMENT

There were no capital commitments at March 2023 (2022 Nil)

27 RELATED PARTY TRANSACTIONS

Related parties of the Company are Directors and Senior Officers. Expenses of Trustees (who are Directors) are disclosed in note 7. Salaries of Senior Officers are disclosed in note 8(b). There are no related party transactions.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023 (Cont'd)**

**28 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	123,744	30,435	154,179
Grants (Covid Related)	-	83,022	83,022
Income from charitable activities	4,668,664	54,777	4,723,441
Event income	6,377	-	6,377
Investment income	35,066	-	35,066
	<hr/>	<hr/>	<hr/>
Total income	4,833,851	168,234	5,002,085
	<hr/>	<hr/>	<hr/>
Expenditure			
Cost of raising funds	(4,526)	-	(4,526)
Expenditure on charitable activities	(4,407,865)	(222,406)	(4,630,271)
	<hr/>	<hr/>	<hr/>
Total expenditure	(4,412,391)	(222,406)	(4,634,797)
	<hr/>	<hr/>	<hr/>
Net income/(expenditure) before gains on investments	421,460	(54,172)	367,288
Profit/(Loss) on asset disposal	(465)	-	(465)
Net profit/(loss) on investments	86,058	-	86,058
	<hr/>	<hr/>	<hr/>
Net income / (expenditure)	507,053	(54,172)	452,881
	<hr/>	<hr/>	<hr/>
Transfer between funds	66,973	(66,973)	-
	<hr/>	<hr/>	<hr/>
Net income and net movement in funds for the year	574,026	(121,145)	452,881
Reconciliation of funds			
Total funds brought forward 1 April 2021	6,742,184	2,754,634	9,496,818
	<hr/>	<hr/>	<hr/>
Total funds carried forward 31 March 2022	7,316,210	2,633,489	9,949,699
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

THE GRANGE CENTRE FOR PEOPLE WITH DISABILITIES

England & Wales - Charity number 207740

Accounts



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

The Grange Centre for People with Disabilities

a company limited by guarantee and not having a share capital

Registered Office

Rectory Lane, Bookham, Leatherhead, Surrey KT23 4DZ

Telephone: 01372 452 608

Email: info@grangecentre.org.uk

Website: www.grangecentre.org.uk

Twitter: @TheGrangeCentre

Facebook: www.facebook.com/thegrangeatbookham

Registration Details

Registered Charity No: 207740

Company Registered in England and Wales No: 348341

A Housing Association registered under the Housing Associations Act 1985 No: H3727

Registered with Surrey County Council under the Registered Homes Act 1984 No: 210

Patrons

HRH The Duke of Gloucester KG, GCVO

Simon Brett OBE, FRSL to Aug 2021

Joanna Lumley OBE, FRGS

Sir Richard Stilgoe OBE, DL to Aug 2021

Sir Richard Thompson, KCVO

Board of Trustees

Chair Mr David Turner DSc FRICS

Vice Chair Mrs Anna Coss BA AIMS W (Chair of Social Care Committee)

Hon. Treasurer Mr Denis Coulon (Chair of Finance Committee)

Mrs Pamela Barrett PGCE Dip TMHA, to Dec 2021

Mr Paul Cullen, to May 2022

Mrs Deborah Gowns (Chair of Employee Wellbeing Committee)

Mrs Linda Ferguson (Chair of Housing & Facilities Committee)

Dr Carol Riddington PhD BCs MSc, to Dec 2021

Mr Chris Tailby CBE (Chair of Governance Committee), to Oct 2021

Mr Tony Dumbleton MA ACA, from Sept 2021

Mrs Larisa Strickland MSc HBA, from Sept 2021

Mr Paul Di Paola llb (Hons) BFP FCA, from Sept 2021

Chief Executive Officer & Company Secretary

Mrs Eloise Appleby MA (Oxon)

Auditors: Bullimores, Old Printers Yard, 156 South Street, Dorking, Surrey RH4 2HF

Bankers: CAF Bank and Lloyds Bank Plc

Investment managers and advisers: CCLA



**The Grange Centre
for People with Disabilities**

a company limited by guarantee and not having a share capital

**Annual Report
for the year ended 31 March 2022**

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Introduction by the Chair of Trustees

This past year has been one of learning to live with Covid-19. The steady trickle of mild cases among staff and people we support has not diverted us from the path set out in our Strategic Plan. The year started with the purchase of a new shared house in Fetcham, and ended with the securing of planning consent for our exciting project to build an outdoor and community learning centre. With new Trustees recruited to replace a trio of loyal and knowledgeable members of the Board, and a Head of Finance and Transformation recruited to complete the management reorganisation begun before the pandemic, we are enjoying an injection of new skills and ideas to guide us along this exciting path.

The after-shock of Covid is felt most keenly by support staff, already tired after two years of fighting a virus which has made every aspect of life so difficult. It has caused us all to think again about our priorities, leading to staff departures and shortages which have made life on the front line even more exhausting. In spite of the stresses, we are heartened by the return of colleagues who had left us in search of 'greener grass', and by agency staff so enchanted by the atmosphere of The Grange that they ask to join our permanent team. Colleagues will always feel they could do more of the things that matter most to people we support, but they still provide an array of outings and holidays, walks and discos, parties and concerts that ensure a succession of happy days throughout the year. We are proud of our hard-working staff, and are doing all we can, as a Board of Trustees, to support them – not least with an annual Wellbeing Week, with a plethora of relaxing activities from meditation and candle-making to musical lunchtimes and sessions in a healing salt cave.

We are proud to be making our presence felt ever-more-strongly in the wider world, too. A national prize from the Markel 3rd Sector Care Awards celebrated the work of the Keep Safe Team in 'Campaigning for Change' by securing a safer crossing for Rectory Lane. We have supported the people of Bookham with their efforts to make the railway station more accessible for everyone. We have reminded our politicians about their environmental responsibilities with deliveries of green hearts on Valentine's Day. We have expressed our concern for those in need, raising funds for the homeless; making collections for Ukrainian refugees, and packaging up shoeboxes of toys and essentials for people living in poverty in Eastern Europe.

So much of this is possible only because of the help we receive from you, our supporters, partners and stakeholders. Without your contributions of finance, encouragement and advice, we would not be the special place we are. It is heartening to see you coming on site once again to enjoy our tasty scones on a Tuesday, and plan new projects with us. Please keep coming: we promise that each contact with The Grange will bring you a sense of fulfilment that is hard to match.

David Turner
Chair of Trustees

Chief Executive's Review of 2021/22

As life has reverted to normal, we have been rediscovering the sense of family that makes The Grange such an attractive place to live, work and learn. All kinds of visitors have been returning to our main site, and a string of compliments from them has reminded us of the enchanting environment that is so much a part of our lives. I will share these with you in the following pages, in which I look back over some of the most notable aspects of the year gone by.

“Seeing everybody smile made me smile.”

Ella, a Year 6 student from City of London Freeman's School delivering Jubilee bunting and pompoms

Staff

But it has not been an easy year for staff, as our Chair David has noted in his introduction. After two years of hard work though the pandemic, the easing of lockdown in 2021 prompted a number of colleagues to reconsider their work-life balance. Some retired; some reduced their working hours, and others moved to live near family or in their long-held 'dream' locations. Others have gone to retrain or take up different jobs. At the same time, there is a national recruitment crisis. By the autumn of 2021, the estimated number of vacancies recorded was at its highest level since records began, particularly in customer-facing roles, with recruitment favouring candidates rather than employers as has been the tradition. The Grange has natural appeal for job applicants, with its beautiful grounds, friendly staff team, free parking and high level of job satisfaction.

“I have learnt so much and laughed even more. Residents and staff have all inspired me with such kindness and sympathy.”

A departing member of staff from Group Living

Trustees have nevertheless responded to this challenge, with a generous pay increase – made possible by an equally generous fee increase from our supportive local authorities, a second year of Covid bonus payments and other financial benefits. Our Wellbeing Week is loved by staff and people we support, providing moments of quiet and relaxation around the site or the opportunity to try out new activities. There have been internal promotions, giving people the chance to shine in new roles and retaining talent in the organisation. We applied for and won a short break in a Landmark Trust cottage, allocated to one of our front-line staff for a well-earned break in March. And the introduction of the Community Fridge on a Tuesday gives staff and others on site the chance to pick up free groceries at a time when household budgets are hard pressed. All this goes to show, we hope, how

much we value our staff. And all the while we are recruiting and training to try and fill the gaps on our rotas – particularly in the evenings and at weekends, when people we support are often keen to get out and have fun.

“The nicest place I have ever worked, not [just] because I love working with the people we support, but because I’ve never worked anywhere where the staff have been so helpful and friendly.”

An agency staff member who works in all areas of Support Services at the Grange, with experience of more than 50 care homes

Enterprise

In spite of these staffing challenges, we are taking strides towards our vision of The Grange at 90, set out in our [Strategic Plan](#). Our ambitions to be more self-reliant, financially, are being driven by an enterprise team developing a host of new, saleable products, with eye-catching and professional branding devised in partnership with people we support. At the time of writing this report, the catering team is preparing to open its Courtyard Café to the public, with a view to learning from the experience in order to shape the permanent café which will form part of the Outdoor Learning and Community Centre in due course. The creative arts team has transformed the Romero Summerhouse into a pottery, also a pilot for the new Centre, where a community pottery will be available for hirings, artists in residence and regular skills sessions. Grange potters have already been producing beautiful objects – leading to lengthy waiting lists at Christmas for some of the wonderful platters they have designed and made. But leading the way on the enterprise front is our embroidery hub, overwhelmed with orders throughout the year. The quality of our embroidery work continues to develop, thanks to state-of-the-art machinery funded by long-standing supporters The Worshipful Company of Broderers. It was recognised nationally this year in The Broderers’ Exhibition: *The Art of Embroidery* at the Bankside Gallery in London. Pieces submitted by The Grange were selected for display, in a competitive field which included entries from the Royal School of Needlework and the Royal College of Art. It is wonderful to see the heritage of Miss Sweet’s School of Stitchery and Lace celebrated and continued in this way.

“You gave me a day...I will never forget. I am still blown away by the history of The Grange and what you continue to build and achieve today.”

International embroidery expert, Diana Springall, on her first visit

Partnerships

With the freedom of life after Covid, we are building new partnerships with local organisations and reviving more established ones. Our good friends, the Rotary Club of Bookham and Horsley, played a key role in the creation of a beautiful community garden for our tenants at the Acorns in Bookham in the autumn. One of a host of groups and individuals – from St John’s School in Leatherhead to funding bodies such as the D’Oyly Carte Charitable Trust – they provided not only grant aid but also muscle power to help transform this formerly rather unappealing space into a garden where the tenants can be active, spend time socialising or even rustle up one of their much-loved barbecues to share.

The Grange’s thoughtful input into a series of virtual consultation meetings with the developers of the proposed new school and homes in Effingham drew the attention of Berkeley Homes Southern who were at the time considering a new charity partner. In the short months since they confirmed their choice, they have done fundraising runs; helped out at our events; given via their payroll and built us a brand new barbecue with contributions from their suppliers – completely free of charge.

“When our search for a new community connection began I had no idea what a fantastic partner we would find in The Grange. On my first visit I couldn’t have been more inspired by the quality of the facilities, their residents and - of course - the Grange-made cakes. Our tour showed us all the amazing ways in which The Grange can assist the residents and day visitors and by the end I was already thinking of all the ways we could support each other. Being so local to our Head Office and having many of the same values it made the selection of The Grange as our charity partner an easy one. That relationship is already going from strength to strength with our volunteering at Pyjama Day and the recent opening of the brick-built barbecue, with hopefully many things to follow!”

Samantha Stiff, Berkeley Foundation Champion from Berkeley Homes Southern

Employment

The original School of Stitchery and Lace was designed to give people the skills they needed to earn a living, and work skills are still integral to each of our Skills for Life sessions. It has become harder than ever to secure jobs for people we support, following the pandemic, so we have developed a new, year-long Learn to Earn course which is focussed on the goal of securing volunteering or paid work and has been piloted with people from The Grange over the past year. A new Employment Support Officer has been recruited, and is working hard to grow our network of local business contacts in the hope of finding work placements.

We also realise that we need to lead by example, when it comes to employment, and have taken on our first member of staff with a learning disability. Following a job trial arranged

with the help of the Down's Syndrome Association WorkFit programme, our new colleague provides valuable assistance to the Resources Team, improving our administration of HR and training records and helping with practical tasks around our Reception area.

The Grange also secured ten contracts for Kickstart posts, introduced by the Government to help young people affected by the pandemic. Although several were unable to complete their six month contracts due to mental health and other issues, one has now taken up a post in Group Living and others are still learning the skills they need to work at The Grange.

There are other opportunities to develop aptitudes and confidence for the workplace too, including our regular Chief Executive for a Day programme. This was first suggested by someone we support in 2019, and generated so many applications this year that a new 'Trustee for a Day' initiative has been developed. These develop team working, debating, decision-making and presentation skills, in a different setting and with different people.

With all these experiences in mind, staff at The Grange are better able to advise and guide employers thinking of offering work placements to people we support. With a recruitment crisis across the UK, we are confident that the year ahead will be full of opportunities for people with learning disabilities in their quest to find employment.

"Tonight I am a very proud Mum. Thank you for giving him this opportunity and making me so happy."

Family carer, having seen feedback from her son who was Chief Executive for a Day

There is so much to look back on and cherish in a typical year at The Grange: the sketch I have given you above does not do justice to the real number and quality of achievements of colleagues, volunteers and people we support. However, it is clear that the things we are doing make a positive impression on those who know us, and that The Grange continues to generate admiration among supporters and stakeholders of all kinds.

In a year when colleagues have felt under pressure, it is even more remarkable that we have sustained this pace of change. I hope you will join me in applauding the hard work of staff and the leadership of our Board of Trustees, which together ensure that the people we support can make the very most of life at The Grange.

Thank you

Eloise Appleby
Chief Executive Officer

Progress Against Our Strategic Plan

The headings below reflect the six long-term aims of The Grange's ten-year Strategic Plan. Under each one is a brief summary of the progress that has been made in these areas over the past financial year.

a) **Money:** to develop new and existing sources of income, building financial resilience in a sustainable way.

- The arrival in post of the new Head of Finance and Transformation, the last post identified in the organisational restructuring of 2019/20, with extensive fundraising experience;
- The purchase of a new shared house for The Grange in Fetcham, which had led to four new support contracts, as well as being a long term investment of Grange funds;
- The appointment of a new Enterprise Team Leader, development of an on-site café; creation of an 'embroidery hub' at the main house, and a print operation using a new, externally-funded flat-bed press at The Shop @ No5. All will generate new income and are characterised by the integral role of people we support within these initiatives;
- The establishment of a partnership with Berkeley Homes Southern, which will include staff 'Give As You Earn' donations and other individual fundraising; group volunteering to tackle projects on Grange sites; the potential donation of time and materials to reduce the charity's outgoings.

b) **People we Support (PWS):** to build on our reputation as a provider of excellent and inclusive services for adults with learning disabilities, and see this reflected in objective external assessment and stakeholder feedback.

- A positive report from a Care Quality Commission's inspection of Group Living's infection control measures, which the inspector commented informally was an example of best practice, with no areas for improvement;
- Completion of the transformation of the shared garden at Acorns, to allow for social interaction and physical activity among tenants;
- The continuation of the popular Chief Executive for a Day programme, extended to include a Board of Trustees for a Day initiative in recognition of the number and quality of applications from people we support;
- The continued evolution of the Skills for Life programme, acknowledged by a commissioner at Kingston upon Thames Council to be of a far higher standard than he was accustomed to in other settings. The same commissioner agreed to pay the current skills fee rates for two individuals who have been significantly under-funded for years;

- Following a grant-funded trial, the introduction of regular animal therapy sessions, leading to ASDAN qualification in animal management;
- A Grange-wide programme to help people be more confident in talking about death and dying, and a grant from Macmillan Cancer Support for a project to record and improve the experience of people with learning disabilities who have a cancer diagnosis;
- Positive feedback from people we support in their annual survey, indicating that they felt The Grange was happy, caring and had a good mix of people. The biggest request was for more activities in the evenings, at weekends and off-site: not surprising after a year of lockdown;
- 98% of respondents to the 2020/21 annual stakeholder survey said that staff at The Grange were often or always caring; 91% stated that they thought PWS were able to do things they want to in a way that is safe and 100% of those who responded thought that where they live is comfortable and safe;
- Enhancement of the 'Learn to Earn' pilot, with input from Surrey County Council, as a year-long course;
- Maintaining services for all people we support throughout the pandemic, through a combination of video-based delivery and 'bubbles', keeping the number of cases of Covid-19 to a minimum;
- Selection of four pieces of work for a national embroidery exhibition staged in Banksie Gallery by The Worshipful Company of Broderers in February 2022 against competitors such as The Royal School of Needlework, the Royal College of Art and Fine Cell (a charity which makes beautiful handmade products in British prisons);
- Introduction of more ASDAN-accredited courses, including animal management, photography and social communication.

c) **Staff:** to be an employer of choice, attracting and developing a skilled, flexible, aspirational and resilient workforce, with a stable team in our support services.

- Development of an action plan to boost recruitment of support staff, with greater visibility for The Grange in local town centres and on Grange vehicles: more focus is being placed on the benefits of working for The Grange, which have traditionally been under-sold. This has already resulted in a run of applications for support roles;
- A focus on staff wellbeing in 2021/22 prompted an exceptional remuneration package being proposed for 2022/23: this appears to be one of the highest cost of living increases that has been awarded by Surrey charities and care providers;
- Piloting a first Wellbeing Week for staff and PWS, with a number of dedicated sessions for staff to ensure optimum benefit. This included a range of physical activities, animal therapy, holistic treatments, knitting, drumming and a piano recital in the garden, among other events. It was very well received by staff,

who felt it responded well to the concerns about fatigue and anxiety coming out of lockdown;

- Introduction of a Community Fridge outlet one day a week, providing free surplus foods for staff and others on site, to ease the strain on household budgets;
- Engagement in the Government Kickstart initiative, resulting in ten contracts being offered to The Grange. One Kickstart employee has now been offered a permanent role in Group Living;
- The recruitment of our first member of staff with learning disabilities, after nearly a year of working through challenges with The Down's Syndrome Association, Surrey Choices and her family. The experience has proved useful in reviewing the way that The Grange approaches other employers, with a new Employment Support Officer appointed in February 2022 and ready to start looking for workplace opportunities.
- Results of the 2021 Staff Survey were generally very positive. Among a list of areas for development identified in response to the survey was a greater focus on wellbeing – particularly mental wellbeing. This has prompted a number of initiatives, including becoming an outlet for the Community Fridge; the allocation of a short break at a Landmark Trust holiday home won by The Grange to a member of front line staff; a generous pay award and bonus; Board discussions about improved pension arrangements, and so on.
- A trial face-to-face counselling service by The Mary Frances Trust for anyone on site.
- A series of office moves to enable the offsite team to rejoin colleagues in the Main House for more joined-up working and better access to staff facilities;

d) **Operations:** to be an efficient, agile and effective organisation, embracing low cost digital solutions and improving communications in order to free up resources to enhance our people-facing services.

- The installation of a lease line to provide better data transfer to and from The Grange, enabling more reliable remote working and video conferencing, and opening the door to savings on telephones by using Voice Over Internet Protocol (VOIP) connections in the year ahead;
- Improving the efficiency of ordering medications by changing pharmacy and setting up [Proxy Access](#) for people we support to enable direct communications with the relevant surgery instead of via the pharmacy;
- The transition to the new Sage financial management system to replace the outdated Pegasus system, making routine day processes quicker and easier, and

the appointment of a Finance Team Leader to support improvements to financial processes;

- Renegotiation of the year contract for mobile phones, resulting in a saving of around £4k.
- Introduction of a new Workplace 'Boardroom' group to improve the efficiency and confidentiality of Board activities;

e) **Assets:** to take a creative and long term approach to managing our buildings and grounds, ensuring that they support delivery of our other strategic objectives.

- The securing of planning consent for the Outdoor Learning and Community Centre developed over the preceding year, to 'future proof' horticulture learning spaces; introduce new enterprise facilities (shop, café, pottery) to provide jobs for people we support; improve the experience for people we support and other visitors with disabilities (eg with a Changing Places toilet), and allow community hirings of room space;
- New policies around rent-setting and service charge calculation have been produced and adopted, as a basis for reviewing income from rents and service charges;
- The creation of a new amphitheatre on the main lawn, providing a new outdoor space for learning, performances and social events. This could potentially also be hired by community groups, and was the focus for a celebration event for The Queen's Platinum Jubilee in June 2022.
- The deployment of infection control grants from Government on new facilities (eg visitor domes, sun shades, outdoor furniture) that have increased the capacity for skills and enterprise sessions;
- The continued development of the outdoor learning and community centre project, which will incorporate improved spaces for existing sessions as well as spaces for new sessions and enterprise opportunities.

f) **Community:** to provide a channel for people we support to speak out on issues that matter to them; to enjoy participating in community-led activities, and to explore and learn about the world beyond The Grange.

- Representatives of The Keep Safe Team collected first prize at a national award ceremony (Markel 3rd Sector Care Awards) in March, in the 'campaigning for change' category, for their work in securing a safer crossing point on Rectory Lane in 2021;
- Following on from this work (above), the Keep Safe Team has embarked on a programme of street audits, to lobby for clutter-free pavements for people on foot and in wheelchairs;

- People we support took part in the Effingham Churches' living nativity, some as characters and some as the audience, enjoying being part of this annual community occasion – rounded off, to their great satisfaction, with hot chocolate and mince pies;
- The Light and Soul Group has requested a campaign in support of the homeless, which will take the form of a year-long programme of activities including, potentially, a street collection, a 'Pyjama Day' fundraising event and a sponsored 'sleep out';
- Delivery of eco-Valentine's cards and hearts to politicians, with a message to ask them to show their love for our planet by doing more to tackle climate change: in return, the Leader of Mole Valley District Council has offered to come to The Grange to discuss with PWS the measures already being taken and the help needed by The Grange to take forward its own ambition to be more sustainable;
- Supporting groups of PWS to take part in consultation discussions with:
 - ✓ Bookhams Residents Association, at a meeting to discuss the Local Plan;
 - ✓ Surrey County Council, in relation to their new engagement strategy;
 - ✓ Surrey Health Watch;
 - ✓ Surrey's new Police and Crime Commissioner, in relation to improving the inclusivity of their communications and links to the community.

Inevitably, there is so much more that could be said. But the list above reflects the variety of actions already in hand, setting the organisation up to make real progress against the Strategic Plan in the coming years.

Annual Report

For the year ended 31 March 2022

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2022.

Reference and Administrative Detail

Details of the registration numbers, the full address of the Registered Office of the company, the names of the current members of the Board and chairs of the committees, the name(s) of the Chief Executive Officer and names of other relevant organisations are given on page 2.

Public Benefit

The Grange was established from the outset to equip more vulnerable members of the community with the skills to earn a living. Today, its purpose is to support adults with learning disabilities to lead independent and fulfilling lives. In so doing, it continues to provide practical support and inspiration to increase independence at home, in the community and in the workplace. As a charity, it seeks to do this in a cost-effective way without compromising the quality and ambition of its services. The Grange is not motivated by profit, like a commercial provider, but by the goal of enabling people with disabilities to live more fulfilling lives. Whilst we endeavour to obtain full cost recovery from public commissioners, we use charitable funds to enhance our services in ways that are not required under contract.

The charity’s public benefit extends beyond its immediate beneficiaries, however. Many of the people it supports give their time to other local charities and services, providing hours of regular volunteering and work placements. This is done over many years, and on a very committed basis, although obviously affected to some degree in 2021/22 by the legacy of the pandemic. The Grange participates in community events such as Bookham Village Day, Surrey Open Studios and Bookham Hidden Gardens, enabling a wide range of people – neighbours and tourists alike - to enjoy its premises and products and so enriching the experience of these occasions. The organisation also supports other charities – something it continued to do in spite of lockdowns. In the last year, this ranged from fundraising activities for Mencap, LeatherHEAD START charity for the homeless, Ukrainian refugees, the local food bank and the Link to Hope shoebox scheme in Eastern Europe.

“I think The Grange is wonderful in its response to those in need, there are some very kind and generous people.”

Family carer, prompted by the collection for Ukraine

We also offer team building opportunities for groups of workers from local businesses, and lifelong learning opportunities for individual volunteers.

We have contributed to local discussions about road safety, improvements to the accessibility of the railway station and the vitality of the high street. People we support have been encouraged to speak publicly about issues that matter to them, as can be seen elsewhere in these pages.

The Grange is a highly respected and much loved organisation in this part of Surrey, and constantly strives to widen its reach in partnerships that will bring benefits to the people it supports as well as to the public at large.

The Board has considered the Public Benefit guidance issued by the Charity Commission for charities which charge significant fees under contract for their services. The Board concludes that within the state funding system there is sufficient opportunity to access public funding for those who cannot afford our fees, so that they may benefit from our services. The company does not discriminate against any applicant for our services on the grounds of ethnicity, faith, age or sexual orientation, offering services in accordance with equalities law and local authority diversity policies. No member of the Board receives any remuneration or derives any private benefit from the company’s activities.

Board members believe very strongly that Bookham and the county of Surrey would be the poorer for the absence of The Grange. Trustees confirm that they have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (ie public benefit statement).

Structure, Governance and Management

Governing Document and Constitution

The Grange is a company limited by guarantee, not having a share capital, and its governing document is its Memorandum and Articles of Association. The Grange is also registered as a social landlord (housing association) and a charity. The Grange's care home (known as 'group living') and supported living services are registered with the Care Quality Commission (CQC). The company's activities as a social landlord are regulated by the Regulator of Social Housing.

Recruitment and Appointment of New Members of the Board

The directors of the company are also trustees for the purposes of charity law. In accordance with Article 22 of the Articles of Association, any person who is willing to act as a trustee, and is permitted by law to do so, may be appointed to be a trustee either by Ordinary Resolution or by a simple majority of all the trustees entitled to vote at any meeting of the trustees. This is on condition that the total number of trustees does not exceed 12 or fall below 7 at any one time. The Board also has power to co-opt any person as it directs and may fill any casual vacancy.

Trustees have a maximum tenure of 9 years (3 terms of 3 years per term). They may be appointed a trustee for a further period of up to one year only by a simple majority of all the trustees entitled to attend and vote at any meeting of the trustees, but shall not otherwise be eligible for re-appointment.

Trustees are recruited where possible against a current skills matrix, in order to ensure that the overall range of experience and expertise of the Board is matched to what the company needs. All trustees complete a Conflict of Interest Declaration and a Fit for Purpose Declaration, and their appointment is subject to clearance with the Disclosure Barring Scheme (DBS) because of the services The Grange provides for vulnerable people.

New trustees are provided with a Trustee Welcome Pack, which is now complemented by the Charity Commission's own Charity Trustee Welcome Pack. A planned induction programme seeks to ensure that they become familiar with the work of the company as quickly as possible. Three new trustees were appointed in 2021/22, and another recruitment campaign was mounted in Spring 2022 in anticipation of the resignations of two trustees at the Annual General Meeting. This campaign, like the previous one, was designed to encourage greater diversity on the Board. The Board is hoping to appoint up to

- **Tenants'/Residents' Fora:** the Chief Executive Officer or Estates Manager attends these bi-monthly meetings whenever possible, and significant issues are then relayed to the relevant trustee committee.
- **Employee Forum:** representatives of the various teams at The Grange meet quarterly with the Chief Executive Officer or nominated manager.
- **Keep Safe @ The Grange:** people supported by the Chief Executive Officer share concerns about safety on site and in the community and learn how to stay safe. Issues such as road safety are taken up with the appropriate agencies and the group is supported by the local Police Community Support Officer. This team meets quarterly, but champions projects throughout the year.

Volunteers and commissioners are also important stakeholder groups for The Grange; their views and interactions with staff and those we support are at a more individual, rather than group, level. Regular, minuted meetings take place with the Commissioning Manager from Surrey County Council, along with more informal information-sharing between these occasions.

Volunteers were formerly as numerous as regular staff, and tended to be allied with one particular department or individual person we support. They were sadly not able to come on site during 2020/21 and much of 2021/22 due to the Covid 19 restrictions, other than a handful carrying out specialist, distanced roles. Efforts were made to keep in touch regularly with them and to involve them through home-based projects as well as in a virtual meeting about the outdoor learning facilities. Although a number of more longstanding volunteers have stepped down following the pandemic, new ones are coming forward and are happy to work in different ways – eg one young person spent a term working on music compositions with a person we support who enjoys song-writing; one group of friends comes at weekends to work in the Rose and Sensory Gardens. Between January and June 2022, the number of active volunteers grew from 18 to 47, 29 of whom were new to The Grange. This is very different from the figure of around 130 pre-pandemic, which had been a static figure for some years. However, volunteer roles have in many cases been refocussed, and teams are keen to ensure that volunteers have meaningful and productive roles – as well as a sociable experience – when coming to The Grange.

An annual stakeholder survey also seeks to gather opinions from these and other important contacts and partners, and a separate survey for all people we support is carried out each year. Copies of survey results are published on The Grange's website.

Objectives and Services

The principal objective of the company is to provide social housing, support and training services for adult people with disabilities, inspiring them to increasing levels of independence. The company aims to provide outstanding services in the following areas:

- Group living (formerly known as residential care) in purpose-built accommodation on the main site;
- Supported living in tenanted accommodation consisting of single bedsits and one-bedroomed flats and a few shared flats either on site or in nearby villages and towns;
- Skills and activities to develop independence, personal skills and individual talent, as well as preparing people for volunteering or work in the local area.

The Grange aims to ensure that the housing provided is of a good standard, and maintains a pro-active programme of repairs and refurbishment to all its buildings and infrastructure. It is also committed over the long term to seeking more single occupancy accommodation in the local community for those tenants who wish to progress from being onsite at The Grange.

The company is committed to the principle of people with disabilities being part of the community and therefore actively encourages participation in opportunities outside The Grange as well as welcoming visitors to it, although a return to this position following the pandemic is proving challenging, as many organisations have made changes as a result of the experience: for example, there is more home working, and fewer people are allowed into enclosed office spaces/shops. The company has a continuing commitment to the learning and development needs of all its staff.

Volunteers add great value to the work of paid staff, extending individual opportunity and choice: drivers and 'buddies' in particular are always in demand. It is hoped that this year will see the return of corporate volunteering days, which tackle bigger projects onsite – often in the gardens or around the main house.

Family carers are engaged at a variety of levels with the company, with many also supporting as volunteers and helpers, as well as taking part in their own group of The

Grange Relatives and Carers Network, or being elected to the Families, Carers and Trustees Consultative Forum.

The Board would also like to formally recognise the contribution that continues to be made by The Grange Circle, a dedicated group of volunteers, who organise and assist at fund-raising events and generally support the work of the charity. The very last event before lockdown was another hugely successful Bridge Tea, catered for so efficiently by the Circle. With Grange facilities being used very differently since the pandemic, they hope to run Bridge Masterclass events in new locations in future.

The continued commitment to the company of each of the important groups mentioned above – which includes the Board of Trustees - is recognised and greatly appreciated.

Strategic Report

The Grange's **Vision** is to lead the way as provider of choice for people with learning disabilities, inspiring our local and wider communities.

The Grange's **Values** are to be at all times:

- Friendly
- Open
- Respectful
- Caring
- Enabling

The first letters of our values spell the word 'FORCE' and the charity would like to see itself as a positive force in the adult social care sector.

Looking Ahead

The Grange's [Strategic Plan](#) sets out four priority actions for the coming three years, each intended to deliver against one or more of the plan's six strategic objectives referenced in the Chief Executive's Review from page 5 above. It is heartening to see how much progress was made in many areas of the plan, in spite of the additional burdens of the pandemic.

In the year ahead, the following action is anticipated:

Priority Action	Achievements in 2021/22	Planned Action 2022/23
<p>1 Identify and invest in more off-site accommodation in the Mole Valley 'corridor' for supported living tenants;</p>	<p>Four new tenants moved into Epsom House, following the move of the former tenants into the new house in Fetcham to be closer to The Grange. Epsom House was refurbished in consultation with the families, and additional bathroom facilities added.</p> <p>Rents and service charges were set based on the newly-developed policies, ensuring an appropriate return on these investments.</p>	<p>Property search to continue, with the aim of securing further one-bedroom flats to encourage on-site tenants to progress to off-site living, and create space on site for new tenants. However, this is considered longer-term work given the difficulty in recruiting support staff.</p> <p>Continue to work with local authorities to identify potential developers to partner with.</p> <p>Look at alternative models of provision (eg working with investment companies).</p> <p>Apply new rent-setting policies to all existing housing stock to determine whether an appropriate financial return is being made on this housing.</p>

Priority Action	Achievements in 2021/22	Planned Action 2022/23
<p>2 Remodel and improve the horticulture facilities on site: this will provide larger, more modern spaces for skills sessions, a customer-facing retail area and potentially facilities to enable some new activities to take place;</p>	<p>Plans completed and an application for planning consent submitted to the local authority.</p> <p>Planning exhibition devised on-line and in The Lumley Lounge, and can be used for fundraising presentations.</p> <p>Planning consent received in January 2022.</p>	<p>Fundraising campaign to be progressed, working on large-scale capital grants first.</p> <p>Business case/budget to be developed.</p> <p>Timetable of pre-build activities drawn up to ensure planning conditions met.</p> <p>Project manager recruited, subject to progress of fundraising.</p>
<p>3 Continue the evolution of the group living service to a supported living 'plus' environment, in order to build independence and increase the sharing of skills and opportunities across the two services;</p>	<p>Some joint appointments of agency and other staff across teams, and support from Team Leader (Continuous Improvement) for GL (Group Living).</p>	<p>More joint appointments as vacancies arise and more cross-team working on rotas for existing staff.</p> <p>All opportunities for participation extended to all residents/tenants and day skills participants.</p> <p>Recruit activity coordinators in SL (Supported Living) and GL to ensure all outings and excursions are planned and shared together.</p>

Priority Action	Achievements in 2021/22	Planned Action 2022/23
<p>4 Enhance our retail sales on-line and in person in order to make the most of the talent and creativity within The Grange.</p>	<p>Relaunched activities for external customers (eg Simply Scones, hirings, Heritage Room visits) to generate income and cross-sell products.</p> <p>New product lines introduced and tested.</p> <p>New branding developed to go across all merchandise.</p>	<p>More on-line retail (eg via Etsy and other 'marketplace' websites) to be developed.</p> <p>Redesign website, with accompanying improvements to on-line shop including payments.</p> <p>Research point of sale software for stock control.</p> <p>Review role of Shop@No5 to ensure best use obtained from the space</p>

Principal Funding Sources

The bulk of operating income is derived from fees for providing services under contracts with various local authorities and other government bodies, and from people within our services who might have individual agreements. Correspondingly, the greater part of expenditure is incurred in providing these services and in maintaining property. The cost of staff directly providing these services is the largest element of total operating costs. In addition, ever-increasing building regulations and standards relating to property, fittings and other equipment mean that our expenditure on maintaining existing facilities continues to increase annually.

There are three main services provided by The Grange – group living (formerly residential care), supported living and skills for life (formerly day skills). These sub-divide as follows:

- a) Residential Care on site, for 16 people requiring constant support from morning to evening, with one requiring 24 hour support;
- b) Supported Living for 43 people living in The Grange's properties on site;
- c) Supported Living for 19 people living in The Grange's properties in four locations off site, in neighbouring villages/towns;
- d) Supporting Living for 12 people living in properties owned by other agencies or their own families on a 'domiciliary care' basis;
- e) Day skills programme attended by 118 in total, of whom 39 are from outside the Residential Care and Supported Living services. Support is provided through a combination of dedicated day support workers and skills tutors. This figure has reduced following the pandemic as people we support have found other activities or become more nervous about coming to group sessions. A significant effort is being made to market the Skills for Life programme to drive up participation once again.

Most people have local authority funding of one kind or another, whether paid directly to The Grange or paid from a personal independence budget. There are a few self-funded residents and tenants. The Grange's aim is to charge all clients on a fair and consistent basis. As a non-profit-making organisation, the charity does not seek a commercial level of return on its services and any overall surplus is invested in the enhancement of services and facilities, ranging from the provision of a Healthy Lifestyles Coordinator and Benefits Advisor to the upkeep of the heated therapy pool on site.

After a series of annual uplifts in fees since the previous Cost of Care exercise it carried out in 2018/19, Surrey County Council is planning another review of fees during 2022/23 in line

with the Government's "Market Sustainability and Fair Cost of Care Fund 2022 to 2023: Guidance" document. This is seen as an "opportunity for local authority commissioners and local care providers to work together to arrive at a shared understanding of what it costs to run quality and sustainable care provision in the local area and that is reflective of local circumstances." The impact on funding for The Grange is as yet unknown, but it is clear that, more than ever, the charity needs to boost other forms of income to make itself more financially resilient, without being seen to subsidise the statutory duties of local government. It is important to ensure that local authorities and private payers are paying consistent rates to ensure that there is no cross-subsidy between local government contracts or between charity funds and local government contracts, which is inequitable for those who are subsidising.

The charity has weathered the storms of the pandemic, with some reductions in income compensated for both through Covid-19 grants provided through Local Authorities, and cost savings in some areas. We are grateful to both private and statutory funders for their regular payments for the rent, support and skills activities for the people we support, which was steady throughout the year. Unrestricted income amounted to £4,834k, and unrestricted expenditure was £4,412k. After adding interest, investment income, increases in the value of investments and transfers between funds, this resulted in an unrestricted surplus of £574k. Restricted income was £168k, and expenditure on restricted funds was £222k. After transfers of £67k to unrestricted funds there was a deficit on restricted funds of £121k. The total net increase in funds for the year was £453k.

Unrestricted income was £269k higher than the previous year, which was mainly due to increases in the support funding received, but fundraising income was also about £63k higher. Unrestricted expenditure increased by £587k (around 15.3%). Expenditure in the previous year had been significantly lower than in the year 2019-20, because many activities and projects, including building works, were not possible during the pandemic. The latest year reflects a reversion to the earlier higher level of expenditure, together with inflationary rises in salaries and other costs.

Going Concern

In spite of the growing uncertainties around Local Authority funding, the charity has nearly full occupancy, with plenty of demand; has no loans; has established a prudent level of reserves, and maintains control over costs. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting.

Reserves Policy

The charity's reserves policy is to maintain free reserves representing unrestricted funds (other than those relating to fixed assets) which are equivalent to approximately four months of operating costs. The reserves policy is regularly reviewed by the Finance Committee, ensuring that any unrestricted funds are deployed in a way which will be beneficial for the charitable objects of The Grange. The Strategic Plan sets out a number of priority projects for short/medium term implementation, each of which will seek to deliver against one or more of the strategic objectives set out in pages 9-13 above.

The combination of projects and investments will ensure that the charity is in good shape for the future, in terms of financial resilience but also in terms of offering rich and varied experiences for the people we support. We want those who enjoy living at The Grange to be confident that it will be their home for many years to come.

Investment Policy and Performance

Reserves over and above those used for operational working capital are held as bank and building society deposits and investments. The former comprise a COIF charities deposit fund, a Lloyds Business Instant Access account, a CAF Gold Account, and notice accounts with Julian Hodge Bank, Hampshire Trust Bank, Cambridge and Counties Bank, Redwood Bank, and Teachers Building Society. The investments comprise income units of two COIF charitable investment funds, both of which are diversified and invested predominantly in equities, and one of which is particularly focused on ethical investments. The long term investment objective is to generate a total return in excess of inflation, while providing an income to support the ongoing activities of the charity. In a difficult and highly volatile market environment, these investment funds have been performing reasonably well, and a further £350k was invested in the COIF ethical fund during the year. The overall return on the company's invested assets (ie investments, deposit accounts and instant access accounts) including unrealised capital gain for the year was +3.7% (2020/2021 by comparison was +7.4%).

Principal Risks and Uncertainties

The threats and opportunities to The Grange's future are routinely considered by The Board, through its Governance Committee with the aid of a Strategic Risk Register. The main areas where The Grange needs to take action to mitigate risk can be summarised as follows:

- Ensuring adequate levels of contract and rental income, given the continued budgetary constraints on local and central government, coupled with the national

- economic impact of the Covid 19 pandemic and other emerging impacts such as the war in Ukraine and the sharp rise in the cost of living;
- Staying abreast of potential changes to the supported housing sector, and anticipating/planning for their impact;
 - Managing the company's own increased costs as a result of legislative initiatives such as the rising National Living Wage, employer pension contributions etc;
 - Recruitment of good care staff, especially in an area where housing and living costs are high, in the wake of Covid-19 when people reconsider their priorities at work and at home;
 - Keeping the quality of our services to the fore, passing our inspections convincingly and continuing to extend our positive reputation;
 - Adapting and equipping our workforce to support people with increasing emotional needs, and to understand the principles and practice of positive behaviour support;
 - Ensuring that our Skills for Life programme meets the increasingly varied expectations of stakeholders in terms of content, delivery and outcomes, and that it has strong appeal to sustain participant numbers;
 - Continuing to invest in essential fundraising and volunteering activities/resources to help develop the enhancement activities which are not funded from statutory sources.

Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that the company has in place a system of internal financial controls that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the company's system is designed to provide the Board with reasonable assurance:

- That the financial information used within the company or for publication is reliable;
- That proper accounting records are maintained;
- That assets are safeguarded against unauthorised use or disposition; and
- That problems are identified on a timely basis and dealt with appropriately.

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and prevent the unauthorised use of the company's assets. This includes strict controls for the authorisation of personal expense claims;
- Experienced and suitable staff take responsibility for important business functions;

- Forecasts and budgets are prepared which allow the Board and management team to monitor key business risks and financial objectives, and progress towards financial plans set for the year through preparation of regular management accounts;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board and its relevant committees;
- The Finance Committee reviews reports from management staff, and from the external auditors, to provide reasonable reassurance that control procedures are in place and are being followed. The Finance Committee makes regular reports to the Board; and
- Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board, through the reports of the Finance Committee, has reviewed the effectiveness of the system of internal financial control in existence for the Company for the year ended 31 March 2022. No weaknesses were found in internal financial controls which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements.

Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Housing and Charities Statements of Recommended Practice (SORPs);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:


- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.


The financial statements which follow have been prepared in accordance with FRS102, the Housing Statement of Recommended Practice (SORP) 2018, The Charities SORP (FRS102) and the Companies Act 2006.

Date:

..... 22nd September 2022

Signed:

.......... David Turner (Chair)

.......... Denis Coulon (Honorary Treasurer)

**Independent Auditor's Report
to the Trustees of The Grange Centre
for People with Disabilities**

(A company limited by guarantee and not having a share capital)

Opinion

We have audited the financial statements of The Grange Centre for People with Disabilities (the "Charity") for the year ended 31 March 2022 on pages 34 to 52. These include a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing SORP 2018, Charities SORP FRS102 and the accounting requirements for The Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to

adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on pages 28-29, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (FRS102, the Charities SORP (FRS 102), the Housing SORP 2018 and the Companies Act 2006).

We understood how the Charity is complying with those legal and regulatory frameworks by making enquiries of the trustees and management.

We did not identify any matters relating to non-compliance with laws and regulations or relating to fraud.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur by discussions with the trustees and

management to understand areas where they considered there was susceptibility to fraud. We also considered pressures on the trustees and management to meet any external pressures in reporting the financial results of the Charity.

Audit procedures performed by the engagement team on the areas where fraud might occur included:

- evaluation of management's internal processes designed to prevent and detect irregularities
- testing, with a focus on entries determined to be large or relating to unusual transactions
- review of data to detect unusual transactions.

Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

- understanding of, and practical experience with audit engagements of a similar nature and complexity through the appropriate training and participation
- knowledge of the sector in which the Charity operates
- understanding of the legal and regulatory requirements specific to the Charity.

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.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

Nicholas Boot FCA (Senior Statutory Auditor)
For and on behalf of Bullimores LLP
Statutory Auditors and Chartered Accountants
Old Printers Yard
156 South Street
Dorking
Surrey RH4 2HF



Date: 22 September 2022

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
Turnover	5	4,668,664	54,777	4,723,441	4,429,137
Normal operating costs	6	(4,407,865)	(222,406)	(4,630,271)	(4,013,223)
Operating surplus/(deficit)		260,799	(167,629)	93,170	415,914
Dividends and interest		35,066	-	35,066	22,701
Donations, legacies and fundraising (less costs)					
Donations, legacies and fundraising		130,121	30,435	160,556	127,049
Grants (Covid related)		-	83,022	83,022	255,994
Fundraising events cost		(4,526)	-	(4,526)	-
Interest payable		-	-	-	-
Statement of total recognised surplus					
Realised surplus/(deficit) for the year		421,460	(54,172)	367,288	821,658
Profit/(Loss) on asset disposal		(465)		(465)	(1,290)
Unrealised profit/(loss) on investment assets	11	86,058		86,058	107,806
Transfer between funds	19	66,973	(66,973)	-	-
Total recognised surplus/(deficit) for the year		574,026	(121,145)	452,881	928,174
Revenue reserve at 1st April 2021	19	6,742,184	2,754,634	9,496,818	8,568,644
Revenue reserve at 31st March 2022	19	7,316,210	2,633,489	9,949,699	9,496,818

Notes:

1 All operations are continuing

2 See also notes on pages 38 to 52 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
Income					
Donations, legacies and grants	4	123,744	30,435	154,179	125,579
Grants (Covid Related)		-	83,022	83,022	255,994
Income from charitable activities	5	4,668,664	54,777	4,723,441	4,429,137
Event income		6,377	-	6,377	1,470
Investment income		35,066	-	35,066	22,701
Total income		4,833,851	168,234	5,002,085	4,834,881
Expenditure					
Cost of raising funds		(4,526)	-	(4,526)	-
Expenditure on charitable activities	6	(4,407,865)	(222,406)	(4,630,271)	(4,013,223)
Total expenditure		(4,412,391)	(222,406)	(4,634,797)	(4,013,223)
Net income/(expenditure) before gains and losses on investments and property		421,460	(54,172)	367,288	821,658
Profit/(Loss) on asset disposal		(465)	-	(465)	(1,290)
Net profit/(loss) on investment	11	86,058	-	86,058	107,806
Net income / (expenditure)		507,053	(54,172)	452,881	928,174
Transfer between funds	19	66,973	(66,973)	-	-
Net income and net movement in funds for the year		574,026	(121,145)	452,881	928,174
Reconciliation of funds					
Total funds brought forward	19	6,742,184	2,754,634	9,496,818	8,568,644
Total funds carried forward	19	7,316,210	2,633,489	9,949,699	9,496,818

Movements in funds are disclosed in note 19 to the financial statements.

There are no gains or losses other than those shown in the Statement of Financial Activities above.

All operations are continuing.

See also notes on pages 38 to 52 which form an integral part of these accounts.


**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES
COMPANY REGISTRATION NO. 348341**
(A company limited by guarantee and not having a share capital)

BALANCE SHEET AS AT 31ST MARCH 2022

	Notes	2022	2021
Fixed Assets		£	£
Freehold property - net book value	10.1	6,928,808	6,222,982
Other tangible fixed assets	10.2	1,300,887	1,338,191
Investments	11	1,313,116	877,058
		9,542,811	8,438,231
Current Assets			
Stocks		16,161	14,594
Debtors	12	397,529	340,616
Cash at bank and in hand	13	2,303,600	2,692,560
		2,717,290	3,047,770
Less: Creditors falling due within one year	14	(573,192)	(295,196)
Net current assets		2,144,098	2,752,574
Total assets less current liabilities		11,686,909	11,190,805
Creditors: amounts falling due after more than one year	15	(1,737,210)	(1,693,987)
Total Net Assets		9,949,699	9,496,818
The Funds of the Charity			
Restricted Funds:	19		
Restricted building fund		2,321,318	2,364,302
Restricted equipment fund		250,961	265,960
Capital appeal and other restricted funds		61,210	124,372
		2,633,489	2,754,634
Unrestricted Funds:			
General fund	19	7,316,210	6,742,184
		9,949,699	9,496,818

The notes on pages 38 to 52 form part of these accounts. The financial statements were approved by the Board of Trustees on 22nd September 2022 and signed on its behalf by:


DAVID TURNER (Chair)


DENIS COULON (Honorary Treasurer)

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities	21	501,984	677,346
Legacies, grants donations and fundraising		239,052	383,043
		<hr/>	<hr/>
Cash flows from operating activities and fundraising		741,036	1,060,389
Cash flows from investing activities			
Interest and dividends received		35,066	22,701
Purchase of investments		(350,000)	(250,000)
Proceeds from sale of assets		1,300	(1,290)
Purchase of tangible fixed assets		(916,362)	(134,329)
		<hr/>	<hr/>
Cash (used in) investing activities		(1,229,996)	(362,918)
Cash flows from financing activities			
Grant received / receivable	22	100,000	-
		<hr/>	<hr/>
Cash provided by financing activities		100,000	-
		<hr/>	<hr/>
Increase/(decrease) in cash and cash equivalents		(388,960)	697,471
		<hr/>	<hr/>
Cash and cash equivalents at the beginning of the year		2,692,560	1,995,089
		<hr/>	<hr/>
Total cash and cash equivalents at the end of the year		2,303,600	2,692,560
		<hr/>	<hr/>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022**

1 ACCOUNTING POLICIES

(a) Basis for accounting

The financial statements have been prepared in accordance with the Housing SORP 2014, The Charities SORP (FRS102), FRS102 and the Companies Act 2006.

[Full names: **Housing SORP 2014**:Statement of Recommended Practice for social housing providers. **Charities SORP (FRS102)**: *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)*, **FRS102**: the Financial Reporting Standard applicable in the UK and Republic of Ireland]

(b) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses.

All properties are reviewed for impairment annually, and where there has been a permanent diminution in value, the reduction is recognised.

Depreciation is provided at the following rates in order to write off each asset over its estimated useful life, at the following rates:-

Freehold land	0%
Freehold and 999 year leasehold properties	2% per annum at cost
Leasehold property (less than 150 year)	2% to 4% per annum on net book value
Fixtures and equipment, leasehold improvements	5% to 15% per annum on net book value
Computer equipment	33⅓% per annum on net book value
Vehicles & garden machinery	25% per annum on net book value

(c) Grants

Housing Corporation and other capital grants are accounted for under the accrual model required by FRS102. The grant is recognised as restricted income on a systematic basis over the useful economic life of the asset. On the balance sheet the remaining capital grants are recognised as a liability (deferred income).

Revenue Grants are included in the income and expenditure account when receivable and shown separately in the Statement of Financial Activities as income of restricted funds where appropriate.

(d) Stocks

Stocks of sundry stores and raw materials are stated at cost. Stocks of work in hand and made up goods are stated at the lower of cost and estimated net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to complete and sell. Provision is made for slow moving, obsolete or damaged stock where the net realisable value is less than cost.

(e) Taxation

The Company is a registered charity whose only trading activity is for its primary purpose and as such no income or capital taxes are payable on any part of its activities. Value added tax is incurred on certain categories of expenditure and is not recoverable.

(f) Turnover

Turnover comprises fees and rent, casual lettings, capital and revenue grants receivable and sales of items from our shops and/or produced in the Company's skills departments with input from people we support.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

1 ACCOUNTING POLICIES continued

(g) Investments

Investments are shown in the balance sheet at the mid market value on the balance sheet date. Any realised or unrealised gain or loss is taken to the Statement of Financial Activities and the Income and Expenditure Account. Investment income is accounted for when receivable.

(h) Pension Scheme

The Company operates a defined contribution pension scheme and a stakeholder pension scheme. The assets of the schemes are held separately from those of the Company in independently administered funds.

(i) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

(j) Fundraising and Marketing (costs of generating voluntary income)

Fundraising and marketing costs comprise the salaries and salary overheads and other direct costs attributable to the promotion of fundraising, including events.

(k) Donations and Legacies

Donations and legacies are accounted for when the Company is legally entitled to the income and it can be reasonably quantified. Gift Aid is also included on relevant donations calculated as the amount receivable at the current rate. Donations to the charitable company other than in cash are valued, using reasonable estimates if necessary, and treated as two transactions – a receipt of funds and a purchase using or expenditure from such funds. The other accounting policies (capital expenditure, allocation to restricted/unrestricted funds) are then applied to each of these notional transactions. Any such donations which are significant in value in the context of the accounts are detailed separately in notes to the accounts.

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

The value of services provided by volunteers has not been included.

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

The unrestricted funds are those funds that are available for use at the discretion of the trustees in furtherance of the objects of the Company.

Restricted Funds:

Restricted funds are funds that are to be used in accordance with specific requirements indicated by the donors or which have been raised by the Company for particular purposes.

There are various restricted funds and their purposes are described in the notes to the financial statements.

In the case of restricted funds relating to the acquisition of fixed assets, the assets acquired are held as an asset of the restricted fund, and the relevant depreciation treated as expenditure by that fund, as the trustees consider that it is implicit, in the donation, that the assets acquired should continue to be held and used by the Charity.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**

(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

Where practical, direct costs of carrying on the principal charitable activities, including staff and associated costs, are allocated directly to these cost centres. Other indirect costs are allocated on estimated bases as follows:

Indirect costs	Basis of allocation to each activity
Staff and associated costs	Staff Full Time Equivalent numbers (FTEs)
Utilities and similar costs	Areas occupied by each activity
General maintenance costs	Number of maintenance jobs per activity
Insurance	Areas occupied by each activity
Depreciation	Areas occupied by each activity
CEO and HR costs	Staff Full Time Equivalent numbers (FTEs)
Marketing costs	Income of each activity
Governance costs	Income of each activity
General and office costs	Income of each activity

(p) Governance Costs

Governance costs include expenditure attributable directly to the general running of the Company as a charity as distinct from costs of the management functions inherent in generating funds and delivering service within the charitable activities. Apart from an allocation of a small estimated element of senior management remuneration costs, governance costs include directly attributable costs such as external audit fees and, where appropriate, legal fees and similar expenses.

(q) Historical Cost Surpluses and Deficits

Historical cost surpluses and deficits are identical to those shown in the financial statements, with the exception of investments (see note 1(g)).

(r) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

(s) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank deposits with a notice period of four months or less.

(t) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

(u) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 PUBLIC BENEFIT

The Charity was established, and continues to operate for public benefit. A detailed description of the Charity's purpose and public benefit is given on page 14 of the annual report.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

**3 INFORMATION REQUIRED UNDER THE SCHEDULE TO THE ACCOUNTING DIRECTION FOR
PRIVATE REGISTERED PROVIDERS OF SOCIAL HOUSING 2012**

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2022 Turnover £	2022 Operating Costs £	2022 Operating Surplus £	2021 Operating Surplus £
Social housing lettings	733,720	(623,606)	110,114	159,467
Capital grant income and matching depreciation	54,777	(54,777)	-	-
Non social housing activities	3,934,944	(3,951,888)	(16,944)	256,447
	<u>4,723,441</u>	<u>(4,630,271)</u>	<u>93,170</u>	<u>415,914</u>

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2022 £	2021 £
Rent receivable net of identifiable service charges*	540,313	520,388
Service income	114,978	107,012
	<u>655,291</u>	<u>627,400</u>
Gross rental income	655,291	627,400
Voids	-	-
	<u>655,291</u>	<u>627,400</u>
Net rental income	655,291	627,400
Charges for utilities and other items	78,429	46,213
	<u>733,720</u>	<u>673,613</u>
Turnover from social housing lettings	733,720	673,613
Management	(203,707)	(172,481)
Services	(230,365)	(189,502)
Routine maintenance	(55,253)	(33,898)
Planned maintenance	(57,161)	(39,268)
Depreciation of housing properties	(34,654)	(73,679)
Other costs	(42,466)	(5,318)
	<u>(623,606)</u>	<u>(514,146)</u>
Operating costs on social housing lettings	(623,606)	(514,146)
	<u>110,114</u>	<u>159,467</u>
Operating surplus on social housing lettings	110,114	159,467

See note 5 for a breakdown of income from social and non-social housing lettings.

*In 2021, charges for utilities and other items were included in Rent receivable net of identifiable service charges. In 2022, charges for utilities and other items have been presented separately. Therefore, for comparative purposes, the 2021 figures have been restated with this split.

There were no arrears of rent as at 31st March 2022.

	2022	2021
Number of bed spaces in management including residential care	81	77

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

4 VOLUNTARY INCOME

	2022 Unrestricted Funds £	2022 Restricted Funds £	2022 Total £	2021 Total £
Donations:				
General	118,744	1,900	120,644	58,723
Restricted funds	-	-	-	59,856
Grants (Non Covid)	-	28,535	28,535	-
Grants (Covid related)	-	83,022	83,022	255,994
Legacies	5,000	-	5,000	7,000
Fundraising Events income	6,377	-	6,377	-
	<u>130,121</u>	<u>113,457</u>	<u>243,578</u>	<u>381,573</u>

5 INCOME FROM ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2022 £	2021 £
Social Housing Lettings	733,720	673,613
Non Social Housing Activities:		
Residential care	780,780	720,300
Supported living	1,796,893	1,767,836
Skills and activities	1,341,392	1,207,476
Other	15,879	6,635
	<u>4,668,664</u>	<u>4,375,860</u>
Restricted Capital Grant income	54,777	53,277
	<u>4,723,441</u>	<u>4,429,137</u>

6 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2022 Activities Undertaken Directly £	2022 Support Costs £	2022 Total £	2021 Total £
Social Housing	555,880	67,726	623,606	474,564
Residential care	772,287	149,836	922,123	790,098
Supported living	1,314,411	339,709	1,654,120	1,544,374
Skills and activities	1,034,805	173,211	1,208,016	1,015,788
	<u>3,677,383</u>	<u>730,482</u>	<u>4,407,865</u>	<u>3,824,824</u>
Restricted Social Housing and other expenditure	-	222,406	222,406	188,399
	<u>3,677,383</u>	<u>952,888</u>	<u>4,630,271</u>	<u>4,013,223</u>

6.1 Governance Costs

	2022 £	2021 £
Staff and office costs	33,253	34,564
Audit	19,200	15,164
Legal & professional	3,277	26,767
	<u>55,730</u>	<u>76,495</u>

Governance costs are included above in the Support costs

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

7 NET INCOMING RESOURCES FOR THE YEAR

	2022 £	2021 £
Surplus for the year is stated after charging:		
Auditors' remuneration inclusive of VAT, for external audit	19,200	15,164
Auditors' remuneration inclusive of VAT, for other services	-	-
Depreciation on owned tangible fixed assets	246,075	231,948
Professional Indemnity Insurance	1,547	840
Lease payments	25,658	22,919
Trustee travel and other expenses	465	49
No remuneration was paid to any Trustee		
	No.	No.
The number of trustees who were paid travel expenses	1	1

8 EMPLOYEE INFORMATION

a) Employees

	2022	2021
The average number of employees during the year was	133	128
The average full-time equivalent was	107	107
	2022	2021
	£	£
Staff costs for the above persons:		
Gross wages and salaries	2,868,869	2,721,417
Social security costs	218,079	204,170
Pension contributions	93,867	92,878
	3,180,815	3,018,465

Number of employee received emoluments of more than £65,000 - One (2021 - One).

The Company operates two defined contribution group personal pension schemes and the charge for the year represents the Company's share of contributions payable.

b) Chief Executive and Senior Management Team

	2022 £	2021 £
Gross salary (excluding pension contribution) of the Chief Executive (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	68,847	68,167
Gross salary (excluding pension contributions) of the Senior Management Team (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	232,952	221,103

The Company made contributions to the Chief Executive's group personal pension on the same terms as other staff in the scheme. These contributions totaled £2,746 for the year to March 2022.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

9 VOLUNTEERS

The Charity relies on the support of nearly 50 unpaid volunteers. These help with many activities, including supporting our clients, driving, gardening, fundraising and administrative work such as archiving.

10 FIXED ASSETS

10.1 Freehold property comprises:

	Accommodation for supported people £	Swimming Pool £	Horticulture Buildings £	Main House and Other £	Total £
Cost					
At 1st April 2021	6,660,206	162,371	233,724	1,387,511	8,443,812
Additions and improvements	874,436	-	-	-	874,436
Disposals	-	-	-	-	0
Cost at 31st March 2022	7,534,642	162,371	233,724	1,387,511	9,318,248
Depreciation					
At 1st April 2021	(1,772,135)	(55,433)	(93,607)	(299,655)	(2,220,830)
Depreciation charge in year	(133,038)	(3,248)	(4,674)	(27,650)	(168,610)
On Disposals	-	-	-	-	0
Depreciation at 31st March 2022	(1,905,173)	(58,681)	(98,281)	(327,305)	(2,389,440)
Net Book Values					
At 31st March 2022	5,629,469	103,690	135,443	1,060,206	6,928,808
At 31st March 2021	4,888,071	106,938	140,117	1,087,856	6,222,982

a) Additions included the purchase of a house for shared occupation by people with disabilities.

b) Capital expenditure commitments as at 31st March 2022, contracted for but not provided for, amounted to Nil (2021 - Nil).

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

10 FIXED ASSETS (continued)

10.2 Other Tangible Assets

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
Cost				
At 1st April 2021	1,193,610	541,636	137,012	1,872,258
Additions	-	30,231	11,695	41,926
Disposals	-	-	(13,795)	(13,795)
At 31st March 2022	<u>1,193,610</u>	<u>571,867</u>	<u>134,912</u>	<u>1,900,389</u>
Depreciation				
At 1st April 2021	(112,021)	(344,295)	(77,751)	(534,067)
Depreciation charge in year	(20,047)	(40,364)	(17,054)	(77,465)
On disposals	-	-	12,030	12,030
At 31st March 2022	<u>(132,068)</u>	<u>(384,659)</u>	<u>(82,775)</u>	<u>(599,502)</u>
Net book values				
At 31st March 2021	<u>1,061,542</u>	<u>187,208</u>	<u>52,137</u>	<u>1,300,887</u>
At 31st March 2022	<u><u>1,081,589</u></u>	<u><u>197,341</u></u>	<u><u>59,261</u></u>	<u><u>1,338,191</u></u>

The leasehold properties comprise a house in Epsom and four flats in Leatherhead. The Epsom leasehold property was donated to The Grange, and is for 125 years. The estimate of the value of this gift is shown in note 24. The lease for the four flats in Leatherhead is for 999 years.

Additions in the year include: items purchased to expand the potential for outside activities and outside visiting, in response to the COVID-19 pandemic but of long term benefit, funded from infection control grants reported through Surrey CC; a new vehicle and various items of equipment.

	2022 £	2021 £
11 INVESTMENTS		
Assets held in the UK:		
Market value at 1st April 2021	877,058	519,252
Investments purchased during year	350,000	250,000
Unrealised (loss) /gain on investments for year	86,058	107,806
Market value at 31st March 2022	<u>1,313,116</u>	<u>877,058</u>
Cost at 1st April 2021	682,377	432,377
Purchase during the year	350,000	250,000
Cost at 31st March 2022	<u>1,032,377</u>	<u>682,377</u>

There were no sales during the year.

All the above investments are in investment funds, consisting of listed shares and securities.

The investment portfolio comprised the following investments:	2022 £	% of Total
29,024.85 units of COIF Charity Investment Fund Income Units.	565,216	43.04%
251,953.97 units of COIF Charities Ethical Investment Fund Income Units.	747,900	56.96%

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

12 DEBTORS	2022	2021
	£	£
Fees receivable less provision for bad debts	350,103	270,216
Prepayments	47,215	65,560
Grants receivable	-	-
Tax recoverable	-	3,770
Investment income accrued	211	1,070
	<u>397,529</u>	<u>340,616</u>

13 CASH	2022	2021
	£	£
Cash at bank and in hand	<u>2,303,600</u>	<u>2,692,560</u>

14 CREDITORS Amount falling due within one year	2022	2021
	£	£
Trade creditors	64,693	34,212
Accruals	37,909	52,591
Deferred capital grant income	55,276	53,276
Taxation and social security	70,624	64,969
Other	344,690	90,148
	<u>573,192</u>	<u>295,196</u>

15 CREDITORS Amounts falling due after more than one year	2022	2021
	£	£
Deferred capital grant income	<u>1,737,210</u>	<u>1,693,987</u>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

16 DEFERRED GRANTS

Grant making body	Category	Grant	Total income released to 1/4/2021	£		Grant Deferred >1yr
				Grant Income Release 21/22	Grant Income Release 22/23	
Freehold Property						
Social Housing Grant	Accommodation for supported people	1,927,279	749,296	38,546	38,545	1,100,892
Mole Valley DC	Accommodation for supported people	100,000	-	1,500	2,000	96,500
Other Grant making bodies	Accommodation for supported people	26,259	7,353	525	525	17,856
		<u>2,053,538</u>	<u>756,649</u>	<u>40,571</u>	<u>41,070</u>	<u>1,215,248</u>
Community Fund	Horticulture Building	60,300	25,326	1,206	1,206	32,562
SEPEC *	Other	10,000	4,200	200	200	5,400
Total Capital Grant for freehold property		<u>2,123,838</u>	<u>786,175</u>	<u>41,977</u>	<u>42,476</u>	<u>1,253,210</u>
Leasehold Property						
Mole Valley DC Grant**	Accommodation for supported people	640,000	130,400	12,800	12,800	484,000
Fixtures Equipment and Vehicles						
Other Grant making bodies		12,100	12,100	-	-	-
		<u>2,775,938</u>	<u>928,675</u>	<u>54,777</u>	<u>55,276</u>	<u>1,737,210</u>

* SEPACS was the Supported Employment Procurement and Consultancy Service.

** Mole Valley DC approved the transfer of the £400,000 grant from a freehold property in Bookham to 4 leasehold properties in Leatherhead. This has been added to a new grant received in 2017 of £240,000, totalling £640,000.

17 OPERATING LEASE COMMITMENTS

	2022 £	2021 £
Total commitment under operating leases		
Amount due within one year:		
Hire of plant, machinery and service	10,008	10,008
Property	15,650	15,650
Amount due within two to five years:		
Hire of plant, machinery and service	27,522	40,032
Property	27,388	43,038
	<u>80,568</u>	<u>108,728</u>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

18 MEMBERSHIP (Company limited by guarantee having no share capital)

	2022	2021
Number of Members at 31st March 2022	9	9
Maximum liability of each Member	£1	£1

19 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un- restricted Funds £
Balance at 1st April 2021	6,742,184
Total recognised surplus for year	574,026
Balance at 31st March 2022	7,316,210

Restricted Funds

	Restricted building fund	Restricted equipment fund	Capital Appeal	Other restricted funds	Total
Balance at 1st April 2021	2,364,302	265,960	57,315	67,057	2,754,634
Donations and other receipts	54,777	-	-	113,457	168,234
Interest received	-	-	-	-	-
Transfers in/(out)	-	28,480	-	(95,453)	(66,973)
Charitable expenditure	(97,761)	(43,479)	-	(81,166)	(222,406)
Balance at 31st March 2022	2,321,318	250,961	57,315	3,895	2,633,489

Notes

a) On 20th June 2005, the Company entered into an agreement with Surrey Housing Society for the Disabled (SHSD), under the terms of which SHSD made a grant of £1 million to the Company for the purpose of purchasing properties for rental by people with disabilities and also key workers, including carers. In April 2006, SHSD made a further grant of £600,000, part of which was earmarked to complete the funding of the new wing of the registered care home and the balance was made available for the purposes of the earlier grant. These grants, together with accruing interest, were placed in a separate restricted fund. The funds were spent on accommodation for people we support at Bardolin House and Acorns in Bookham. As both funds are fully spent, they have been transferred to the Restricted building fund.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

19 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

Notes (continued)

(b) The Restricted building fund and the Restricted equipment fund represent the net book value of fixed assets financed through restricted funds.

(c) The Capital Appeal was previously used to complete the Main House development. These funds will be used to support future strategic projects.

(d) Other restricted funds received included a grant from the Broderers (purchase of embroidery equipment), CoOp Community Fund (Boules Court), a grants and donations towards landscaping the Acorns Gardens.

(e) During the year 2021/22, the Charity received grants from Surrey County Council from the Government sponsored Infection Control Fund, Rapid Testing Fund and Recruitment and Retention Fund. Part of these funds (£13,036) were used to purchase and install tangible fixed assets, and have been added to the restricted equipment fund. The balance (£69,986) was utilised for employment related expenses and has been transferred to the General Fund.

(f) During the year the Charity participated in the Government's Kickstart Scheme, which funds temporary employment opportunities to young people. Grants received were utilised for the salaries and related costs of the the people employed by The Grange. At the year end the grants have been transferred to the General Fund to the extent they have been utilised.

20 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	3,324,603	3,604,205	6,928,808
Leasehold property	415,003	646,539	1,061,542
Other tangible assets	125,797	113,548	239,345
Investments	1,313,116		1,313,116
CURRENT ASSETS			
Stocks	16,161	-	16,161
Debtors	397,529	-	397,529
Cash	2,241,917	61,683	2,303,600
CURRENT LIABILITIES	(517,916)	(55,276)	(573,192)
Deferred Grants	-	(1,737,210)	(1,737,210)
	<u>7,316,210</u>	<u>2,633,489</u>	<u>9,949,699</u>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,308,519	
Property funded by Capital Grants		<u>1,295,686</u>	
		<u>3,604,205</u>	

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

21 RECONCILIATION OF OPERATING SURPLUS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Operating surplus (See p.34)	93,170	415,914
Adjust for non - cash items		
Depreciation	246,075	231,948
Capital grant income for year (non cash)	(54,777)	(53,277)
	<hr/>	<hr/>
	284,468	594,585
Working Capital Movements		
Decrease in stocks	(1,567)	8,873
(Increase) / decrease in debtors	(56,913)	3,508
(Decrease) / increase in creditors and provisions	277,996	70,380
Transfer to / (from) deferred grants >1 year to creditors	(2,000)	-
	<hr/>	<hr/>
Net cash inflow from operating activities	<u>501,984</u>	<u>677,346</u>

22 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR

	Housing Corporation Grant £	Mole Valley DC Grant	Other Capital Grants £
Balance at 1st April 2021	1,927,279	640,000	96,559
Grant received / receivable	-	100,000	-
Disposal of assets at end of useful life	-	-	-
	<hr/>	<hr/>	<hr/>
Balance at 31st March 2022 before income release	<u>1,927,279</u>	<u>740,000</u>	<u>96,559</u>
See note 16 for non cash income release from grants			

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

23 CONTINGENT LIABILITY

A grant of £400,000 from Mole Valley District Council ("MVDC") towards the purchase of properties at Church Road, Bookham was received on 31st March 2008, and subject to the accumulation of 25% of annual net rental income from the properties. Over the 16 years from that date, these accumulated funds were to be made available for affordable schemes within MVDC's catchment area and, if this right were to be exercised, the funds would have to be paid over to MVDC. MVDC would, however, give reasonable preference to any revenue funded schemes put forward by the Company. On 10th November 2011 MVDC agreed that the accumulated funds under this contingency arrangement could be allocated to the Acorns development. Accordingly the accumulated contingency sum of £30,907 at 31st March 2012 was so utilised and a new contingency sum started to accumulate from a nil balance with effect from 1st April 2012. In October 2016 MVDC gave consent to the sale of Bardolin Cottages, and the proceeds were used towards 4 flats in Leatherhead. The balance as at 31st March 2022 of the new accumulated fund is £28,191.

24 EPSOM PROPERTY

On 12th February 2013 Epsom Rotary granted to the Company, for an annual payment of £1, a 125-year lease of a 4-bedroom detached house in Epsom to be used for accommodation of tenants of the Grange. The value to the Company of this lease has been estimated at £203,000 based on a number of years' accumulated rental income, based on housing benefits, discounted to the present value. The assumptions used in this calculation (where appropriate over the period of accumulation) were as follows:

Current annual rental	£14,400
Number of years' rental accumulated	25
Annual inflationary increase in annual rental	5%
Discount interest rate	5%

Improvements costing £37,723 were made during 2013/2014 to the property to bring it to a state where it can be occupied (this is slightly over the estimate of £30,000). An amount of £173,000 (£203,000 less £30,000) was credited in 2012/2013 to Restricted Funds in the Statement of Financial Activities as a Donation and a like sum included as additions to Leasehold Property in Fixed Assets. During 2014/2015 the property was adapted to create a fifth bedroom at a cost of £33,388, generously supported by Epsom Rotary.

25 POST BALANCE SHEET EVENTS

The impact of Covid-19 has been discussed in the Trustees Report.

On 14th June 2022, the Company entered into a contract with 4 Season Roofing to replace the roof of the main site. The value of the contract was £196,874 including VAT. The work began in July and was expected to be completed in October 2022.

26 CAPITAL COMMITMENT

There are no capital commitments at March 2022 (2021 Nil)

27 RELATED PARTY TRANSACTIONS

Related parties of the Company are Directors and Senior Officers. Expenses of Trustees (who are Directors) are disclosed in note 7. Salaries of Senior Officers are disclosed in note 8(b). There are no related party transactions.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

**29 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021**

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	65,723	59,856	125,579
Income from charitable activities	99,170	156,824	255,994
Event income	4,375,860	53,277	4,429,137
Investment income	1,470	-	1,470
	<u>22,701</u>	<u>-</u>	<u>22,701</u>
 Total income	 <u>4,564,924</u>	 <u>269,957</u>	 <u>4,834,881</u>
 Expenditure			
Cost of raising funds	-	-	-
Expenditure on charitable activities	(3,824,824)	(188,399)	(4,013,223)
	<u>(3,824,824)</u>	<u>(188,399)</u>	<u>(4,013,223)</u>
 Total expenditure	 <u>(3,824,824)</u>	 <u>(188,399)</u>	 <u>(4,013,223)</u>
 Net income/(expenditure) before gains on investments	 740,100	 81,558	 821,658
Profit/(Loss) on asset disposal	(1,290)	-	(1,290)
Net profit/(loss) on investments	107,806	-	107,806
	<u>846,616</u>	<u>81,558</u>	<u>928,174</u>
 Net income / (expenditure)	 <u>846,616</u>	 <u>81,558</u>	 <u>928,174</u>
 Transfer between funds	 100,204	 (100,204)	 -
	<u>946,820</u>	<u>(18,646)</u>	<u>928,174</u>
 Net income and net movement in funds for the year	 <u>946,820</u>	 <u>(18,646)</u>	 <u>928,174</u>
 Reconciliation of funds			
Total funds brought forward 1 April 2020	5,795,364	2,773,280	8,568,644
	<u>6,742,184</u>	<u>2,754,634</u>	<u>9,496,818</u>
 Total funds carried forward 31 March 2021	 <u><u>6,742,184</u></u>	 <u><u>2,754,634</u></u>	 <u><u>9,496,818</u></u>

THE GRANGE CENTRE FOR PEOPLE WITH DISABILITIES

England & Wales - Charity number 207740

Accounts



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

The Grange Centre for People with Disabilities

a company limited by guarantee and not having a share capital

Registered Office

Rectory Lane, Bookham, Leatherhead, Surrey KT23 4DZ

Telephone: 01372 452 608

Email: info@grangecentre.org.uk

Website: www.grangecentre.org.uk

Twitter: @TheGrangeCentre

Facebook: www.facebook.com/thegrangeatbookham

Registration Details

Registered Charity No: 207740

Company Registered in England and Wales No: 348341

A Housing Association registered under the Housing Associations Act 1985 No: H3727

Registered with Surrey County Council under the Registered Homes Act 1984 No: 210

Patrons

HRH The Duke of Gloucester KG, GCVO

Simon Brett OBE, FRSL to Aug 2021

Joanna Lumley OBE, FRGS

Sir Richard Stilgoe OBE, DL to Aug 2021

Sir Richard Thompson, KCVO

Board of Trustees

Chair Mr David Turner DSc FRICS

Vice Chair Mrs Anna Coss BA AIMS (Chair of Social Care Committee)

Hon. Treasurer Mr Denis Coulon (Chair of Finance Committee)

Mrs Pamela Barrett PGCE Dip TMHA

Mr Paul Cullen

Mrs Deborah Gowns (Chair of Employee Wellbeing Committee from July 2020)

Mrs Linda Ferguson (Chair of Housing & Facilities Committee from February 2021)

Dr Carol Riddington PhD BCs MSc (Chair of Housing & Facilities Committee to February 2021)

Mr Chris Tailby CBE (Chair of Governance Committee) to Oct 2021

Mr Tony Dumpleton MA ACA from Sept 2021

Mrs Larisa Strickland MSc HBA from Sept 2021

Mr Paul Di Paola IIb (Hons) BFP FCA from Sept 2021

Chief Executive Officer & Company Secretary

Mrs Eloise Appleby MA (Oxon)

Auditors: Bullimores, Old Printers Yard, 156 South Street, Dorking, Surrey RH4 2HF

Bankers: CAF Bank and Lloyds Bank Plc

Investment managers and advisers: CCLA



**The Grange Centre
for People with Disabilities**
a company limited by guarantee and not having a share capital

**Annual Report
for the year ended 31 March 2021**

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Introduction by the Chair of Trustees

Little did I suspect, as last year's annual report went into production, that we would still be seeing daily headlines about rising Covid 19 cases and debate about lockdown measures as we came to write the 2020/21 edition. Living through this protracted pandemic has brought inevitable challenges and concerns for The Grange's extended community, including a daunting outbreak in our Supported Living Team during Christmas week. But the most notable features of the year have been the collaborative spirit, resilience and flexibility demonstrated right across the organisation.

We have taken the opportunity provided by extended periods of lockdown to reimagine the services we offer: in our Skills for Life sessions we now explore personal wellbeing and the way we relate to the world around us, as well as developing practical crafts for self-reliance. We have integrated digital approaches into all we do, without losing the face to face connections which make our work so rewarding. We have learnt much more about the people we support, and been impressed not only by their ability to adapt but also their capacity to remain optimistic in the most trying of circumstances. We have progressed major projects which will bring benefits to people we support in the future, without losing sight of day to day operational and emotional needs of today. In short, we – like the country at large - have made the most of a year like no other in order to 'build back better', to use the Prime Minister's words.

Even from behind closed doors, The Grange has made its presence felt in the community. We have used our new-found confidence in video-conferencing to take part in consultation events and meetings with decision-makers to ensure that the needs and opinions of people with disabilities are properly considered. We know that what works well for us will almost certainly improve the experience of many others as well.

We would like to express our appreciation to the local authority partners, with their steady commitment not only to providing our contractual funding throughout the year but also to distributing at speed the many extra grants allocated to the sector by national government. If we have found it difficult at times to make sense of the many and changing rules for care organisations, we have had no difficulty at all in using these grants to buy new structures and equipment which will enable us make the best – and safest - use of our site in future.

I am certain that we are emerging from this pandemic a stronger, wiser Grange, and am delighted that you will be able to see this for yourselves in the months ahead. In the meantime, thank you as ever for the support and encouragement you have given us from far and near. Come and visit us as soon as you safely can.

David Turner
Chair of Trustees

Chief Executive's Review of 2020/21

This time last year, The Grange had already moved on from the national sense of panic which prevailed in the early days of the pandemic and was enjoying the unexpected silver linings of the summer lockdown. The previously hidden talents of colleagues enlivened our days, and we delighted in the optimism of people we support in spite of the many privations they were enduring. No one expressed this better than Jamie, when referring to his much-anticipated holiday last autumn:

"It's not cancelled: it's just postponed, and something to look forward to."

We could also feel our relationships with families and carers strengthening, as they put their trust in us to keep their relatives safe and happy. They never wavered in their encouragement, and those whose relatives went to live with them were appreciative of the resources that we provided, from Echo Dots to activity packs, and from the virtual tea break to the 'bubbled' sessions in the Tithe Barn and Scout Headquarters.

"You and your team at The Grange have done a fantastic job throughout the pandemic. Not just on site either - the daily morning and afternoon teas arranged over Zoom have been a genuine source of joy, comfort and routine for M, keeping her connected to her Grange community while she is with family. The measures in place at the Grange give families and clients alike confidence that it is safe to return. And the full schedule of activities ensures that clients are more than just safe - they will continue to thrive."

Many thanks to you and your team for all your wonderful hard work."

Family Carer, Group Living, March 2021

Having banished our volunteer force from the site, we were keen to stay connected with them through calls and update letters. They found new ways to help us, making face coverings and acting as phone buddies for people we support; helping out in the grounds in the absence of our gardener, and even making blue hearts to mark out our new bee-friendly wildflower verges along Rectory Lane.

"I am ok at home and doing some decorating. It's such a dreadful predicament for everybody and I so miss coming to the Grange and seeing staff and clients. Constantly thinking about how awful it must be for all of you and praying that you all stay safe and healthy."

You are also such amazing people which is so good to know at a time when this situation seems to bring out the worst in some people you are all shining lights in our dark world. You are all heroes and are very appreciated."

Volunteer, March 2020

All in all, we became a more united Grange than ever before, with the wellbeing of the people we support the priority for us all.

The vaccination programme early in 2021 brought scenes of elation – the beginning of the end of Covid, as we imagined. But the endless lockdown restrictions, constant rain and long winter nights which followed took their toll on morale. The whole Grange community – like the nation at large – was becoming tired and impatient, in need of a good holiday and a hefty dose of sunshine. Staying power has become a treasured commodity. There is a real risk, at such a time, of unravelling the bonds that have been created in lockdown.

"I have been impressed and greatly reassured by The Grange's proactive handling of the Covid19 virus. Guidelines have been timely and clear. It has been particularly evident how different departments have pulled together in a team effort to support tenants with anxieties; meet arising needs with particular tenants and keeping people occupied with numerous adaptations to ensure existing activities and routines are maintained (with a few tweaks to observe social distancing etc.) and all of the creative and thoughtful activities staff have come up with. We have collectively worked toward maintaining the "new normal" for those people we support whilst due care and consideration has been shown to staff."

Colleague in Support Services, June 2020

Our aim, as our Chairman has said, is to do things even better as we emerge from the pandemic. We are pleased with the progress we have made behind closed doors: now we need to communicate this more effectively to people we support, their families, funders and professional advisors. We must use their feedback to drive further improvements, whilst giving staff the time and space they need to recover from a year like no other. We will all need patience in the year ahead – just like our colleague who has spent seven months recovering from her own attack of Covid 19. It was easy to be kind in lockdown: we will recover from the shocks and upheavals of 2020/21 so much better if that culture of kindness becomes a permanent way of life.

Thank you

Eloise Appleby
Chief Executive Officer

Progress Against Our Strategic Plan

The headings below reflect the six, long-term aims of The Grange's ten-year Strategic Plan. Under each one is a brief summary of the progress that has been made in these areas over the past financial year.

a) **Money:** to develop new and existing sources of income, building financial resilience in a sustainable way.

- The creation of an Enterprise Team within Skills for Life, testing out new product ranges, introducing a dedicated Embroidery Hub and offering a more authentic workplace experience for people we support in these skills sessions;
- The improvement of The Grange's on-line retailing presence, including a Click and Collect option using the shop in Bookham;
- Careful tracking of Covid-related budget impacts, ensuring that The Grange ended the financial year in a sound financial position with an increased level of reserves to support projects in the Strategic Plan;

b) **People we Support (PWS):** to build on our reputation as a provider of excellent and inclusive services for adults with learning disabilities, and see this reflected in objective external assessment and stakeholder feedback.

- The appointment of an Assistive Technology Officer in June 2020, to ensure that a people-centred approach is taken to developing digital skills and facilities;
- A Covid19 emergency grant funding the purchase of Amazon Echo Dots for every person we support, and set up to provide the services and activities which are most beneficial to them, then followed by Echo Shows and other voice-enabled equipment to support skills sessions;
- The refurbishment of the former Conference Room with grant funding to provide a modern, flexible space for social use by people we support, also featuring voice-enabled equipment so that it can be used without staff support;
- Positive feedback from PWS in their annual survey, carried out over the winter, indicating that they felt The Grange was happy, caring and had a good mix of people. The biggest request was for more activities in the evenings, at weekends and off-site, which is not surprising after a year of lockdown and will now be explored further with focus groups;
- 94% of respondents to the 2020 annual stakeholder survey said that staff were often or always caring; 90% stated that they thought PWS were always or often safe and 100% of those who responded thought that The Grange delivered effective services;
- An impressive virtual Awards Ceremony hosted by Dame Joanna Lumley OBE and featuring a special message from our royal patron HRH The Duke of Gloucester to compensate for the lack of a 'face to face' ceremony;

- The introduction of a range of postal and web-based resources (eg video tutorials, downloadable activity sheets, virtual meetings) to provide enjoyment and stimulation during the lockdown period: these have commercial potential for The Grange in the future;
- 100% compliance with the Care Quality Commission's Emergency Support Framework assessment of both Group Living and Supported Living, following a telephone interview with the Support Services Manager at the end of May 2020, and again with the Commission's Infection Control inspection of Group Living in February 2021;
- Raising all the funds needed to convert the shared garden at Acorns in Bookham into a really useable, attractive and sociable space to encourage more outdoor activity and reduce isolation;
- Launch of the 'Learn to Earn' programme, providing comprehensive and certificated training for those people we support who are genuinely keen to seek paid employment;
- Keeping people we support safe from Covid 19, with the exception of three people affected by an outbreak among support services staff at Christmas, but who all made rapid recoveries.

c) **Staff:** to be an employer of choice, attracting and developing a skilled, flexible, aspirational and resilient workforce, with a stable team in our support services.

- A series of office moves to enable the off site team to rejoin colleagues in the Main House for more joined-up working and better access to staff facilities;
- The introduction by trustees of an Employee Wellbeing Committee in July to ensure staff issues are always given the full consideration they deserve;
- An excellent set of staff survey results, showing improvements in a number of areas, in spite of the prevailing lockdown conditions at the time;
- The development – based on the above – of a first Employee Wellbeing Action Plan to address some of the results which could be improved.
- A second year of salary awards aiming to improve the earnings of the lowest-paid colleagues in the organisation through an additional increase for those below £21,700 pa;
- As an employer with a strong sense of social responsibility, The Grange has secured full funding for ten six month posts for young people in long term unemployment, under the Government's Workfit scheme designed to help those most disadvantaged by the pandemic;

d) **Operations:** to be an efficient, agile and effective organisation, embracing low cost digital solutions and improving communications in order to free up resources to enhance our people-facing services.

- The procurement and introduction of a new financial management system and support consultants to make internal processes quicker and easier, such as invoicing, the production of management accounts etc.
- Introduction of e-signing software to reduce postage costs and increase efficiency for a range of administrative activities, including invoice authorisation; the signing of tenancy agreements; signing of trustee minutes;
- Introduction of Workplace 'closed groups' to improve multi-way communications between families, volunteers, staff and people we support, and strengthen the sense of community at The Grange;
- Use of video conferencing for most meetings and training, which reduces time spent travelling to meetings and enables participation from home where desirable

e) **Assets:** to take a creative and long term approach to managing our buildings and grounds, ensuring that they support delivery of our other strategic objectives.

- In June, the Board approved an architectural brief for the new outdoor learning facilities which are one of the priority projects set out in the Strategic Plan: architects have been appointed and designs been drawn up in consultation with colleagues, people we support, neighbours, Trustees, volunteers, families and a range of professional advisors, ready for a planning application in August 2021;
- The purchase of a new shared house for The Grange – another priority project - which will in turn lead to new support contracts, as well as being a long term investment of Grange funds;
- Deployment of Covid-related grants from public bodies on equipment and infrastructure (eg meeting domes, sun shades, wipe-clean furniture), that will continue to be useful for everyday operations after the pandemic ends;
- Completion of a programme of office moves and reconfiguration of offices in the Main House, bringing together teams formed by the reorganisation last winter; better supporting delivery of organisational objectives such as enterprise, and ensuring that people we support are prioritised in terms of access to facilities such as the new Lumley Lounge;
- Serving notice to terminate leases on Inspirations shop in Dorking and the Bookham off-site team offices, reducing travel times, freeing up key staff for other – more impactful - roles and enhancing integration between teams;

- Creation of a pilot on-site café in the former Granary Kitchen, as a learning exercise for a full café operation within the new outdoor learning facilities;
 - The appointment of our first Transport Coordinator to finalise a green travel plan, ensuring more efficient use of Grange fleet vehicles, improved travel training for people we support and lower costs for transport.
- f) **Community:** to provide a channel for people we support to speak out on issues that matter to them; to enjoy participating in community-led activities, and to explore and learn about the world beyond The Grange.
- Completion in March 2021 of works to provide a safer crossing point on Rectory Lane, following the traffic survey and lobbying work carried out by the Keep Safe Team at The Grange;
 - Supporting groups of PWS to take part in consultation discussions with:
 - ✓ Berkeley Homes (in relation to the Howard of Effingham housing development site on Lower Road);
 - ✓ Active Surrey, in relation to the new strategy to reduce obesity and increase physical activity in the county;
 - ✓ Surrey Police, in relation to improving the inclusivity of their communications and links to the community.
 - Supporting video meetings for PWS to raise issues of concern to them with the MP Sir Paul Beresford and County Councillor Clare Curran;

Inevitably, there is so much more that could be said. But the list above reflects the variety of actions already in hand, setting the organisation up to make real progress against the Strategic Plan in the coming years.

Annual Report

For the year ended 31 March 2021

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2021.

Reference and Administrative Detail

Details of the registration numbers, the full address of the Registered Office of the company, the names of the current members of the Board and chairs of the committees, the name(s) of the Chief Executive Officer and names of other relevant organisations are given on page 2.

Public Benefit

The Grange was established from the outset to equip more vulnerable members of the community with the skills to earn a living. Today, its purpose is to support adults with learning disabilities to lead independent and fulfilling lives. In so doing, it continues to provide practical support and inspiration to increase independence at home, in the community and in the workplace. As a charity, it seeks to do this in a cost-effective way without compromising the quality and ambition of its services. The Grange is not motivated by profit, like a commercial provider, but by the goal of enabling people with disabilities to live more fulfilling lives. Whilst we endeavour to obtain full cost recovery from public commissioners, we use charitable funds to enhance our services in ways that are not required under contract.

The charity’s public benefit extends beyond its immediate beneficiaries, however. Many of the people it supports give their time to other local charities and services, providing hours of regular volunteering and work placements. This is done over many years, and on a very committed basis, although obviously affected to a large degree in 2020/21 by the restrictions of the pandemic. The Grange participates in community events such as Bookham Village Day, Surrey Open Studios and Bookham Hidden Gardens, enabling a wide range of people – neighbours and tourists alike - to enjoy its premises and products and so enriching the experience of these occasions. The organisation also supports other charities – something it continued to do in spite of lockdowns: in the last year, this ranged from fundraising activities for cancer charities, Save the Children Fund and Comic Relief to collections for Operation Christmas Child and the local Food Bank. We also offer team building opportunities for groups of workers from local businesses, and lifelong learning

opportunities for individual volunteers. We have contributed to discussions about the new Local Plan for Mole Valley as well as individual housing developments, road safety, improvements to the railway station and the planning application for a new youth and community facility in Bookham. People we support have been encouraged to speak publicly about issues such as employment; inclusive communications; the environment and public transport.

The Grange is a highly respected and much loved organisation in this part of Surrey, and constantly strives to widen its reach in partnerships that will bring benefits to the people it supports as well as to the public at large.

The Board has considered the Public Benefit guidance issued by the Charity Commission for charities which charge significant fees under contract for their services. The Board concludes that within the state funding system there is sufficient opportunity to access public funding for those who cannot afford our fees, so that they may benefit from our services. The company does not discriminate against any applicant for our services on the grounds of ethnicity, faith, age or sexual orientation, offering services in accordance with equalities law and local authority diversity policies. No member of the Board receives any remuneration or derives any private benefit from the company's activities.

Board members believe very strongly that Bookham and the county of Surrey would be the poorer for the absence of The Grange. Trustees confirm that they have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (ie public benefit statement).

Structure, Governance and Management

Governing Document and Constitution

The company is limited by guarantee, not having a share capital, and its governing document is its Memorandum and Articles of Association. The Grange is also registered as a social landlord (housing association) and a charity. The Grange's care home (known more usually as group living) and supported living services are registered with the Care Quality Commission (CQC). The company's activities as a social landlord are regulated by the Regulator of Social Housing.

Recruitment and Appointment of New Members of the Board

The directors of the company are also trustees for the purposes of charity law. In accordance with Article 22 of the Articles of Association, any person who is willing to act as a trustee, and is permitted by law to do so, may be appointed to be a trustee either by Ordinary Resolution or by a simple majority of all the trustees entitled to vote at any meeting of the trustees. This is on condition that the total number of trustees does not exceed 12 or fall below 7 at any one time. The Board also has power to co-opt any person as it directs and may fill any casual vacancy.

Trustees have a maximum tenure of 9 years (3 terms of 3 years per term). They may be appointed a trustee for a further period of up to one year only by a simple majority of all the trustees entitled to attend and vote at any meeting of the trustees, but shall not otherwise be eligible for re-appointment.

Trustees are recruited where possible against a current skills matrix, in order to ensure that the overall range of experience and expertise of the Board is matched to what the company needs. All trustees complete a Conflict of Interest Declaration and a Fit for Purpose Declaration, and their appointment is subject to clearance with the Disclosure Barring Scheme (DBS) because of the services The Grange provides for vulnerable people.

New trustees are provided with a Trustee Welcome Pack, which is now complemented by the Charity Commission's own Charity Trustee Welcome Pack. A planned induction programme seeks to ensure that they become familiar with the work of the company as quickly as possible. No new trustees were appointed in 2020/21, but a recruitment campaign was mounted in Spring 2021 which was designed to encourage greater diversity on the Board. The Grange was selected for additional support by Cause Strategy Partners, an American charity that specialises in matching senior executives from large corporates with charity boards, in its first year of operation in the UK. The Board is hoping to appoint up to three new trustees from this campaign, ready to be formally elected by the end of September 2021.

Board Governance

The Board moved to a four-monthly meeting cycle in 2020 to reduce the administrative load on staff but moved back to a traditional quarterly cycle in 2021 to allow prompt discussion about the new initiatives arising from the Strategic Plan and increase the sense of connectivity between trustees and the daily life of the charity. The Governance Committee continues to meet twice-yearly, and the new Employee Wellbeing Committee replaced the former Remuneration Committee in July 2020 in order to provide a dedicated

- **Employee Forum:** representatives of the various teams at The Grange meet quarterly with the Chief Executive Officer or nominated manager.
- **Keep Safe @ The Grange:** people supported by the Chief Executive Officer share concerns about safety on site and in the community and learn how to stay safe. Issues such as road safety are taken up with the appropriate agencies. This team met only once in 2020 due to the various lockdowns, but quarterly meetings resume from August 2021.

Volunteers and commissioners are also important stakeholder groups for The Grange; their views and interactions with staff and those we support are at a more individual, rather than group, level. Regular, minuted meetings take place with the Commissioning Manager from Surrey County Council and more informal information-sharing between these occasions.

Volunteers are as numerous as regular staff, and are often allied with one particular department or individual. They were sadly not able to come on site during 2020/21 due to the Covid 19 restrictions, other than a handful carrying out specialist, distanced roles. Efforts were made to keep in touch regularly with them and to involve them through home-based projects as well as in a virtual meeting about the outdoor learning facilities.

An annual stakeholder survey also seeks to gather opinions from these and other important contacts and partners, and a separate survey for all people we support is carried out each year. Copies of survey results are published on The Grange's website.

Objectives and Services

The principal objective of the company is to provide social housing, support and training services for adult people with disabilities, inspiring them to increasing levels of independence. The company aims to provide outstanding services in the following areas:

- Group living (formerly known as residential care) in purpose-built accommodation on the main site;
- Supported living in tenanted accommodation consisting of single bedsits and one-bedroomed flats and a few shared flats either on site or in nearby villages and towns;
- Skills and activities to develop independence, personal skills and individual talent, as well as preparing people for volunteering or work in the local area.

The Grange aims to ensure that the housing provided is of a good standard, and maintains a pro-active programme of repairs and refurbishment to all its buildings and infrastructure. It is also committed over the long term to seeking new opportunities off-site in the local community for more single occupancy accommodation for its tenants who wish to progress from being onsite at The Grange, and to converting wherever possible any shared accommodation on site to single occupancy to meet demand.

The company is committed to the principle of disabled people being part of the community and therefore actively encourages participation in opportunities outside The Grange as well as welcoming visitors to it, although a return to this position following the pandemic is proving challenging, as many organisations have made changes as a result of the experience: for example, there is more home working, and fewer people are allowed into enclosed office spaces/shops. The company has a continuing commitment to the learning and development needs of all its staff.

The Grange relies significantly on the input from just over 100 individual volunteers who give their time and experience to help the company meet its charitable objectives. Volunteer retention is usually very high, although it is not yet possible to encourage a full return to site given the room capacities imposed to preserve social distancing. It is clear that the pandemic has caused staff and volunteers alike to look again at their time commitments and priorities after 18 months of isolation and separation, and this is reflected in a retention rate in 2020/21 of 89% rather than nearer to 100% in previous years. There has been no pro-active recruitment of new volunteers in 2020/21 but there is no doubt that we will need them as much as ever as life returns to normal. Volunteers add great value to the work of paid staff, extending individual opportunity and choice: drivers and 'buddies' in particular are always in demand. The Grange usually hosts corporate volunteering days, which involves bigger projects onsite – often in the gardens or around the main house - but sadly these were not possible in 2020/21.

Family carers are engaged at a variety of levels with the company, with many also supporting as volunteers and helpers, as well as taking part in their own group of the Grange Relatives and Parents Network or being elected to the Families, Carers and Trustees Consultative Forum.

The Board would also like to formally recognise the contribution that continues to be made by The Grange Circle, a dedicated group of volunteers, who organise and assist at fund-raising events and generally support the work of the company. The very last event before lockdown was another hugely successful Bridge Tea, catered for so efficiently by the Circle,

and one of our first following reopening will be the sell-out Bridge Masterclass at which we hope they will again be back in action.

The continued commitment to the company of each of the important groups mentioned above – which includes the Board of Trustees - is recognised and greatly appreciated.

Strategic Report

The Grange's **Vision** is to lead the way as provider of choice for people with learning disabilities, inspiring our local and wider communities.

The Grange's **Values** are to be at all times:

- Friendly
- Open
- Respectful
- Caring
- Enabling

The first letters of our values spell the word 'FORCE' and the charity would like to see itself as a positive force in the adult social care sector.

Looking Ahead

The Grange's [Strategic Plan](#) sets out four priority actions for the coming three years, each intended to deliver against one or more of the plan's six strategic objectives referenced in the Chief Executive's Review from page 7 above. It is heartening to see how much progress was made in many areas of the plan, in spite of the additional burdens of the pandemic.

In the year ahead, the following action is anticipated:

Priority Action	Achievements in 2020/21	Planned Action 2021/22
<p>1 Identify and invest in more off-site accommodation in the Mole Valley 'corridor' for supported living tenants;</p>	<p>Offer accepted on family house in Fetcham, for occupation as shared house by four tenants.</p>	<p>Property search to continue, with the aim of securing further one-bedroom flats to encourage on-site tenants to progress to off-site living, and create space on site for new tenants.</p> <p>Continue to work with local authorities to identify potential developers to partner with.</p> <p>Look at alternative models of provision (eg working with investment companies)</p>
<p>2 Remodel and improve the horticulture facilities on site: this will provide larger, more modern spaces for skills sessions, a customer-facing retail area and potentially facilities to enable some new activities to take place;</p>	<p>Architects selected and detailed brief via competitive process. Plans advancing well.</p> <p>Consultation carried out with a range of stakeholder groups.</p> <p>Exploratory visit to Foxes Academy with catering staff to view restaurant operation.</p>	<p>Planning application to be submitted in August.</p> <p>Fundraising campaign to be launched October.</p>
<p>3 Continue the evolution of the group living service to a supported living 'plus' environment, in order to build independence and</p>	<p>Team Leaders completed 'future leaders' one year development programme.</p>	<p>More joint appointments as vacancies arise and more cross-team rota-ing of existing staff.</p>

	<p>increase the sharing of skills and opportunities across the two services;</p>	<p>All policies reviewed, and single set developed across the support services.</p> <p>One Team Leader overseeing medication assessments across both teams for consistency of approach.</p> <p>Shared social opportunities not possible due to 'bubble' arrangements operating as a result of the Covid 19 virus.</p>	<p>All opportunities for participation extended to all residents/tenants and day skills participants.</p>
4	<p>Enhance our retail sales on line and in person in order to make the most of the talent and creativity within The Grange.</p>	<p>Significant improvements to on line retail presence, including click and collect service from Bookham shop</p> <p>Experimentation with 'pop up' scone promotions (eg Fathers Day)</p> <p>Funding secured for Courtyard Café furniture, sunshades, barrista coffee machine etc and under development</p> <p>Away days organised for Skills for Life team to develop enterprise culture and look at potential product ranges</p> <p>Pricing policy drafted and agreed by trustees</p>	<p>Relaunch activities for external customers (eg Simply Scones, hirings, Heritage Room visits) to generate income and cross-sell products.</p> <p>Continued input from Skills Team to ensure plans for new outdoor learning facilities offer the right layouts for shop and café operations.</p> <p>Action plan to be developed by Enterprise Team Leader, drawing on professional advice/support from National Trust retail consultant and other sites.</p>

Principal Funding Sources

The bulk of operating income is derived from fees for providing services under contracts with various local authorities and other government bodies, and from people within our services who might be under individual agreements. Correspondingly, the greater part of expenditure is incurred in providing these services and in maintaining property. The cost of staff directly providing these services is the largest element of total operating costs. In addition, ever-increasing building regulations and standards relating to property, fittings and other equipment mean that our expenditure on maintaining existing facilities continues to increase annually.

There are three main services provided by The Grange – group living (formerly residential care), supported living and skills for life (formerly day skills). These sub-divide as follows:

- a) Residential Care on site, for 16 people requiring constant support from morning to evening, with one requiring 24 hour support;
- b) Supported Living for 43 people living in The Grange's properties on site;
- c) Supported Living for 19 people living in The Grange's properties in four locations off site, in neighbouring villages/towns;
- d) Supporting Living for 11 people living in properties owned by other agencies or their own families on a 'domiciliary care' basis;
- e) Day skills programme attended by 129 in total, of whom 41 are from outside the Residential Care and Supported Living services. Support is provided through a combination of dedicated day support workers and skills tutors.

Most people have local authority funding of one kind or another, whether paid directly to The Grange or paid from a personal independence budget. There are a few self-funded residents and tenants. The Grange's aim is to charge all clients on a fair and consistent basis. As a non-profit-making organisation, the charity does not seek a commercial level of return on its services and any overall surplus is invested in the enhancement of services and facilities, ranging from the provision of a Healthy Lifestyles Coordinator and Benefits Advisor to the upkeep of the heated therapy pool on site. Having been under-funded by one local authority quite significantly for years, agreement was finally reached in 2020/21 for full payment of skills session fees. This kind of 'levelling up' discussion will continue with funders to ensure that there is no cross-subsidy between local government contracts or between charity funds and local government contracts, which is inequitable for those who are subsidising.

Following a lengthy 'Cost of Care' analysis across Surrey by the County Council in 2019/20, the expectation was for a level of payment for funded clients which reflected the actual cost of the care provided. A modest uplift in fees was agreed over two years from 2017/18, with back payments received and a further uplift agreed for 2019/20 and then 2020/21. However, this does not meet the true cost of care in group living in particular. With public finances under increasing strain, the potential for further uplifts is uncertain, and the County Council has now announced an intention to use a care costing software system to determine fee rates in future. The Grange will more than ever need to boost other forms of income to make itself more financially self-reliant as a charity, without being seen to subsidise the statutory duties of local government.

In a year when many charities have suffered as a result of the pandemic, the charity is in good financial health once again at the end of 2020/21, thanks in no small part to the commitment of local authority funders in honouring contractual payments for care and skills. In the Statement of Financial Activities, the unrestricted income amounts to £4,565k whilst unrestricted expenditure is £3,825k. After adding interest, investment income and increase in value of investments this results in an unrestricted net surplus of £947k. Restricted funds showed net expenditure of £19k, and consequently the total net income is £928k. Net income was comparable with last year: back payments from Surrey County Council which increased last year's figure were matched by increases in investment income in this year, whilst this year's reductions in events, skills and skills sales income were mitigated by Covid-related grant income. Tight control of costs and limitations on getting work done by external parties (notably on building maintenance) during the pandemic contributed to the overall surplus.

Going Concern

In spite of the growing uncertainties around Local Authority funding, the charity has nearly full occupancy, with plenty of demand; has no loans; has established a prudent level of reserves, and maintains control over costs. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting.

Reserves Policy

The charity's reserves policy is to maintain free reserves representing unrestricted funds (other than those relating to fixed assets) which are equivalent to approximately four months of operating costs. The reserves policy is regularly reviewed by the Finance Committee, ensuring that any unrestricted funds are deployed in a way which will be beneficial for the charitable objects of The Grange. The Strategic Plan sets out a number of

priority projects for short/medium term implementation, each of which will seek to deliver against one or more of the strategic objectives set out in pages 7 – 10 above.

The combination of projects and investments will ensure that the charity is in good shape for the future, both in terms of financial resilience but also in terms of offering rich and varied experiences for the people we support. We want those who enjoy living at The Grange to be confident that it will be their home for many years to come.

Investment Policy and Performance

Reserves over and above those used for operational working capital are held in a COIF charities deposit fund, a Lloyds Business Instant Access account, a CAF Gold Account, and notice accounts with Julian Hodge Bank, Hampshire Trust Bank, Cambridge and Counties Bank, Redwood Bank, Teachers Building Society and B&C Bank. The other funds for investment comprise income units of two COIF charitable investment funds, both of which are diversified and invested predominantly in equities, and one of which is particularly focused on ethical investments. The long term investment objective is to generate a total return in excess of inflation, while generating an income to support the ongoing activities of the charity. These have been performing well and a further £250k was invested in the COIF ethical fund during the year. The overall return on the company's invested assets (ie investments, deposit accounts and instant access accounts) including unrealised capital gain for the year was +7.4% (2019/2020 by comparison was -0.3%).

Principal Risks and Uncertainties

The threats and opportunities to The Grange's future are routinely considered by The Board, through its Governance Committee with the aid of a Strategic Risk Register. The main areas where The Grange needs to take action to mitigate risk can be summarised as follows:

- Ensuring adequate levels of contract and rental income, given the continued budgetary constraints on local and central government, coupled with the national economic impact of the Covid 19 pandemic;
- Staying abreast of potential changes to the supported housing sector, and anticipating/planning for their impact;
- Managing the company's own increased costs as a result of legislative initiatives such as the rising National Living Wage, employer pension contributions etc;
- Recruitment of good care staff, especially in an area where housing and living costs are high, in the wake of Brexit and as people reconsider their priorities at work and at home;

- Keeping the quality of our services to the fore, passing our inspections convincingly and continuing to extend our positive reputation;
- Adapting and equipping our workforce to support people with increasing emotional needs, and to understand the principles and practice of positive behaviour support;
- Ensuring that our Skills for Life programme meets the increasingly varied expectations of stakeholders in terms of content, delivery and outcomes, and that it has strong appeal to sustain participant numbers;
- Continuing to invest in essential fundraising and volunteering activities/resources to help develop the enhancement activities which are not funded from statutory sources.

Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that the company has in place a system of internal financial controls that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the company's system is designed to provide the Board with reasonable assurance:

- That the financial information used within the company or for publication is reliable;
- That proper accounting records are maintained;
- That assets are safeguarded against unauthorised use or disposition; and
- That problems are identified on a timely basis and dealt with appropriately.

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and prevent the unauthorised use of the company's assets. This includes strict controls for the authorisation of personal expense claims;
- Experienced and suitable staff take responsibility for important business functions;
- Forecasts and budgets are prepared which allow the Board and management team to monitor key business risks and financial objectives, and progress towards financial plans set for the year through preparation of regular management accounts;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board and its relevant committees;
- The Finance Committee reviews reports from management staff, and from the external auditors, to provide reasonable reassurance that control procedures are in

place and are being followed. The Finance Committee makes regular reports to the Board; and

- Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board, through the reports of the Finance Committee, has reviewed the effectiveness of the system of internal financial control in existence for the Company for the year ended 31 March 2021. No weaknesses were found in internal financial controls which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements.

Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Housing and Charities Statements of Recommended Practice (SORPs);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The financial statements which follow have been prepared in accordance with FRS102, the Housing Statement of Recommended Practice (SORP) 2018, The Charities SORP (FRS102) and the Companies Act 2006.

Date:

2nd December

..... 2021

Signed:



.....David Turner (Chair)



.....Denis Coulon (Honorary Treasurer)

**Independent Auditor's Report
to the Trustees of The Grange Centre
for People with Disabilities**

(A company limited by guarantee and not having a share capital)

Opinion

We have audited the financial statements of The Grange Centre for People with Disabilities (the "Charity") for the year ended 31st March 2021 on pages 30 to 48. These include a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing SORP 2018, Charities SORP FRS102 and the accounting requirements for The Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to

adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on pages 20 - 21, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our 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.

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (FRS102, the Charities SORP (FRS 102), the Housing SORP 2018 and the Companies Act 2006).

We understood how the Charity is complying with those legal and regulatory frameworks by making enquiries of the trustees and management.

We did not identify any matters relating to non-compliance with laws and regulations or relating to fraud.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur by discussions with the trustees and management to understand areas where they considered there was susceptibility to fraud.

We also considered pressures on the trustees and management to meet any external pressures in reporting the financial results of the Charity.

Audit procedures performed by the engagement team on the areas where fraud might occur included:

- evaluation of management's internal processes designed to prevent and detect irregularities
- testing, with a focus on entries determined to be large or relating to unusual transactions
- review of data to detect unusual transactions.

Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:


- understanding of, and practical experience with audit engagements of a similar nature and complexity through the appropriate training and participation
- knowledge of the sector in which the Charity operates
- understanding of the legal and regulatory requirements specific to the Charity.

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.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

Margaret Brett FCA (Senior Statutory Auditor)



For and on behalf of Bullimores LLP
Statutory Auditors and Chartered Accountants
Old Printers Yard
156 South Street
Dorking
Surrey RH4 2HF

Date: 3rd December 2021

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2021**

	Notes	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
Turnover	4	4,375,860	53,277	4,429,137	4,560,560
Normal operating costs	5	(3,824,824)	(188,399)	(4,013,223)	(4,241,907)
Operating surplus/(deficit)		551,036	(135,122)	415,914	318,653
Dividends and interest		22,701	-	22,701	26,230
Donations, legacies and fundraising (less costs)					
Donations, legacies and fundraising		67,193	59,856	127,049	153,235
Grants (Covid related)	3	99,170	156,824	255,994	-
Fundraising events cost		-	-	-	(6,186)
Interest payable		-	-	-	-
Statement of total recognised surplus					
Realised surplus/(deficit) for the year		740,100	81,558	821,658	491,932
Profit/(Loss) on asset disposal		(1,290)	-	(1,290)	(3,537)
Unrealised profit/(loss) on investment assets	9	107,806	-	107,806	(34,382)
Transfer between funds	17	100,204	(100,204)	-	-
Total recognised surplus/(deficit) for the year		946,820	(18,646)	928,174	454,013
Revenue reserve at 1st April 2020	17	5,795,364	2,773,280	8,568,644	8,114,631
Revenue reserve at 31st March 2021	17	6,742,184	2,754,634	9,496,818	8,568,644

Notes:

1 All operations are continuing

2 See also notes on pages 34 to 48 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021**

	Notes	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
Income					
Donations and legacies	3	65,723	59,856	125,579	131,946
Grants (Covid Related)	3	99,170	156,824	255,994	-
Income from charitable activities	4	4,375,860	53,277	4,429,137	4,560,560
Event income		1,470	-	1,470	21,289
Investment income		22,701	-	22,701	26,230
Total income		4,564,924	269,957	4,834,881	4,740,025
Expenditure					
Cost of raising funds		-	-	-	6,186
Expenditure on charitable activities	5	(3,824,824)	(188,399)	(4,013,223)	4,241,907
Total expenditure		(3,824,824)	(188,399)	(4,013,223)	4,248,093
Net income/(expenditure) before gains and losses on investments and property		740,100	81,558	821,658	491,932
Profit/(Loss) on asset disposal		(1,290)	-	(1,290)	(3,537)
Net profit/(loss) on investment	9	107,806	-	107,806	(34,382)
Net income / (expenditure)		846,616	81,558	928,174	454,013
Transfer between funds	17	100,204	(100,204)	-	-
Net income and net movement in funds for the year		946,820	(18,646)	928,174	454,013
Reconciliation of funds					
Total funds brought forward	17	5,795,364	2,773,280	8,568,644	8,114,631
Total funds carried forward	17	6,742,184	2,754,634	9,496,818	8,568,644

Movements in funds are disclosed in note 17 to the financial statements.

There are no gains or losses other than those shown in the Statement of Financial Activities above.

All operations are continuing.

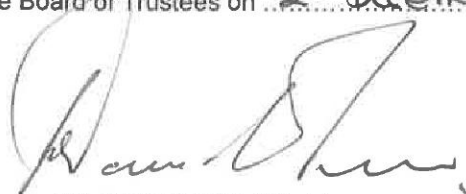
See also notes on pages 34 to 48 which form an integral part of these accounts.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES
COMPANY REGISTRATION NO. 348341**
(A company limited by guarantee and not having a share capital)

BALANCE SHEET AS AT 31ST MARCH 2021

	Notes	2021	2020
		£	£
Fixed Assets			
Freehold property - net book value	8.1	6,222,982	6,312,951
Other tangible fixed assets	8.2	1,338,191	1,345,841
Investments	9	877,058	519,252
		<u>8,438,231</u>	<u>8,178,044</u>
Current Assets			
Stocks		14,594	23,467
Debtors	10	340,616	344,124
Cash at bank and in hand	11	2,692,560	1,995,089
		<u>3,047,770</u>	<u>2,362,680</u>
Less: Creditors falling due within one year	12	<u>(295,196)</u>	<u>(224,816)</u>
Net current assets		2,752,574	2,137,864
Total assets less current liabilities		<u>11,190,805</u>	<u>10,315,908</u>
Creditors: amounts falling due after more than one year	13	(1,693,987)	(1,747,264)
Total Net Assets		<u><u>9,496,818</u></u>	<u><u>8,568,644</u></u>
The Funds of the Charity			
Restricted Funds:			
Restricted building fund	17	2,364,302	2,422,522
Restricted equipment fund		265,960	236,827
Capital appeal and other restricted funds		124,372	113,931
		<u>2,754,634</u>	<u>2,773,280</u>
Unrestricted Funds:			
General fund	17	6,742,184	5,795,364
		<u>9,496,818</u>	<u>8,568,644</u>

The notes on pages 34 to 48 form part of these accounts. The financial statements were approved by the Board of Trustees on 2nd December 2021 and signed on its behalf by:


DAVID TURNER (Chair)


DENIS COULON (Honorary Treasurer)

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES
COMPANY REGISTRATION NO. 348341**
(A company limited by guarantee and not having a share capital)

**CASH FLOW STATEMENT
BALANCE SHEET AS AT 31ST MARCH 2021**

	Notes	2021 £	2020 £
Cash flows from operating activities	19	677,346	439,937
Legacies, grants donations and fundraising		383,043	147,049
		<hr/>	<hr/>
Cash flows from operating activities and fundraising		1,060,389	586,986
Cash flows from investing activities			
Interest and dividends received		22,701	26,230
Purchase of investments		(250,000)	(200,000)
Proceeds from sale of assets		(1,290)	6,750
Purchase of tangible fixed assets		(134,329)	(385,236)
		<hr/>	<hr/>
Cash (used in) investing activities		(362,918)	(552,256)
Cash flows from financing activities			
Grant received / receivable	20	-	-
		<hr/>	<hr/>
Cash provided by financing activities		-	-
		<hr/>	<hr/>
Increase/(decrease) in cash and cash equivalents		697,471	34,730
		<hr/>	<hr/>
Cash and cash equivalents at the beginning of the year		1,995,089	1,960,359
		<hr/>	<hr/>
Total cash and cash equivalents at the end of the year		2,692,560	1,995,089
		<hr/>	<hr/>

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021**

1 ACCOUNTING POLICIES

(a) Basis for accounting

The financial statements have been prepared in accordance with FRS 102, the Housing SORP 2018, The Charities SORP (FRS102) and the Companies Act 2006.

[Full names: **FRS102**: the Financial Reporting Standard applicable in the UK and Republic of Ireland].
Housing SORP 2018: Statement of Recommended Practice for social housing providers. **Charities SORP (FRS102)**: *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)*.

(b) Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses.

All properties are reviewed for impairment annually, and where there has been a permanent diminution in value, the reduction is recognised.

Depreciation is provided at the following rates in order to write off each asset over its estimated useful life, at the following rates:-

Freehold land	0%
Freehold and 999 year leasehold properties	2% per annum at cost
Leasehold property (less than 150 year)	2% to 4% per annum on net book value
Fixtures and equipment, leasehold improvements	5% to 15% per annum on net book value
Computer equipment	33 $\frac{1}{3}$ % per annum on net book value
Vehicles & garden machinery	25% per annum on net book value

(c) Grants

Housing Corporation and other capital grants are accounted for under the accrual model required by the Housing SORP 2018. The grant is recognised as restricted income on a systematic basis over the useful economic life of the asset. On the balance sheet the remaining capital grants are recognised as a liability (deferred income). This is a departure from FRS 102.

Revenue Grants are included in the income and expenditure account when receivable and shown separately in the Statement of Financial Activities as income of restricted funds where appropriate.

(d) Stocks

Stocks of sundry stores and raw materials are stated at cost. Stocks of work in hand and made up goods are stated at the lower of cost and estimated net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to complete and sell. Provision is made for slow moving, obsolete or damaged stock where the net realisable value is less than cost.

(e) Taxation

The Company is a registered charity whose only trading activity is for its primary purpose and as such no income or capital taxes are payable on any part of its activities. Value added tax is incurred on certain categories of expenditure and is not recoverable.

(f) Turnover

Turnover comprises fees and rent, casual lettings, capital and revenue grants receivable and sales of items from our shops and/or produced in the Company's skills departments with input from people we support.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

1 ACCOUNTING POLICIES continued

(g) Investments

Investments are shown in the balance sheet at the mid market value on the balance sheet date. Any realised or unrealised gain or loss is taken to the Statement of Financial Activities and the Income and Expenditure Account. Investment income is accounted for when receivable.

(h) Pension Scheme

The Company operates a defined contribution pension scheme and a stakeholder pension scheme. The assets of the schemes are held separately from those of the Company in independently administered funds.

(i) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

(j) Fundraising and Marketing (costs of generating voluntary income)

Fundraising and marketing costs comprise the salaries and salary overheads and other direct costs attributable to the promotion of fundraising, including events.

(k) Donations and Legacies

Donations and legacies are accounted for when the Company is legally entitled to the income and it can be reasonably quantified. Gift Aid is also included on relevant donations calculated as the amount receivable at the current rate. Donations to the charitable company other than in cash are valued, using reasonable estimates if necessary, and treated as two transactions – a receipt of funds and a purchase using or expenditure from such funds. The other accounting policies (capital expenditure, allocation to restricted/unrestricted funds) are then applied to each of these notional transactions. Any such donations which are significant in value in the context of the accounts are detailed separately in notes to the accounts.

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

The value of services provided by volunteers has not been included.

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

The unrestricted funds are those funds that are available for use at the discretion of the trustees in furtherance of the objects of the Company.

Restricted Funds:

Restricted funds are funds that are to be used in accordance with specific requirements indicated by the donors or which have been raised by the Company for particular purposes.

There are various restricted funds and their purposes are described in the notes to the financial statements.

In the case of restricted funds relating to the acquisition of fixed assets, the assets acquired are held as an asset of the restricted fund, and the relevant depreciation treated as expenditure by that fund, as the trustees consider that it is implicit, in the donation, that the assets acquired should continue to be held and used by the Charity.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

Where practical, direct costs of carrying on the principal charitable activities, including staff and associated costs, are allocated directly to these cost centres. Other indirect costs are allocated on estimated bases as follows:

Indirect costs	Basis of allocation to each activity
Staff and associated costs	Staff Full Time Equivalent numbers (FTEs)
Utilities and similar costs	Areas occupied by each activity
General maintenance costs	Number of maintenance jobs per activity
Insurance	Areas occupied by each activity
Depreciation	Areas occupied by each activity
CEO and HR costs	Staff Full Time Equivalent numbers (FTEs)
Marketing costs	Income of each activity
Governance costs	Income of each activity
General and office costs	Income of each activity

(p) Governance Costs

Governance costs include expenditure attributable directly to the general running of the Company as a charity as distinct from costs of the management functions inherent in generating funds and delivering service within the charitable activities. Apart from an allocation of a small estimated element of senior management remuneration costs, governance costs include directly attributable costs such as external audit fees and, where appropriate, legal fees and similar expenses.

(q) Historical Cost Surpluses and Deficits

Historical cost surpluses and deficits are identical to those shown in the financial statements, with the exception of investments (see note 1(g)).

(r) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

(s) Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank deposits with a notice period of four months or less.

(t) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

(u) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

**2 INFORMATION REQUIRED UNDER THE SCHEDULE TO THE ACCOUNTING DIRECTION FOR
PRIVATE REGISTERED PROVIDERS OF SOCIAL HOUSING 2019**

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2021 Turnover	2021 Operating Costs	2021 Operating Surplus	2020 Operating Surplus
	£	£	£	£
Social housing lettings	673,613	(514,146)	159,467	96,589
Capital grant income and matching depreciation	53,277	(53,277)	-	-
Non social housing activities	3,702,247	(3,445,800)	256,447	222,064
	<u>4,429,137</u>	<u>(4,013,223)</u>	<u>415,914</u>	<u>318,653</u>

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2021 £	2020 £
Rent receivable net of identifiable service charges	566,601	550,029
Service income	107,012	104,209
Gross rental income	<u>673,613</u>	<u>654,238</u>
Voids	-	-
Net rental income	<u>673,613</u>	<u>654,238</u>
Turnover from social housing lettings	<u>673,613</u>	<u>654,238</u>
Management	(172,481)	(169,588)
Services	(189,502)	(207,642)
Routine maintenance	(33,898)	(47,207)
Planned maintenance	(39,268)	(56,547)
Depreciation of housing properties	(73,679)	(63,907)
Other costs	(5,318)	(12,758)
Operating costs on social housing lettings	<u>(514,146)</u>	<u>(557,649)</u>
Operating surplus on social housing lettings	<u>159,467</u>	<u>96,589</u>

See note 4 for a breakdown of income from social and non-social housing lettings. There were no arrears of rent as at 31st March 2021.

	2021	2020
Number of bed spaces in management including residential care	77	77

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

3 VOLUNTARY INCOME

	2021 Unrestricted Funds £	2021 Restricted Funds £	2021 Total £	2020 Total £
Donations:				
General	58,723	-	58,723	38,469
Restricted funds	-	59,856	59,856	93,477
Grants (Covid related)	99,170	156,824	255,994	-
Legacies	7,000	-	7,000	-
	<u>164,893</u>	<u>216,680</u>	<u>381,573</u>	<u>131,946</u>

4 INCOME FROM ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2021 £	2020 £
Social Housing Lettings	673,613	654,238
Non Social Housing Activities:		
Residential care	720,300	696,572
Supported living	1,767,836	1,752,092
Skills and activities	1,207,476	1,383,072
Other	6,635	21,309
	<u>4,375,860</u>	<u>4,507,283</u>
Restricted Capital Grant income	53,277	53,277
	<u>4,429,137</u>	<u>4,560,560</u>

5 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	2021 Activities Undertaken Directly £	2021 Support Costs £	2021 Total £	2020 Total £
Social Housing	392,662	81,902	474,564	518,067
Residential care	680,591	109,507	790,098	791,905
Supported living	1,274,021	270,353	1,544,374	1,553,984
Skills and activities	840,834	174,954	1,015,788	1,201,067
	<u>3,188,108</u>	<u>636,716</u>	<u>3,824,824</u>	<u>4,065,023</u>
Restricted Social Housing and other expenditure	-	188,399	188,399	176,884
	<u>3,188,108</u>	<u>825,115</u>	<u>4,013,223</u>	<u>4,241,907</u>

5.1 Governance Costs

	2021 £	2020 £
Staff and office costs	34,564	33,158
Audit	15,164	12,000
Legal & professional	26,767	2,111
	<u>76,495</u>	<u>47,269</u>

Governance costs are included above in the Support costs

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

6 NET INCOMING RESOURCES FOR THE YEAR

	2021 £	2020 £
Surplus for the year is stated after charging:		
Auditors' remuneration inclusive of VAT, for external audit	15,164	12,000
Auditors' remuneration inclusive of VAT, for other services	0	0
Depreciation on owned tangible fixed assets	231,948	228,835
Professional Indemnity Insurance	840	840
Trustee travel expenses	49	145
No remuneration was paid to any Trustee		
	No.	No.
The number of trustees who were paid travel expenses	1	1

7 EMPLOYEE INFORMATION

a) Employees

	2021	2020
The average number of employees during the year was	128	129
The average full-time equivalent was	107	108
	2021 £	2020 £
Staff costs for the above persons:		
Gross wages and salaries	2,721,417	2,715,989
Social security costs	204,170	201,531
Pension contributions	92,878	96,949
	3,018,465	3,014,469

Number of employee received emoluments of more than £65,000 - One (2020 - One).

The Company operates two defined contribution group personal pension schemes and the charge for the year represents the Company's share of contributions payable.

b) Chief Executive and Senior Management Team

	2021 £	2020 £
Gross salary (excluding pension contribution) of the Chief Executives (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	68,167	66,963
Gross salary (excluding pension contributions) of the Senior Management Team (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	221,103	241,222

The Company made contributions to the Chief Executive's group personal pension on the same terms as other staff in the scheme. These contributions totaled £2,719 for the year to March 2021.

**THE GRANGE CENTRE
FOR PEOPLE WITH DISABILITIES**
(A company limited by guarantee and not having a share capital)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

8 FIXED ASSETS

8.1 Freehold property comprises:

	Accom- modation for supported people £	Swimming Pool £	Horticulture Buildings £	Main House and Other £	Total £
Cost					
At 1st April 2020	6,595,004	162,371	233,724	1,382,351	8,373,450
Additions and improvements	65,202	-	-	5,160	70,362
Disposals	-	-	-	-	0
Cost at 31st March 2021	6,660,206	162,371	233,724	1,387,511	8,443,812
Depreciation					
At 1st April 2020	(1,647,126)	(52,435)	(88,933)	(272,005)	(2,060,499)
Depreciation charge in year	(125,009)	(2,998)	(4,674)	(27,650)	(160,331)
On Disposals	-	-	-	-	0
Depreciation at 31st March 2021	(1,772,135)	(55,433)	(93,607)	(299,655)	(2,220,830)
Net Book Values					
At 31st March 2021	4,888,071	106,938	140,117	1,087,856	6,222,982
At 31st March 2020	4,947,878	109,936	144,791	1,110,346	6,312,951

a) Additions included modifications to flats and detection systems to improve fire resilience in accommodation. Also improvements to conservatory roof.

b) Capital expenditure commitments as at 31st March 2021, contracted for but not provided for, amounted to Nil (2020 - Nil).

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8 FIXED ASSETS (continued)

8.2 Other Tangible Assets

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
Cost				
At 1st April 2020	1,193,610	477,669	137,012	1,808,291
Additions	-	63,967	-	63,967
Disposals	-	-	-	-
At 31st March 2021	<u>1,193,610</u>	<u>541,636</u>	<u>137,012</u>	<u>1,872,258</u>
Depreciation				
At 1st April 2020	(91,673)	(312,780)	(57,997)	(462,450)
Depreciation charge in year	(20,348)	(31,515)	(19,754)	(71,617)
On disposals	-	-	-	-
At 31st March 2021	<u>(112,021)</u>	<u>(344,295)</u>	<u>(77,751)</u>	<u>(534,067)</u>
Net book values				
At 31st March 2021	<u>1,081,589</u>	<u>197,341</u>	<u>59,261</u>	<u>1,338,191</u>
At 31st March 2020	<u>1,101,937</u>	<u>164,889</u>	<u>79,015</u>	<u>1,345,841</u>

The leasehold properties comprise a house in Epsom and four flats in Leatherhead. The Epsom leasehold property was donated to The Grange, and is for 125 years. The estimate of the value of this gift is shown in note 22. The lease for the four flats in Leatherhead is for 999 years.

Additions in the year include items purchased to expand the potential for outside activities and safe sheltered outside visiting, in response to the COVID-19 pandemic but of long term benefit. They were funded from infection control grant monies reported through Surrey CC.

	2021 £	2020 £
9 INVESTMENTS		
Assets held in the UK:		
Market value at 1st April 2020	519,252	353,634
Investments purchased during year	250,000	200,000
Unrealised (loss) /gain on investments for year	107,806	(34,382)
Market value at 31st March 2021	<u>877,058</u>	<u>519,252</u>
Cost at 1st April 2020	432,377	232,377
Purchase during the year	250,000	200,000
Cost at 31st March 2021	<u>682,377</u>	<u>432,377</u>

There were no sales during the year.
All the above investments are unlisted.

The investment portfolio comprised the following investments:	2021 £	% of Total
29,024.85 units of COIF Charity Investment Fund Income Units.	520,311	59.32%
130,356.73 units of COIF Charities Ethical Investment Fund Income Units.	356,747	40.68%

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10 DEBTORS	2021	2020
	£	£
Fees receivable less provision for bad debts	270,216	294,526
Prepayments	65,560	43,286
Grants receivable	-	-
Tax recoverable	3,770	3,770
Investment income accrued	1,070	2,542
	<u>340,616</u>	<u>344,124</u>

11 CASH	2021	2020
	£	£
Cash at bank and in hand	<u>2,692,560</u>	<u>1,995,089</u>

12 CREDITORS Amount falling due within one year	2021	2020
	£	£
Trade creditors	34,212	59,134
Accruals	52,591	50,142
Deferred capital grant income	53,276	53,276
Taxation and social security	64,969	47,216
Other	90,148	15,048
	<u>295,196</u>	<u>224,816</u>

13 CREDITORS Amounts falling due after more than one year	2021	2020
	£	£
Deferred capital grant income	<u>1,693,987</u>	<u>1,747,264</u>

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14 DEFERRED GRANTS

Grant making body	Category	Grant	Total income released to 1/4/2020	£		Grant Deferred >1yr
				Grant Income Release 20/21	Grant Income Release 21/22	
Freehold Property						
Social Housing Grant	Accommodation for supported people	1,927,279	710,750	38,546	38,545	1,139,438
Other Grant making bodies	Accommodation for supported people	26,259	6,828	525	525	18,381
		1,953,538	717,578	39,071	39,070	1,157,819
Community Fund	Horticulture Building	60,300	24,120	1,206	1,206	33,768
SEPEC *	Other	10,000	4,000	200	200	5,600
Total Capital Grant for freehold property		2,023,838	745,698	40,477	40,476	1,197,187
Leasehold Property						
Mole Valley DC Grant**	Accommodation for supported people	640,000	117,600	12,800	12,800	496,800
Fixtures Equipment and Vehicles						
Other Grant making bodies		12,100	12,100	-	-	-
		2,675,938	875,398	53,277	53,276	1,693,987

* SEPACS was the Supported Employment Procurement and Consultancy Service.

** Mole Valley DC approved the transfer of the £400,000 grant from a freehold property in Bookham to 4 leasehold properties in Leatherhead. This has been added to a new grant received in 2017 of £240,000, totalling £640,000.

15 OPERATING LEASE COMMITMENTS

	2021 £	2020 £
Total commitment under operating leases		
Amount due within one year:		
Hire of plant, machinery and service	10,008	7,269
Property	15,650	15,650
Amount due within two to five years:		
Hire of plant, machinery and service	40,032	18,172
Property	43,038	58,687
	108,728	99,778

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16 MEMBERSHIP (Company limited by guarantee having no share capital)

	2021	2020
Number of Members at 31st March 2021	9	9
Maximum liability of each Member	£1	£1

17 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un- restricted Funds £
Balance at 1st April 2020	5,795,364
Total recognised surplus for year	946,820
Balance at 31st March 2021	<u>6,742,184</u>

Restricted Funds

	Restricted building fund	Restricted equipment fund	Capital Appeal	Other restricted funds	Total
Balance at 1st April 2020	2,422,522	236,827	57,315	56,616	2,773,280
Donations and other receipts	-	56,620	-	213,337	269,957
Interest received	-	-	-	-	-
Transfers in/(out)	-	-	-	(100,204)	(100,204)
Charitable expenditure	(58,220)	(27,487)	-	(102,692)	(188,399)
Balance at 31st March 2021	<u>2,364,302</u>	<u>265,960</u>	<u>57,315</u>	<u>67,057</u>	<u>2,754,634</u>

Notes

a) On 20th June 2005, the Company entered into an agreement with Surrey Housing Society for the Disabled (SHSD), under the terms of which SHSD made a grant of £1 million to the Company for the purpose of purchasing properties for rental by people with disabilities and also key workers, including carers. In April 2006, SHSD made a further grant of £600,000, part of which was earmarked to complete the funding of the new wing of the registered care home and the balance was made available for the purposes of the earlier grant. These grants, together with accruing interest, were placed in a separate restricted fund. The funds were spent on accommodation for people we support at Bardolin House and Acorns in Bookham. As both funds are fully spent, they have been transferred to the Restricted building fund.

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17 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

Notes (continued)

(b) The Restricted building fund and the Restricted equipment fund represent the net book value of fixed assets financed through restricted funds.

(c) The Capital Appeal was previously used to complete the Main House development. These funds will be used to support future strategic projects.

(d) Other restricted funds have been received for The Heritage Room which was opened in Sept 2018 by HRH The Duke of Gloucester (Heritage Lottery Fund [Phase 2] and Broderers), improved facilities in the walled garden with funds in memory of Peter Crouch, and other equipment and improvements with funds from Reigate Hill Golf Club, Monday Cafe, Albury, Edward Lewis Foundation, G C Gibson Trust, Bruce Wake Charitable Trust and other donors.

(e) During the year 2020/21, the Company received grants from Surrey County Council from the Government sponsored Infection Control Fund and Rapid Testing Fund. Part of these funds (£56,620) were used to purchase and installation of tangible fixed assets, and has been added to the restricted equipment fund.

18 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	2,621,016	3,601,966	6,222,982
Leasehold property	419,399	662,189	1,081,588
Other tangible assets	142,951	113,652	256,603
Investments	877,058	-	877,058
CURRENT ASSETS			
Stocks	14,594	-	14,594
Debtors	340,616	-	340,616
Cash	2,568,470	124,090	2,692,560
CURRENT LIABILITIES	(241,920)	(53,276)	(295,196)
Deferred Grants	-	(1,693,987)	(1,693,987)
	6,742,184	2,754,634	9,496,818
Freehold restricted Property comprises			
Property funded by the Building Fund		2,364,302	
Property funded by Capital Grants		1,237,663	
		3,601,965	

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**19 RECONCILIATION OF OPERATING SURPLUS TO NET CASH FLOW FROM
OPERATING ACTIVITIES**

	2021 £	2020 £
Operating surplus (see note 2)	415,914	318,653
Adjust for non - cash items		
Depreciation	231,948	228,835
Capital grant income for year (non cash)	(53,277)	(53,277)
Net book value of vehicle disposals	-	-
	<hr/>	<hr/>
	594,585	494,211
Working Capital Movements		
Decrease in stocks	8,873	1,030
(Increase) / decrease in debtors	3,508	(52,994)
(Decrease) / increase in creditors and provisions	70,380	(2,311)
Transfer to / (from) deferred grants >1 year to creditors		1
	<hr/>	<hr/>
Net cash inflow from operating activities	<u>677,346</u>	<u>439,937</u>

20 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR

	Housing Corporation Grant £	Mole Valley DC Grant	Other Capital Grants £
Balance at 1st April 2020	1,927,279	640,000	96,559
Grant received / receivable	-	-	-
Disposal of assets at end of useful life	-	-	-
	<hr/>	<hr/>	<hr/>
Balance at 31st March 2021 before income release	<u>1,927,279</u>	<u>640,000</u>	<u>96,559</u>
See note 14 for non cash income release from grants			

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21 CONTINGENT LIABILITY

A grant of £400,000 from Mole Valley District Council ("MVDC") towards the purchase of properties at Church Road, Bookham was received on 31st March 2008, and subject to the accumulation of 25% of annual net rental income from the properties. Over the 16 years from that date, these accumulated funds were to be made available for affordable schemes within MVDC's catchment area and, if this right were to be exercised, the funds would have to be paid over to MVDC. MVDC would, however, give reasonable preference to any revenue funded schemes put forward by the Company. On 10th November 2011 MVDC agreed that the accumulated funds under this contingency arrangement could be allocated to the Acorns development. Accordingly the accumulated contingency sum of £30,907 at 31st March 2012 was so utilised and a new contingency sum started to accumulate from a nil balance with effect from 1st April 2012. In October 2016 MVDC gave consent to the sale of Bardolin Cottages, and the proceeds were used towards 4 flats in Leatherhead. The balance as at 31st March 2021 of the new accumulated fund is £26,434.

22 EPSOM PROPERTY

On 12th February 2013 Epsom Rotary granted to the Company, for an annual payment of £1, a 125-year lease of a 4-bedroom detached house in Epsom to be used for accommodation of tenants of the Grange. The value to the Company of this lease has been estimated at £203,000 based on a number of years' accumulated rental income, based on housing benefits, discounted to the present value. The assumptions used in this calculation (where appropriate over the period of accumulation) were as follows:

Current annual rental	£14,400
Number of years' rental accumulated	25
Annual inflationary increase in annual rental	5%
Discount interest rate	5%

Improvements costing £37,723 were made during 2013/2014 to the property to bring it to a state where it can be occupied (this is slightly over the estimate of £30,000). An amount of £173,000 (£203,000 less £30,000) was credited in 2012/2013 to Restricted Funds in the Statement of Financial Activities as a Donation and a like sum included as additions to Leasehold Property in Fixed Assets. During 2014/2015 the property was adapted to create a fifth bedroom at a cost of £33,388, generously supported by Epsom Rotary.

23 POST BALANCE SHEET EVENTS

- a) The impact of Covid-19 has been discussed in the Trustees Report.
- b) On 14 June 2021 the Company purchased an additional residential property, 6 Revell Close, Fetcham, Surrey for £765,000. This property has subsequently been refurbished (final cost estimated at £100,000), and was let to tenants on 20th October 2021.
- c) Major repairs are required to the Grange main house roof, at an estimated cost of £224,000. It is planned to carry out these repairs during the year 2021-22.

24 CAPITAL COMMITMENT

There are no capital commitments at March 2021 (2020 Nil)

25 RELATED PARTY TRANSACTIONS

Related parties of the Company are Directors and Senior Officers. Expenses of Trustees (who are Directors) are disclosed in note 6. Salaries of Senior Officers are disclosed in note 7(b). There are no related party transactions.

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26 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (2019/2020)

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	38,469	93,477	131,946
Income from charitable activities	4,507,283	53,277	4,560,560
Event income	21,289	-	21,289
Investment income	26,228	2	26,230
	<hr/>	<hr/>	<hr/>
Total income	4,593,269	146,756	4,740,025
	<hr/>	<hr/>	<hr/>
Expenditure			
Cost of raising funds	6,186	-	6,186
Expenditure on charitable activities	4,063,286	178,621	4,241,907
	<hr/>	<hr/>	<hr/>
Total expenditure	4,069,472	178,621	4,248,093
	<hr/>	<hr/>	<hr/>
Net income/(expenditure) before gains on investments	523,797	(31,865)	491,932
Profit/(Loss) on asset disposal	(3,537)	-	(3,537)
Net profit/(loss) on investments	(34,382)	-	(34,382)
	<hr/>	<hr/>	<hr/>
Net income / (expenditure)	485,878	(31,865)	454,013
	<hr/>	<hr/>	<hr/>
Transfer between funds	-	-	-
	<hr/>	<hr/>	<hr/>
Net income and net movement in funds for the year	485,878	(31,865)	454,013
Reconciliation of funds			
Total funds brought forward 1 April 2019	5,309,486	2,805,145	8,114,631
	<hr/>	<hr/>	<hr/>
Total funds carried forward 31 March 2020	5,795,364	2,773,280	8,568,644
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>