



**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**

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## **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 Dumbleton 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**

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**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**

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## 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).

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## **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

forum for staff-related matters. This aligns well with our objective of becoming an employer of choice.

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 encouraged to be active members on at least two of the following committees. These continue as for 2021:

- |                                    |             |
|------------------------------------|-------------|
| - Finance Committee                | quarterly   |
| - Social Care Committee            | quarterly   |
| - Housing and Facilities Committee | quarterly   |
| - Governance Committee             | six-monthly |
| - Employee Wellbeing Committee     | six-monthly |

Managers and specialist staff report 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 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 and responded to by the Board, the following fora are in place, allowing representatives of these groups to meet with Trustees on a periodic basis as part of the meeting cycle, with outcomes taken 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 Parents Network. Held twice-yearly, and informed by discussions at the independent network meetings which take place in between times.
- **Tenants'/Residents' Forums:** 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. 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
1	Identify and invest in more off-site accommodation in the Mole Valley 'corridor' for supported living tenants;	Offer accepted on family house in Fetcham, for occupation as shared house by four tenants.	<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>
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>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>
3	Continue the evolution of the group living service to a supported living 'plus' environment, in order to build independence and	Team Leaders completed 'future leaders' one year development programme.	More joint appointments as vacancies arise and more cross-team rota-ing of existing staff.

	<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:

2<sup>nd</sup> 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](http://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: 3<sup>rd</sup> 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 £
<b>Turnover</b>	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)
<b>Operating surplus/(deficit)</b>		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		-	-	-	-
<b>Statement of total recognised surplus</b>					
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)	-	-
<b>Total recognised surplus/(deficit) for the year</b>		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 £
<b>Income</b>					
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
<b>Total income</b>		<b>4,564,924</b>	<b>269,957</b>	<b>4,834,881</b>	<b>4,740,025</b>
<b>Expenditure</b>					
Cost of raising funds		-	-	-	6,186
Expenditure on charitable activities	5	( 3,824,824)	( 188,399)	( 4,013,223)	4,241,907
<b>Total expenditure</b>		<b>( 3,824,824)</b>	<b>( 188,399)</b>	<b>( 4,013,223)</b>	<b>4,248,093</b>
<b>Net income/(expenditure) before gains and losses on investments and property</b>		<b>740,100</b>	<b>81,558</b>	<b>821,658</b>	<b>491,932</b>
Profit/(Loss) on asset disposal		( 1,290)	-	( 1,290)	( 3,537)
Net profit/(loss) on investment	9	107,806	-	107,806	( 34,382)
<b>Net income / (expenditure)</b>		<b>846,616</b>	<b>81,558</b>	<b>928,174</b>	<b>454,013</b>
Transfer between funds	17	100,204	( 100,204)	-	-
<b>Net income and net movement in funds for the year</b>		<b>946,820</b>	<b>( 18,646)</b>	<b>928,174</b>	<b>454,013</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	17	5,795,364	2,773,280	8,568,644	8,114,631
<b>Total funds carried forward</b>	<b>17</b>	<b>6,742,184</b>	<b>2,754,634</b>	<b>9,496,818</b>	<b>8,568,644</b>

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.

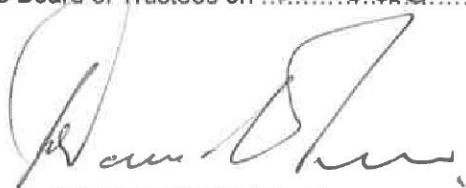
See also notes on pages 34 to 48 which form an integral part of these accounts.

**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
<b>Fixed Assets</b>			
		£	£
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>
<b>Current Assets</b>			
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>
<b>Less: Creditors falling due within one year</b>	12	<u>(295,196)</u>	<u>(224,816)</u>
Net current assets		<u>2,752,574</u>	<u>2,137,864</u>
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>
<b>The Funds of the Charity</b>			
<b>Restricted Funds:</b>	17		
Restricted building fund		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>
<b>Unrestricted Funds:</b>			
General fund	17	6,742,184	5,795,364
		<u><u>9,496,818</u></u>	<u><u>8,568,644</u></u>

The notes on pages 34 to 48 form part of these accounts. The financial statements were approved by the Board of Trustees on 24 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 £
<b>Cash flows from operating activities</b>	19	677,346	439,937
Legacies, grants donations and fundraising		383,043	147,049
<b>Cash flows from operating activities and fundraising</b>		<u>1,060,389</u>	<u>586,986</u>
<b>Cash flows from investing activities</b>			
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)
<b>Cash (used in) investing activities</b>		<u>( 362,918)</u>	<u>( 552,256)</u>
<b>Cash flows from financing activities</b>			
Grant received / receivable	20	-	-
<b>Cash provided by financing activities</b>		<u>-</u>	<u>-</u>
<b>Increase/(decrease) in cash and cash equivalents</b>		<u>697,471</u>	<u>34,730</u>
Cash and cash equivalents at the beginning of the year		<u>1,995,089</u>	<u>1,960,359</u>
Total cash and cash equivalents at the end of the year		<u>2,692,560</u>	<u>1,995,089</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 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	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 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.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**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.



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**NOTES TO THE FINANCIAL STATEMENTS  
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**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:

<b>Indirect costs</b>	<b>Basis of allocation to each activity</b>
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.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**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
<b>Gross rental income</b>	<u>673,613</u>	<u>654,238</u>
Voids	-	-
<b>Net rental income</b>	<u>673,613</u>	<u>654,238</u>
<b>Turnover from social housing lettings</b>	<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)
<b>Operating costs on social housing lettings</b>	<u>( 514,146)</u>	<u>( 557,649)</u>
<b>Operating surplus on social housing lettings</b>	<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

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**NOTES TO THE FINANCIAL STATEMENTS  
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**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

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**NOTES TO THE FINANCIAL STATEMENTS  
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**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.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**8 FIXED ASSETS**

8.1 Freehold property comprises:

	Accommodation for supported people £	Swimming Pool £	Horticulture Buildings £	Main House and Other £	Total £
<b>Cost</b>					
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
<b>Cost at 31st March 2021</b>	<b>6,660,206</b>	<b>162,371</b>	<b>233,724</b>	<b>1,387,511</b>	<b>8,443,812</b>
<b>Depreciation</b>					
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
<b>Depreciation at 31st March 2021</b>	<b>(1,772,135)</b>	<b>(55,433)</b>	<b>(93,607)</b>	<b>(299,655)</b>	<b>(2,220,830)</b>
<b>Net Book Values</b>					
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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**NOTES TO THE FINANCIAL STATEMENTS  
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**8 FIXED ASSETS (continued)**

**8.2 Other Tangible Assets**

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
<b>Cost</b>				
At 1st April 2020	1,193,610	477,669	137,012	1,808,291
Additions	-	63,967	-	63,967
Disposals	-	-	-	-
At 31st March 2021	1,193,610	541,636	137,012	1,872,258
<b>Depreciation</b>				
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	(112,021)	(344,295)	(77,751)	(534,067)
<b>Net book values</b>				
At 31st March 2021	1,081,589	197,341	59,261	1,338,191
At 31st March 2020	1,101,937	164,889	79,015	1,345,841

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 £
<b>9 INVESTMENTS</b>		
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	877,058	519,252
Cost at 1st April 2020	432,377	232,377
Purchase during the year	250,000	200,000
Cost at 31st March 2021	682,377	432,377

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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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021 (Cont'd)**

<b>10 DEBTORS</b>	<b>2021</b>	<b>2020</b>
	£	£
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>

<b>11 CASH</b>	<b>2021</b>	<b>2020</b>
	£	£
Cash at bank and in hand	<u>2,692,560</u>	<u>1,995,089</u>

<b>12 CREDITORS</b> Amount falling due within one year	<b>2021</b>	<b>2020</b>
	£	£
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>

<b>13 CREDITORS</b> Amounts falling due after more than one year	<b>2021</b>	<b>2020</b>
	£	£
Deferred capital grant income	<u>1,693,987</u>	<u>1,747,264</u>



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**NOTES TO THE FINANCIAL STATEMENTS  
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**14 DEFERRED GRANTS**

			£			
Grant making body	Category	Grant	Total income released to 1/4/2020	Grant Income Release 20/21	Grant Income Release 21/22	Grant Deferred >1yr
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
	<u>108,728</u>	<u>99,778</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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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	6,742,184

**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	2,364,302	265,960	57,315	67,057	2,754,634

**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  
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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
	£	£	£
<b>FIXED ASSETS</b>			
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
<b>CURRENT ASSETS</b>			
Stocks	14,594	-	14,594
Debtors	340,616	-	340,616
Cash	2,568,470	124,090	2,692,560
<b>CURRENT LIABILITIES</b>	( 241,920)	( 53,276)	( 295,196)
<b>Deferred Grants</b>	-	( 1,693,987)	( 1,693,987)
	<hr/>	<hr/>	<hr/>
	6,742,184	2,754,634	9,496,818
	<hr/>	<hr/>	<hr/>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,364,302	
Property funded by Capital Grants		1,237,663	
		<hr/>	
		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/> 594,585	<hr/> 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/> 677,346	<hr/> 439,937
Net cash inflow from operating activities	<hr/> <hr/> 677,346	<hr/> <hr/> 439,937

**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/> 1,927,279	<hr/> 640,000	<hr/> 96,559
Balance at 31st March 2021 before income release	<hr/> <hr/> 1,927,279	<hr/> <hr/> 640,000	<hr/> <hr/> 96,559
See note 14 for non cash income release from grants			

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**NOTES TO THE FINANCIAL STATEMENTS  
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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.

**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)**

**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/>