



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

The Grange Centre for People with Disabilities

a company limited by guarantee and not having a share capital

Registered Office

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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 W (Chair of Social Care Committee)

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

Mrs Pamela Barrett PGCE Dip TMHA, to Dec 2021

Mr Paul Cullen, to May 2022

Mrs Deborah Gowns (Chair of Employee Wellbeing Committee)

Mrs Linda Ferguson (Chair of Housing & Facilities Committee)

Dr Carol Riddington PhD BCs MSc, to Dec 2021

Mr Chris Tailby CBE (Chair of Governance Committee), to Oct 2021

Mr Tony Dumbleton MA ACA, from Sept 2021

Mrs Larisa Strickland MSc HBA, from Sept 2021

Mr Paul Di Paola 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 2022**

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Introduction by the Chair of Trustees

This past year has been one of learning to live with Covid-19. The steady trickle of mild cases among staff and people we support has not diverted us from the path set out in our Strategic Plan. The year started with the purchase of a new shared house in Fetcham, and ended with the securing of planning consent for our exciting project to build an outdoor and community learning centre. With new Trustees recruited to replace a trio of loyal and knowledgeable members of the Board, and a Head of Finance and Transformation recruited to complete the management reorganisation begun before the pandemic, we are enjoying an injection of new skills and ideas to guide us along this exciting path.

The after-shock of Covid is felt most keenly by support staff, already tired after two years of fighting a virus which has made every aspect of life so difficult. It has caused us all to think again about our priorities, leading to staff departures and shortages which have made life on the front line even more exhausting. In spite of the stresses, we are heartened by the return of colleagues who had left us in search of 'greener grass', and by agency staff so enchanted by the atmosphere of The Grange that they ask to join our permanent team. Colleagues will always feel they could do more of the things that matter most to people we support, but they still provide an array of outings and holidays, walks and discos, parties and concerts that ensure a succession of happy days throughout the year. We are proud of our hard-working staff, and are doing all we can, as a Board of Trustees, to support them – not least with an annual Wellbeing Week, with a plethora of relaxing activities from meditation and candle-making to musical lunchtimes and sessions in a healing salt cave.

We are proud to be making our presence felt ever-more-strongly in the wider world, too. A national prize from the Markel 3rd Sector Care Awards celebrated the work of the Keep Safe Team in 'Campaigning for Change' by securing a safer crossing for Rectory Lane. We have supported the people of Bookham with their efforts to make the railway station more accessible for everyone. We have reminded our politicians about their environmental responsibilities with deliveries of green hearts on Valentine's Day. We have expressed our concern for those in need, raising funds for the homeless; making collections for Ukrainian refugees, and packaging up shoeboxes of toys and essentials for people living in poverty in Eastern Europe.

So much of this is possible only because of the help we receive from you, our supporters, partners and stakeholders. Without your contributions of finance, encouragement and advice, we would not be the special place we are. It is heartening to see you coming on site once again to enjoy our tasty scones on a Tuesday, and plan new projects with us. Please keep coming: we promise that each contact with The Grange will bring you a sense of fulfilment that is hard to match.

David Turner
Chair of Trustees

Chief Executive's Review of 2021/22

As life has reverted to normal, we have been rediscovering the sense of family that makes The Grange such an attractive place to live, work and learn. All kinds of visitors have been returning to our main site, and a string of compliments from them has reminded us of the enchanting environment that is so much a part of our lives. I will share these with you in the following pages, in which I look back over some of the most notable aspects of the year gone by.

"Seeing everybody smile made me smile."

Ella, a Year 6 student from City of London Freeman's School delivering Jubilee bunting and pompoms

Staff

But it has not been an easy year for staff, as our Chair David has noted in his introduction. After two years of hard work though the pandemic, the easing of lockdown in 2021 prompted a number of colleagues to reconsider their work-life balance. Some retired; some reduced their working hours, and others moved to live near family or in their long-held 'dream' locations. Others have gone to retrain or take up different jobs. At the same time, there is a national recruitment crisis. By the autumn of 2021, the estimated number of vacancies recorded was at its highest level since records began, particularly in customer-facing roles, with recruitment favouring candidates rather than employers as has been the tradition. The Grange has natural appeal for job applicants, with its beautiful grounds, friendly staff team, free parking and high level of job satisfaction.

"I have learnt so much and laughed even more. Residents and staff have all inspired me with such kindness and sympathy."

A departing member of staff from Group Living

Trustees have nevertheless responded to this challenge, with a generous pay increase – made possible by an equally generous fee increase from our supportive local authorities, a second year of Covid bonus payments and other financial benefits. Our Wellbeing Week is loved by staff and people we support, providing moments of quiet and relaxation around the site or the opportunity to try out new activities. There have been internal promotions, giving people the chance to shine in new roles and retaining talent in the organisation. We applied for and won a short break in a Landmark Trust cottage, allocated to one of our front-line staff for a well-earned break in March. And the introduction of the Community Fridge on a Tuesday gives staff and others on site the chance to pick up free groceries at a time when household budgets are hard pressed. All this goes to show, we hope, how

much we value our staff. And all the while we are recruiting and training to try and fill the gaps on our rotas – particularly in the evenings and at weekends, when people we support are often keen to get out and have fun.

“The nicest place I have ever worked, not [just] because I love working with the people we support, but because I’ve never worked anywhere where the staff have been so helpful and friendly.”

An agency staff member who works in all areas of Support Services at the Grange, with experience of more than 50 care homes

Enterprise

In spite of these staffing challenges, we are taking strides towards our vision of The Grange at 90, set out in our [Strategic Plan](#). Our ambitions to be more self-reliant, financially, are being driven by an enterprise team developing a host of new, saleable products, with eye-catching and professional branding devised in partnership with people we support. At the time of writing this report, the catering team is preparing to open its Courtyard Café to the public, with a view to learning from the experience in order to shape the permanent café which will form part of the Outdoor Learning and Community Centre in due course. The creative arts team has transformed the Romero Summerhouse into a pottery, also a pilot for the new Centre, where a community pottery will be available for hirings, artists in residence and regular skills sessions. Grange potters have already been producing beautiful objects – leading to lengthy waiting lists at Christmas for some of the wonderful platters they have designed and made. But leading the way on the enterprise front is our embroidery hub, overwhelmed with orders throughout the year. The quality of our embroidery work continues to develop, thanks to state-of-the-art machinery funded by long-standing supporters The Worshipful Company of Broderers. It was recognised nationally this year in The Broderers’ Exhibition: *The Art of Embroidery* at the Bankside Gallery in London. Pieces submitted by The Grange were selected for display, in a competitive field which included entries from the Royal School of Needlework and the Royal College of Art. It is wonderful to see the heritage of Miss Sweet’s School of Stitchery and Lace celebrated and continued in this way.

“You gave me a day...I will never forget. I am still blown away by the history of The Grange and what you continue to build and achieve today.”

International embroidery expert, Diana Springall, on her first visit

Partnerships

With the freedom of life after Covid, we are building new partnerships with local organisations and reviving more established ones. Our good friends, the Rotary Club of Bookham and Horsley, played a key role in the creation of a beautiful community garden for our tenants at the Acorns in Bookham in the autumn. One of a host of groups and individuals – from St John’s School in Leatherhead to funding bodies such as the D’Oyly Carte Charitable Trust – they provided not only grant aid but also muscle power to help transform this formerly rather unappealing space into a garden where the tenants can be active, spend time socialising or even rustle up one of their much-loved barbecues to share.

The Grange’s thoughtful input into a series of virtual consultation meetings with the developers of the proposed new school and homes in Effingham drew the attention of Berkeley Homes Southern who were at the time considering a new charity partner. In the short months since they confirmed their choice, they have done fundraising runs; helped out at our events; given via their payroll and built us a brand new barbecue with contributions from their suppliers – completely free of charge.

“When our search for a new community connection began I had no idea what a fantastic partner we would find in The Grange. On my first visit I couldn’t have been more inspired by the quality of the facilities, their residents and - of course - the Grange-made cakes. Our tour showed us all the amazing ways in which The Grange can assist the residents and day visitors and by the end I was already thinking of all the ways we could support each other. Being so local to our Head Office and having many of the same values it made the selection of The Grange as our charity partner an easy one. That relationship is already going from strength to strength with our volunteering at Pyjama Day and the recent opening of the brick-built barbecue, with hopefully many things to follow!”

Samantha Stiff, Berkeley Foundation Champion from Berkeley Homes Southern

Employment

The original School of Stitchery and Lace was designed to give people the skills they needed to earn a living, and work skills are still integral to each of our Skills for Life sessions. It has become harder than ever to secure jobs for people we support, following the pandemic, so we have developed a new, year-long Learn to Earn course which is focussed on the goal of securing volunteering or paid work and has been piloted with people from The Grange over the past year. A new Employment Support Officer has been recruited, and is working hard to grow our network of local business contacts in the hope of finding work placements.

We also realise that we need to lead by example, when it comes to employment, and have taken on our first member of staff with a learning disability. Following a job trial arranged

with the help of the Down's Syndrome Association WorkFit programme, our new colleague provides valuable assistance to the Resources Team, improving our administration of HR and training records and helping with practical tasks around our Reception area.

The Grange also secured ten contracts for Kickstart posts, introduced by the Government to help young people affected by the pandemic. Although several were unable to complete their six month contracts due to mental health and other issues, one has now taken up a post in Group Living and others are still learning the skills they need to work at The Grange.

There are other opportunities to develop aptitudes and confidence for the workplace too, including our regular Chief Executive for a Day programme. This was first suggested by someone we support in 2019, and generated so many applications this year that a new 'Trustee for a Day' initiative has been developed. These develop team working, debating, decision-making and presentation skills, in a different setting and with different people.

With all these experiences in mind, staff at The Grange are better able to advise and guide employers thinking of offering work placements to people we support. With a recruitment crisis across the UK, we are confident that the year ahead will be full of opportunities for people with learning disabilities in their quest to find employment.

"Tonight I am a very proud Mum. Thank you for giving him this opportunity and making me so happy."

Family carer, having seen feedback from her son who was Chief Executive for a Day

There is so much to look back on and cherish in a typical year at The Grange: the sketch I have given you above does not do justice to the real number and quality of achievements of colleagues, volunteers and people we support. However, it is clear that the things we are doing make a positive impression on those who know us, and that The Grange continues to generate admiration among supporters and stakeholders of all kinds.

In a year when colleagues have felt under pressure, it is even more remarkable that we have sustained this pace of change. I hope you will join me in applauding the hard work of staff and the leadership of our Board of Trustees, which together ensure that the people we support can make the very most of life at The Grange.

Thank you

Eloise Appleby
Chief Executive Officer

Progress Against Our Strategic Plan

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

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

- The arrival in post of the new Head of Finance and Transformation, the last post identified in the organisational restructuring of 2019/20, with extensive fundraising experience;
- The purchase of a new shared house for The Grange in Fetcham, which had led to four new support contracts, as well as being a long term investment of Grange funds;
- The appointment of a new Enterprise Team Leader, development of an on-site café; creation of an 'embroidery hub' at the main house, and a print operation using a new, externally-funded flat-bed press at The Shop @ No5. All will generate new income and are characterised by the integral role of people we support within these initiatives;
- The establishment of a partnership with Berkeley Homes Southern, which will include staff 'Give As You Earn' donations and other individual fundraising; group volunteering to tackle projects on Grange sites; the potential donation of time and materials to reduce the charity's outgoings.

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

- A positive report from a Care Quality Commission's inspection of Group Living's infection control measures, which the inspector commented informally was an example of best practice, with no areas for improvement;
- Completion of the transformation of the shared garden at Acorns, to allow for social interaction and physical activity among tenants;
- The continuation of the popular Chief Executive for a Day programme, extended to include a Board of Trustees for a Day initiative in recognition of the number and quality of applications from people we support;
- The continued evolution of the Skills for Life programme, acknowledged by a commissioner at Kingston upon Thames Council to be of a far higher standard than he was accustomed to in other settings. The same commissioner agreed to pay the current skills fee rates for two individuals who have been significantly under-funded for years;

- Following a grant-funded trial, the introduction of regular animal therapy sessions, leading to ASDAN qualification in animal management;
- A Grange-wide programme to help people be more confident in talking about death and dying, and a grant from Macmillan Cancer Support for a project to record and improve the experience of people with learning disabilities who have a cancer diagnosis;
- Positive feedback from people we support in their annual survey, indicating that they felt The Grange was happy, caring and had a good mix of people. The biggest request was for more activities in the evenings, at weekends and off-site: not surprising after a year of lockdown;
- 98% of respondents to the 2020/21 annual stakeholder survey said that staff at The Grange were often or always caring; 91% stated that they thought PWS were able to do things they want to in a way that is safe and 100% of those who responded thought that where they live is comfortable and safe;
- Enhancement of the 'Learn to Earn' pilot, with input from Surrey County Council, as a year-long course;
- Maintaining services for all people we support throughout the pandemic, through a combination of video-based delivery and 'bubbles', keeping the number of cases of Covid-19 to a minimum;
- Selection of four pieces of work for a national embroidery exhibition staged in Banksie Gallery by The Worshipful Company of Broderers in February 2022 against competitors such as The Royal School of Needlework, the Royal College of Art and Fine Cell (a charity which makes beautiful handmade products in British prisons);
- Introduction of more ASDAN-accredited courses, including animal management, photography and social communication.

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

- Development of an action plan to boost recruitment of support staff, with greater visibility for The Grange in local town centres and on Grange vehicles: more focus is being placed on the benefits of working for The Grange, which have traditionally been under-sold. This has already resulted in a run of applications for support roles;
- A focus on staff wellbeing in 2021/22 prompted an exceptional remuneration package being proposed for 2022/23: this appears to be one of the highest cost of living increases that has been awarded by Surrey charities and care providers;
- Piloting a first Wellbeing Week for staff and PWS, with a number of dedicated sessions for staff to ensure optimum benefit. This included a range of physical activities, animal therapy, holistic treatments, knitting, drumming and a piano recital in the garden, among other events. It was very well received by staff,

who felt it responded well to the concerns about fatigue and anxiety coming out of lockdown;

- Introduction of a Community Fridge outlet one day a week, providing free surplus foods for staff and others on site, to ease the strain on household budgets;
- Engagement in the Government Kickstart initiative, resulting in ten contracts being offered to The Grange. One Kickstart employee has now been offered a permanent role in Group Living;
- The recruitment of our first member of staff with learning disabilities, after nearly a year of working through challenges with The Down's Syndrome Association, Surrey Choices and her family. The experience has proved useful in reviewing the way that The Grange approaches other employers, with a new Employment Support Officer appointed in February 2022 and ready to start looking for workplace opportunities.
- Results of the 2021 Staff Survey were generally very positive. Among a list of areas for development identified in response to the survey was a greater focus on wellbeing – particularly mental wellbeing. This has prompted a number of initiatives, including becoming an outlet for the Community Fridge; the allocation of a short break at a Landmark Trust holiday home won by The Grange to a member of front line staff; a generous pay award and bonus; Board discussions about improved pension arrangements, and so on.
- A trial face-to-face counselling service by The Mary Frances Trust for anyone on site.
- A series of office moves to enable the offsite team to rejoin colleagues in the Main House for more joined-up working and better access to staff facilities;

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

- The installation of a lease line to provide better data transfer to and from The Grange, enabling more reliable remote working and video conferencing, and opening the door to savings on telephones by using Voice Over Internet Protocol (VOIP) connections in the year ahead;
- Improving the efficiency of ordering medications by changing pharmacy and setting up [Proxy Access](#) for people we support to enable direct communications with the relevant surgery instead of via the pharmacy;
- The transition to the new Sage financial management system to replace the outdated Pegasus system, making routine day processes quicker and easier, and

the appointment of a Finance Team Leader to support improvements to financial processes;

- Renegotiation of the year contract for mobile phones, resulting in a saving of around £4k.
- Introduction of a new Workplace 'Boardroom' group to improve the efficiency and confidentiality of Board activities;

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

- The securing of planning consent for the Outdoor Learning and Community Centre developed over the preceding year, to 'future proof' horticulture learning spaces; introduce new enterprise facilities (shop, café, pottery) to provide jobs for people we support; improve the experience for people we support and other visitors with disabilities (eg with a Changing Places toilet), and allow community hirings of room space;
- New policies around rent-setting and service charge calculation have been produced and adopted, as a basis for reviewing income from rents and service charges;
- The creation of a new amphitheatre on the main lawn, providing a new outdoor space for learning, performances and social events. This could potentially also be hired by community groups, and was the focus for a celebration event for The Queen's Platinum Jubilee in June 2022.
- The deployment of infection control grants from Government on new facilities (eg visitor domes, sun shades, outdoor furniture) that have increased the capacity for skills and enterprise sessions;
- The continued development of the outdoor learning and community centre project, which will incorporate improved spaces for existing sessions as well as spaces for new sessions and enterprise opportunities.

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

- Representatives of The Keep Safe Team collected first prize at a national award ceremony (Markel 3rd Sector Care Awards) in March, in the 'campaigning for change' category, for their work in securing a safer crossing point on Rectory Lane in 2021;
- Following on from this work (above), the Keep Safe Team has embarked on a programme of street audits, to lobby for clutter-free pavements for people on foot and in wheelchairs;

- People we support took part in the Effingham Churches' living nativity, some as characters and some as the audience, enjoying being part of this annual community occasion – rounded off, to their great satisfaction, with hot chocolate and mince pies;
- The Light and Soul Group has requested a campaign in support of the homeless, which will take the form of a year-long programme of activities including, potentially, a street collection, a 'Pyjama Day' fundraising event and a sponsored 'sleep out';
- Delivery of eco-Valentine's cards and hearts to politicians, with a message to ask them to show their love for our planet by doing more to tackle climate change: in return, the Leader of Mole Valley District Council has offered to come to The Grange to discuss with PWS the measures already being taken and the help needed by The Grange to take forward its own ambition to be more sustainable;
- Supporting groups of PWS to take part in consultation discussions with:
 - ✓ Bookhams Residents Association, at a meeting to discuss the Local Plan;
 - ✓ Surrey County Council, in relation to their new engagement strategy;
 - ✓ Surrey Health Watch;
 - ✓ Surrey's new Police and Crime Commissioner, in relation to improving the inclusivity of their communications and links to the community.

Inevitably, there is so much more that could be said. But the list above reflects the variety of actions already in hand, setting the organisation up to make real progress against the Strategic Plan in the coming years.

Annual Report

For the year ended 31 March 2022

The Board of The Grange Centre for People with Disabilities (referred to hereafter as “the company”, “the charity” or “The Grange”) is pleased to present the Annual Report and Financial Statements for the year ended 31 March 2022.

Reference and Administrative Detail

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

Public Benefit

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

The charity’s public benefit extends beyond its immediate beneficiaries, however. Many of the people it supports give their time to other local charities and services, providing hours of regular volunteering and work placements. This is done over many years, and on a very committed basis, although obviously affected to some degree in 2021/22 by the legacy of the pandemic. The Grange participates in community events such as Bookham Village Day, Surrey Open Studios and Bookham Hidden Gardens, enabling a wide range of people – neighbours and tourists alike - to enjoy its premises and products and so enriching the experience of these occasions. The organisation also supports other charities – something it continued to do in spite of lockdowns. In the last year, this ranged from fundraising activities for Mencap, LeatherHEAD START charity for the homeless, Ukrainian refugees, the local food bank and the Link to Hope shoebox scheme in Eastern Europe.

“I think The Grange is wonderful in its response to those in need, there are some very kind and generous people.”

Family carer, prompted by the collection for Ukraine

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

We have contributed to local discussions about road safety, improvements to the accessibility of the railway station and the vitality of the high street. People we support have been encouraged to speak publicly about issues that matter to them, as can be seen elsewhere in these pages.

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

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

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

Structure, Governance and Management

Governing Document and Constitution

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

Recruitment and Appointment of New Members of the Board

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

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

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

New trustees are provided with a Trustee Welcome Pack, which is now complemented by the Charity Commission's own Charity Trustee Welcome Pack. A planned induction programme seeks to ensure that they become familiar with the work of the company as quickly as possible. Three new trustees were appointed in 2021/22, and another recruitment campaign was mounted in Spring 2022 in anticipation of the resignations of two trustees at the Annual General Meeting. This campaign, like the previous one, was designed to encourage greater diversity on the Board. The Board is hoping to appoint up to

three new trustees from this campaign, ready to be formally selected at the Board Meeting in September 2022.

Board Governance

The Board has a traditional quarterly cycle for its committee meetings, although the decision was taken in 2021 to reduce the number of Governance Committee meetings to one per year rather than two.

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 will be as follows in 2022:

- | | |
|------------------------------------|-------------|
| - Finance Committee | quarterly |
| - Social Care Committee | quarterly |
| - Housing and Facilities Committee | quarterly |
| - Governance Committee | yearly |
| - 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 are circulated with the Board papers each quarter, and chairs refer significant items arising from their committees to the Board for decision-making.

Stakeholder Representation and Engagement

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

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

- **Tenants'/Residents' Fora:** the Chief Executive Officer or Estates Manager attends these bi-monthly meetings whenever possible, and significant issues are then relayed to the relevant trustee committee.
- **Employee Forum:** representatives of the various teams at The Grange meet quarterly with the Chief Executive Officer or nominated manager.
- **Keep Safe @ The Grange:** people supported by the Chief Executive Officer share concerns about safety on site and in the community and learn how to stay safe. Issues such as road safety are taken up with the appropriate agencies and the group is supported by the local Police Community Support Officer. This team meets quarterly, but champions projects throughout the year.

Volunteers and commissioners are also important stakeholder groups for The Grange; their views and interactions with staff and those we support are at a more individual, rather than group, level. Regular, minuted meetings take place with the Commissioning Manager from Surrey County Council, along with more informal information-sharing between these occasions.

Volunteers were formerly as numerous as regular staff, and tended to be allied with one particular department or individual person we support. They were sadly not able to come on site during 2020/21 and much of 2021/22 due to the Covid 19 restrictions, other than a handful carrying out specialist, distanced roles. Efforts were made to keep in touch regularly with them and to involve them through home-based projects as well as in a virtual meeting about the outdoor learning facilities. Although a number of more longstanding volunteers have stepped down following the pandemic, new ones are coming forward and are happy to work in different ways – eg one young person spent a term working on music compositions with a person we support who enjoys song-writing; one group of friends comes at weekends to work in the Rose and Sensory Gardens. Between January and June 2022, the number of active volunteers grew from 18 to 47, 29 of whom were new to The Grange. This is very different from the figure of around 130 pre-pandemic, which had been a static figure for some years. However, volunteer roles have in many cases been refocussed, and teams are keen to ensure that volunteers have meaningful and productive roles – as well as a sociable experience – when coming to The Grange.

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

Objectives and Services

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

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

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

The company is committed to the principle of people with disabilities being part of the community and therefore actively encourages participation in opportunities outside The Grange as well as welcoming visitors to it, although a return to this position following the pandemic is proving challenging, as many organisations have made changes as a result of the experience: for example, there is more home working, and fewer people are allowed into enclosed office spaces/shops. The company has a continuing commitment to the learning and development needs of all its staff.

Volunteers add great value to the work of paid staff, extending individual opportunity and choice: drivers and 'buddies' in particular are always in demand. It is hoped that this year will see the return of corporate volunteering days, which tackle bigger projects onsite – often in the gardens or around the main house.

Family carers are engaged at a variety of levels with the company, with many also supporting as volunteers and helpers, as well as taking part in their own group of The

Grange Relatives and Carers Network, or being elected to the Families, Carers and Trustees Consultative Forum.

The Board would also like to formally recognise the contribution that continues to be made by The Grange Circle, a dedicated group of volunteers, who organise and assist at fund-raising events and generally support the work of the charity. The very last event before lockdown was another hugely successful Bridge Tea, catered for so efficiently by the Circle. With Grange facilities being used very differently since the pandemic, they hope to run Bridge Masterclass events in new locations in future.

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

Strategic Report

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

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

- Friendly
- Open
- Respectful
- Caring
- Enabling

The first letters of our values spell the word 'FORCE' and the charity would like to see itself as a positive force in the adult social care sector.

Looking Ahead

The Grange's [Strategic Plan](#) sets out four priority actions for the coming three years, each intended to deliver against one or more of the plan's six strategic objectives referenced in the Chief Executive's Review from page 5 above. It is heartening to see how much progress was made in many areas of the plan, in spite of the additional burdens of the pandemic.

In the year ahead, the following action is anticipated:

Priority Action		Achievements in 2021/22	Planned Action 2022/23
1	Identify and invest in more off-site accommodation in the Mole Valley 'corridor' for supported living tenants;	<p>Four new tenants moved into Epsom House, following the move of the former tenants into the new house in Fetcham to be closer to The Grange. Epsom House was refurbished in consultation with the families, and additional bathroom facilities added.</p> <p>Rents and service charges were set based on the newly-developed policies, ensuring an appropriate return on these investments.</p>	<p>Property search to continue, with the aim of securing further one-bedroom flats to encourage on-site tenants to progress to off-site living, and create space on site for new tenants. However, this is considered longer-term work given the difficulty in recruiting support staff.</p> <p>Continue to work with local authorities to identify potential developers to partner with.</p> <p>Look at alternative models of provision (eg working with investment companies).</p> <p>Apply new rent-setting policies to all existing housing stock to determine whether an appropriate financial return is being made on this housing.</p>

Priority Action		Achievements in 2021/22	Planned Action 2022/23
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>Plans completed and an application for planning consent submitted to the local authority.</p> <p>Planning exhibition devised on-line and in The Lumley Lounge, and can be used for fundraising presentations.</p> <p>Planning consent received in January 2022.</p>	<p>Fundraising campaign to be progressed, working on large-scale capital grants first.</p> <p>Business case/budget to be developed.</p> <p>Timetable of pre-build activities drawn up to ensure planning conditions met.</p> <p>Project manager recruited, subject to progress of fundraising.</p>
3	Continue the evolution of the group living service to a supported living 'plus' environment, in order to build independence and increase the sharing of skills and opportunities across the two services;	Some joint appointments of agency and other staff across teams, and support from Team Leader (Continuous Improvement) for GL (Group Living).	<p>More joint appointments as vacancies arise and more cross-team working on rotas for existing staff.</p> <p>All opportunities for participation extended to all residents/tenants and day skills participants.</p> <p>Recruit activity coordinators in SL (Supported Living) and GL to ensure all outings and excursions are planned and shared together.</p>

Priority Action		Achievements in 2021/22	Planned Action 2022/23
4	Enhance our retail sales on-line and in person in order to make the most of the talent and creativity within The Grange.	<p>Relaunched activities for external customers (eg Simply Scones, hirings, Heritage Room visits) to generate income and cross-sell products.</p> <p>New product lines introduced and tested.</p> <p>New branding developed to go across all merchandise.</p>	<p>More on-line retail (eg via Etsy and other 'marketplace' websites) to be developed.</p> <p>Redesign website, with accompanying improvements to on-line shop including payments.</p> <p>Research point of sale software for stock control.</p> <p>Review role of Shop@No5 to ensure best use obtained from the space</p>

Principal Funding Sources

The bulk of operating income is derived from fees for providing services under contracts with various local authorities and other government bodies, and from people within our services who might have individual agreements. Correspondingly, the greater part of expenditure is incurred in providing these services and in maintaining property. The cost of staff directly providing these services is the largest element of total operating costs. In addition, ever-increasing building regulations and standards relating to property, fittings and other equipment mean that our expenditure on maintaining existing facilities continues to increase annually.

There are three main services provided by The Grange – group living (formerly residential care), supported living and skills for life (formerly day skills). These sub-divide as follows:

- a) Residential Care on site, for 16 people requiring constant support from morning to evening, with one requiring 24 hour support;
- b) Supported Living for 43 people living in The Grange's properties on site;
- c) Supported Living for 19 people living in The Grange's properties in four locations off site, in neighbouring villages/towns;
- d) Supporting Living for 12 people living in properties owned by other agencies or their own families on a 'domiciliary care' basis;
- e) Day skills programme attended by 118 in total, of whom 39 are from outside the Residential Care and Supported Living services. Support is provided through a combination of dedicated day support workers and skills tutors. This figure has reduced following the pandemic as people we support have found other activities or become more nervous about coming to group sessions. A significant effort is being made to market the Skills for Life programme to drive up participation once again.

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

After a series of annual uplifts in fees since the previous Cost of Care exercise it carried out in 2018/19, Surrey County Council is planning another review of fees during 2022/23 in line

with the Government's "Market Sustainability and Fair Cost of Care Fund 2022 to 2023: Guidance" document. This is seen as an "opportunity for local authority commissioners and local care providers to work together to arrive at a shared understanding of what it costs to run quality and sustainable care provision in the local area and that is reflective of local circumstances." The impact on funding for The Grange is as yet unknown, but it is clear that, more than ever, the charity needs to boost other forms of income to make itself more financially resilient, without being seen to subsidise the statutory duties of local government. It is important to ensure that local authorities and private payers are paying consistent rates to ensure that there is no cross-subsidy between local government contracts or between charity funds and local government contracts, which is inequitable for those who are subsidising.

The charity has weathered the storms of the pandemic, with some reductions in income compensated for both through Covid-19 grants provided through Local Authorities, and cost savings in some areas. We are grateful to both private and statutory funders for their regular payments for the rent, support and skills activities for the people we support, which was steady throughout the year. Unrestricted income amounted to £4,834k, and unrestricted expenditure was £4,412k. After adding interest, investment income, increases in the value of investments and transfers between funds, this resulted in an unrestricted surplus of £574k. Restricted income was £168k, and expenditure on restricted funds was £222k. After transfers of £67k to unrestricted funds there was a deficit on restricted funds of £121k. The total net increase in funds for the year was £453k.

Unrestricted income was £269k higher than the previous year, which was mainly due to increases in the support funding received, but fundraising income was also about £63k higher. Unrestricted expenditure increased by £587k (around 15.3%). Expenditure in the previous year had been significantly lower than in the year 2019-20, because many activities and projects, including building works, were not possible during the pandemic. The latest year reflects a reversion to the earlier higher level of expenditure, together with inflationary rises in salaries and other costs.

Going Concern

In spite of the growing uncertainties around Local Authority funding, the charity has nearly full occupancy, with plenty of demand; has no loans; has established a prudent level of reserves, and maintains control over costs. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting.

Reserves Policy

The charity's reserves policy is to maintain free reserves representing unrestricted funds (other than those relating to fixed assets) which are equivalent to approximately four months of operating costs. The reserves policy is regularly reviewed by the Finance Committee, ensuring that any unrestricted funds are deployed in a way which will be beneficial for the charitable objects of The Grange. The Strategic Plan sets out a number of priority projects for short/medium term implementation, each of which will seek to deliver against one or more of the strategic objectives set out in pages 9-13 above.

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

Investment Policy and Performance

Reserves over and above those used for operational working capital are held as bank and building society deposits and investments. The former comprise a COIF charities deposit fund, a Lloyds Business Instant Access account, a CAF Gold Account, and notice accounts with Julian Hodge Bank, Hampshire Trust Bank, Cambridge and Counties Bank, Redwood Bank, and Teachers Building Society. The investments comprise income units of two COIF charitable investment funds, both of which are diversified and invested predominantly in equities, and one of which is particularly focused on ethical investments. The long term investment objective is to generate a total return in excess of inflation, while providing an income to support the ongoing activities of the charity. In a difficult and highly volatile market environment, these investment funds have been performing reasonably well, and a further £350k was invested in the COIF ethical fund during the year. The overall return on the company's invested assets (ie investments, deposit accounts and instant access accounts) including unrealised capital gain for the year was +3.7% (2020/2021 by comparison was +7.4%).

Principal Risks and Uncertainties

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

- Ensuring adequate levels of contract and rental income, given the continued budgetary constraints on local and central government, coupled with the national

economic impact of the Covid 19 pandemic and other emerging impacts such as the war in Ukraine and the sharp rise in the cost of living;

- Staying abreast of potential changes to the supported housing sector, and anticipating/planning for their impact;
- Managing the company's own increased costs as a result of legislative initiatives such as the rising National Living Wage, employer pension contributions etc;
- Recruitment of good care staff, especially in an area where housing and living costs are high, in the wake of Covid-19 when people reconsider their priorities at work and at home;
- Keeping the quality of our services to the fore, passing our inspections convincingly and continuing to extend our positive reputation;
- Adapting and equipping our workforce to support people with increasing emotional needs, and to understand the principles and practice of positive behaviour support;
- Ensuring that our Skills for Life programme meets the increasingly varied expectations of stakeholders in terms of content, delivery and outcomes, and that it has strong appeal to sustain participant numbers;
- Continuing to invest in essential fundraising and volunteering activities/resources to help develop the enhancement activities which are not funded from statutory sources.

Statement of Internal Financial Control

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

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

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and prevent the unauthorised use of the company's assets. This includes strict controls for the authorisation of personal expense claims;
- Experienced and suitable staff take responsibility for important business functions;

- Forecasts and budgets are prepared which allow the Board and management team to monitor key business risks and financial objectives, and progress towards financial plans set for the year through preparation of regular management accounts;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board and its relevant committees;
- The Finance Committee reviews reports from management staff, and from the external auditors, to provide reasonable reassurance that control procedures are in place and are being followed. The Finance Committee makes regular reports to the Board; and
- Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board, through the reports of the Finance Committee, has reviewed the effectiveness of the system of internal financial control in existence for the Company for the year ended 31 March 2022. No weaknesses were found in internal financial controls which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements.

Statement of Trustees' Responsibilities

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Housing and Charities Statements of Recommended Practice (SORPs);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:


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

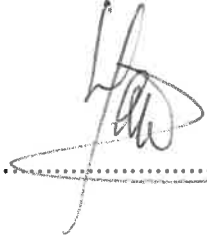
The financial statements which follow have been prepared in accordance with FRS102, the Housing Statement of Recommended Practice (SORP) 2018, The Charities SORP (FRS102) and the Companies Act 2006.

Date:

..... 22nd September 2022

Signed:

.....
 David Turner (Chair)

.....
 Denis Coulon (Honorary Treasurer)

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

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

Opinion

We have audited the financial statements of The Grange Centre for People with Disabilities (the "Charity") for the year ended 31 March 2022 on pages 34 to 52. These include a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing SORP 2018, Charities SORP FRS102 and the accounting requirements for The Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on pages 28-29, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

Nicholas Boot FCA (Senior Statutory Auditor)
For and on behalf of Bullimores LLP
Statutory Auditors and Chartered Accountants
Old Printers Yard
156 South Street
Dorking
Surrey RH4 2HF



Date: 22 September 2022

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

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
Turnover	5	4,668,664	54,777	4,723,441	4,429,137
Normal operating costs	6	(4,407,865)	(222,406)	(4,630,271)	(4,013,223)
Operating surplus/(deficit)		260,799	(167,629)	93,170	415,914
Dividends and interest		35,066	-	35,066	22,701
Donations, legacies and fundraising (less costs)					
Donations, legacies and fundraising		130,121	30,435	160,556	127,049
Grants (Covid related)		-	83,022	83,022	255,994
Fundraising events cost		(4,526)	-	(4,526)	-
Interest payable		-	-	-	-
Statement of total recognised surplus					
Realised surplus/(deficit) for the year		421,460	(54,172)	367,288	821,658
Profit/(Loss) on asset disposal		(465)		(465)	(1,290)
Unrealised profit/(loss) on investment assets	11	86,058		86,058	107,806
Transfer between funds	19	66,973	(66,973)	-	-
Total recognised surplus/(deficit) for the year		574,026	(121,145)	452,881	928,174
Revenue reserve at 1st April 2021	19	6,742,184	2,754,634	9,496,818	8,568,644
Revenue reserve at 31st March 2022	19	7,316,210	2,633,489	9,949,699	9,496,818
Notes:					

1 All operations are continuing

2 See also notes on pages 38 to 52 which form an integral part of these accounts.

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

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
Income					
Donations, legacies and grants	4	123,744	30,435	154,179	125,579
Grants (Covid Related)		-	83,022	83,022	255,994
Income from charitable activities	5	4,668,664	54,777	4,723,441	4,429,137
Event income		6,377	-	6,377	1,470
Investment income		35,066	-	35,066	22,701
Total income		4,833,851	168,234	5,002,085	4,834,881
Expenditure					
Cost of raising funds		(4,526)	-	(4,526)	-
Expenditure on charitable activities	6	(4,407,865)	(222,406)	(4,630,271)	(4,013,223)
Total expenditure		(4,412,391)	(222,406)	(4,634,797)	(4,013,223)
Net income/(expenditure) before gains and losses on investments and property		421,460	(54,172)	367,288	821,658
Profit/(Loss) on asset disposal		(465)	-	(465)	(1,290)
Net profit/(loss) on investment	11	86,058	-	86,058	107,806
Net income / (expenditure)		507,053	(54,172)	452,881	928,174
Transfer between funds	19	66,973	(66,973)	-	-
Net income and net movement in funds for the year		574,026	(121,145)	452,881	928,174
Reconciliation of funds					
Total funds brought forward	19	6,742,184	2,754,634	9,496,818	8,568,644
Total funds carried forward	19	7,316,210	2,633,489	9,949,699	9,496,818

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

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

All operations are continuing.

See also notes on pages 38 to 52 which form an integral part of these accounts.


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

BALANCE SHEET AS AT 31ST MARCH 2022

	Notes	2022	2021
Fixed Assets		£	£
Freehold property - net book value	10.1	6,928,808	6,222,982
Other tangible fixed assets	10.2	1,300,887	1,338,191
Investments	11	1,313,116	877,058
		<u>9,542,811</u>	<u>8,438,231</u>
Current Assets			
Stocks		16,161	14,594
Debtors	12	397,529	340,616
Cash at bank and in hand	13	2,303,600	2,692,560
		<u>2,717,290</u>	<u>3,047,770</u>
Less: Creditors falling due within one year	14	<u>(573,192)</u>	<u>(295,196)</u>
Net current assets		<u>2,144,098</u>	<u>2,752,574</u>
Total assets less current liabilities		<u>11,686,909</u>	<u>11,190,805</u>
Creditors: amounts falling due after more than one year	15	(1,737,210)	(1,693,987)
Total Net Assets		<u><u>9,949,699</u></u>	<u><u>9,496,818</u></u>
The Funds of the Charity			
Restricted Funds:	19		
Restricted building fund		2,321,318	2,364,302
Restricted equipment fund		250,961	265,960
Capital appeal and other restricted funds		61,210	124,372
		<u>2,633,489</u>	<u>2,754,634</u>
Unrestricted Funds:			
General fund	19	7,316,210	6,742,184
		<u><u>9,949,699</u></u>	<u><u>9,496,818</u></u>

The notes on pages 38 to 52 form part of these accounts. The financial statements were approved by the Board of Trustees on 22nd September.....2022 and signed on its behalf by:


DAVID TURNER (Chair)


DENIS COULON (Honorary Treasurer)

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

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities	21	501,984	677,346
Legacies, grants donations and fundraising		239,052	383,043
Cash flows from operating activities and fundraising		<u>741,036</u>	<u>1,060,389</u>
Cash flows from investing activities			
Interest and dividends received		35,066	22,701
Purchase of investments		(350,000)	(250,000)
Proceeds from sale of assets		1,300	(1,290)
Purchase of tangible fixed assets		(916,362)	(134,329)
Cash (used in) investing activities		<u>(1,229,996)</u>	<u>(362,918)</u>
Cash flows from financing activities			
Grant received / receivable	22	100,000	-
Cash provided by financing activities		<u>100,000</u>	<u>-</u>
Increase/(decrease) in cash and cash equivalents		<u>(388,960)</u>	<u>697,471</u>
Cash and cash equivalents at the beginning of the year		<u>2,692,560</u>	<u>1,995,089</u>
Total cash and cash equivalents at the end of the year		<u>2,303,600</u>	<u>2,692,560</u>

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022**

1 ACCOUNTING POLICIES

(a) Basis for accounting

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

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

(b) Tangible Fixed Assets and Depreciation

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

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

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

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

(c) Grants

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

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

(d) Stocks

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

(e) Taxation

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

(f) Turnover

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

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

1 ACCOUNTING POLICIES continued

(g) Investments

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

(h) Pension Scheme

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

(i) Resources Expended

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

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

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

(k) Donations and Legacies

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

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

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

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

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

Restricted Funds:

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

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

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

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

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

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

(p) Governance Costs

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

(q) Historical Cost Surpluses and Deficits

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

(r) Debtors

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

(s) Cash at bank and in hand

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

(t) Creditors and provisions

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

(u) Financial instruments

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

2 PUBLIC BENEFIT

The Charity was established, and continues to operate for public benefit. A detailed description of the Charity's purpose and public benefit is given on page 14 of the annual report.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

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

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2022 Turnover	2022 Operating Costs	2022 Operating Surplus	2021 Operating Surplus
	£	£	£	£
Social housing lettings	733,720	(623,606)	110,114	159,467
Capital grant income and matching depreciation	54,777	(54,777)	-	-
Non social housing activities	3,934,944	(3,951,888)	(16,944)	256,447
	<u>4,723,441</u>	<u>(4,630,271)</u>	<u>93,170</u>	<u>415,914</u>

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

	2022 £	2021 £
Rent receivable net of identifiable service charges*	540,313	520,388
Service income	114,978	107,012
	<u>655,291</u>	<u>627,400</u>
Gross rental income		
Voids	-	-
	<u>655,291</u>	<u>627,400</u>
Net rental income		
Charges for utilities and other items	78,429	46,213
	<u>733,720</u>	<u>673,613</u>
Turnover from social housing lettings		
Management	(203,707)	(172,481)
Services	(230,365)	(189,502)
Routine maintenance	(55,253)	(33,898)
Planned maintenance	(57,161)	(39,268)
Depreciation of housing properties	(34,654)	(73,679)
Other costs	(42,466)	(5,318)
	<u>(623,606)</u>	<u>(514,146)</u>
Operating costs on social housing lettings		
	<u>110,114</u>	<u>159,467</u>

See note 5 for a breakdown of income from social and non-social housing lettings.

*In 2021, charges for utilities and other items were included in Rent receivable net of identifiable service charges. In 2022, charges for utilities and other items have been presented separately. Therefore, for comparative purposes, the 2021 figures have been restated with this split.

There were no arrears of rent as at 31st March 2022.

	2022	2021
Number of bed spaces in management including residential care	81	77

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

4 VOLUNTARY INCOME

	2022 Unrestricted Funds £	2022 Restricted Funds £	2022 Total £	2021 Total £
Donations:				
General	118,744	1,900	120,644	58,723
Restricted funds	-	-	-	59,856
Grants (Non Covid)	-	28,535	28,535	-
Grants (Covid related)	-	83,022	83,022	255,994
Legacies	5,000	-	5,000	7,000
Fundraising Events income	6,377	-	6,377	-
	<u>130,121</u>	<u>113,457</u>	<u>243,578</u>	<u>381,573</u>

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

	2022 £	2021 £
Social Housing Lettings	733,720	673,613
Non Social Housing Activities:		
Residential care	780,780	720,300
Supported living	1,796,893	1,767,836
Skills and activities	1,341,392	1,207,476
Other	15,879	6,635
	<u>4,668,664</u>	<u>4,375,860</u>
Restricted Capital Grant income	54,777	53,277
	<u>4,723,441</u>	<u>4,429,137</u>

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

	2022 Activities Undertaken Directly £	2022 Support Costs £	2022 Total £	2021 Total £
Social Housing	555,880	67,726	623,606	474,564
Residential care	772,287	149,836	922,123	790,098
Supported living	1,314,411	339,709	1,654,120	1,544,374
Skills and activities	1,034,805	173,211	1,208,016	1,015,788
	<u>3,677,383</u>	<u>730,482</u>	<u>4,407,865</u>	<u>3,824,824</u>
Restricted Social Housing and other expenditure	-	222,406	222,406	188,399
	<u>3,677,383</u>	<u>952,888</u>	<u>4,630,271</u>	<u>4,013,223</u>

6.1 Governance Costs

	2022 £	2021 £
Staff and office costs	33,253	34,564
Audit	19,200	15,164
Legal & professional	3,277	26,767
	<u>55,730</u>	<u>76,495</u>

Governance costs are included above in the Support costs

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

7 NET INCOMING RESOURCES FOR THE YEAR

	2022 £	2021 £
Surplus for the year is stated after charging:		
Auditors' remuneration inclusive of VAT, for external audit	19,200	15,164
Auditors' remuneration inclusive of VAT, for other services	-	-
Depreciation on owned tangible fixed assets	246,075	231,948
Professional Indemnity Insurance	1,547	840
Lease payments	25,658	22,919
Trustee travel and other expenses	465	49
No remuneration was paid to any Trustee		
	No.	No.
The number of trustees who were paid travel expenses	1	1

8 EMPLOYEE INFORMATION

a) Employees

	2022	2021
The average number of employees during the year was	133	128
The average full-time equivalent was	107	107
	2022 £	2021 £
Staff costs for the above persons:		
Gross wages and salaries	2,868,869	2,721,417
Social security costs	218,079	204,170
Pension contributions	93,867	92,878
	3,180,815	3,018,465

Number of employee received emoluments of more than £65,000 - One (2021 - One).

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

b) Chief Executive and Senior Management Team

	2022 £	2021 £
Gross salary (excluding pension contribution) of the Chief Executive (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	68,847	68,167
Gross salary (excluding pension contributions) of the Senior Management Team (as defined by the Accounting Direction for Private Registered Providers of Social Housing 2019).	232,952	221,103

The Company made contributions to the Chief Executive's group personal pension on the same terms as other staff in the scheme. These contributions totaled £2,746 for the year to March 2022.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

9 VOLUNTEERS

The Charity relies on the support of nearly 50 unpaid volunteers. These help with many activities, including supporting our clients, driving, gardening, fundraising and administrative work such as archiving.

10 FIXED ASSETS

10.1 Freehold property comprises:

	Accomm- odation for supported people £	Swimming Pool £	Horticulture Buildings £	Main House and Other £	Total £
Cost					
At 1st April 2021	6,660,206	162,371	233,724	1,387,511	8,443,812
Additions and improvements	874,436	-	-	-	874,436
Disposals	-	-	-	-	0
Cost at 31st March 2022	7,534,642	162,371	233,724	1,387,511	9,318,248
Depreciation					
At 1st April 2021	(1,772,135)	(55,433)	(93,607)	(299,655)	(2,220,830)
Depreciation charge in year	(133,038)	(3,248)	(4,674)	(27,650)	(168,610)
On Disposals	-	-	-	-	0
Depreciation at 31st March 2022	(1,905,173)	(58,681)	(98,281)	(327,305)	(2,389,440)
Net Book Values					
At 31st March 2022	5,629,469	103,690	135,443	1,060,206	6,928,808
At 31st March 2021	4,888,071	106,938	140,117	1,087,856	6,222,982

a) Additions included the purchase of a house for shared occupation by people with disabilities.

b) Capital expenditure commitments as at 31st March 2022, contracted for but not provided for, amounted to Nil (2021 - Nil).

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

10 FIXED ASSETS (continued)

10.2 Other Tangible Assets

	Leasehold Property & Improvements	Fixtures & Equipment	Vehicles & Garden Machinery	Total
	£	£	£	£
Cost				
At 1st April 2021	1,193,610	541,636	137,012	1,872,258
Additions	-	30,231	11,695	41,926
Disposals	-	-	(13,795)	(13,795)
At 31st March 2022	1,193,610	571,867	134,912	1,900,389
Depreciation				
At 1st April 2021	(112,021)	(344,295)	(77,751)	(534,067)
Depreciation charge in year	(20,047)	(40,364)	(17,054)	(77,465)
On disposals	-	-	12,030	12,030
At 31st March 2022	(132,068)	(384,659)	(82,775)	(599,502)
Net book values				
At 31st March 2021	1,061,542	187,208	52,137	1,300,887
At 31st March 2022	1,081,589	197,341	59,261	1,338,191

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

Additions in the year include: items purchased to expand the potential for outside activities and outside visiting, in response to the COVID-19 pandemic but of long term benefit, funded from infection control grants reported through Surrey CC; a new vehicle and various items of equipment.

	2022 £	2021 £
11 INVESTMENTS		
Assets held in the UK:		
Market value at 1st April 2021	877,058	519,252
Investments purchased during year	350,000	250,000
Unrealised (loss) /gain on investments for year	86,058	107,806
Market value at 31st March 2022	1,313,116	877,058
Cost at 1st April 2021	682,377	432,377
Purchase during the year	350,000	250,000
Cost at 31st March 2022	1,032,377	682,377

There were no sales during the year.

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

The investment portfolio comprised the following investments:	2022 £	% of Total
29,024.85 units of COIF Charity Investment Fund Income Units.	565,216	43.04%
251,953.97 units of COIF Charities Ethical Investment Fund Income Units.	747,900	56.96%

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

12 DEBTORS	2022	2021
	£	£
Fees receivable less provision for bad debts	350,103	270,216
Prepayments	47,215	65,560
Grants receivable	-	-
Tax recoverable	-	3,770
Investment income accrued	211	1,070
	<hr/>	<hr/>
	397,529	340,616
	<hr/>	<hr/>

13 CASH	2022	2021
	£	£
Cash at bank and in hand	2,303,600	2,692,560
	<hr/>	<hr/>

14 CREDITORS Amount falling due within one year	2022	2021
	£	£
Trade creditors	64,693	34,212
Accruals	37,909	52,591
Deferred capital grant income	55,276	53,276
Taxation and social security	70,624	64,969
Other	344,690	90,148
	<hr/>	<hr/>
	573,192	295,196
	<hr/>	<hr/>

15 CREDITORS Amounts falling due after more than one year	2022	2021
	£	£
Deferred capital grant income	1,737,210	1,693,987
	<hr/>	<hr/>

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

16 DEFERRED GRANTS

Grant making body	Category	Grant	£			
			Total income released to 1/4/2021	Grant Income Release 21/22	Grant Income Release 22/23	Grant Deferred >1yr
Freehold Property						
Social Housing Grant	Accommodation for supported people	1,927,279	749,296	38,546	38,545	1,100,892
Mole Valley DC	Accommodation for supported people	100,000	-	1,500	2,000	96,500
Other Grant making bodies	Accommodation for supported people	26,259	7,353	525	525	17,856
		2,053,538	756,649	40,571	41,070	1,215,248
Community Fund	Horticulture Building	60,300	25,326	1,206	1,206	32,562
SEPEC *	Other	10,000	4,200	200	200	5,400
Total Capital Grant for freehold property		2,123,838	786,175	41,977	42,476	1,253,210
Leasehold Property						
Mole Valley DC Grant**	Accommodation for supported people	640,000	130,400	12,800	12,800	484,000
Fixtures Equipment and Vehicles						
Other Grant making bodies		12,100	12,100	-	-	-
		2,775,938	928,675	54,777	55,276	1,737,210

* SEPACS was the Supported Employment Procurement and Consultancy Service.

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

17 OPERATING LEASE COMMITMENTS

	2022 £	2021 £
Total commitment under operating leases		
Amount due within one year:		
Hire of plant, machinery and service	10,008	10,008
Property	15,650	15,650
Amount due within two to five years:		
Hire of plant, machinery and service	27,522	40,032
Property	27,388	43,038
	<u>80,568</u>	<u>108,728</u>

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

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

	2022	2021
Number of Members at 31st March 2022	9	9
Maximum liability of each Member	£1	£1

19 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un- restricted Funds £
Balance at 1st April 2021	6,742,184
Total recognised surplus for year	574,026
Balance at 31st March 2022	7,316,210

Restricted Funds

	Restricted building fund	Restricted equipment fund	Capital Appeal	Other restricted funds	Total
Balance at 1st April 2021	2,364,302	265,960	57,315	67,057	2,754,634
Donations and other receipts	54,777	-	-	113,457	168,234
Interest received	-	-	-	-	-
Transfers in/(out)	-	28,480	-	(95,453)	(66,973)
Charitable expenditure	(97,761)	(43,479)	-	(81,166)	(222,406)
Balance at 31st March 2022	2,321,318	250,961	57,315	3,895	2,633,489

Notes

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

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

19 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

Notes (continued)

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

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

(d) Other restricted funds received included a grant from the Broderers (purchase of embroidery equipment), CoOp Community Fund (Boules Court), a grants and donations towards landscaping the Acorns Gardens.

(e) During the year 2021/22, the Charity received grants from Surrey County Council from the Government sponsored Infection Control Fund, Rapid Testing Fund and Recruitment and Retention Fund. Part of these funds (£13,036) were used to purchase and install tangible fixed assets, and have been added to the restricted equipment fund. The balance (£69,986) was utilised for employment related expenses and has been transferred to the General Fund.

(f) During the year the Charity participated in the Government's Kickstart Scheme, which funds temporary employment opportunities to young people. Grants received were utilised for the salaries and related costs of the people employed by The Grange. At the year end the grants have been transferred to the General Fund to the extent they have been utilised.

20 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	3,324,603	3,604,205	6,928,808
Leasehold property	415,003	646,539	1,061,542
Other tangible assets	125,797	113,548	239,345
Investments	1,313,116		1,313,116
CURRENT ASSETS			
Stocks	16,161	-	16,161
Debtors	397,529	-	397,529
Cash	2,241,917	61,683	2,303,600
CURRENT LIABILITIES	(517,916)	(55,276)	(573,192)
Deferred Grants	-	(1,737,210)	(1,737,210)
	<hr/> 7,316,210	<hr/> 2,633,489	<hr/> 9,949,699
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,308,519	
Property funded by Capital Grants		1,295,686	
		<hr/> 3,604,205	

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

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

	2022 £	2021 £
Operating surplus (See p.34)	93,170	415,914
Adjust for non - cash items		
Depreciation	246,075	231,948
Capital grant income for year (non cash)	(54,777)	(53,277)
	<hr/> 284,468	<hr/> 594,585
Working Capital Movements		
Decrease in stocks	(1,567)	8,873
(Increase) / decrease in debtors	(56,913)	3,508
(Decrease) / increase in creditors and provisions	277,996	70,380
Transfer to / (from) deferred grants >1 year to creditors	(2,000)	-
	<hr/> 501,984	<hr/> 677,346
Net cash inflow from operating activities	<hr/> <hr/> 501,984	<hr/> <hr/> 677,346

22 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR

	Housing Corporation Grant £	Mole Valley DC Grant	Other Capital Grants £
Balance at 1st April 2021	1,927,279	640,000	96,559
Grant received / receivable	-	100,000	-
Disposal of assets at end of useful life	-	-	-
	<hr/> 1,927,279	<hr/> 740,000	<hr/> 96,559
Balance at 31st March 2022 before income release	<hr/> <hr/> 1,927,279	<hr/> <hr/> 740,000	<hr/> <hr/> 96,559
See note 16 for non cash income release from grants			

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

23 CONTINGENT LIABILITY

A grant of £400,000 from Mole Valley District Council ("MVDC") towards the purchase of properties at Church Road, Bookham was received on 31st March 2008, and subject to the accumulation of 25% of annual net rental income from the properties. Over the 16 years from that date, these accumulated funds were to be made available for affordable schemes within MVDC's catchment area and, if this right were to be exercised, the funds would have to be paid over to MVDC. MVDC would, however, give reasonable preference to any revenue funded schemes put forward by the Company. On 10th November 2011 MVDC agreed that the accumulated funds under this contingency arrangement could be allocated to the Acorns development. Accordingly the accumulated contingency sum of £30,907 at 31st March 2012 was so utilised and a new contingency sum started to accumulate from a nil balance with effect from 1st April 2012. In October 2016 MVDC gave consent to the sale of Bardolin Cottages, and the proceeds were used towards 4 flats in Leatherhead. The balance as at 31st March 2022 of the new accumulated fund is £28,191.

24 EPSOM PROPERTY

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

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

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

25 POST BALANCE SHEET EVENTS

The impact of Covid-19 has been discussed in the Trustees Report.

On 14th June 2022, the Company entered into a contract with 4 Season Roofing to replace the roof of the main site. The value of the contract was £196,874 including VAT. The work began in July and was expected to be completed in October 2022.

26 CAPITAL COMMITMENT

There are no capital commitments at March 2022 (2021 Nil)

27 RELATED PARTY TRANSACTIONS

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

**THE GRANGE CENTRE
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022 (Cont'd)**

**29 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021**

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	65,723	59,856	125,579
Income from charitable activities	99,170	156,824	255,994
Event income	4,375,860	53,277	4,429,137
Investment income	1,470	-	1,470
	<u>22,701</u>	<u>-</u>	<u>22,701</u>
Total income	<u>4,564,924</u>	<u>269,957</u>	<u>4,834,881</u>
Expenditure			
Cost of raising funds	-	-	-
Expenditure on charitable activities	(3,824,824)	(188,399)	(4,013,223)
	<u>(3,824,824)</u>	<u>(188,399)</u>	<u>(4,013,223)</u>
Total expenditure	<u>(3,824,824)</u>	<u>(188,399)</u>	<u>(4,013,223)</u>
Net income/(expenditure) before gains on investments	740,100	81,558	821,658
Profit/(Loss) on asset disposal	(1,290)	-	(1,290)
Net profit/(loss) on investments	107,806	-	107,806
	<u>846,616</u>	<u>81,558</u>	<u>928,174</u>
Net income / (expenditure)	<u>846,616</u>	<u>81,558</u>	<u>928,174</u>
Transfer between funds	100,204	(100,204)	-
	<u>946,820</u>	<u>(18,646)</u>	<u>928,174</u>
Net income and net movement in funds for the year	<u>946,820</u>	<u>(18,646)</u>	<u>928,174</u>
Reconciliation of funds			
Total funds brought forward 1 April 2020	5,795,364	2,773,280	8,568,644
	<u>6,742,184</u>	<u>2,754,634</u>	<u>9,496,818</u>
Total funds carried forward 31 March 2021	<u>6,742,184</u>	<u>2,754,634</u>	<u>9,496,818</u>