



THE GRANGE CENTRE

FOR PEOPLE WITH DISABILITIES

A company limited by guarantee and not having a share capital

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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The Grange Centre for People with Disabilities

a company limited by guarantee and not having a share capital

Registered Office

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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

Joanna Lumley OBE, FRGS

Sir Richard Thompson, KCVO

Board of Trustees

Chair Mr David Turner DSc FRICS

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

Mrs Anna Coss BA AIMS, to December 2022

Mr Paul Cullen, to May 2022

Mrs Deborah Gowns (Chair of Employee Wellbeing Committee)

Mrs Linda Ferguson (Chair of Housing & Facilities Committee)

Mr Anthony Dumbleton MA ACA

Mrs Larisa Strickland MSc HBA

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

Mr Frederick Johnson ACMA CGMA, from December 2022

Mrs Rachel Montgomerie MA, from December 2022

Mrs Louise Russell, from June 2023

Dr Robert Hughes DSc (Hons), from June 2023

Mr Michael Guillem FCA, from June 2023

Chief Executive Officer & Company Secretary

Mrs Eloise Appleby MA (Oxon) to November 2022

Mr Hugh Skeil ACCA MBA from December 2022

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

Bankers: CAF Bank and Lloyds Bank Plc

Investment managers and advisers: CCLA



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Annual Report
for the year ended 31 March 2023

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Introduction by the Chair of Trustees

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

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

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

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

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

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

David Turner
Chair of Trustees

Chief Executive's Review of 2022/23

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

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

Overview of the year

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Staff

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

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

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

Accident in Spain

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

Volunteers, Trustees and Other Amazing People

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

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

Looking forward

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

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

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

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

Thank you

Hugh Skeil
Acting Chief Executive Officer

Progress Against Our Strategic Plan

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

a) Money:

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

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

b) People we Support:

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

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

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

c) Staff:

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

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

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

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

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

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

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

d) Operations:

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

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

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

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

e) Assets:

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

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

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

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

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

f) Community:

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

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

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

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

Annual Report

For the year ended 31 March 2023

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

Reference and Administrative Detail

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

Public Benefit

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

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

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

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

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

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

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

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

Structure, Governance and Management

Governing Document and Constitution

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

Recruitment and Appointment of New Members of the Board

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

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

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

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

Board Governance

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

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

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

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

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

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

Stakeholder Representation and Engagement

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

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

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

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

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

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

Objectives and Services

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

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

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

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

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

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

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

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

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

Strategic Report

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

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

- Friendly
- Open
- Respectful
- Caring
- Enabling

Looking Ahead

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

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

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

Principal Funding Sources

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

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

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

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

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

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

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

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

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

Going Concern

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

Reserves Policy

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

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

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

Investment Policy and Performance

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

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

Principal Risks and Uncertainties

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

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

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

Statement of Internal Financial Control

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

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

In addition, the Board is reassured by the following:

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

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

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

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

Statement of Trustees' Responsibilities

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

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

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

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

In so far as the Trustees are aware:

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


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

Date:

16th November

2023

Signed:



David Turner (Chair)



Denis Coulon (Honorary Treasurer)

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

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of the trustees

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

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

Our responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

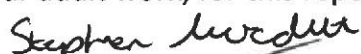
Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:

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

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

Use of our report

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



Stephen Meredith FCA (Senior Statutory Auditor)

For and on behalf of Alliotts LLP

Statutory Auditors and Chartered Accountants

Friary Court,

13-21 High Street,

Guildford,

GU1 3DL

Date:13 December 2023.....

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

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

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

Notes:

1 All operations are continuing

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

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

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

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

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

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

All operations are continuing.

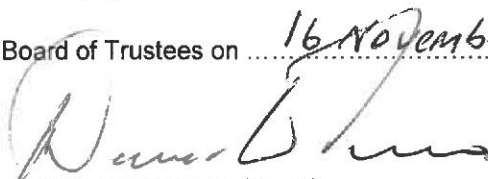
See also notes on pages 41 to 55 which form an integral part of these accounts.


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

BALANCE SHEET AS AT 31ST MARCH 2023

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

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


DAVID TURNER (Chair)


DENIS COULON (Honorary Treasurer)

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

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

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

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

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

1 ACCOUNTING POLICIES

(a) Basis for accounting

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

[Full names: **Housing SORP 2014**: Statement of Recommended Practice for social housing providers.

Charities SORP (FRS102): *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)*, **FRS102**: the Financial Reporting Standard applicable in the UK and Republic of Ireland]

(b) Tangible Fixed Assets and Depreciation

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

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

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

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

(c) Grants

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

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

(d) Stocks

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

(e) Taxation

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

(f) Turnover

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

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

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

1 ACCOUNTING POLICIES continued

(g) Investments

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

(h) Pension Scheme

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

(i) Resources Expended

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

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

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

(k) Donations and Legacies

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

(l) Leasing

The rentals under operating leases are charged as incurred.

(m) Volunteers

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

(n) Fund Accounting

The Company maintains various categories of funds as follows:

Unrestricted Funds:

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

Restricted Funds:

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

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

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

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

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

1 ACCOUNTING POLICIES continued

(o) Allocation of Support Costs to charitable activities

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

Indirect costs

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

Basis of allocation to each activity

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

(p) Governance Costs

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

(q) Historical Cost Surpluses and Deficits

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

(r) Debtors

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

(s) Cash at bank and in hand

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

(t) Creditors and provisions

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

(u) Financial instruments

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

2 PUBLIC BENEFIT

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

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

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

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

PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

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

PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

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

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

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

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

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

4 VOLUNTARY INCOME

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

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

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

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

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

6.1 Governance Costs

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

Governance costs are included above in the Support costs

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

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

7 NET INCOMING RESOURCES FOR THE YEAR

	2023 £	2022 £
Surplus for the year is stated after charging:		
Auditors' remuneration inclusive of VAT, for external audit	14,820	19,200
Auditors' remuneration inclusive of VAT, for other services	-	-
Depreciation on owned tangible fixed assets	242,258	246,075
Trustee Indemnity Insurance	1,633	1,547
Lease payments	25,658	25,658
Trustee travel and other expenses	-	465

No remuneration was paid to any Trustee

	No.	No.
The number of trustees who were paid travel expenses	-	1

8 EMPLOYEE INFORMATION

a) Employees

	2023	2022
The average number of employees during the year was	141	133
The average full-time equivalent was	111	107

	2023 £	2022 £
Staff costs for the above persons:		
Gross wages and salaries	3,113,432	2,868,869
Social security costs	255,817	218,079
Pension contributions	100,638	93,867
	<u>3,469,887</u>	<u>3,180,815</u>

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

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

b) Chief Executive and Senior Management Team

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

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

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

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

9 VOLUNTEERS

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

10 FIXED ASSETS

10.1 Freehold property comprises:

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

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

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

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

10 FIXED ASSETS (continued)

10.2 Other Tangible Assets

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

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

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

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

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:	2023 £	% of Total
29,024.85 units of COIF Charity Investment Fund Income Units.	543,827	36.78%
331,471.91 units of COIF Charities Ethical Investment Fund Income Units.	934,884	63.22%

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

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

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

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

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

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**NOTES TO THE FINANCIAL STATEMENTS
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16 DEFERRED GRANTS

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

* SEPACS was the Supported Employment Procurement and Consultancy Service.

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

17 OPERATING LEASE COMMITMENTS

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

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

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

	2023	2022
Number of Members at 31st March 2023	8	9
Maximum liability of each Member	£1	£1

19 RECONCILIATION OF MOVEMENT IN FUNDS

Unrestricted Funds

	Un- restricted Funds £
Balance at 1st April 2022	7,316,210
Total recognised unrestricted surplus for year	194,967
Balance at 31st March 2023	7,511,177

Restricted Funds

	Restricted building fund	Restricted equipment fund	Capital Appeal	Other restricted funds	Total
Balance at 1st April 2022	2,321,318	250,961	57,315	3,895	2,633,489
Donations and other receipts	55,277	-	-	125,531	180,808
Interest received	-	-	-	-	-
Transfers in/(out)	-	1,148	-	244	1,392
Charitable expenditure	(98,262)	(42,230)	-	(21,762)	(162,254)
Balance at 31st March 2023	2,278,333	209,879	57,315	107,908	2,653,435

Notes

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

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**NOTES TO THE FINANCIAL STATEMENTS
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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 Acoms Gardens.

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

20 ANALYSIS OF ASSETS AND LIABILITIES OVER FUNDS

	UN- RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£
FIXED ASSETS			
Freehold property	3,251,906	3,505,944	6,757,850
Leasehold property	410,783	631,003	1,041,786
Other tangible assets	151,048	97,888	248,936
Investments	1,478,711		1,478,711
CURRENT ASSETS			
Stocks	20,266	-	20,266
Debtors	625,857	-	625,857
Cash	2,053,391	155,811	2,209,202
CURRENT LIABILITIES	(480,785)	(55,278)	(536,063)
Deferred Grants	-	(1,681,933)	(1,681,933)
	<u>7,511,177</u>	<u>2,653,435</u>	<u>10,164,612</u>
Freehold restricted Property comprises			
Property funded by the Building Fund		2,252,733	
Property funded by Capital Grants		<u>1,253,211</u>	
		<u>3,505,944</u>	

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

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

	2023 £	2022 £
Operating (deficit)/surplus (See p.37)	(20,322)	93,170
Adjust for non - cash items		
Depreciation	242,258	246,075
Capital grant income for year (non cash)	(55,277)	(54,777)
	<hr/> 166,659	<hr/> 284,468
Working Capital Movements		
(Increase)/Decrease in stocks	(4,105)	(1,567)
(Increase) / decrease in debtors	(228,328)	(56,913)
(Decrease) / increase in creditors and provisions	(37,129)	277,996
Transfer to / (from) deferred grants >1 year to creditors	-	(2,000)
	<hr/> Net cash (outflow)/inflow from operating activities	<hr/> 501,984
	<hr/> <hr/>	<hr/> <hr/>

22 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR

	Housing Corporation Grant £	Mole Valley DC Grant	Other Capital Grants £
Balance at 1st April 2022	1,927,279	840,000	96,559
Grant received / receivable	-	-	-
Disposal of assets at end of useful life	-	-	-
	<hr/> 1,927,279	<hr/> 840,000	<hr/> 96,559
Balance at 31st March 2023 before income release	<hr/> <hr/> 1,927,279	<hr/> <hr/> 840,000	<hr/> <hr/> 96,559
See note 16 for non cash income release from grants			

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**NOTES TO THE FINANCIAL STATEMENTS
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23 CONTINGENT LIABILITY

A grant of £400,000 from Mole Valley District Council ("MVDC") towards the purchase of properties at Church Road, Bookham was received on 31st March 2008, and subject to the accumulation of 25% of annual net rental income from the properties. Over the 16 years from that date, these accumulated funds were to be made available for affordable schemes within MVDC's catchment area and, if this right were to be exercised, the funds would have to be paid over to MVDC. MVDC would, however, give reasonable preference to any revenue funded schemes put forward by the Company. On 10th November 2011 MVDC agreed that the accumulated funds under this contingency arrangement could be allocated to the Acorns development. Accordingly the accumulated contingency sum of £30,907 at 31st March 2012 was so utilised and a new contingency sum started to accumulate from a nil balance with effect from 1st April 2012. In October 2016 MVDC gave consent to the sale of Bardolin Cottages, and the proceeds were used towards 4 flats in Leatherhead. The balance as at 31st March 2023 of the new accumulated fund is £32,104.

24 EPSOM PROPERTY

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

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

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

25 POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

26 CAPITAL COMMITMENT

There were no capital commitments at March 2023 (2022 Nil)

27 RELATED PARTY TRANSACTIONS

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

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**NOTES TO THE FINANCIAL STATEMENTS
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**28 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Unrestricted £	Restricted £	Total Funds £
Income			
Donations and legacies	123,744	30,435	154,179
Grants (Covid Related)	-	83,022	83,022
Income from charitable activities	4,668,664	54,777	4,723,441
Event income	6,377	-	6,377
Investment income	35,066	-	35,066
	<hr/>	<hr/>	<hr/>
Total income	4,833,851	168,234	5,002,085
	<hr/>	<hr/>	<hr/>
Expenditure			
Cost of raising funds	(4,526)	-	(4,526)
Expenditure on charitable activities	(4,407,865)	(222,406)	(4,630,271)
	<hr/>	<hr/>	<hr/>
Total expenditure	(4,412,391)	(222,406)	(4,634,797)
	<hr/>	<hr/>	<hr/>
Net income/(expenditure) before gains on investments	421,460	(54,172)	367,288
Profit/(Loss) on asset disposal	(465)	-	(465)
Net profit/(loss) on investments	86,058	-	86,058
	<hr/>	<hr/>	<hr/>
Net income / (expenditure)	507,053	(54,172)	452,881
	<hr/>	<hr/>	<hr/>
Transfer between funds	66,973	(66,973)	-
	<hr/>	<hr/>	<hr/>
Net income and net movement in funds for the year	574,026	(121,145)	452,881
Reconciliation of funds			
Total funds brought forward 1 April 2021	6,742,184	2,754,634	9,496,818
	<hr/>	<hr/>	<hr/>
Total funds carried forward 31 March 2022	7,316,210	2,633,489	9,949,699
	<hr/>	<hr/>	<hr/>