

ECKLING GRANGE LIMITED

England & Wales · Charity number 251534

Details

Status Registered

Legal form Charitable company

Company number [00853423](#)

Registered 1967-12-03

Register [View on the Charity Commission register](#)

Contact

Address Eckling Grange Ltd
Eckling Grange
Norwich Road
Dereham
Norfolk
NR20 3BB

Phone 01362820568

Email enquiries@ecklinggrange.org.uk

Website www.ecklinggrange.org.uk

Activities

Objects: (A) TO SUPPORT THOSE ELDERLY PERSONS (HEREINAFTER CALLED "THE BENEFICIARIES") WHO BY REASON OF POVERTY OR OTHER CIRCUMSTANCES ARE IN NEED THEREFORE BY:(I) PROVIDING ACCOMMODATION AND PERSONAL CARE WITHIN THE RESIDENTIAL CARE HOME;(II) PROVIDING SPECIALLY DESIGNED OR ADOPTED HOUSING, DOMICILIARY CARE, AND OTHER SERVICES OR FACILITIES WITHIN SHELTERED ACCOMMODATION.(B) PROMOTING THE CHRISTIAN RELIGION

Activities: Eckling Grange is a leading local provider of Christian care. It has a 60 room Residential and Dementia Care Home for the elderly, providing personal care and accommodation. 20 of the rooms have additional security, providing secure accommodation. It also provides integrated sheltered accommodation in its 54 bungalows, as well as domiciliary, respite and day care services.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Accommodation/housing, Religious Activities
- **Who:** Elderly/old People, People With Disabilities

Geography

- Norfolk

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-03-31 | £3,270,048 | £3,195,674 | £1,848,820 | 110 |
| 2024-03-31 | £3,030,019 | £3,011,134 | £1,774,446 | 108 |
| 2023-03-31 | £2,693,989 | £2,671,087 | £1,755,561 | 104 |
| 2022-03-31 | £2,635,267 | £2,619,836 | £1,732,659 | 93 |
| 2021-03-31 | £2,589,238 | £2,505,436 | £1,717,228 | 94 |

Trustees

| Name | Role | Appointed |
|----------------------------|-------|------------|
| DR GRAHAM PICKHAVER | Chair | 2018-02-22 |
| Dr Timothy Mark Johnson | | 2022-07-01 |
| HEATHER HAVERS | | 2013-09-30 |
| PHILIP GODDARD | | 2017-10-26 |
| Peter John Howson | | 2024-02-08 |
| RICHARD William PENNINGTON | | 2021-06-10 |
| Rachel Elizabeth Cross | | 2021-07-23 |

ECKLING GRANGE LIMITED

England & Wales - Charity number 251534

Accounts

ECKLING GRANGE LIMITED
(A company limited by guarantee)

Report and Financial Statements
For the Year Ended 31 March 2025

Charity number - 251534
Company number - 00853423

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2025**

Under the company's Articles of Association, the trustees are known as members of the Council of Management, but are referred to as the Management Committee, and under company law are also directors of the company.

The trustees present this report and audited financial statements for the year ended 31 March 2025.

Reference and administrative information

Charity Name: Eckling Grange Limited

Charity registration number: 251534

Company registration number: 00853423

Registered office and
operational address: Eckling Grange
Norwich Road
East Dereham
Norfolk
NR20 3BB

Trustees

Rachel Cross

Philip Goddard

Heather Havers

Peter Howson

Tim Johnson

Richard Pennington

Graham Pickhaver Chairman

Senior management team

Stewart Barber Manager [left September 2024]

Steve Edmunds Manager [Joined August 2024]

Elizabeth Treacy Care Manager

Christine Taylor Deputy Care Manager

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Auditor MA Partners Audit LLP
7 The Close
Norwich
NR1 4DJ

Bankers Lloyds TSB plc
38 Market Place
Dereham
Norfolk
NR19 2AT

Solicitors Spire Solicitors LLP
The Prioory
Church Street
Dereham
Norfolk
NR19 1DW

HR Consultants Backup HR
2 Kings Avenue House
New Malden
Surrey
KT3 4DY

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
MESSAGE FROM THE CHAIRMAN
FOR THE YEAR ENDED 31 MARCH 2025

Eckling Grange continued to provide high quality care and support for older persons during the operating year 1st April 2024 to 31st March 2025 both through its Care Home and supported-living bungalows. It remained firmly based on its Christian beliefs and ethos.

A significant change occurred in August 2024 when we said goodbye to our General Manager of seventeen years, Stewart Barber, on his retirement. There was much cause for thanksgiving and celebration of those years. Soon after, we welcomed our new General Manager, Steve Edmunds, who very quickly settled into his varied role. Following a Probationary Performance Review trustees were very pleased to later confirm his appointment. We are thankful to God for providing us with Steve after such a very smooth appointment process.

The trustee board remained constant throughout the year with each bringing to the role their individual skills and expertise and especially the warmth of their Christian faith. We met as a full board on ten occasions and periodically received visits from one or two of our pastors. Members also attended the care-residents and bungalow- residents' periodic meetings. We also received Safeguarding training in-house.

We continued to monitor maintenance and improvements to the site including further investigations into bungalow roof replacements and updating of the main lift.

North & Hawkins were instructed to carry out a full 10-year repair survey of the premises and our site team continued to refurbish bungalows for new residents and kept up a schedule of re-decoration throughout. A new risk register was prepared. The Health and Safety Committee met regularly.

We remained thankful to God for the financial stability of Eckling Grange as seen through the accounts in spite of inevitable rising costs and additional expenditures. We remained grateful to our financial officer, Ian Todd and for the active involvement of our trustee financial group.

No organisation of the scale of Eckling Grange could run without the sound leadership of the management team and every member of staff. We remained grateful for new staff joining us and the collegiate model of staffing that exists.

Above all we again gave God the glory for His faithfulness, provision and strength to enable Eckling Grange to fulfil its intended purpose to provide care for the older person within a very clear Christian environment.

Graham Pickhaver
(Chairman of the Management Committee)
August 2025



ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

Governing document

Eckling Grange Limited is a charitable company limited by guarantee incorporated on 2 July 1965 and as amended on 15 September 1967 and 21 May 2010. It was established under a Memorandum of Association which defined its object and powers and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. It was registered with the Charity Commission on 3 December 1967.

Recruitment and appointment of management committee

The trustees are the Management Committee and have expertise and experience in a wide range of business and care disciplines. We maintain a register of the skills and experience of our trustees. Individuals with appropriate skills, ability and time are approached to offer themselves for election to the Management Committee, to continue to provide wide ranging skills and direction. The Management Committee comprises a minimum of three and a maximum of twelve members.

Under the Articles of Association, one third of the members of the Management Committee retire in rotation each year, and they are eligible for re-election.

Trustee induction and training

We have job descriptions for trustees, and a formal Induction Procedure for new trustees. A prospective trustee is invited to meet one or two existing experienced trustees and the Senior Management team in Eckling Grange to see at first hand the atmosphere and style of the home and bungalows. The main documents relating to the governance and operational framework of the charity are presented, as well as current statutory and management accounts to set out the financial position. The prospective trustee will attend two or three meetings of the Management Committee, and then subject to mutual agreement, will be elected as a new trustee. The Charity Commission's information and advice on trusteeship is made available for those who have no previous trustee experience. Ongoing information and training is available from Charity Commission and trade bulletins, newsletters and seminars.

Organisational structure

The Management Committee aims to meet most months and is responsible for the strategic direction and policy of Eckling Grange. At each meeting, it reviews with the Senior Management team, current key performance indicators and financial reports including the current monthly management accounts. Also, it gets involved in providing support and direction for current major operational issues.

The day-to-day delivery of the operational management of Eckling Grange and the provision of care and support to our residents rests with the Manager and Care Manager. The Care Manager is also responsible for the supervision and continuing development of all the catering and domestic staff.

Eckling Grange has a formal remuneration structure for its staff, which is validated against local pay levels in the care industry. For senior staff, we also take account of regional remuneration levels in the charitable sector.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and activities

The charity's stated charitable objectives as set out in the Articles of Association are restricted specifically to the following;

To provide accommodation and personal care for residents in the Care Home and domiciliary care and other services for residents in the Sheltered Accommodation and to promote the Christian religion.

Public benefit. The trustees have taken account of the Charity Commission's guidance and demonstrate the public benefit provided to our residents and the local community by the following arrangements and activities:

- accepting socially funded residents at fee levels below the commercial cost of providing the care and accommodation;
- setting rent levels below the local levels for sheltered accommodation; and providing advice on housing benefit where appropriate;
- welcoming non-residents to our regular services;
- providing a wide range of secular and spiritual activities for all residents as described below;
- offering some work experience opportunities for young people.

We are grateful to all the volunteers who come to lead activities and provide entertainment to our residents. Particularly at Christmas time there is a varied program of events. Under the leadership of our Pastor, the organisation of our spiritual activities is provided by volunteers from our residents and externally.

We aim to give a high quality of care to our residents, delivered by experienced staff. As shown by resident satisfaction, high occupancy levels, favourable surveys and high investment in repairs and improvements.

Achievements and performance

Residential Care Home

We are a 60 room residential care home; 40 rooms are for care of the elderly, and 20 rooms in the Auriol Tessier wing are specifically for dementia care and provide secure accommodation for elderly folk with dementia. We welcome residents from all backgrounds, both socially and privately funded, provided we can meet their care needs. Our occupancy level has remained very good at around 98%. During the year about 22% of our residents were socially funded.

We believe we continue to provide high quality care, with a wide range of Christian and secular activities for our residents. We have a dedicated Training Manager, who continues to increase the skills and NVQ levels of our care staff.

Our Pastors and the Pastoral Group continue to provide a wide range and varied styles in our services, as well as being available to spend time with individual residents according to their needs.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2025

Our Activity Coordinators continue to arrange interesting activities relevant to the expectations of our residents. Internal activities include animal visits, art groups, games, gardening, garden party, jigsaw puzzles, presentations and talks, reminiscences etc – some of which is on a one-to-one basis. External visits have been to local museums, the coast and local garden centres.

Externally, our performance is monitored by our regulator, the Care Quality Commission (CQC). Generally, their inspections are unannounced, and very meticulous. We believe we are providing care and support to all our residents at a high level, and the many testimonies of thanks during the year support this. Full reports of our CQC's inspections are available on our and their websites.

Internally, we hold a bi-annual survey from our residents or their next of kin, which showed a good level of satisfaction. There is also a regular meeting where trustees, management, residents and their families can discuss current issues and developments. We do receive many "thank you letters" from the families of our residents.

Ultimately, our good performance depends on maintaining high occupancy, so it is vital that we maintain our good reputation and a close relationship with our residents.

Sheltered accommodation

We have 54 bungalows developed as sheltered accommodation for retired but generally independent people. The bungalows are available to all, but most of the residents are Christians, attracted by the Christian ethos of Eckling Grange.

The bungalows provide for independent living, but there is the security of a resident's alarm system linked to the care office in the residential home.

The provision of domiciliary care and other support to our bungalow residents is now well established. Each recipient has an agreed plan of the amount and timing of the support to be given. Typically, we are providing support to 4 bungalow residents, at any one time.

During the year, the ongoing programme of improving the kitchens and bathrooms of our bungalows continued. Similarly, we seek a bi-annual survey, and regular meetings with the bungalow residents. These discussions are livelier, but overall, there is a good level of satisfaction.

We invite all bungalow residents to several events during the year, including a Christmas lunch in the Care Home.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2025

Financial review

Results for Year

The financial year ending 31st March 2025 has been very good and shows an increase in our fund value of £74,374 (£18,885). We acknowledge with thanks grants, personal donations and legacies of £9,422, which with continuing high residential occupancy levels have led to this result. We have also been able to spend £273,665 on repairs and renewals and provide £28,321 capital expenditure on our long-term improvement programme.

From April 2024 we increased the fees for all privately funded residents by about 8%. The residential fees funded by Norfolk County Council increased by 6%. We sought a £125 per week top up, or a relevant fee based on a personal budget, for new residents who were socially funded. We continue to acknowledge God's continuing goodness in providing for all our residents.

Donations

During the year the charity has made donations to other charities amounting to £5,915

Investment policy

Surplus funds are presently held on short term deposits.

Risk and uncertainties

We maintain a risk register, which is reviewed each year by the Management Committee. The major financial drivers of a care home are to maintain high occupancy (95%+) and contain staffing costs to around 75% of the fee income.

Regulatory risks are reduced by ensuring we have well-trained, vigilant caring staff.

Free reserves policy

The Board of Trustees have concluded that the primary purpose for holding Free Reserves is to see the company through short-term cash flow problems. This could be caused by poor trading conditions, or unexpected expenditure.

The Trustees consider that between two & three months expenditure is an appropriate target figure, which based on 2025/26 budgets amounts to a Free Reserve in the range of £552,000 to £828,000. Thus, the Trustees are comfortable with the current reserve level of £522,479.

In coming to this figure, the Trustees have considered the fact that the company owns the unmortgaged freehold site from which it operates.

The Trustees will review this policy annually.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2025

Plans for future periods

Operational plans

Our focus is to continue to provide excellent Christian care and support for all our residents in a comfortable, safe and stimulating environment. We seek to maintain high occupancy levels. We will continue to offer day care, particularly for local needs; and subject to room availability we will offer short term respite care. We will continue to develop our training programs and support services in line with the needs of our residents and the guidance of the regulators. We continue to invest in new technologies and are investigating new systems for recording care activities.

Financial Plans

The fees for our privately funded residents are calculated on a basis allowing for accommodation (i.e. hotel) costs and the cost of care, based on banded timings of care given per week. From 1 April 2025 we increased all our residential fees by an average of 8%, reflecting the increase in the national living wage. Residents whose care needs have increased over the previous year will experience a greater increase.

Norfolk County Council increased its fees to us by 5%, and we continue to seek a top up or a relevant fee based on the resident's personal budget. Our bungalow rents have been increased slightly, which leaves them competitive compared to local sheltered accommodation rental levels. We have established budgets at slightly better than break even over the next 2 years. We will continue to monitor our financial results monthly.

Going Concern; All residents have contracts for as long as we can look after them in residential care, which is generally for life or can remain living independently in a bungalow. We have a significant waiting list for bungalows and cannot satisfy the demand from prospective residents for care.

Responsibilities of the trustees

The trustees are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2025

Auditor

MA Partners Audit LLP were appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.


Each of the persons who are trustees at the time when this Report of the Trustees is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor is aware of that information.

Basis of preparation

The trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the Management Committee on 24 October 2025 and signed on its behalf by:


.....
Graham Pickhaver
Trustee

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of Eckling Grange Limited (the 'charitable company') for the year ended 31 March 2025 set out on pages 14 to 24. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company in accordance with the ethical requirements 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 related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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, which is included in the Report of the Trustees, 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 Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the 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) (Charities SORP (FRS 102)), the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company'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 charitable company'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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc FCA DChA
Alice Lynch (Senior statutory auditor)

For and on behalf of

MA Partners Audit LLP
Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 24 October 2025

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | Unrestricted funds 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|-------|------------------------------------|-----------------------------|-----------------------------|
| Income | | | | |
| Income from generated funds: | | | | |
| <i>Voluntary income:</i> | | | | |
| Legacies, donations and grants | 2 | 9,422 | 9,422 | 13,834 |
| <i>Activities for generating funds:</i> | | | | |
| Interest Received | | 16,300 | 16,300 | 11,718 |
| Income from charitable activities: | | | | |
| Accommodation and care fees | | 3,244,326 | 3,244,326 | 3,004,467 |
| | | ----- | ----- | ----- |
| Total income | | 3,270,048 | 3,270,048 | 3,030,019 |
| | | ----- | ----- | ----- |
| Expenditure | | | | |
| Charitable activities | 3 | 3,195,674 | 3,195,674 | 3,011,134 |
| | | ----- | ----- | ----- |
| Total expenditure | 3 | 3,195,674 | 3,195,674 | 3,011,134 |
| | | ----- | ----- | ----- |
| Net (outgoing)/income before transfers before other recognised gains and transfers | | 74,374 | 74,374 | 18,885 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 1,774,446 | 1,774,446 | 1,755,561 |
| | | ----- | ----- | ----- |
| Total funds carried forward | | 1,848,820 | 1,848,820 | 1,774,446 |
| | | ===== | ===== | ===== |

The Statement of Financial Activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31 MARCH 2025
REGISTERED NUMBER 00853423

| | Notes | 2025 | | 2024 | |
|--|-------|-----------|-----------|-----------|-----------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 8 | | 1,326,341 | | 1,363,072 |
| Current assets | | | | | |
| Stock | | 2,000 | | 2,450 | |
| Short term deposits | | 518,065 | | 462,183 | |
| Debtors | 9 | 86,068 | | 94,208 | |
| Cash at bank and in hand | | 290,421 | | 203,138 | |
| | | 896,554 | | 761,979 | |
| Current liabilities | | | | | |
| Creditors: amounts falling due within one year | 10 | (374,075) | | (350,605) | |
| Net current assets | | | 522,479 | | 411,374 |
| Net assets | | | 1,848,820 | | 1,774,446 |
| Unrestricted funds | | | | | |
| General funds | 11 | | 1,848,820 | | 1,774,446 |
| Restricted funds | | | - | | - |
| Total funds | | | 1,848,820 | | 1,774,446 |

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the management committee and were signed on its behalf on 24 October 2025.



.....
Philip Goddard
Trustee



.....
Richard Pennington
Trustee

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025
REGISTERED NUMBER 00853423

| | 2025 | 2024 |
|--|-----------------|----------|
| | £ | £ |
| Cash flows from operating activities | | |
| Surplus for the financial year | 74,374 | 18,885 |
| Adjustments for; | | |
| Depreciation | 65,052 | 63,125 |
| (Increase)/Decrease in stocks | 450 | 650 |
| (Increase)/Decrease in trade and other debtors | 8,140 | (40,800) |
| Increase/(Decrease) in trade and other creditors | 23,470 | 10,688 |
| | ----- | ----- |
| Cash from operations | 171,486 | 52,548 |
| Cash flows from investing activities | | |
| Purchases of tangible fixed assets | (28,321) | (31,872) |
| | ----- | ----- |
| Change in cash and cash equivalents in the year | 143,165 | 20,676 |
| | ----- | ----- |
| | | |
| Cash and cash equivalents at beginning of year | 665,321 | 644,645 |
| | ----- | ----- |
| Cash and cash equivalents at end of year | 808,486 | 665,321 |
| | ----- | ----- |

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of accounting

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Eckling Grange Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

(b) Fund accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(c) Income

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to a grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

(d) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in Note 3.

(e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life on a straight line basis, as set out below:

| | |
|-----------------------|-----------------|
| Freehold property | 2% per annum |
| Motor Vehicles | 20% per annum |
| Furniture & equipment | 12.5% per annum |

(f) Operating Leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(g) Current Asset Investments

Monies held in short term deposit accounts, with a maximum term of 1 year, are presented as current asset investments in the balance sheet.

(h) Pension costs

Contributions are made to individual personal pension plans which are defined contribution schemes and are charged to the Statement of Financial Activities in the year in which they become payable.

(i) Stock

Stock is valued at the lower of cost and net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to sell. Provision is made for slow-moving, obsolete or damaged stock where net realisable value is less than cost.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

(j) Financial Instruments

The charitable company 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 Legacies and donations

| | Unrestricted £ | 2025 total £ | 2024 total £ |
|-----------------|-------------------|-----------------|-----------------|
| Donations | - | - | - |
| Small donations | 9,422 | 9,422 | 13,834 |
| Legacies | - | - | - |
| Grants | - | - | - |
| | <hr/> | <hr/> | <hr/> |
| | 9,422 | 9,422 | 13,834 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

3 Total resources expended

| | Basis of allocation | Residential & Bungalows | Governance | 2025 Total | 2024 Total |
|---|---------------------|-------------------------|----------------------|-------------------------|-------------------------|
| | | £ | £ | £ | £ |
| Costs directly allocated to activities | | | | | |
| Staff & agency costs | Direct | 2,204,383 | - | 2,204,383 | 2,083,577 |
| Provisions | Direct | 179,786 | - | 179,786 | 199,367 |
| Laundry & cleaning | Direct | 75,532 | - | 75,532 | 64,131 |
| Repairs to property | Direct | 273,665 | - | 273,665 | 210,693 |
| Gardening | Direct | 19,458 | - | 19,458 | 17,076 |
| Audit fees | Direct | - | 7,320 | 7,320 | 7,320 |
| Support costs allocated to activities | | | | | |
| Premises | Usage | 130,260 | - | 130,260 | 143,808 |
| General office & finance staff | Staff time | 65,051 | 75,841 | 140,892 | 123,570 |
| Communications | Usage | 38,761 | - | 38,761 | 38,754 |
| Consultancy | Usage | 15,480 | - | 15,480 | 7,380 |
| Subscriptions & registrations | Usage | 14,707 | - | 14,707 | 16,285 |
| Depreciation | Usage | 65,052 | - | 65,052 | 63,125 |
| Bank charges | Actual | 727 | - | 727 | 879 |
| Sundries | Usage | 29,651 | - | 29,651 | 35,169 |
| Total resources expended | | <u>3,112,513</u> | <u>83,161</u> | <u>3,195,674</u> | <u>3,011,134</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4 Net income for the year

This is stated after charging:

| | 2025 | 2024 |
|--------------------------|-------------------|-------------------|
| | £ | £ |
| Depreciation | 65,052 | 63,125 |
| Auditor's remuneration | 7,320 | 7,320 |
| Operating lease payments | 17,240 | 16,166 |
| | <u> </u> | <u> </u> |

5 Staff costs and numbers

Staff costs were as follows:

| | 2025 | 2024 |
|-----------------------|-------------------|-------------------|
| | £ | £ |
| Salaries and wages | 2,124,477 | 2,002,582 |
| Social security costs | 163,373 | 148,073 |
| Pension costs | 57,425 | 56,492 |
| | <u> </u> | <u> </u> |
| | 2,345,275 | 2,207,147 |
| | <u> </u> | <u> </u> |

The charity considers its key management personnel to comprise the managers and Heads of care team. The total employment benefits including employers pension contributions of the key management personnel were £307,743 (2024: £286,972)

No employee received emoluments of more than £60,000.

The average number of employees during the year was as follows:

| | 2025 | 2024 |
|----------------------------|-------------------|-------------------|
| | Number | Number |
| General manager | 1 | 1 |
| Residential home | 104 | 104 |
| Administration and support | 3 | 3 |
| | <u> </u> | <u> </u> |
| | 108 | 108 |
| | <u> </u> | <u> </u> |

The charity contributes to individual personal pension plans on behalf of the employees. The pension charge represents contributions payable by the charity and amounted to £57,425 (2024 - £56,492). Contributions amounting to £nil (2024 - £nil) were payable to plans and are included in creditors.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6 Trustee remuneration & related party transactions

No members of the Management Committee received any remuneration or reimbursement of expenses during the year.

During the year no trustee had a close relative in the residential home.

7 Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

8 Tangible fixed assets

| | Freehold property £ | Motor Vehicles £ | Furniture & equipment £ | Total £ |
|-----------------------|---------------------------|------------------------|-------------------------------|------------------|
| Cost | | | | |
| At 1 April 2024 | 2,116,192 | 48,772 | 300,177 | 2,465,141 |
| Additions | 24,601 | - | 3,720 | 28,321 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2025 | 2,140,793 | 48,772 | 303,896 | 2,493,461 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Depreciation | | | | |
| At 1 April 2024 | 829,652 | 39,024 | 233,393 | 1,102,069 |
| Charge for the year | 42,583 | 9,748 | 12,720 | 65,052 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2025 | 872,235 | 48,772 | 246,113 | 1,167,120 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Net book value | | | | |
| At 31 March 2025 | 1,268,558 | - | 57,783 | 1,326,341 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |
| At 31 March 2024 | 1,286,540 | 9,748 | 66,784 | 1,363,072 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |

The commercial credit card facility of £2,000 is secured by legal charges over the freehold property at Eckling Grange, Norwich Road, Dereham, Norfolk.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

| | | | |
|----------|----------------|---------------|---------------|
| 9 | Debtors | 2025 | 2024 |
| | | £ | £ |
| | Trade debtors | 57,585 | 65,451 |
| | Prepayments | 26,638 | 26,802 |
| | Accrued income | 1,845 | 1,955 |
| | | <u>86,068</u> | <u>94,208</u> |

| | | | |
|-----------|---|----------------|----------------|
| 10 | Creditors: amounts falling due within one year | 2025 | 2024 |
| | | £ | £ |
| | Trade creditors | 53,509 | 55,502 |
| | Taxation and social security | 33,240 | 31,094 |
| | Other creditors | 4,478 | 4,224 |
| | Accruals | 127,726 | 109,921 |
| | Deferred income | 155,122 | 149,864 |
| | | <u>374,075</u> | <u>350,605</u> |

The deferred income relates to income due for next year.
All the income deferred last year was released this year
and a new provision made at the end of the year.

| | | | |
|-----------|-----------------------------------|------------------|------------------|
| 11 | Movements in funds | | |
| | Unrestricted general funds | | |
| | | 2025 | 2024 |
| | | £ | £ |
| | At 1 April 2024 | 1,774,446 | 1,755,561 |
| | Income (including gains) | 3,270,048 | 3,030,019 |
| | Expenditure | (3,195,674) | (3,011,134) |
| | At 31 March 2025 | <u>1,848,820</u> | <u>1,774,446</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

12 Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows.

| | 2025 | 2024 |
|---|----------------------|---------------|
| | £ | £ |
| Not later than one year | 18,967 | 17,000 |
| Later than one year and not later than five years | 11,844 | 24,234 |
| Due later than five years | - | - |
| Total | <u>30,811</u> | <u>41,234</u> |

13 Analysis of net assets between Unrestricted funds

| | 2025 | 2024 |
|---------------------|-------------------------|------------------|
| | £ | £ |
| Fixed Assets | 1,326,341 | 1,363,072 |
| Current Assets | 896,554 | 761,979 |
| Current Liabilities | (374,075) | (350,605) |
| Total | <u>1,848,820</u> | <u>1,774,446</u> |

14 Related party transactions

There were no related party transactions in the current or prior year.

ECKLING GRANGE LIMITED

England & Wales - Charity number 251534

Accounts

ECKLING GRANGE LIMITED
(A company limited by guarantee)

Report and Financial Statements
For the Year Ended 31 March 2024

Charity number - 251534
Company number - 00853423

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

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**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2024**

Under the company's Articles of Association, the trustees are known as members of the Council of Management, but are referred to as the Management Committee, and under company law are also directors of the company.

The trustees present this report and audited financial statements for the year ended 31 March 2024.

Reference and administrative information

Charity Name: Eckling Grange Limited

Charity registration number: 251534

Company registration number: 00853423

Registered office and
operational address: Eckling Grange
Norwich Road
East Dereham
Norfolk
NR20 3BB

Trustees

| | |
|--------------------|---|
| Rachel Cross | |
| David Goddard | Company Secretary [resigned 28 July 2023] |
| Philip Goddard | |
| Heather Havers | |
| Peter Howson | Appointed 8 February 2024 |
| Tim Johnson | |
| Richard Pennington | |
| Graham Pickhaver | Chairman |

Senior management team

| | |
|------------------|-------------------------------|
| Stewart Barber | Manager [left September 2024] |
| Steve Edmunds | Manager [Joined August 2024] |
| Elizabeth Treacy | Care Manager |
| Christine Taylor | Deputy Care Manager |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Auditor MA Partners Audit LLP
7 The Close
Norwich
NR1 4DJ

Bankers Lloyds TSB plc
38 Market Place
Dereham
Norfolk
NR19 2AT

Solicitors Spire Solicitors LLP
The Priory
Church Street
Dereham
Norfolk
NR19 1DW

HR Consultants Backup HR
2 Kings Avenue House
New Malden
Surrey
KT3 4DY

**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
MESSAGE FROM THE CHAIRMAN
FOR THE YEAR ENDED 31 MARCH 2024**

As previous years Eckling Grange has continued to provide high quality care and support within a very strong Christian ethos. It has been a year both of celebration and sadness. In July 2023 Eckling Grange celebrated the 60th anniversary of its opening with 300 people present including residents, relations, friends and invited guests, sitting down to a meal in a marquee set up for the occasion. It was truly a banquet indeed! There was worship, testimonies and ministry, truly a memorable day.

Sadly Stewart Barber gave notice in October 2023 that he would be retiring as General Manager in September 2024. Trustees and residents knew that Stewart would be a hard act to follow considering his sixteen years (then) of service and leadership. But we knew what to do: pray and act. In God's good time and after due processes trustees appointed Steve Edmunds as our new General Manager. We wish Steve and his wife well as he takes up his new role (he began work in August 2024).

The management committee including Trustees and the Senior Management team have met most months. We invite our pastors, Ian and Nigel to present regular reports. In January 2024 we welcomed Peter Howson as a new trustee. Trustees have completed safeguarding training and the Mental Capacity Act in-house and individual members have completed various on-line programmes. Trustees continued to make regular visits and in particular enjoyed the bungalow residents and trustee Christmas lunch!

In January 2024 Trustees amended the policy for Identity and Employment of the General Manager and Care Manager to safeguard our Christian foundation. Trustees attended both care and bungalow residents' meetings as they occur.

The senior management team continued to provide excellent leadership and staff turnover has again been minimal with new staff being very welcomed into the team. Trustees are always thankful for the quality of the team that we have.

Trustees have set up a financial group with Richard Pennington and Phil Goddard meeting regularly with Ian Todd, our finance officer. Finances remain on a firm footing in spite of on-going increasing costs in wages, food and maintenance. Maintenance and site improvements continued apace including the reconstruction of new pathways and refurbishment of bungalows on change of occupancy. Some bungalow roofs needed improvement and trustees took great care with advice in deciding the best course of action.

Residents continued to enjoy the regular times of worship, bible study and prayer led by our own pastors or invited speakers. Social activities continue to be well-supported and appreciated.

A notable year but one in which we give thanks to our God for His constant smile and blessing upon Eckling Grange.

Graham Pickhaver
(Chairman of the Management Committee)
August 2024

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management

Governing document

Eckling Grange Limited is a charitable company limited by guarantee incorporated on 2 July 1965 and as amended on 15 September 1967 and 21 May 2010. It was established under a Memorandum of Association which defined its object and powers and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. It was registered with the Charity Commission on 3 December 1967.

Recruitment and appointment of management committee

The trustees are the Management Committee and have expertise and experience in a wide range of business and care disciplines. We maintain a register of the skills and experience of our trustees. Individuals with appropriate skills, ability and time are approached to offer themselves for election to the Management Committee, to continue to provide wide ranging skills and direction. The Management Committee comprises a minimum of three and a maximum of twelve members.

Under the Articles of Association, one third of the members of the Management Committee retire in rotation each year, and they are eligible for re-election.

Trustee induction and training

We have job descriptions for trustees, and a formal Induction Procedure for new trustees. A prospective trustee is invited to meet one or two existing experienced trustees and the Senior Management team in Eckling Grange to see at first hand the atmosphere and style of the home and bungalows. The main documents relating to the governance and operational framework of the charity are presented, as well as current statutory and management accounts to set out the financial position. The prospective trustee will attend two or three meetings of the Management Committee, and then subject to mutual agreement, will be elected as a new trustee. The Charity Commission's information and advice on trusteeship is made available for those who have no previous trustee experience. Ongoing information and training is available from Charity Commission and trade bulletins, newsletters and seminars.

Organisational structure

The Management Committee aims to meet most months and is responsible for the strategic direction and policy of Eckling Grange. At each meeting, it reviews with the Senior Management team, current key performance indicators and financial reports including the current monthly management accounts. Also, it gets involved in providing support and direction for current major operational issues.

The day-to-day delivery of the operational management of Eckling Grange and the provision of care and support to our residents rests with the Manager and Care Manager. The Care Manager is also responsible for the supervision and continuing development of all the catering and domestic staff.

Eckling Grange has a formal remuneration structure for its staff, which is validated against local pay levels in the care industry. For senior staff, we also take account of regional remuneration levels in the charitable sector.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities

The charity's stated charitable objectives as set out in the Articles of Association are restricted specifically to the following;

To provide accommodation and personal care for residents in the Care Home and domiciliary care and other services for residents in the Sheltered Accommodation and to promote the Christian religion.

Public benefit. The trustees have taken account of the Charity Commission's guidance and demonstrate the public benefit provided to our residents and the local community by the following arrangements and activities:

- accepting socially funded residents at fee levels below the commercial cost of providing the care and accommodation;
- setting rent levels below the local levels for sheltered accommodation; and providing advice on housing benefit where appropriate;
- welcoming non-residents to our regular services;
- providing a wide range of secular and spiritual activities for all residents as described below;
- offering some work experience opportunities for young people.

We are grateful to all the volunteers who come to lead activities and provide entertainment to our residents. Particularly at Christmas time there is a varied program of events. Under the leadership of our Pastor, the organisation of our spiritual activities is provided by volunteers from our residents and externally.

We aim to give a high quality of care to our residents, delivered by experienced staff. As shown by resident satisfaction, high occupancy levels, favourable surveys and high investment in repairs and improvements.

Achievements and performance

Residential Care Home

We are a 60 room residential care home; 40 rooms are for care of the elderly, and 20 rooms in the Auriol Tessier wing are specifically for dementia care and provide secure accommodation for elderly folk with dementia. We welcome residents from all backgrounds, both socially and privately funded, provided we can meet their care needs. Our occupancy level has remained very good at around 97%. During the year about 20% of our residents were socially funded.

We believe we continue to provide high quality care, with a wide range of Christian and secular activities for our residents. We have a dedicated Training Manager, who continues to increase the skills and NVQ levels of our care staff.

Our Pastors and the Pastoral Group continue to provide a wide range and varied styles in our services, as well as being available to spend time with individual residents according to their needs.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Our Activity Coordinators continue to arrange interesting activities relevant to the expectations of our residents. Internal activities include animal visits, art groups, games, gardening, garden party, jigsaw puzzles, presentations and talks, reminiscences etc – some of which is on a one-to-one basis. External visits have been to local museums, the coast and local garden centres.

Externally, our performance is monitored by our regulator, the Care Quality Commission (CQC). Generally, their inspections are unannounced, and very meticulous. We believe we are providing care and support to all our residents at a high level, and the many testimonies of thanks during the year support this. Full reports of our CQC's inspections are available on our and their websites.

Internally, we hold a bi-annual survey from our residents or their next of kin, which showed a good level of satisfaction. There is also a regular meeting where trustees, management, residents and their families can discuss current issues and developments. We do receive many "thank you letters" from the families of our residents.

Ultimately, our good performance depends on maintaining high occupancy, so it is vital that we maintain our good reputation and a close relationship with our residents.

Sheltered accommodation

We have 54 bungalows developed as sheltered accommodation for retired but generally independent people. The bungalows are available to all, but most of the residents are Christians, attracted by the Christian ethos of Eckling Grange.

The bungalows provide for independent living, but there is the security of a resident's alarm system linked to the care office in the residential home.

The provision of domiciliary care and other support to our bungalow residents is now well established. Each recipient has an agreed plan of the amount and timing of the support to be given. Typically, we are providing support to 4 bungalow residents, at any one time.

During the year, the ongoing programme of improving the kitchens and bathrooms of our bungalows continued. Similarly, we seek a bi-annual survey, and regular meetings with the bungalow residents. These discussions are livelier, but overall, there is a good level of satisfaction.

We invite all bungalow residents to several events during the year, including a Christmas lunch in the Care Home.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Financial review

Results for Year

The financial year ending 31st March 2024 has been very good and shows an increase in our fund value of £18,885 (£22,902). We acknowledge with thanks grants, personal donations and legacies of £13,834, which with continuing high residential occupancy levels have led to this result. We have also been able to spend £210,693 on repairs and renewals and provide £31,872 capital expenditure on our long-term improvement programme.

From April 2023 we increased the fees for all privately funded residents by about 10%. The residential fees funded by Norfolk County Council increased by 9%. We sought a £100 per week top up, or a relevant fee based on a personal budget, for new residents who were socially funded. This funding gap remains unfair between socially and privately funded residents, but we continue to acknowledge God's continuing goodness in providing for all our residents.

Donations

During the year the charity has made donations to other charities amounting to £7,458

Investment policy

Surplus funds are presently held on short term deposits.

Risk and uncertainties

We maintain a risk register, which is reviewed each year by the Management Committee. The major financial drivers of a care home are to maintain high occupancy (95%+) and contain staffing costs to around 75% of the fee income.

Regulatory risks are reduced by ensuring we have well-trained, vigilant caring staff.

Free reserves policy

The Board of Trustees have concluded that the primary purpose for holding Free Reserves is to see the company through short-term cash flow problems. This could be caused by poor trading conditions, or unexpected expenditure.

The Trustees consider that between one & two months revenue is an appropriate target figure, which based on 2024/25 budgets amounts to a Free Reserve in the range of £260,000 to £520,000. Thus, the Trustees are comfortable with the current reserve level of £411,374.

In coming to this figure, the Trustees have considered the fact that the company owns the unmortgaged freehold site from which it operates.

The Trustees will review this policy annually.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Plans for future periods

Operational plans

Our focus is to continue to provide excellent Christian care and support for all our residents in a comfortable, safe and stimulating environment. We seek to maintain high occupancy levels. We will continue to offer day care, particularly for local needs; and subject to room availability we will offer short term respite care. We will continue to develop our training programs and support services in line with the needs of our residents and the guidance of the regulators. We continue to invest in new technologies and are investigating new systems for recording care activities.

Financial Plans

The fees for our privately funded residents are calculated on a basis allowing for accommodation (i.e. hotel) costs and the cost of care, based on banded timings of care given per week. From 1 April 2024 we increased all our residential fees by an average of 8%, reflecting the increase in the national living wage. Residents whose care needs have increased over the previous year will experience a greater increase.

Norfolk County Council increased its fees to us by 6%, and we continue to seek a top up or a relevant fee based on the resident's personal budget. Our bungalow rents have been increased slightly, which leaves them competitive compared to local sheltered accommodation rental levels. We have established budgets at slightly better than break even over the next 2 years. We will continue to monitor our financial results monthly.

Going Concern; All residents have contracts for as long as we can look after them in residential care, which is generally for life or can remain living independently in a bungalow. We have a significant waiting list for bungalows and cannot satisfy the demand from prospective residents for care.

Responsibilities of the trustees

The trustees are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2024

Auditor

MA Partners Audit LLP were appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

Each of the persons who are trustees at the time when this Report of the Trustees is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor is aware of that information.

Basis of preparation

The trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the Management Committee on 29 November 2024 and signed on its behalf by:



.....
Graham Pickhaver
Trustee

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of Eckling Grange Limited (the 'charitable company') for the year ended 31 March 2024 set out on pages 14 to 24. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended 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.

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 charitable company in accordance with the ethical requirements 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 related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2024

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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, which is included in the Report of the Trustees, 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 Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2024

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the 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) (Charities SORP (FRS 102)), the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2024

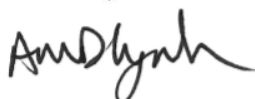
Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company'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 charitable company'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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc FCA DChA
Alice Lynch (Senior statutory auditor)

For and on behalf of

MA Partners Audit LLP
Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 4 December 2024

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024

| | Notes | Unrestricted funds 2024 £ | Total funds 2024 £ | Total funds 2023 £ |
|---|-------|------------------------------------|-----------------------------|-----------------------------|
| Income | | | | |
| Income from generated funds: | | | | |
| <i>Voluntary income:</i> | | | | |
| Legacies, donations and grants | 2 | 13,834 | 13,834 | 55,518 |
| <i>Activities for generating funds:</i> | | | | |
| Interest Received | | 11,718 | 11,718 | 718 |
| Income from charitable activities: | | | | |
| Accommodation and care fees | | 3,004,467 | 3,004,467 | 2,637,753 |
| | | <hr/> | <hr/> | <hr/> |
| Total income | | 3,030,019 | 3,030,019 | 2,693,989 |
| | | <hr/> | <hr/> | <hr/> |
| Expenditure | | | | |
| Charitable activities | 3 | 3,011,134 | 3,011,134 | 2,671,087 |
| | | <hr/> | <hr/> | <hr/> |
| Total expenditure | 3 | 3,011,134 | 3,011,134 | 2,671,087 |
| | | <hr/> | <hr/> | <hr/> |
| Net (outgoing)/income before transfers before other recognised gains and transfers | | 18,885 | 18,885 | 22,902 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 1,755,561 | 1,755,561 | 1,732,659 |
| | | <hr/> | <hr/> | <hr/> |
| Total funds carried forward | | 1,774,446 | 1,774,446 | 1,755,561 |
| | | <hr/> | <hr/> | <hr/> |

The Statement of Financial Activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

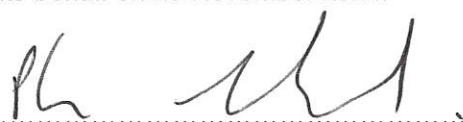
The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31 MARCH 2024
REGISTERED NUMBER 00853423

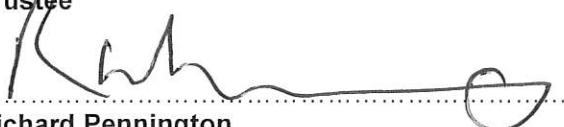
| | | 2024 | | 2023 | |
|--|-------|-----------|-----------|-----------|-----------|
| | Notes | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 8 | | 1,363,072 | | 1,394,325 |
| Current assets | | | | | |
| Stock | | 2,450 | | 3,100 | |
| Short term deposits | | 462,183 | | 384,573 | |
| Debtors | 9 | 94,208 | | 53,408 | |
| Cash at bank and in hand | | 203,138 | | 260,072 | |
| | | 761,979 | | 701,153 | |
| Current liabilities | | | | | |
| Creditors: amounts falling due within one year | 10 | (350,605) | | (339,917) | |
| Net current assets | | | 411,374 | | 361,236 |
| Net assets | | | 1,774,446 | | 1,755,561 |
| Unrestricted funds | | | | | |
| General funds | 11 | | 1,774,446 | | 1,755,561 |
| Restricted funds | | | - | | - |
| Total funds | | | 1,774,446 | | 1,755,561 |

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the management committee and were signed on its behalf on 29 November 2024.



.....
Philip Goddard
Trustee



.....
Richard Pennington
Trustee

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024
REGISTERED NUMBER 00853423

| | 2024 £ | 2023 £ |
|--|-----------------|-----------|
| Cash flows from operating activities | | |
| Surplus for the financial year | 18,885 | 22,902 |
| Adjustments for; | | |
| Depreciation | 63,125 | 60,905 |
| (Increase)/Decrease in stocks | 650 | 110 |
| (Increase)/Decrease in trade and other debtors | (40,800) | 17,773 |
| Increase/(Decrease) in trade and other creditors | 10,688 | 9,412 |
| | ----- | ----- |
| Cash from operations | 52,548 | 111,102 |
| Cash flows from investing activities | | |
| Purchases of tangible fixed assets | (31,872) | (89,289) |
| | ----- | ----- |
| Change in cash and cash equivalents in the year | 20,676 | 21,813 |
| | ----- | ----- |
| | | |
| Cash and cash equivalents at beginning of year | 644,645 | 622,832 |
| | ----- | ----- |
| Cash and cash equivalents at end of year | 665,321 | 644,645 |
| | ----- | ----- |

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of accounting

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Eckling Grange Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

(b) Fund accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(c) Income

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to a grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

(d) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in Note 3.

(e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life on a straight line basis, as set out below:

| | |
|-----------------------|-----------------|
| Freehold property | 2% per annum |
| Motor Vehicles | 20% per annum |
| Furniture & equipment | 12.5% per annum |

(f) Operating Leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(g) Current Asset Investments

Monies held in short term deposit accounts, with a maximum term of 1 year, are presented as current asset investments in the balance sheet.

(h) Pension costs

Contributions are made to individual personal pension plans which are defined contribution schemes and are charged to the Statement of Financial Activities in the year in which they become payable.

(i) Stock

Stock is valued at the lower of cost and net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to sell. Provision is made for slow-moving, obsolete or damaged stock where net realisable value is less than cost.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

(j) Financial Instruments

The charitable company 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 Legacies and donations

| | Unrestricted £ | 2024 total £ | 2023 total £ |
|-----------------|-------------------|-----------------|-----------------|
| Donations | - | - | 6,000 |
| Small donations | 13,834 | 13,834 | 12,407 |
| Legacies | - | - | 31,111 |
| Grants | - | - | 6,000 |
| | <hr/> | <hr/> | <hr/> |
| | 13,834 | 13,834 | 55,518 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

3 Total resources expended

| | Basis of allocation | Residential & Bungalows | Governance | 2024 Total | 2023 Total |
|---|---------------------|-------------------------|----------------------|-------------------------|-------------------------|
| | | £ | £ | £ | £ |
| Costs directly allocated to activities | | | | | |
| Staff & agency costs | Direct | 2,083,577 | - | 2,083,577 | 1,884,841 |
| Provisions | Direct | 199,367 | - | 199,367 | 175,073 |
| Laundry & cleaning | Direct | 64,131 | - | 64,131 | 57,872 |
| Repairs to property | Direct | 210,693 | - | 210,693 | 165,187 |
| Gardening | Direct | 17,076 | - | 17,076 | 15,411 |
| Audit fees | Direct | - | 7,320 | 7,320 | 7,020 |
| Support costs allocated to activities | | | | | |
| Premises | Usage | 143,808 | - | 143,808 | 100,208 |
| General office & finance staff | Staff time | 58,128 | 65,442 | 123,570 | 123,357 |
| Communications | Usage | 38,754 | - | 38,754 | 33,430 |
| Consultancy | Usage | 7,380 | - | 7,380 | 8,280 |
| Subscriptions & registrations | Usage | 16,285 | - | 16,285 | 16,379 |
| Depreciation | Usage | 63,125 | - | 63,125 | 60,905 |
| Bank charges | Actual | 879 | - | 879 | 841 |
| Sundries | Usage | 35,169 | - | 35,169 | 22,283 |
| Total resources expended | | <u>2,938,372</u> | <u>72,762</u> | <u>3,011,134</u> | <u>2,671,087</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

4 Net income for the year

This is stated after charging:

| | 2024 | 2023 |
|--------------------------|---------------|-------------|
| | £ | £ |
| Depreciation | 63,125 | 60,905 |
| Auditor's remuneration | 7,320 | 7,020 |
| Operating lease payments | 16,166 | 14,700 |
| | <hr/> | <hr/> |

5 Staff costs and numbers

Staff costs were as follows:

| | 2024 | 2023 |
|-----------------------|------------------|-------------|
| | £ | £ |
| Salaries and wages | 2,002,582 | 1,819,024 |
| Social security costs | 148,073 | 140,850 |
| Pension costs | 56,492 | 48,324 |
| | <hr/> | <hr/> |
| | 2,207,147 | 2,008,198 |
| | <hr/> | <hr/> |

The charity considers its key management personnel to comprise the managers and Heads of care team. The total employment benefits including employers pension contributions of the key management personnel were £286,972 (2023: £268,825)

No employee received emoluments of more than £60,000.

The average number of employees during the year was as follows:

| | 2024 | 2023 |
|----------------------------|---------------|---------------|
| | Number | Number |
| General manager | 1 | 1 |
| Residential home | 104 | 100 |
| Administration and support | 3 | 3 |
| | <hr/> | <hr/> |
| | 108 | 104 |
| | <hr/> | <hr/> |

The charity contributes to individual personal pension plans on behalf of the employees. The pension charge represents contributions payable by the charity and amounted to £56,492 (2023 - £48,324). Contributions amounting to £nil (2023 - £nil) were payable to plans and are included in creditors.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

6 Trustee remuneration & related party transactions

No members of the Management Committee received any remuneration or reimbursement of expenses during the year.

During the year no trustee had a close relative in the residential home.

7 Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

8 Tangible fixed assets

| | Freehold property £ | Motor Vehicles £ | Furniture & equipment £ | Total £ |
|-----------------------|------------------------------------|---------------------------------|--|--------------------|
| Cost | | | | |
| At 1 April 2023 | 2,099,228 | 48,772 | 285,269 | 2,433,269 |
| Additions | 16,964 | - | 14,908 | 31,872 |
| | <u>2,116,192</u> | <u>48,772</u> | <u>300,177</u> | <u>2,465,141</u> |
| At 31 March 2024 | | | | |
| Depreciation | | | | |
| At 1 April 2023 | 787,526 | 29,268 | 222,150 | 1,038,944 |
| Charge for the year | 42,126 | 9,756 | 11,243 | 63,125 |
| | <u>829,652</u> | <u>39,024</u> | <u>233,393</u> | <u>1,102,069</u> |
| At 31 March 2024 | | | | |
| Net book value | | | | |
| At 31 March 2024 | <u>1,286,540</u> | <u>9,748</u> | <u>66,784</u> | <u>1,363,072</u> |
| At 31 March 2023 | <u>1,311,702</u> | <u>19,504</u> | <u>63,119</u> | <u>1,394,325</u> |

The commercial credit card facility of £2,000 is secured by legal charges over the freehold property at Eckling Grange, Norwich Road, Dereham, Norfolk.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

| | | | |
|----------|----------------|---------------|---------------|
| 9 | Debtors | 2024 | 2023 |
| | | £ | £ |
| | Trade debtors | 65,451 | 28,556 |
| | Prepayments | 26,802 | 24,852 |
| | Accrued income | 1,955 | - |
| | | <u>94,208</u> | <u>53,408</u> |

| | | | |
|-----------|---|----------------|----------------|
| 10 | Creditors: amounts falling due within one year | 2024 | 2023 |
| | | £ | £ |
| | Trade creditors | 55,502 | 73,089 |
| | Taxation and social security | 31,094 | 27,616 |
| | Other creditors | 4,224 | 6,463 |
| | Accruals | 109,921 | 81,630 |
| | Deferred income | 149,864 | 151,119 |
| | | <u>350,605</u> | <u>339,917</u> |

The deferred income relates to income due for next year.
All the income deferred last year was released this year
and a new provision made at the end of the year.

| | | | |
|-----------|-----------------------------------|-------------------------|-------------------------|
| 11 | Movements in funds | | |
| | Unrestricted general funds | | |
| | | 2024 | 2023 |
| | | £ | £ |
| | At 1 April 2023 | 1,755,561 | 1,732,659 |
| | Income (including gains) | 3,030,019 | 2,693,989 |
| | Expenditure | (3,011,134) | (2,671,087) |
| | At 31 March 2024 | <u>1,774,446</u> | <u>1,755,561</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

12 Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows.

| | 2024 | 2023 |
|---|----------------------|---------------|
| | £ | £ |
| Not later than one year | 17,000 | 15,749 |
| Later than one year and not later than five years | 24,234 | 36,309 |
| Due later than five years | - | - |
| Total | <u>41,234</u> | <u>52,058</u> |

13 Analysis of net assets between Unrestricted funds

| | 2024 | 2023 |
|---------------------|-------------------------|------------------|
| | £ | £ |
| Fixed Assets | 1,363,072 | 1,394,325 |
| Current Assets | 761,979 | 701,153 |
| Current Liabilities | (350,605) | (339,917) |
| Total | <u>1,774,446</u> | <u>1,755,561</u> |

14 Related party transactions

There were no related party transactions in the current or prior year.

ECKLING GRANGE LIMITED

England & Wales - Charity number 251534

Accounts

ECKLING GRANGE LIMITED
(A company limited by guarantee)

Report and Financial Statements
For the Year Ended 31 March 2023

Charity number - 251534
Company number - 00853423

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

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**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2023**

Under the company's Articles of Association, the trustees are known as members of the Council of Management, but are referred to as the Management Committee, and under company law are also directors of the company.

The trustees present this report and audited financial statements for the year ended 31 March 2023.

Reference and administrative information

Charity Name: Eckling Grange Limited

Charity registration number: 251534

Company registration number: 00853423

Registered office and
operational address: Eckling Grange
Norwich Road
East Dereham
Norfolk
NR20 3BB

Trustees

| | |
|--------------------|---|
| Rachel Cross | |
| David Goddard | Company Secretary [resigned 28 July 2023] |
| Philip Goddard | |
| Heather Havers | |
| Tim Johnson | Appointed 1 July 2022 |
| Richard Pennington | |
| Graham Pickhaver | Chairman |

Senior management team

| | |
|------------------|---------------------|
| Stewart Barber | Manager |
| Elizabeth Treacy | Care Manager |
| Christine Taylor | Deputy Care Manager |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Auditor MA Partners Audit LLP
7 The Close
Norwich
NR1 4DJ

Bankers Lloyds TSB plc
38 Market Place
Dereham
Norfolk
NR19 2AT

Solicitors Spire Solicitors LLP
The Priory
Church Street
Dereham
Norfolk
NR19 1DW

HR Consultants Backup HR
2 Kings Avenue House
New Malden
Surrey
KT3 4DY

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
MESSAGE FROM THE CHAIRMAN
FOR THE YEAR ENDED 31 MARCH 2023

Eckling Grange has continued to provide a high-quality care environment with a very strong Christian ethos.

During the year several significant changes took place.

The storage building situated by the side entrance was re-modelled to provide an adaptable meeting room fully equipped with appropriate technology. Following a later formal opening the building, known as the Gatehouse, has been widely used for various residents' activities including Sunday services and social events.

New bungalow contracts were drawn up covering all the necessary current legislation. Concern has been noted regarding some roofing issues of bungalows and this remains an on-going topic. A maintenance plan will provide regular upgrading of rooms, bungalows and other spaces as required.

Trustees were concerned with Pastor Ian's workload and agreed to appoint an assistant and the process concluded with the appointment of Nigel Tompsett.

Financially Eckling Grange remains healthy with good stewardship and management plus with both bungalows and rooms being full. The year did see a significant rise in costs particularly energy, food and staffing. Charges for such items as domiciliary care, laundry service and meals were reviewed and increased. This has not been done for some years.

Staff levels have remained constant and new recruits soon adjust to the professionalism and atmosphere of the staff community. We are thankful for a very good management team. Senior staff appraisals were carried out.

Trustees continue to meet monthly, and each has an area of interest which helps in decision-making since it is better to have one person knowledgeable of a topic rather than everyone trying to understand everything! Tim Johnson, retired GP, was appointed a trustee in July 2022. There were no other changes during the year. It was agreed to hold a special event in July 2023 to celebrate the 60th anniversary of the opening of Eckling Grange in 1963.

Monthly meetings of residents, senior staff and trustees have taken place when residents can raise any issues. Bungalow resident meetings are also planned.

Residents continued to enjoy a range of social activities including trips out to local farms and garden centres. We regularly received letters or cards from grateful relatives. It is so good that regular visiting started up again, as it is so important for our residents and of course the relatives. Bungalow residents were encouraged to come into the Grange to meet up with residents and join in activities.

The gardens remained in excellent shape, thanks to the gardeners. All jobs are highly valued as each is necessary to make Eckling Grange what it is.

We are grateful to God for the way He has provided and guided us during the year. We are grateful for our staff and for all those who come in to support our residents in such a variety of ways.

We can but say that the Lord has blessed us in abundance, and we trust Him for future days.

Graham Pickhaver
(Chairman of the Management Committee)
September 2023

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

Governing document

Eckling Grange Limited is a charitable company limited by guarantee incorporated on 2 July 1965 and as amended on 15 September 1967 and 21 May 2010. It was established under a Memorandum of Association which defined its object and powers and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. It was registered with the Charity Commission on 3 December 1967.

Recruitment and appointment of management committee

The trustees are the Management Committee and have expertise and experience in a wide range of business and care disciplines. We maintain a register of the skills and experience of our trustees. Individuals with appropriate skills, ability and time are approached to offer themselves for election to the Management Committee, to continue to provide wide ranging skills and direction. The Management Committee comprises a minimum of three and a maximum of twelve members.

Under the Articles of Association, one third of the members of the Management Committee retire in rotation each year, and they are eligible for re-election.

Trustee induction and training

We have job descriptions for trustees, and a formal Induction Procedure for new trustees. A prospective trustee is invited to meet one or two existing experienced trustees and the Senior Management team in Eckling Grange to see at first hand the atmosphere and style of the home and bungalows. The main documents relating to the governance and operational framework of the charity are presented, as well as current statutory and management accounts to set out the financial position. The prospective trustee will attend two or three meetings of the Management Committee, and then subject to mutual agreement, will be elected as a new trustee. The Charity Commission's information and advice on trusteeship is made available for those who have no previous trustee experience. Ongoing information and training is available from Charity Commission and trade bulletins, newsletters and seminars.

Organisational structure

The Management Committee aims to meet most months and is responsible for the strategic direction and policy of Eckling Grange. At each meeting, it reviews with the Senior Management team, current key performance indicators and financial reports including the current monthly management accounts. Also, it gets involved in providing support and direction for current major operational issues.

The day-to-day delivery of the operational management of Eckling Grange and the provision of care and support to our residents rests with the Manager and Care Manager. The Care Manager is also responsible for the supervision and continuing development of all the catering and domestic staff.

Eckling Grange has a formal remuneration structure for its staff, which is validated against local pay levels in the care industry. For senior staff, we also take account of regional remuneration levels in the charitable sector.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities

The charity's stated charitable objectives as set out in the Articles of Association are restricted specifically to the following;

To provide accommodation and personal care for residents in the Care Home and domiciliary care and other services for residents in the Sheltered Accommodation and to promote the Christian religion.

Public benefit. The trustees have taken account of the Charity Commission's guidance and demonstrate the public benefit provided to our residents and the local community by the following arrangements and activities:

- accepting socially funded residents at fee levels below the commercial cost of providing the care and accommodation;
- setting rent levels below the local levels for sheltered accommodation; and providing advice on housing benefit where appropriate;
- welcoming non-residents to our regular services;
- providing a wide range of secular and spiritual activities for all residents as described below;
- offering some work experience opportunities for young people.

We are grateful to all the volunteers who come to lead activities and provide entertainment to our residents. Particularly at Christmas time there is a varied program of events. Under the leadership of our Pastor, the organisation of our spiritual activities is provided by volunteers from our residents and externally.

We aim to give a high quality of care to our residents, delivered by experienced staff. As shown by resident satisfaction, high occupancy levels, favourable surveys and high investment in repairs and improvements.

Achievements and performance

Residential Care Home

We are a 60 room residential care home; 40 rooms are for care of the elderly, and 20 rooms in the Auriol Tessier wing are specifically for dementia care and provide secure accommodation for elderly folk with dementia. We welcome residents from all backgrounds, both socially and privately funded, provided we can meet their care needs. Our occupancy level has remained very good at around 98%. During the year about 15% of our residents were socially funded.

We believe we continue to provide high quality care, with a wide range of Christian and secular activities for our residents. We have a dedicated Training Manager, who continues to increase the skills and NVQ levels of our care staff.

Our Pastors and the Pastoral Group continue to provide a wide range and varied styles in our services, as well as being available to spend time with individual residents according to their needs.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2023

Our Activity Coordinators continue to arrange interesting activities relevant to the expectations of our residents. Internal activities include animal visits, art groups, games, gardening, garden party, jigsaw puzzles, presentations and talks, reminiscences etc – some of which is on a one-to-one basis. External visits have been to local museums, the coast and local garden centres.

Externally, our performance is monitored by our regulator, the Care Quality Commission (CQC). Generally, their inspections are unannounced, and very meticulous. We believe we are providing care and support to all our residents at a high level, and the many testimonies of thanks during the year support this. Full reports of our CQC's inspections are available on our and their websites.

Internally, we hold a bi-annual survey from our residents or their next of kin, which showed a good level of satisfaction. There is also a regular meeting where trustees, management, residents and their families can discuss current issues and developments. We do receive many "thank you letters" from the families of our residents.

Ultimately, our good performance depends on maintaining high occupancy, so it is vital that we maintain our good reputation and a close relationship with our residents.

Sheltered accommodation

We have 54 bungalows developed as sheltered accommodation for retired but generally independent people. The bungalows are available to all, but most of the residents are Christians, attracted by the Christian ethos of Eckling Grange.

The bungalows provide for independent living, but there is the security of a resident's alarm system linked to the care office in the residential home.

The provision of domiciliary care and other support to our bungalow residents is now well established. Each recipient has an agreed plan of the amount and timing of the support to be given. Typically, we are providing support to 4 bungalow residents, at any one time.

During the year, the ongoing programme of improving the kitchens and bathrooms of our bungalows continued. Similarly, we seek a bi-annual survey, and regular meetings with the bungalow residents. These discussions are livelier, but overall, there is a good level of satisfaction.

We invite all bungalow residents to several events during the year, including a Christmas lunch in the Care Home.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2023

Financial review

Results for Year

The financial year ending 31st March 2023 has been very good and shows an increase in our fund value of £22,902 (£15,431). We acknowledge with thanks grants, personal donations and legacies of £55,518, which with continuing high residential occupancy levels have led to this result. We have also been able to spend £165,187 on repairs and renewals and provide £89,289 capital expenditure on our long-term improvement programme.

From April 2022 we increased the fees for all privately funded residents by about 5%. The residential fees funded by Norfolk County Council increased by 6%. We sought a £100 per week top up, or a relevant fee based on a personal budget, for new residents who were socially funded. This funding gap remains unfair between socially and privately funded residents, but we continue to acknowledge God's continuing goodness in providing for all our residents.

Donations

During the year the charity has made donations to other charities amounting to £7,552.

Investment policy

Surplus funds are presently held on short term deposits.

Risk and uncertainties

We maintain a risk register, which is reviewed each year by the Management Committee. The major financial drivers of a care home are to maintain high occupancy (95%+) and contain staffing costs to around 75% of the fee income.

Regulatory risks are reduced by ensuring we have well-trained, vigilant caring staff.

Free reserves policy

The Board of Trustees have concluded that the primary purpose for holding Free Reserves is to see the company through short-term cash flow problems. This could be caused by poor trading conditions, or unexpected expenditure.

The Trustees consider that between one & two months revenue is an appropriate target figure, which based on 2023/24 budgets amounts to a Free Reserve in the range of £230,000 to £460,000. Thus, the Trustees are comfortable with the current reserve level of £361,236.

In coming to this figure, the Trustees have considered the fact that the company owns the unmortgaged freehold site from which it operates.

The Trustees will review this policy annually.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2023

Plans for future periods

Operational plans

Our focus is to continue to provide excellent Christian care and support for all our residents in a comfortable, safe and stimulating environment. We seek to maintain high occupancy levels. We will continue to offer day care, particularly for local needs; and subject to room availability we will offer short term respite care. We will continue to develop our training programs and support services in line with the needs of our residents and the guidance of the regulators. We continue to invest in new technologies and are investigating new systems for recording care activities.

Financial Plans

The fees for our privately funded residents are calculated on a basis allowing for accommodation (i.e. hotel) costs and the cost of care, based on banded timings of care given per week. From 1 April 2023 we increased all our residential fees by an average of 10%, reflecting the increase in the national living wage. Residents whose care needs have increased over the previous year will experience a greater increase.

Norfolk County Council increased its fees to us by 9%, and we continue to seek a top up or a relevant fee based on the resident's personal budget. Our bungalow rents have been increased slightly, which leaves them competitive compared to local sheltered accommodation rental levels. We have established budgets at slightly better than break even over the next 2 years. We will continue to monitor our financial results monthly.

Going Concern; All residents have contracts for as long as we can look after them in residential care, which is generally for life or can remain living independently in a bungalow. We have a significant waiting list for bungalows and cannot satisfy the demand from prospective residents for care.

Responsibilities of the trustees

The trustees are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2023

Auditor

MA Partners Audit LLP were appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

Each of the persons who are trustees at the time when this Report of the Trustees is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor is aware of that information.

Basis of preparation

The trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the Management Committee on 24 November 2023 and signed on its behalf by:


.....
Graham Pickhaver
Trustee

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2023

Opinion

We have audited the financial statements of Eckling Grange Limited (the 'charitable company') for the year ended 31 March 2023 set out on pages 14 to 24. 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 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.

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 charitable company in accordance with the ethical requirements 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 related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2023

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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, which is included in the Report of the Trustees, 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 Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2023

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the 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) (Charities SORP (FRS 102)), the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2023

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company'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 charitable company'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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc ACA DChA (Senior statutory auditor)

For and on behalf of

MA Partners Audit LLP

Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 24 November 2023

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

| | Notes | Unrestricted funds 2023 £ | Total funds 2023 £ | Total funds 2022 £ |
|---|-------|------------------------------------|-----------------------------|-----------------------------|
| Income | | | | |
| Income from generated funds: | | | | |
| <i>Voluntary income:</i> | | | | |
| Legacies, donations and grants | 2 | 55,518 | 55,518 | 130,275 |
| <i>Activities for generating funds:</i> | | | | |
| Interest Received | | 718 | 718 | 1,184 |
| Income from charitable activities: | | | | |
| Accommodation and care fees | 3 | 2,637,753 | 2,637,753 | 2,503,808 |
| | | ----- | ----- | ----- |
| Total income | | 2,693,989 | 2,693,989 | 2,635,267 |
| | | ----- | ----- | ----- |
| Expenditure | | | | |
| Charitable activities | 4 | 2,671,087 | 2,671,087 | 2,619,836 |
| | | ----- | ----- | ----- |
| Total expenditure | 4 | 2,671,087 | 2,671,087 | 2,619,836 |
| | | ----- | ----- | ----- |
| Net (outgoing)/income before transfers before other recognised gains and transfers | | 22,902 | 22,902 | 15,431 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 1,732,659 | 1,732,659 | 1,717,228 |
| | | ----- | ----- | ----- |
| Total funds carried forward | | 1,755,561 | 1,755,561 | 1,732,659 |
| | | ----- | ----- | ----- |

The Statement of Financial Activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.


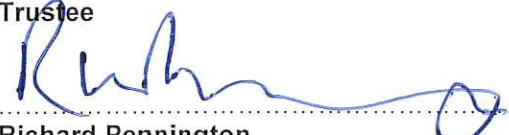
The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31 MARCH 2023
REGISTERED NUMBER 00853423

| | | 2023 | | 2022 | |
|--|-------|-----------|-----------|-----------|-----------|
| | Notes | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 9 | | 1,394,325 | | 1,365,941 |
| Current assets | | | | | |
| Stock | | 3,100 | | 3,210 | |
| Short term deposits | | 384,573 | | 181,020 | |
| Debtors | 10 | 53,408 | | 71,181 | |
| Cash at bank and in hand | | 260,072 | | 441,812 | |
| | | 701,153 | | 697,223 | |
| Current liabilities | | | | | |
| Creditors: amounts falling due within one year | 11 | (339,917) | | (330,505) | |
| Net current assets | | | 361,236 | | 366,718 |
| Net assets | | | 1,755,561 | | 1,732,659 |
| Unrestricted funds | | | | | |
| General funds | 12 | | 1,755,561 | | 1,732,659 |
| Restricted funds | 12 | | - | | - |
| Total funds | | | 1,755,561 | | 1,732,659 |

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the management committee and were signed on its behalf on 24 November 2023.


.....
Philip Goddard
Trustee

.....
Richard Pennington
Trustee

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023
REGISTERED NUMBER 00853423

| | 2023 £ | 2022 £ |
|--|-----------|-----------|
| Cash flows from operating activities | | |
| Surplus for the financial year | 22,902 | 15,431 |
| Adjustments for; | | |
| Depreciation | 60,905 | 61,580 |
| (Increase)/Decrease in stocks | 110 | (85) |
| (Increase)/Decrease in trade and other debtors | 17,773 | (4,466) |
| Increase/(Decrease) in trade and other creditors | 9,412 | (2,448) |
| | ----- | ----- |
| Cash from operations | 111,102 | 70,012 |
| Cash flows from investing activities | | |
| Purchases of tangible fixed assets | (89,289) | (21,268) |
| | ----- | ----- |
| Change in cash and cash equivalents in the year | 21,813 | 48,744 |
| | ----- | ----- |
| | | |
| Cash and cash equivalents at beginning of year | 622,832 | 574,088 |
| | ----- | ----- |
| Cash and cash equivalents at end of year | 644,645 | 622,832 |
| | ----- | ----- |

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of accounting

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Eckling Grange Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

(b) Fund accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(c) Income

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to a grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

(d) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in Note 4.

(e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life on a straight line basis, as set out below:

| | |
|-----------------------|-----------------|
| Freehold property | 2% per annum |
| Motor Vehicles | 20% per annum |
| Furniture & equipment | 12.5% per annum |

(f) Operating Leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(g) Current Asset Investments

Monies held in short term deposit accounts, with a maximum term of 1 year, are presented as current asset investments in the balance sheet.

(h) Pension costs

Contributions are made to individual personal pension plans which are defined contribution schemes and are charged to the Statement of Financial Activities in the year in which they become payable.

(i) Stock

Stock is valued at the lower of cost and net realisable value. Cost is determined on a first in first out basis. Net realisable value represents estimated selling price less costs to sell. Provision is made for slow-moving, obsolete or damaged stock where net realisable value is less than cost.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

(j) Financial Instruments

The charitable company 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 Legacies and donations

| | Unrestricted £ | 2023 total £ | 2022 total £ |
|-----------------|-------------------|-----------------|-----------------|
| Donations | 6,000 | 6,000 | - |
| Small donations | 12,407 | 12,407 | 7,334 |
| Legacies | 31,111 | 31,111 | - |
| Grants | 6,000 | 6,000 | 122,941 |
| | <u>55,518</u> | <u>55,518</u> | <u>130,275</u> |

3 Accommodation and care fees

| | Unrestricted £ | 2023 Total £ | 2022 Total £ |
|---|-------------------|--------------------|--------------------|
| Fees charged in respect of residential home residents | 2,336,562 | 2,336,562 | 2,219,538 |
| Fees charged in respect of bungalow residents | 301,191 | 301,191 | 284,270 |
| | <u>2,637,753</u> | <u>2,637,753</u> | <u>2,503,808</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

4 Total resources expended

| | Basis of allocation | Residential & Bungalows | Governance | 2023 Total | 2022 Total |
|---|---------------------|-------------------------|---------------|------------------|------------------|
| | | £ | £ | £ | £ |
| Costs directly allocated to activities | | | | | |
| Staff & agency costs | Direct | 1,884,841 | - | 1,884,841 | 1,850,853 |
| Provisions | Direct | 175,073 | - | 175,073 | 143,032 |
| Laundry & cleaning | Direct | 57,872 | - | 57,872 | 50,420 |
| Repairs to property | Direct | 165,187 | - | 165,187 | 219,268 |
| Gardening | Direct | 15,411 | - | 15,411 | 14,598 |
| Audit fees | Direct | - | 7,020 | 7,020 | 5,970 |
| Support costs allocated to activities | | | | | |
| Premises | Usage | 100,208 | - | 100,208 | 78,882 |
| General office & finance staff | Staff time | 56,968 | 66,389 | 123,357 | 120,895 |
| Communications | Usage | 33,430 | - | 33,430 | 31,580 |
| Consultancy | Usage | 8,280 | - | 8,280 | 7,560 |
| Subscriptions & registrations | Usage | 16,379 | - | 16,379 | 14,993 |
| Depreciation | Usage | 60,905 | - | 60,905 | 61,580 |
| Bank charges | Actual | 841 | - | 841 | 726 |
| Sundries | Usage | 22,283 | - | 22,283 | 19,479 |
| Total resources expended | | 2,597,678 | 73,409 | 2,671,087 | 2,619,836 |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5 Net income for the year

This is stated after charging:

| | 2023 | 2022 |
|--------------------------|---------------|-------------|
| | £ | £ |
| Depreciation | 60,905 | 61,580 |
| Auditor's remuneration | 7,020 | 5,970 |
| Operating lease payments | 14,700 | 13,856 |
| | <hr/> | <hr/> |

6 Staff costs and numbers

Staff costs were as follows:

| | 2023 | 2022 |
|-----------------------|------------------|-------------|
| | £ | £ |
| Salaries and wages | 1,819,024 | 1,783,611 |
| Social security costs | 140,850 | 139,339 |
| Pension costs | 48,324 | 48,798 |
| | <hr/> | <hr/> |
| | 2,008,198 | 1,971,748 |
| | <hr/> | <hr/> |

The charity considers its key management personnel to comprise the managers and Heads of care team. The total employment benefits including employers pension contributions of the key management personnel were £268,825 (2022: £259,297)

No employee received emoluments of more than £60,000.

The average number of employees during the year was as follows:

| | 2023 | 2022 |
|----------------------------|---------------|---------------|
| | Number | Number |
| General manager | 1 | 1 |
| Residential home | 100 | 89 |
| Administration and support | 3 | 3 |
| | <hr/> | <hr/> |
| | 104 | 93 |
| | <hr/> | <hr/> |

The charity contributes to individual personal pension plans on behalf of the employees. The pension charge represents contributions payable by the charity and amounted to £48,324 (2022 - £48,798). Contributions amounting to £nil (2022 - £nil) were payable to plans and are included in creditors.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

7 Trustee remuneration & related party transactions

No members of the Management Committee received any remuneration or reimbursement of expenses during the year.

During the year no trustee had a close relative in the residential home.

8 Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

9 Tangible fixed assets

| | Freehold property £ | Motor Vehicles £ | Furniture & equipment £ | Total £ |
|-----------------------|---------------------------|------------------------|-------------------------------|------------------|
| Cost | | | | |
| At 1 April 2022 | 2,042,534 | 48,772 | 252,674 | 2,343,980 |
| Additions | 56,694 | - | 32,595 | 89,289 |
| | <u>2,099,228</u> | <u>48,772</u> | <u>285,269</u> | <u>2,433,269</u> |
| At 31 March 2023 | | | | |
| Depreciation | | | | |
| At 1 April 2022 | 746,116 | 19,512 | 212,411 | 978,039 |
| Charge for the year | 41,410 | 9,756 | 9,739 | 60,905 |
| | <u>787,526</u> | <u>29,268</u> | <u>222,150</u> | <u>1,038,944</u> |
| At 31 March 2023 | | | | |
| Net book value | | | | |
| At 31 March 2023 | <u>1,311,702</u> | <u>19,504</u> | <u>63,119</u> | <u>1,394,325</u> |
| At 31 March 2022 | <u>1,296,418</u> | <u>29,260</u> | <u>40,263</u> | <u>1,365,941</u> |

The commercial credit card facility of £2,000 is secured by legal charges over the freehold property at Eckling Grange, Norwich Road, Dereham, Norfolk.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

| | | | |
|-----------|----------------|---------------|---------------|
| 10 | Debtors | 2023 | 2022 |
| | | £ | £ |
| | Trade debtors | 28,556 | 48,987 |
| | Prepayments | 24,852 | 21,959 |
| | Accrued income | - | 235 |
| | | <u>53,408</u> | <u>71,181</u> |

| | | | |
|-----------|---|----------------|----------------|
| 11 | Creditors: amounts falling due within one year | 2023 | 2022 |
| | | £ | £ |
| | Trade creditors | 73,089 | 56,456 |
| | Taxation and social security | 27,616 | 34,562 |
| | Other creditors | 6,463 | 28,244 |
| | Accruals | 81,630 | 77,802 |
| | Deferred income | 151,119 | 133,441 |
| | | <u>339,917</u> | <u>330,505</u> |

The deferred income relates to income due for next year.
All the income deferred last year was released this year
and a new provision made at the end of the year.

| | | | |
|-----------|-----------------------------------|--------------------|-------------|
| 12 | Movements in funds | | |
| | Unrestricted general funds | | |
| | | 2023 | 2022 |
| | | £ | £ |
| | At 1 April 2022 | 1,732,659 | 1,717,228 |
| | Income (including gains) | 2,693,989 | 2,635,267 |
| | Expenditure | (2,671,087) | (2,619,836) |
| | At 31 March 2023 | 1,755,561 | 1,732,659 |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13 Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows.

| | 2023 £ | 2022 £ |
|---|---------------|---------------|
| Not later than one year | 15,749 | 14,176 |
| Later than one year and not later than five years | 36,309 | 44,728 |
| Due later than five years | - | - |
| Total | <u>52,058</u> | <u>58,904</u> |

14 Analysis of net assets between Unrestricted funds

| | 2023 £ | 2022 £ |
|---------------------|------------------|------------------|
| Fixed Assets | 1,394,325 | 1,365,941 |
| Current Assets | 701,153 | 697,223 |
| Current Liabilities | (339,917) | (330,505) |
| Total | <u>1,755,561</u> | <u>1,732,659</u> |

15 Related party transactions

There were no related party transactions in the current or prior year.

ECKLING GRANGE LIMITED

England & Wales - Charity number 251534

Accounts

ECKLING GRANGE LIMITED
(A company limited by guarantee)

Report and Financial Statements
For the Year Ended 31 March 2022

Charity number - 251534
Company number - 00853423

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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| Statement of financial activities | 14 |
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**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2022**

Under the company's Articles of Association, the trustees are known as members of the Council of Management, but are referred to as the Management Committee, and under company law are also directors of the company.

The trustees present this report and audited financial statements for the year ended 31 March 2022.

Reference and administrative information

Charity Name: Eckling Grange Limited

Charity registration number: 251534

Company registration number: 00853423

Registered office and
operational address: Eckling Grange
Norwich Road
East Dereham
Norfolk
NR20 3BB

Trustees

| | |
|--------------------|--|
| David Cleveland | Resigned 22 April 2021 |
| David Goddard | Chairman (to 10 June 2021) & Company Secretary |
| Fiona Winser | Resigned 4 March 2022 |
| Graham Pickhaver | Chairman (from 10 June 2021) |
| Heather Havers | |
| Philip Goddard | |
| Rachel Cross | Appointed 16 August 2021 |
| Richard Pennington | Appointed 2 July 2021 |

Senior management team

| | |
|------------------|---------------------|
| Stewart Barber | Manager |
| Elizabeth Treacy | Care Manager |
| Christine Taylor | Deputy Care Manager |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

| | |
|-----------------------|---|
| Auditor | MA Partners Audit LLP 7 The Close Norwich NR1 4DJ |
| Bankers | Lloyds TSB plc 38 Market Place Dereham Norfolk NR19 2AT |
| Solicitors | Spire Solicitors LLP The Priory Church Street Dereham Norfolk NR19 1DW |
| HR Consultants | Backup HR 2 Kings Avenue House New Malden Surrey KT3 4DY |

**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
MESSAGE FROM THE CHAIRMAN
FOR THE YEAR ENDED 31 MARCH 2022**

Unlike most care homes, Eckling Grange's purpose is not only to care for the physical needs of our residents, as important as this is, but also the spiritual. We are not ashamed to declare that our commitment to people is because of our Christian commitment to Christ and His gospel.

Again, the year has been dominated by Covid and in spite of staff absences, including members of the senior team, our concern has been the high-quality care and welfare of our residents. We are grateful for the wise leadership of our managers and the total dedication of all members of staff. This is often acknowledged by comments or letters received from relatives and visitors. The grounds themselves are a picture of beauty and variety and almost symbolise how each day with its own challenges and pressures are viewed. Worship means service and we are exhorted to worship (serve) the Lord in the beauty of holiness. We serve others out of our service to Him.

The bungalow residents have remained extremely patient in not being able to mix with the home residents. However, they have remained committed to wanting shared activities and fellowship and Sunday mornings have been a blessing as many have met in the Cabin for worship. Pastor Ian has also led open-air Thought for the Week sessions for them as well. The 10am daily phone prayer meeting has continued. Ian has also led Thought for the Week and communion for our home-residents and also periodic Sunday afternoon worship meetings.

Financially we are pleased to report that we are in good health and again are grateful for the extra funding central government has provided to cover additional costs.

There have been some changes to the trust board. After many years of committed service David Cleveland retired in April 2021 and Fiona Winser in March 2022. We also warmly welcomed Richard Pennington in July 2021 and Rachel (Liz) Cross in August 2021 to strengthen our team. David Goddard stepped down as chairman and we are thankful to him for his leadership over the years. Trustees are now encouraged to take on various aspects of life at Eckling in order to gain a greater understanding and be more involved.

Thank you to all who work and live here; the many that give of their time in so many ways, and for all, who continue to pray for Eckling Grange.

To God be the glory great things He has done!

Graham Pickhaver
Chairman



**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Structure, governance and management

Governing document

Eckling Grange Limited is a charitable company limited by guarantee incorporated on 2 July 1965 and as amended on 15 September 1967 and 21 May 2010. It was established under a Memorandum of Association which defined its object and powers and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. It was registered with the Charity Commission on 3 December 1967.

Recruitment and appointment of Management Committee

The trustees are the Management Committee and have expertise and experience in a wide range of business and care disciplines. We maintain a register of the skills and experience of our trustees. Individuals with appropriate skills, ability and time are approached to offer themselves for election to the Management Committee, to continue to provide wide ranging skills and direction. The Management Committee comprises a minimum of three and a maximum of twelve members.

Under the Articles of Association, one third of the members of the Management Committee retire in rotation each year, and they are eligible for re-election.

Trustee induction and training

We have job descriptions for trustees, and a formal Induction Procedure for new trustees. A prospective trustee is invited to meet one or two existing experienced trustees and the Senior Management team in Eckling Grange to see at first hand the atmosphere and style of the home and bungalows. The main documents relating to the governance and operational framework of the charity are presented, as well as current statutory and management accounts to set out the financial position. The prospective trustee will attend two or three meetings of the Management Committee, and then subject to mutual agreement, will be elected as a new trustee. The Charity Commission's information and advice on trusteeship is made available for those who have no previous trustee experience. Ongoing information and training is available from Charity Commission and trade bulletins, newsletters and seminars.

Organisational structure

The Management Committee aims to meet most months and is responsible for the strategic direction and policy of Eckling Grange. At each meeting, it reviews with the Senior Management team, current key performance indicators and financial reports including the current monthly management accounts. Also, it gets involved in providing support and direction for current major operational issues.

The day-to-day delivery of the operational management of Eckling Grange and the provision of care and support to our residents rests with the Manager and Care Manager. The Care Manager is also responsible for the supervision and continuing development of all the catering and domestic staff.

Eckling Grange has a formal remuneration structure for its staff, which is validated against local pay levels in the care industry. For senior staff, we also take account of regional remuneration levels in the charitable sector.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities

The charity's stated charitable objectives as set out in the Articles of Association are restricted specifically to the following;

To provide accommodation and personal care for residents in the Care Home and domiciliary care and other services for residents in the Sheltered Accommodation and to promote the Christian religion.

Public benefit. The trustees have taken account of the Charity Commission's guidance and demonstrate the public benefit provided to our residents and the local community by the following arrangements and activities:

- accepting socially funded residents at fee levels below the commercial cost of providing the care and accommodation;
- setting rent levels below the local levels for sheltered accommodation; and providing advice on housing benefit where appropriate;
- welcoming non-residents to our regular services;
- providing a wide range of secular and spiritual activities for all residents as described below;
- offering some work experience opportunities for young people.

We are grateful to all the volunteers who come to lead activities and provide entertainment to our residents. Particularly at Christmas time there is a varied program of events. Under the leadership of our Pastor, the organisation of our spiritual activities is provided by volunteers from our residents and externally.

We aim to give a high quality of care to our residents, delivered by experienced staff. As shown by resident satisfaction, high occupancy levels, favourable surveys and high investment in repairs and improvements.

Achievements and performance

Residential Care Home

We are a 60 room residential care home; 40 rooms are for care of the elderly, and 20 rooms in the Auriol Tessier wing are specifically for dementia care and provide secure accommodation for elderly folk with dementia. We welcome residents from all backgrounds, both socially and privately funded, provided we can meet their care needs. Our occupancy level has remained very good at around 98%. Excluding those residents with Continuing Care Contracts, through the year about 20% of our residents were socially funded.

We believe we continue to provide high quality care, with a wide range of Christian and secular activities for our residents. We have appointed a dedicated Training Manager and have already seen an increase in skills and NVQ results for our care staff.

Our Pastor and the Pastoral Group continue to provide a wide range and varied styles in our services, as well as being available to spend time with individual residents according to their needs.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Our Activity Coordinators continue to arrange interesting activities relevant to the expectations of our residents. Internal activities include animal visits, art groups, games, gardening, garden party, jigsaw puzzles, presentations and talks, reminiscences etc – some of which is on a one-to-one basis. External visits have been to local museums, the coast, local garden centres, and ten pin bowling.

Externally, our performance is monitored by our regulator, the Care Quality Commission (CQC). Generally, their inspections are unannounced, and very meticulous. We believe we are providing care and support to all our residents at a high level, and the many testimonies of thanks during the year support this. Full reports of our CQC's inspections are available on our and their websites.

Internally, we hold a bi-annual survey from our residents or their next of kin, which showed a good level of satisfaction. There is also a regular meeting where trustees, management, residents and their families can discuss current issues and developments. We do receive many "thank you letters" from the families of our residents.

Ultimately, our good performance depends on maintaining high occupancy, so it is vital that we maintain our good reputation and a close relationship with our residents.

Sheltered accommodation

We have 54 bungalows developed as sheltered accommodation for retired but generally independent people. The bungalows are available to all, but most of the residents are Christians, attracted by the Christian ethos of Eckling Grange.

The bungalows provide for independent living, but there is the security of a resident's alarm system linked to the care office in the residential home.

The provision of domiciliary care and other support to our bungalow residents is now well established. Each recipient has an agreed plan of the amount and timing of the support to be given. Typically, we are providing support to 4 bungalow residents, at any one time.

During the year, the ongoing programme of improving the kitchens and bathrooms of our bungalows continued. Similarly, to above, we seek a bi-annual survey, and regular meetings with the bungalow residents. These discussions are livelier, but overall, there is a good level of satisfaction.

We invite all bungalow residents to several events during the year, including a Christmas lunch in the Care Home.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Financial review

Results for Year

The financial year ending 31 March 2022 has been very good and shows an increase in our fund value of £15,431. We acknowledge with thanks grants, personal donations and legacies of £130,275, which with continuing high residential occupancy levels have led to this result. We have also been able to spend £219,268 on repairs and renewals and provide £21,268 capital expenditure on our long-term improvement programme.

From April 2021 we increased the fees for all privately funded residents by about 3%. The residential fees funded by Norfolk County Council increased by 3%. We sought a £100 per week top up, or a relevant fee based on a personal budget, for new residents who were socially funded. This funding gap remains unfair between socially and privately funded residents, but we continue to acknowledge God's continuing goodness in providing for all our residents.

Donations

During the year the charity has made donations to other charities amounting to £6,166.

Investment policy

Surplus funds are presently held on short term deposit.

Risk and uncertainties

We maintain a risk register, which is reviewed each year by the Management Committee. The major financial drivers of a care home are to maintain high occupancy (95%+) and contain staffing costs to around 75% of the fee income.

Regulatory risks are reduced by ensuring we have well-trained, vigilant caring staff.

Free reserves policy

Our free reserves, equivalent to our net current assets, have increased to £366,718 from £310,975 an increase of £55,743.

Reserves are now equivalent to about 7.5 weeks expenditure, which in these more challenging times, is considered appropriate.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Plans for future periods

Operational plans

Our focus is to continue to provide excellent Christian care and support for all our residents in a comfortable, safe and stimulating environment. We seek to maintain high occupancy levels. We will continue to offer day care, particularly for local needs; and subject to room availability we will offer short term respite care. We will continue to develop our training programs and support services in line with the needs of our residents and the guidance of the regulators. We continue to invest in new technologies and are investigating new systems for recording care activities. These plans may be limited by the ongoing impact of the Covid-19 epidemic.

Financial Plans

The fees for our privately funded residents are calculated on a basis allowing for accommodation (i.e. hotel) costs and the cost of care, based on banded timings of care given per week. From 1 April 2022 we increased all our residential fees by an average of 5%, reflecting the increase in the national living wage. Residents whose care needs have increased over the previous year will experience a greater increase.

Norfolk County Council increased its fees to us by 11%, and we continue to seek a top up or a relevant fee based on the resident's personal budget. Our bungalow rents have been increased slightly, which leaves them competitive compared to local sheltered accommodation rental levels. We have established budgets at slightly better than break even over the next 2 years. We will continue to monitor our financial results monthly.

Going Concern; All residents have contracts for as long as we can look after them in residential care, which is generally for life or can remain living independently in a bungalow. We have a significant waiting list for bungalows and cannot satisfy the demand from prospective residents for care.

Responsibilities of the trustees

The trustees are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2022

Covid 19 Impact

The impact of restrictions and limitations continued locally in April 2021, and as our financial year ended on 31 March 2022, there has been little impact on these published results.

So far the additional costs of meeting the requirements and restrictions have been met by the additional funding received through Norfolk County Council. The ongoing costs particularly of PPE and time taken for regular testing continued to be covered by the ICF Grants which ran until March 2022.

During 2022 there has been a further gradual lifting of visitor restrictions which now enables family and friends of the residents to visit as often as they wish, following the relevant guidelines. Pastor Ian Masson has been able to re commence regular Services in the home but it has not been possible for the Bungalow Residents to enter the home to join these times of Fellowship. During the summer months Pastor Ian conducted weekly outdoor services on our main lawn for the Bungalow Residents.

Generally life inside the Care Home has transitioned to a 'new normal' and the residents have also been enjoying using our new mini bus for trips out in recent months. Although demand for all of the services we offer remains very high, we long for the time when the whole complex can revert as one.

Auditor

MA Partners Audit LLP were appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

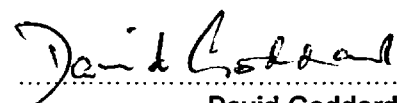
Each of the persons who are trustees at the time when this Report of the Trustees is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor is aware of that information.

Basis of preparation

The trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the Management Committee on 4th November 2022 and signed on its behalf by:


.....
David Goddard
Trustee

**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2022**

Opinion

We have audited the financial statements of Eckling Grange Limited (the 'charitable company') for the year ended 31 March 2022 set out on pages 14 to 24. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended 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.

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 charitable company in accordance with the ethical requirements 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 related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2022

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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, which is included in the Report of the Trustees, 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 Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2022

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the 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) (Charities SORP (FRS 102)), the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2022**

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company'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 charitable company'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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc ACA DChA (Senior statutory auditor)

For and on behalf of

MA Partners Audit LLP
Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 4th November 2022

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

| | Notes | Unrestricted funds 2022 £ | Total funds 2022 £ | Total funds 2021 £ |
|---|-------|------------------------------------|-----------------------------|-----------------------------|
| Income | | | | |
| Income from generated funds: | | | | |
| <i>Voluntary income:</i> | | | | |
| Legacies, donations and grants | 2 | 130,275 | 130,275 | 164,200 |
| <i>Activities for generating funds:</i> | | | | |
| Interest Received | | 1,184 | 1,184 | 2,080 |
| Income from charitable activities: | | | | |
| Accommodation and care fees | 3 | 2,503,808 | 2,503,808 | 2,422,958 |
| | | <hr/> | <hr/> | <hr/> |
| Total income | | 2,635,267 | 2,635,267 | 2,589,238 |
| | | <hr/> | <hr/> | <hr/> |
| Expenditure | | | | |
| Charitable activities | 4 | 2,619,836 | 2,619,836 | 2,505,436 |
| | | <hr/> | <hr/> | <hr/> |
| Total expenditure | 4 | 2,619,836 | 2,619,836 | 2,505,436 |
| | | <hr/> | <hr/> | <hr/> |
| Net (outgoing)/income before transfers before other recognised gains and transfers | | 15,431 | 15,431 | 83,802 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 1,717,228 | 1,717,228 | 1,633,426 |
| | | <hr/> | <hr/> | <hr/> |
| Total funds carried forward | | 1,732,659 | 1,732,659 | 1,717,228 |
| | | <hr/> | <hr/> | <hr/> |

The Statement of Financial Activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.


The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31 MARCH 2022
REGISTERED NUMBER 00853423

| | | 2022 | | 2021 | |
|--|-------|-----------|-----------|-----------|-----------|
| | Notes | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 9 | | 1,365,941 | | 1,406,253 |
| Current assets | | | | | |
| Stock | | 3,210 | | 3,125 | |
| Short term deposits | | 181,020 | | 179,647 | |
| Debtors | 10 | 71,181 | | 66,715 | |
| Cash at bank and in hand | | 441,812 | | 394,441 | |
| | | 697,223 | | 643,928 | |
| Current liabilities | | | | | |
| Creditors: amounts falling due within one year | 11 | (330,505) | | (332,953) | |
| Net current assets | | | 366,718 | | 310,975 |
| Net assets | | | 1,732,659 | | 1,717,228 |
| Unrestricted funds | | | | | |
| General funds | 12 | | 1,732,659 | | 1,717,228 |
| Restricted funds | 12 | | - | | - |
| Total funds | | | 1,732,659 | | 1,717,228 |

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Management Committee and were signed on its behalf on 4th November 2022.


.....
David Goddard
Trustee


.....
Philip Goddard
Trustee

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022
REGISTERED NUMBER 00853423

| | 2022 | 2021 |
|--|-----------------|---------------|
| | £ | £ |
| Cash flows from operating activities | | |
| Surplus for the financial year | 15,431 | 83,802 |
| Adjustments for; | | |
| Depreciation | 61,580 | 61,249 |
| (Increase)/Decrease in stocks | (85) | (2,875) |
| (Increase)/Decrease in trade and other debtors | (4,466) | 2,877 |
| Increase/(Decrease) in trade and other creditors | (2,448) | 30,095 |
| | ----- | ----- |
| Cash from operations | 70,012 | 175,148 |
| Cash flows from investing activities | | |
| Purchases of tangible fixed assets | (21,268) | (17,441) |
| | ----- | ----- |
| Change in cash and cash equivalents in the year | 48,744 | 157,707 |
| | ----- | ----- |
| | | |
| Cash and cash equivalents at beginning of year | 574,088 | 416,381 |
| | ----- | ----- |
| Cash and cash equivalents at end of year | 622,832 | 574,088 |
| | ----- | ----- |

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Eckling Grange Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

(b) Fund accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(c) Income

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to a grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

(d) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in Note 4.

(e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life on a straight line basis, as set out below:

| | |
|-----------------------|-----------------|
| Freehold property | 2% per annum |
| Furniture & equipment | 12.5% per annum |
| Motor Vehicles | 20% per annum |

(f) Operating Leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(g) Current Asset Investments

Monies held in short term deposit accounts, with a maximum term of 1 year, are presented as current asset investments in the balance sheet.

(h) Pension costs

Contributions are made to individual personal pension plans which are defined contribution schemes and are charged to the Statement of Financial Activities in the year in which they become payable.

(i) Financial Instruments

The charitable company 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.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2 Legacies and donations

| | Unrestricted £ | 2022 total £ | 2021 total £ |
|-----------------|-------------------|-----------------|-----------------|
| Donations | - | - | 1,000 |
| Small donations | 7,334 | 7,334 | 7,098 |
| Legacies | - | - | - |
| Covid grants | 122,941 | 122,941 | 156,102 |
| | <u>130,275</u> | <u>130,275</u> | <u>164,200</u> |

3 Accommodation and care fees

| | Unrestricted £ | 2022 Total £ | 2021 Total £ |
|---|-------------------|--------------------|--------------------|
| Fees charged in respect of residential home residents | 2,219,538 | 2,219,538 | 2,129,387 |
| Fees charged in respect of bungalow residents | 284,270 | 284,270 | 293,571 |
| | <u>2,503,808</u> | <u>2,503,808</u> | <u>2,422,958</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4 Total resources expended

| | Basis of allocation | Residential Home | Bungalows | Governance | 2022 Total | 2021 Total |
|---|---------------------|------------------|----------------|---------------|------------------|------------------|
| | | £ | £ | £ | £ | £ |
| Costs directly allocated to activities | | | | | | |
| Staff & agency costs | Direct | 1,850,853 | - | - | 1,850,853 | 1,752,431 |
| Provisions | Direct | 143,032 | - | - | 143,032 | 129,930 |
| Laundry & cleaning | Direct | 50,420 | - | - | 50,420 | 67,063 |
| Repairs to property | Direct | 135,231 | 84,037 | - | 219,268 | 183,461 |
| Gardener | Area | - | 14,598 | - | 14,598 | 17,572 |
| Audit fees | Direct | - | - | 5,970 | 5,970 | 5,970 |
| Provision for doubtful debt | Direct | - | - | - | - | - |
| Support costs allocated to activities | | | | | | |
| Premises | Usage | 71,274 | 7,608 | - | 78,882 | 73,773 |
| General office & finance staff | Staff time | 34,271 | 17,135 | 69,489 | 120,895 | 137,459 |
| Communications | Staff time | 31,580 | - | - | 31,580 | 27,842 |
| Consultancy | Usage | 7,560 | - | - | 7,560 | 7,380 |
| Subscriptions & registrations | Usage | 14,993 | - | - | 14,993 | 14,759 |
| Depreciation | Usage | 50,731 | 10,849 | - | 61,580 | 61,249 |
| Bank charges | Actual | 726 | - | - | 726 | 963 |
| Sundries | Usage | 11,559 | 7,920 | - | 19,479 | 25,584 |
| Total resources expended | | 2,402,230 | 142,147 | 75,459 | 2,619,836 | 2,505,436 |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5 Net income for the year

This is stated after charging:

| | 2022 | 2021 |
|--------------------------|-------------|-------------|
| | £ | £ |
| Depreciation | 61,580 | 61,249 |
| Auditor's remuneration | 5,970 | 5,970 |
| Operating lease payments | 13,856 | 13,539 |
| | <hr/> | <hr/> |

6 Staff costs and numbers

Staff costs were as follows:

| | 2022 | 2021 |
|-----------------------|------------------|------------------|
| | £ | £ |
| Salaries and wages | 1,783,611 | 1,717,606 |
| Social security costs | 139,339 | 125,674 |
| Pension costs | 48,798 | 45,146 |
| | <hr/> | <hr/> |
| | 1,971,748 | 1,888,426 |
| | <hr/> | <hr/> |

The charity considers its key management personnel to comprise the managers and Heads of care team. The total employment benefits including employers pension contributions of the key management personnel were £259,297 (2021: £245,977)

No employee received emoluments of more than £60,000.

The average number of employees during the year was as follows:

| | 2022 | 2021 |
|----------------------------|---------------|---------------|
| | Number | Number |
| General manager | 1 | 1 |
| Residential home | 89 | 90 |
| Administration and support | 3 | 3 |
| | <hr/> | <hr/> |
| | 93 | 94 |
| | <hr/> | <hr/> |

The charity contributes to individual personal pension plans on behalf of the employees. The pension charge represents contributions payable by the charity and amounted to £48,798 (2021 - £45,146). Contributions amounting to £nil (2021 - £nil) were payable to plans and are included in creditors.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7 Trustee remuneration & related party transactions

No members of the Management Committee received any remuneration or reimbursement of expenses during the year.

During the year no trustee had a close relative in the residential home.

8 Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

9 Tangible fixed assets

| | Freehold property £ | Motor Vehicles £ | Furniture & equipment £ | Total £ |
|-----------------------|------------------------------------|---------------------------------|--|--------------------|
| Cost | | | | |
| At 1 April 2021 | 2,025,364 | 48,772 | 248,576 | 2,322,712 |
| Additions | 17,170 | - | 4,098 | 21,268 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2022 | 2,042,534 | 48,772 | 252,674 | 2,343,980 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Depreciation | | | | |
| At 1 April 2021 | 705,609 | 9,756 | 201,094 | 916,459 |
| Charge for the year | 40,507 | 9,756 | 11,317 | 61,580 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2022 | 746,116 | 19,512 | 212,411 | 978,039 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Net book value | | | | |
| At 31 March 2022 | 1,296,418 | 29,260 | 40,263 | 1,365,941 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2021 | 1,319,755 | 39,016 | 47,482 | 1,406,253 |
| | <hr/> | <hr/> | <hr/> | <hr/> |

The commercial credit card facility of £2,000 is secured by legal charges over the freehold property at Eckling Grange, Norwich Road, Dereham, Norfolk.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

| | | | |
|--|------------------------------|----------------|----------------|
| 10 Debtors | | 2022 | 2021 |
| | | £ | £ |
| | Trade debtors | 48,987 | 43,274 |
| | Prepayments | 21,959 | 23,018 |
| | Accrued income | 235 | 423 |
| | | <u>71,181</u> | <u>66,715</u> |
| | | <hr/> | <hr/> |
| | | | |
| 11 Creditors: amounts falling due within one year | | 2022 | 2021 |
| | | £ | £ |
| | Trade creditors | 56,456 | 44,086 |
| | Taxation and social security | 34,562 | 34,343 |
| | Other creditors | 28,244 | 29,234 |
| | Accruals | 77,802 | 86,862 |
| | Deferred income | 133,441 | 138,428 |
| | | <u>330,505</u> | <u>332,953</u> |
| | | <hr/> | <hr/> |

The deferred income relates to income due for next year.
All the income deferred last year was released this year and a new provision made at the end of the year.

| | | | |
|------------------------------|-----------------------------------|-------------------------|-------------------------|
| 12 Movements in funds | | | |
| | Unrestricted general funds | | |
| | | 2022 | 2021 |
| | | £ | £ |
| | At 1 April 2021 | 1,717,228 | 1,633,426 |
| | Income (including gains) | 2,635,267 | 2,589,238 |
| | Expenditure | (2,619,836) | (2,505,436) |
| | At 31 March 2022 | <u>1,732,659</u> | <u>1,717,228</u> |
| | | <hr/> | <hr/> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13 Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows;

| | 2022 £ | 2021 £ |
|---|---------------|---------------|
| Not later than one year | 14,176 | 13,696 |
| Later than one year and not later than five years | 44,728 | 49,704 |
| Due later than five years | - | 7,001 |
| Total | <u>58,904</u> | <u>70,401</u> |

14 Analysis of net assets between Unrestricted funds

| | 2022 £ | 2021 £ |
|---------------------|------------------|------------------|
| Fixed Assets | 1,365,941 | 1,406,253 |
| Current Assets | 697,223 | 643,928 |
| Current Liabilities | (330,505) | (332,953) |
| Total | <u>1,732,659</u> | <u>1,717,228</u> |

15 Related party transactions

There were no related party transactions in the current or prior year.

ECKLING GRANGE LIMITED

England & Wales - Charity number 251534

Accounts

ECKLING GRANGE LIMITED
(A company limited by guarantee)

Report and Financial Statements
For the Year Ended 31 March 2021

Charity number - 251534
Company number - 00853423

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2021

Under the company's Articles of Association, the trustees are known as members of the Council of Management, but are referred to as the Management Committee, and under company law are also directors of the company.

The trustees present this report and audited financial statements for the year ended 31 March 2021.

Reference and administrative information

Charity Name: Eckling Grange Limited

Charity registration number: 251534

Company registration number: 00853423

Registered office and
operational address: Eckling Grange
Norwich Road
East Dereham
Norfolk
NR20 3BB

Trustees

| | |
|--------------------|--|
| David Cleveland | Resigned 22 April 2021 |
| David Goddard | Chairman (to 10 June 2021) & Company Secretary |
| Heather Havers | |
| Fiona Winser | |
| Philip Goddard | |
| Graham Pickhaver | Chairman (from 10 June 2021) |
| Rachel Cross | Appointed 16 August 2021 |
| Richard Pennington | Appointed 2 July 2021 |

Senior management team

| | |
|------------------|---------------------|
| Stewart Barber | Manager |
| Elizabeth Treacy | Care Manager |
| Christine Taylor | Deputy Care Manager |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

| | |
|-----------------------|---|
| Auditor | MA Partners Audit LLP 7 The Close Norwich NR1 4DJ |
| Bankers | Lloyds TSB plc 38 Market Place Dereham Norfolk NR19 2AT |
| Solicitors | Spire Solicitors LLP The Priory Church Street Dereham Norfolk NR19 1DW |
| HR Consultants | Backup HR 2 Kings Avenue House New Malden Surrey KT3 4DY |

**ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
MESSAGE FROM THE CHAIRMAN
FOR THE YEAR ENDED 31 MARCH 2021**

Lockdown continued to dominate both the working practices and community life at Eckling Grange during the 2020/21 financial year yet it has remained a flagship of care and support within a safe Christian environment.

In spite of the ongoing restrictions on visiting; the ever changing rules and guidance, and the absence of regular Sunday worship which is held jointly both for those in the Care Home and bungalow residents, the quality of care offered by our dedicated and professional management team and their staff has not diminished and for that we are grateful.

Perhaps the one area that has continued to cause the most distress was the total lack of visits for quite a period of time but no doubt iPad, letters and phone calls provided a short term facility. What new words and skills we have learnt! When restricted visits were permitted both visitors and residents appreciated the use of the 'pod' which allowed visits without having to enter the Care Home.

Our bungalow residents although still unable to enter the Care Home were very creative in arranging different events and activities that they could all share in even holding a virtual Carol Service. Pastor Ian continued to do 'house to house' communion and six days a week a prayer meeting took place (as it still does) each day at 10 am via a telephone link.

After a break the trustees began to meet regularly each month mostly face-to-face and throughout the year have been kept fully informed of developments either through these meetings or regular email briefings from the chairman.

In many ways although the year came with all its many challenges common to any organisation and the fact that government has been quite generous in providing increased funding to support the changes necessary to maintain a good service we are singularly grateful to the Lord for His blessing upon this place and in return we can but offer our praise and thankfulness. As we read in Psalm 115:1, 'Not to us, O Lord, not to us, but to your name be the glory, because of your love and faithfulness.'



Graham Pickhaver
(Chairman of the Management Committee)
September 2021

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

Governing document

Eckling Grange Limited is a charitable company limited by guarantee incorporated on 2 July 1965 and as amended on 15 September 1967 and 21 May 2010. It was established under a Memorandum of Association which defined its object and powers and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. It was registered with the Charity Commission on 3 December 1967.

Recruitment and appointment of management committee

The trustees are the Management Committee and have expertise and experience in a wide range of business and care disciplines. We maintain a register of the skills and experience of our trustees. Individuals with appropriate skills, ability and time are approached to offer themselves for election to the Management Committee, to continue to provide wide ranging skills and direction. The Management Committee comprises a minimum of three and a maximum of twelve members.

Under the Articles of Association, one third of the members of the Management Committee retire in rotation each year, and they are eligible for re-election.

Trustee induction and training

We have job descriptions for trustees, and a formal Induction Procedure for new trustees. A prospective trustee is invited to meet one or two existing experienced trustees and the Senior Management team in Eckling Grange to see at first hand the atmosphere and style of the home and bungalows. The main documents relating to the governance and operational framework of the charity are presented, as well as current statutory and management accounts to set out the financial position. The prospective trustee will attend two or three meetings of the Management Committee, and then subject to mutual agreement, will be elected as a new trustee. The Charity Commission's information and advice on trusteeship is made available for those who have no previous trustee experience. Ongoing information and training is available from Charity Commission and trade bulletins, newsletters and seminars.

Organisational structure

The Management Committee aims to meet most months and is responsible for the strategic direction and policy of Eckling Grange. At each meeting, it reviews with the Senior Management team, current key performance indicators and financial reports including the current monthly management accounts. Also, it gets involved in providing support and direction for current major operational issues.

The day-to-day delivery of the operational management of Eckling Grange and the provision of care and support to our residents rests with the Manager and Care Manager. The Care Manager is also responsible for the supervision and continuing development of all the catering and domestic staff.

Eckling Grange has a formal remuneration structure for its staff, which is validated against local pay levels in the care industry. For senior staff, we also take account of regional remuneration levels in the charitable sector.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Objectives and activities

The charity's stated charitable objectives as set out in the Articles of Association are restricted specifically to the following;

To provide accommodation and personal care for residents in the Care Home and domiciliary care and other services for residents in the Sheltered Accommodation and to promote the Christian religion.

Public benefit. The trustees have taken account of the Charity Commission's guidance and demonstrate the public benefit provided to our residents and the local community by the following arrangements and activities:

- accepting socially funded residents at fee levels below the commercial cost of providing the care and accommodation;
- setting rent levels below the local levels for sheltered accommodation; and providing advice on housing benefit where appropriate;
- welcoming non-residents to our regular services;
- providing a wide range of secular and spiritual activities for all residents as described below;
- offering some work experience opportunities for young people.

We are grateful to all the volunteers who come to lead activities and provide entertainment to our residents. Particularly at Christmas time there is a varied program of events. Under the leadership of our Pastor, the organisation of our spiritual activities is provided by volunteers from our residents and externally.

We aim to give a high quality of care to our residents, delivered by experienced staff. As shown by resident satisfaction, high occupancy levels, favourable surveys and high investment in repairs and improvements.

Achievements and performance

Residential Care Home

We are a 60 room residential care home; 40 rooms are for care of the elderly, and 20 rooms in the Auriol Tessier wing are specifically for dementia care and provide secure accommodation for elderly folk with dementia. We welcome residents from all backgrounds, both socially and privately funded, provided we can meet their care needs. Our occupancy level has remained very good at around 98%. Excluding those residents with Continuing Care Contracts, through the year about 30% of our residents were socially funded.

We believe we continue to provide high quality care, with a wide range of Christian and secular activities for our residents. We have appointed a dedicated Training Manager and have already seen an increase in skills and NVQ results for our care staff.

Our Pastor and the Pastoral Group continue to provide a wide range and varied styles in our services, as well as being available to spend time with individual residents according to their needs.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Our Activity Coordinators continue to arrange interesting activities relevant to the expectations of our residents. Internal activities include animal visits, art groups, games, gardening, garden party, jigsaw puzzles, presentations and talks, reminiscences etc – some of which is on a one-to-one basis. External visits have been to local museums, the coast, local garden centres, and ten pin bowling.

Externally, our performance is monitored by our regulator, the Care Quality Commission (CQC). Generally, their inspections are unannounced, and very meticulous. We believe we are providing care and support to all our residents at a high level, and the many testimonies of thanks during the year support this. Full reports of our CQC's inspections are available on our and their websites.

Internally, we hold a bi-annual survey from our residents or their next of kin, which showed a good level of satisfaction. There is also a regular meeting where trustees, management, residents and their families can discuss current issues and developments. We do receive many "thank you letters" from the families of our residents.

Ultimately, our good performance depends on maintaining high occupancy, so it is vital that we maintain our good reputation and a close relationship with our residents.

Sheltered accommodation

We have 54 bungalows developed as sheltered accommodation for retired but generally independent people. The bungalows are available to all, but most of the residents are Christians, attracted by the Christian ethos of Eckling Grange.

The bungalows provide for independent living, but there is the security of a resident's alarm system linked to the care office in the residential home.

The provision of domiciliary care and other support to our bungalow residents is now well established. Each recipient has an agreed plan of the amount and timing of the support to be given. Typically, we are providing support to 4 bungalow residents, at any one time.

During the year, the ongoing programme of improving the kitchens and bathrooms of our bungalows continued. Similarly to above, we seek a bi-annual survey, and regular meetings with the bungalow residents. These discussions are livelier, but overall, there is a good level of satisfaction.

We invite all bungalow residents to several events during the year, including a Christmas lunch in the Care Home.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Financial review

Results for Year

The financial year ending 31st March 2021 has been very good and shows a significant increase in our fund value of £83,802. We acknowledge with thanks grants, personal donations and legacies of £164,200, which with continuing high residential occupancy levels have led to this result. We have also been able to spend £183,461 on repairs and renewals and provide £17,441 capital expenditure on our long-term improvement programme.

From April 2020 we increased the fees for all privately funded residents by about 4%. The residential fees funded by Norfolk County Council increased by 4%. We sought a £100 per week top up, or a relevant fee based on a personal budget, for new residents who were socially funded. This funding gap remains unfair between socially and privately funded residents, but we continue to acknowledge God's continuing goodness in providing for all our residents.

Donations

During the year the charity has made donations to other charities amounting to £5,935.

Investment policy

Surplus funds are presently held on short term deposit.

Risk and uncertainties

We maintain a risk register, which is reviewed each year by the Management Committee. The major financial drivers of a care home are to maintain high occupancy (95%+) and contain staffing costs to around 75% of the fee income.

Regulatory risks are reduced by ensuring we have well-trained, vigilant caring staff.

Free reserves policy

Our free reserves, equivalent to our net current assets, have increased to £310,975 from £183,365 an increase of £127,610.

Reserves are now equivalent to 6 to 7 weeks expenditure, which in these more challenging times, is considered appropriate.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Plans for future periods

Operational plans

Our focus is to continue to provide excellent Christian care and support for all our residents in a comfortable, safe and stimulating environment. We seek to maintain high occupancy levels. We will continue to offer day care, particularly for local needs; and subject to room availability we will offer short term respite care. We will continue to develop our training programs and support services in line with the needs of our residents and the guidance of the regulators. We continue to invest in new technologies and are investigating new systems for recording care activities. These plans may be limited by the ongoing impact of the Covid-19 epidemic.

Financial Plans

The fees for our privately funded residents are calculated on a basis allowing for accommodation (i.e. hotel) costs and the cost of care, based on banded timings of care given per week. From 1 April 2021 we increased all our residential fees by an average of 3%, reflecting the increase in the national living wage. Residents whose care needs have increased over the previous year will experience a greater increase.

Norfolk County Council increased its fees to us by 3%, and we continue to seek a top up or a relevant fee based on the resident's personal budget. Our bungalow rents have been held at last year's rates, which leaves them competitive compared to local sheltered accommodation rental levels. We have established budgets at slightly better than break even over the next 2 years. We will continue to monitor our financial results monthly.

Going Concern; All residents have contracts for as long as we can look after them in residential care, which is generally for life or can remain living independently in a bungalow. We have a significant waiting list for bungalows and cannot satisfy the demand from prospective residents for care.

Responsibilities of the trustees

The trustees are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES (continued)
FOR THE YEAR ENDED 31 MARCH 2021

Covid 19 Impact

The impact of restrictions and limitations commenced locally in March 2020.

Subsequently, the additional costs of meeting the requirements and restrictions have been met by the additional funding received through Norfolk County Council. The ongoing costs particularly of PPE and time taken for regular testing continue to be covered by the ICF Grants which currently run until March 2022.

During 2021 there has been a gradual lifting of visitor restrictions which now enables family and friends of the residents to visit as often they wish, following the relevant guidelines. Pastor Ian Masson has been able to re commence regular Services in the home but it has not been possible for the Bungalow Residents to enter the home to join these times of Fellowship. During the summer months Pastor Ian conducted weekly outdoor services on our main lawn for the Bungalow Residents.

Generally life inside the Care Home has transitioned to a 'new normal' and the residents have also been enjoying using our new mini bus for trips out in recent months. Although demand for all of the services we offer remains very high, we long for the time when the whole complex can revert as one.

Auditor

MA Partners Audit LLP were appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

Each of the persons who are trustees at the time when this Report of the Trustees is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor is aware of that information.

Basis of preparation

The trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the Management Committee on 3 December 2021 2021 and signed on its behalf by:


.....
David Goddard
Trustee

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2021

Opinion

We have audited the financial statements of Eckling Grange Limited (the 'charitable company') for the year ended 31 March 2021 set out on pages 13 to 23. 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 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended 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.

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 charitable company in accordance with the ethical requirements 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 related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2021

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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, which is included in the Report of the Trustees, 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 Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2021

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the 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) (Charities SORP (FRS 102)), the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ECKLING GRANGE LIMITED
FOR THE YEAR ENDED 31 MARCH 2021

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charitable Company'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 charitable company'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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch (Senior statutory auditor)

For and on behalf of

MA Partners Audit LLP
Chartered Accountants & Statutory Auditors
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 7 December 2021

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | Unrestricted funds 2021 £ | Total funds 2021 £ | Total funds 2020 £ |
|---|-------|------------------------------------|-----------------------------|-----------------------------|
| Income | | | | |
| Income from generated funds: | | | | |
| <i>Voluntary income:</i> | | | | |
| Legacies, donations and grants | 2 | 164,200 | 164,200 | 29,468 |
| <i>Activities for generating funds:</i> | | | | |
| Interest Received | | 2,080 | 2,080 | 1,004 |
| Income from charitable activities: | | | | |
| Accommodation and care fees | 3 | 2,422,958 | 2,422,958 | 2,362,240 |
| Total income | | <u>2,589,238</u> | <u>2,589,238</u> | <u>2,392,712</u> |
| Expenditure | | | | |
| Charitable activities | 4 | 2,505,436 | 2,505,436 | 2,326,527 |
| Total expenditure | 4 | <u>2,505,436</u> | <u>2,505,436</u> | <u>2,326,527</u> |
| Net (outgoing)/income before transfers before other recognised gains and transfers | | 83,802 | 83,802 | 66,185 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | <u>1,633,426</u> | <u>1,633,426</u> | 1,567,241 |
| Total funds carried forward | | <u><u>1,717,228</u></u> | <u><u>1,717,228</u></u> | <u>1,633,426</u> |

The Statement of Financial Activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.


The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31 MARCH 2021
REGISTERED NUMBER 00853423

| | | 2021 | | 2020 | |
|--|-------|-----------|-----------|-----------|-----------|
| | Notes | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 9 | | 1,406,253 | | 1,450,061 |
| Current assets | | | | | |
| Stock | | 3,125 | | 250 | |
| Short term deposits | | 179,647 | | 177,570 | |
| Debtors | 10 | 66,715 | | 69,592 | |
| Cash at bank and in hand | | 394,441 | | 238,811 | |
| | | 643,928 | | 486,223 | |
| Current liabilities | | | | | |
| Creditors: amounts falling due within one year | 11 | (332,953) | | (302,858) | |
| Net current assets | | | 310,975 | | 183,365 |
| Net assets | | | 1,717,228 | | 1,633,426 |
| Unrestricted funds | | | | | |
| General funds | 12 | | 1,717,228 | | 1,633,426 |
| Restricted funds | 12 | | - | | - |
| Total funds | | | 1,717,228 | | 1,633,426 |

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the management committee and were signed on its behalf on 3 December 2021.



.....
David Goddard
Trustee



.....
Philip Goddard
Trustee

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021
REGISTERED NUMBER 00853423

| | 2021 | 2020 |
|--|----------------|----------|
| | £ | £ |
| Cash flows from operating activities | | |
| Surplus for the financial year | 83,802 | 66,185 |
| Adjustments for; | | |
| Depreciation | 61,249 | 50,337 |
| (Increase)/Decrease in stocks | (2,875) | - |
| (Increase)/Decrease in trade and other debtors | 2,877 | 64,958 |
| Increase/(Decrease) in trade and other creditors | 30,095 | 47,305 |
| | ----- | ----- |
| Cash from operations | 175,148 | 228,785 |
| Cash flows from investing activities | | |
| Purchases of tangible fixed assets | (17,441) | (75,292) |
| | ----- | ----- |
| Change in cash and cash equivalents in the year | 157,707 | 153,493 |
| | ----- | ----- |
| | | |
| Cash and cash equivalents at beginning of year | 416,381 | 262,888 |
| | ----- | ----- |
| Cash and cash equivalents at end of year | 574,088 | 416,381 |
| | ----- | ----- |

The notes on pages 17 to 24 form part of these financial statements

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of accounting

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Eckling Grange Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

(b) Fund accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(c) Income

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to a grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

(d) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in Note 4.

(e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life on a straight line basis, as set out below:

| | |
|-----------------------|-----------------|
| Freehold property | 2% per annum |
| Furniture & equipment | 12.5% per annum |

(f) Operating Leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(g) Current Asset Investments

Monies held in short term deposit accounts, with a maximum term of 1 year, are presented as current asset investments in the balance sheet.

(h) Pension costs

Contributions are made to individual personal pension plans which are defined contribution schemes and are charged to the Statement of Financial Activities in the year in which they become payable.

(i) Financial Instruments

The charitable company 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.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2 Legacies and donations

| | Unrestricted £ | 2021 total £ | 2020 total £ |
|-----------------|-------------------|-----------------|-----------------|
| Donations | 1,000 | 1,000 | 11,000 |
| Small donations | 7,098 | 7,098 | 17,175 |
| Legacies | - | - | 1,293 |
| Covid grants | 156,102 | 156,102 | - |
| | <u>164,200</u> | <u>164,200</u> | <u>29,468</u> |

3 Accommodation and care fees

| | Unrestricted £ | 2021 Total £ | 2020 Total £ |
|---|-------------------|--------------------|--------------------|
| Fees charged in respect of residential home residents | 2,129,387 | 2,129,387 | 2,080,222 |
| Fees charged in respect of bungalow residents | 293,571 | 293,571 | 282,018 |
| | <u>2,422,958</u> | <u>2,422,958</u> | <u>2,362,240</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

4 Total resources expended

| | Basis of allocation | Residential Home | Bungalows | Governance | 2021 Total | 2020 Total |
|---|---------------------|------------------|----------------|---------------|------------------|------------------|
| | | £ | £ | £ | £ | £ |
| Costs directly allocated to activities | | | | | | |
| Staff & agency costs | Direct | 1,752,431 | - | - | 1,752,431 | 1,621,010 |
| Provisions | Direct | 129,930 | - | - | 129,930 | 136,253 |
| Laundry & cleaning | Direct | 67,063 | - | - | 67,063 | 58,295 |
| Repairs to property | Direct | 90,821 | 92,640 | - | 183,461 | 189,070 |
| Gardener | Area | - | 17,572 | - | 17,572 | 13,278 |
| Audit fees | Direct | - | - | 5,970 | 5,970 | 6,082 |
| Provision for doubtful debt | Direct | - | - | - | - | - |
| Support costs allocated to activities | | | | | | |
| Premises | Usage | 68,521 | 5,252 | - | 73,773 | 65,600 |
| General office & finance staff | Staff time | 55,592 | 16,035 | 65,832 | 137,459 | 107,235 |
| Communications | Staff time | 27,842 | - | - | 27,842 | 28,910 |
| Consultancy | Usage | 7,380 | - | - | 7,380 | 7,380 |
| Subscriptions & registrations | Usage | 14,759 | - | - | 14,759 | 20,418 |
| Depreciation | Usage | 50,400 | 10,849 | - | 61,249 | 50,337 |
| Bank charges | Actual | 963 | - | - | 963 | 982 |
| Sundries | Usage | 17,664 | 7,920 | - | 25,584 | 21,677 |
| Total resources expended | | 2,283,366 | 150,628 | 71,802 | 2,505,436 | 2,326,527 |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5 Net income for the year

This is stated after charging:

| | 2021 | 2020 |
|--------------------------|--------|--------|
| | £ | £ |
| Depreciation | 61,249 | 50,337 |
| Auditor's remuneration | 5,970 | 6,082 |
| Operating lease payments | 13,539 | 13,277 |
| | _____ | _____ |

6 Staff costs and numbers

Staff costs were as follows:

| | 2021 | 2020 |
|-----------------------|-----------|-----------|
| | £ | £ |
| Salaries and wages | 1,717,606 | 1,573,844 |
| Social security costs | 125,674 | 109,732 |
| Pension costs | 45,146 | 42,568 |
| | _____ | _____ |
| | 1,888,426 | 1,726,144 |

The charity considers its key management personnel to comprise the managers and Heads of care team. The total employment benefits including employers pension contributions of the key management personnel were £245,977 (2020: £217,987)

No employee received emoluments of more than £60,000.

The average number of employees during the year was as follows:

| | 2021 | 2020 |
|----------------------------|--------|--------|
| | Number | Number |
| General manager | 1 | 1 |
| Residential home | 90 | 90 |
| Administration and support | 3 | 3 |
| | _____ | _____ |
| | 94 | 94 |

The charity contributes to individual personal pension plans on behalf of the employees. The pension charge represents contributions payable by the charity and amounted to £45,146 (2020 - £42,568). Contributions amounting to £nil (2020 - £nil) were payable to plans and are included in creditors.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

7 Trustee remuneration & related party transactions

No members of the Management Committee received any remuneration or reimbursement of expenses during the year.

During the year no trustee had a close relative in the residential home.

8 Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

9 Tangible fixed assets

| | Freehold property £ | Motor Vehicles £ | Furniture & equipment £ | Total £ |
|-----------------------|---------------------------|------------------------|-------------------------------|------------------|
| Cost | | | | |
| At 1 April 2020 | 2,025,364 | 48,772 | 231,135 | 2,305,271 |
| Additions | - | - | 17,441 | 17,441 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2021 | 2,025,364 | 48,772 | 248,576 | 2,322,712 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Depreciation | | | | |
| At 1 April 2020 | 665,102 | - | 190,108 | 855,210 |
| Charge for the year | 40,507 | 9,756 | 10,986 | 61,249 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2021 | 705,609 | 9,756 | 201,094 | 916,459 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Net book value | | | | |
| At 31 March 2021 | 1,319,755 | 39,016 | 47,482 | 1,406,253 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |
| At 31 March 2020 | 1,360,262 | 48,772 | 41,027 | 1,450,061 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |

The commercial credit card facility of £2,000 is secured by legal charges over the freehold property at Eckling Grange, Norwich Road, Dereham, Norfolk.

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

| | | | |
|-----------|----------------|---------------|---------------|
| 10 | Debtors | 2021 | 2020 |
| | | £ | £ |
| | Trade debtors | 43,274 | 50,139 |
| | Prepayments | 23,018 | 19,033 |
| | Accrued income | 423 | 420 |
| | | <u>66,715</u> | <u>69,592</u> |

| | | | |
|-----------|---|----------------|----------------|
| 11 | Creditors: amounts falling due within one year | 2021 | 2020 |
| | | £ | £ |
| | Trade creditors | 44,086 | 40,785 |
| | Taxation and social security | 34,343 | 25,671 |
| | Other creditors | 29,234 | 31,232 |
| | Accruals | 86,862 | 64,023 |
| | Deferred income | 138,428 | 141,147 |
| | | <u>332,953</u> | <u>302,858</u> |

The deferred income relates to income due for next year.
All the income deferred last year was released this year and a new provision made at the end of the year.

| | | | |
|-----------|-----------------------------------|-------------------------|-------------------------|
| 12 | Movements in funds | | |
| | Unrestricted general funds | | |
| | | 2021 | 2020 |
| | | £ | £ |
| | At 1 April 2020 | 1,633,426 | 1,567,241 |
| | Income (including gains) | 2,589,238 | 2,392,712 |
| | Expenditure | (2,505,436) | (2,326,527) |
| | At 31 March 2021 | <u>1,717,228</u> | <u>1,633,426</u> |

ECKLING GRANGE LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

13 Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows;

| | 2021 £ | 2020 £ |
|---|---------------|---------------|
| Not later than one year | 13,696 | 13,461 |
| Later than one year and not later than five years | 49,704 | 50,456 |
| Due later than five years | 7,001 | 18,631 |
| Total | <u>70,401</u> | <u>82,548</u> |

14 Analysis of net assets between Unrestricted funds

| | 2021 £ | 2020 £ |
|---------------------|------------------|------------------|
| Fixed Assets | 1,406,253 | 1,450,061 |
| Current Assets | 643,928 | 486,223 |
| Current Liabilities | (332,953) | (302,858) |
| Total | <u>1,717,228</u> | <u>1,633,426</u> |

15 Related party transactions

There were no related party transactions in the current or prior year.