



# Prior's Court

Transforming the future for autistic  
young people with complex needs



Prior's Court Foundation

## Report and Financial Statements

For the year ended 31 August 2024

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The Trustees present their  
Statutory Report (incorporating  
the Strategic Report) and  
Financial Statements for the  
year ended 31 August 2024

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**Ofsted**  
**outstanding**





# Strategic Report

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## Our purpose

To transform the lives of autistic young people with complex needs, helping them to build a brighter, more independent future.

## Our services

Prior's Court Foundation is a registered charity providing education and residential care for autistic young people with complex needs, aged 5-25. Set within a 50-acre site in Berkshire, we have extensive bespoke facilities to help the young people we support to be healthy, happy, more independent and have the opportunity to access the world of work.



## Our plans

Our future plans are codified in two documents - "Painting with our own colours" which is our organisational strategy for the period 2024 to 2027, and a 2024-25 Business Plan, both of which are available on our website, but also summarised on page 8 of this Annual Report.

# Review of the year

This year we decided where we want to go and what we want to become in our next phase. After engaging with families and with staff we wrote our first three-year strategy since before the pandemic. Indeed this has felt like the first year where the tumultuous changes of that time were fading behind us and we were able to look further forward.

In this preparatory year before that strategy begins we have been focussing on the foundations of our methodology and practice. We established an Autism Practice Department, led at senior level by our Director of Learning, to revitalise, modernise and refresh how we enable autistic young people to thrive in the development of their skills, independence and autonomy. This began with a complete refresh of our induction programme for all staff, including extending the induction for care staff from two weeks to three weeks, to include more observation and practical work with young people, before entering a 100-day on-the-job induction period.

We have re-launched the Prior's Court Research Board, supported by academic research colleagues from the University of Reading, and staff and parent representation. Through this we are involved in a number of projects exploring new practices, as well as supporting the research projects and service evaluations of our own staff.

Just as important as the academic and frontline aspects of autism practice is the physical environment we provide for the young people. The cutbacks of COVID paused aspects of our Estates and Facilities work, which we are now able to begin investing in again, taking care of our wonderful site and its facilities which we are so fortunate to have. As ever, safety is always a key feature of everything we do. We have created a Safety Department, bringing together the essential services of safeguarding, and health and safety under a single umbrella, recognising that all risks vulnerable young people can face are of huge importance.

Our Performing Arts Centre Fundraising Appeal approached its target, raising in excess of £1.2million. We cannot wait to open our new Performing Arts Centre and associated learning programme next year.

We have created a new in-house staff recruitment team, ending a successful relationship with an external contractor to manage this ourselves. This is continuing to build on our overall staffing figures and has allowed us to re-open one of the two parts of our residential children's provision which was closed after the pandemic.

The strengthening of our staffing has included our Education team, with the appointment of new teachers, and the continued support of Education staff to achieve their NPQ qualifications.

We have begun advocating more forcefully for autistic young people with complex needs in policy and research. This began by updating our terminology to be in accord with that generally preferred by most autistic people, and taking into account the views of families of Prior's Court.

This included joining the campaigning group The Autism Alliance. At a time when there is such attention on SEND, much of which is very negative, it is so important to ensure that the voices of those who cannot easily speak out are heard.





## Three-day Structured Teaching courses

Our first 3-day Structured Teaching course for external delegates since before the Covid-19 pandemic was held in November 2023.

A mix of Prior's Court staff and external delegates from special schools and related organisations spent three days learning Structured Teaching methods such as Schedules, Work/Activity Systems and 'Total Communication'.

The 3-Day Structured Teaching course was delivered by our very own TEACCH Advanced Consultants, as well as other trainers from our on-site Therapy teams and our partnered schools.



## Famous faces visit

A short film was released exploring our work, our amazing staff members, the autistic young people at Prior's Court and their families, featuring AJ and Curtis Pritchard.

The duo, well-known from their appearances on Love Island, Strictly Come Dancing, Hollyoaks and more, paid Prior's Court a visit to meet our staff, young people and families of the young people.

During the year, we were also paid a visit by actress Suranne Jones who came along with our Founding Patron Dame Stephanie Shirley.

## Presenting to the CQC

Two of our senior Care leaders met with the Care Quality Commission (CQC) in May 2024 to talk Prior's Court, our work with autistic young adults and to offer some feedback about the new CQC assessment framework.

Emma MacKay, Care Lead and Registered Manager for our Young Adult Provision, and Natalie Boothroyd, Director of Wellbeing, met with CQC leaders including CEO Ian Trenholm.



## World Autism Acceptance Week 2024

For World Autism Acceptance Week 2024, Prior's Court had possibly its biggest ever programme of events.

There were three talks delivered on consecutive Fridays around topics such as sensory needs, parent perspectives and our specialist approach to autism.

Elsewhere, a business networking event was held at our site and Prior's Court staff "took over" the running of Newbury parkrun, while our supporters took on a half marathon, put on awareness-raising sessions and completed a skydive.



## Step-by-Step - Autism United

One very special event in World Autism Acceptance Week 2024 was Step by Step – Autism United, a joint fundraising event between Prior's Court and Autism at Kingwood.

Both of these charities were founded by Dame Stephanie Shirley and the event involved 25 adults from each provision taking to the Prior's Court grounds in a walk/jog/run fundraiser.

Dame Stephanie herself opened the event in which the two groups were challenged to reach a cumulative number of laps of the 0.6km Prior's Court track, rather than each person being set individual targets giving the event a feel of inclusivity and teamwork. Overall, more than 320 laps were completed by the two groups.

## Autism Show London presentation

"Learning together: How our understanding of education for autistic children with high support needs has grown, and the decisions we all now face"

That was the title of a presentation by two Prior's Court's senior leaders and Founding Patron, Dame Stephanie Shirley, at the Autism Show London in June 2024.

Ahead of our 25th anniversary year in 2024/25, Prior's Court was invited to speak at the Autism Show London with Dame Stephanie providing a pre-recorded speech before Sue Piper, Director of Learning, and Ryan Campbell, CEO, took to the stage of the Autism Matters Theatre.

Dame Stephanie explored her connection to her autism through her late son Giles before Sue explained the "now" of Prior's Court. Ryan finished the talk with a vision for the future of Prior's Court.



# Young person progress data

The table to the right shows the average number of I Can statements achieved per young person as set, with prompt levels, within each Area of Learning over the past three years. The bottom row shows the average number of I Can statements achieved per young person per year. This data covers both the School and Young Adult Provision.

Area of Learning	2021-22	2022-23	2023-24
Communication	7	6.5	10.5
Daily Living Skills	10	10	8
Functional Academics	23	15.5	52
Healthiness	18	10	11.5
Keeping Me Safe	5	5	7.5
Positive Behaviour Support	13	9.5	14
Vocational Learning	19	53.5	43.5
<b>Average I Can's achieved per young person</b>	<b>13.5</b>	<b>15.5</b>	<b>21</b>

## Notes on this data:

- The average number of I Can statements, and therefore skills, achieved by the young people at Prior's Court is continuing to consistently increase year-on-year.
- With the three years of focused data, year-on-year we are able to set targets that stretch (i.e. ambitious targets)
- Alongside this, we review the whole of the framework for each young person to see what skills they have gained through regular practice. This ensures that all skill development is recognised.
- We recognise the importance of learning in all seven Areas of Learning as there are times when the young people we support may struggle in one area and achieve more in another. We want to celebrate this progress.
- Where progress is not yet at the level we would hope for a young person, so often because they still require some level of staff support or prompting to complete a task at the set level, they are nevertheless working towards achieving the skill. Progress is reviewed regularly across the year, looking at many factors, and support is provided to improve outcomes where appropriate.
- In 2023/24, we set individual targets for every young person in 6 Areas of Learning (Communication, Daily Living Skills, Healthiness, Keeping Me Safe, Positive Behaviour Support) and one of either Functional Academics, or Vocational Learning, dependent on their age. The table to the right shows the percentage of young people (in the School and Young Adult Provision) who achieved expected, or higher, progress:

Area of Learning	2023-2024
Communication	78%
Daily Living Skills	29%
Functional Academics	89%
Healthiness	54%
Keeping Me Safe	78%
Positive Behaviour Support	95%
Vocational Learning	74%

- We recognise improvements are required in some areas, and there is planned targeted support in leadership, delivery, and moderation to ensure all seven Areas of Learning are delivering and achieving the best possible outcomes.
- Whilst the average number of targets achieved in Vocational appears to have decreased, 74% of young people achieved at least expected progress. The decrease can be explained by a significant increase the previous year, due to the development of the Vocational Area of Learning in 2022-2023. This is now being embedded.





# What next?

During the three years between September 2024 and August 2027 that our organisational strategy covers, we will:

- aim to achieve the level of staffing to re-open to our full capacity of around 95 children and young people, following a reduction due to cost and staffing pressures in the years after the pandemic.
- open our new Performing Arts Centre, with an entirely new arts curriculum that is inclusive of all, both performers and audiences.
- find ways to improve the lives of more autistic young people. This may be by sharing our experience, working in partnership with other education organisations, and facilitating the creation of suitable adult placements for autistic people leaving structured education and training.
- completely refresh our approach to autism (the Prior Approach) to take account of a post-pandemic world and to update our evidence-based practice.
- facilitate the voice of autistic young people with complex needs, and their families and those who advocate for them, ensuring they are included in the development of social policy.



## The strategy has three phases:

Year 1 is primarily focussed on internal development and investment so we have a strong platform on which to move forward. Year 2 will see us moving to the development of partnerships to expand our work outside of the Prior's Court site.

Year 3 will realise the beginning of a growth strategy, alongside continuing development of our core Prior's Court provision.

## These ambitions can be summarised in five key areas which each have set goals within them:

1. Develop and strengthen our work at and from Prior's Court
2. Establish new services in new places
3. Speak out and be visible
4. Support our staff
5. Look after our facilities





# Streamlined Energy & Carbon Reporting (SECR)

	<b>Comparative Reporting Year 2022-23</b> UK GHG Emission and Energy Data	<b>Current Reporting Year 2023-2024</b> UK GHG Emission and Energy Data
Energy consumption used to calculate emissions (kWh); all mandatory energy sources are included.	3,856,430.3	3,446,776
Total gross CO <sub>2</sub> e based on above (tCO <sub>2</sub> e)	888.8	813.8
Intensity Ratio : kg CO <sub>2</sub> e gross based on mandatory fields above per metre square of Gross Internal Area: (kg CO <sub>2</sub> e m <sup>-2</sup> ), being 18,490.9 m <sup>2</sup>	48.1 kg CO <sub>2</sub> e m <sup>-2</sup>	44.0 kg CO <sub>2</sub> e m <sup>-2</sup>

## Methodology

An evidence-based methodology was adopted in accordance with BS EN ISO 14064-3:2019, Section 4.3; verifiable data has been collected from the following sources:

<b>Energy Data:</b>	Energy Metering, Invoices, Repayment Claims for business mileage and correspondence with suppliers and school.
<b>Previous Audit Data:</b>	Based on SECR 2022-23 reports
<b>Emission Conversions:</b>	The 2019 UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) were followed. The 2024 UK Government GHG Conversion Factors for Company Reporting were used in emission calculations.

## Energy Efficiency Action

During the current reporting period emissions have decreased by 8.4%.

We continue to run a staff transport to work service which adversely impacts our emissions by running extra minibuses. Although this does reduce the overall number of vehicles travelling to and from site.

Prior's Court holds ambition to reduce its carbon footprint in the coming years.

# Financial review

## Commentary on consolidated balance sheet and results for the year

The consolidated group accounts include the ongoing operations of Prior's Court Services Limited. Prior's Court Trading Limited was dormant this financial year.

Group incoming resources increased 13.9% year on year to £22,969,583 (2023: £20,171,534). This included donations of £808,582 (2023: £2,779,507) an increase on last year due to a successful Performing Arts Centre appeal campaign. Average occupancy increased to 84.2% (2023: 81.2%). This did not reflect any drop in demand, rather a decision to restrict admissions in the light of not being able to recruit sufficient suitably qualified staff.

Overall, the Group reported a net surplus of income of £1,015,145 (2023: deficit of -£156,599) this was budgeted and is a direct result of the increase in fundraising income combined with our increase in pupil numbers. The Performing Arts Centre fundraising appeal project was also underway during this year.

Unrestricted reserves increased to £3,116,388 in the year (2023: £2,699,127), due to un-designating funds (£786,451) along with an additional voluntary repayment of £1m on the bank loan. The reserves are less than the new target level of £6.0m currently set by the Board of Trustees.

Expenditure on fixed assets during the year totalled 1,271,723 (2023: £519,199) of which £983,005 related to the Performing Arts Centre project.

At the year end the Group had a net debt of £1,224,886 (2023: £78,220). This movement in net debt is a result of our increased reported debtors balance at year end.

With increasing demand for specialist provisions and stringent OFSTED requirements, the Trustees recognise that investment in staffing, operations and the existing estate is critical to maintaining service quality. The policy thus remains for surpluses generated to be reinvested in the group to support these goals, minimise net debt, and maintain a financially secure organisation to achieve future benefits for autistic young people with complex needs.

## Prior's Court Services Limited

As at the end of this financial year 97% (2023: 95%) of our contracts for the provision of education and care services are with Prior's Court Services Limited. All new placement contracts are raised with our subsidiary Prior's Court Services Limited.

## Prior's Court Trading Limited

There was no activity in Prior's Court Trading Ltd as all bakery activity continues to take place in Prior's Court Foundation. Dormant accounts are being filed for this financial year.

## Fundraising

The Foundation is registered with the Fundraising Regulator and, as such, adheres to the Fundraising

Code of Practice. We do not engage any third-party fundraisers and comply with the key principles and behaviours of the Code to ensure we take all reasonable steps to protect vulnerable people from inappropriate or unwelcomed fundraising approaches. The Foundation has not received any complaints about any aspect of its fundraising.

Funding from donors supplements the income we receive from Local Authorities to provide the best facilities, equipment, and activities for autistic young people with complex needs at Prior's Court. Without this incredible support, Prior's Court would not be able to go above and beyond for the autistic young people with complex needs looked after here. Thank you to each and every individual and organisation that has helped Prior's Court Foundation to secure funds needed, donated Gifts in Kind, or given up their time to help improve the lives of autistic young people with complex needs.

During the year the Fundraising team raised £808,440 of voluntary income (2023: £278,079), of which more than 96% was restricted to our Performing Arts Centre appeal. We received the final instalment of a grant from St James' Place Charitable Foundation for the salary of our Bakery Job Coach and Bakery project. The remaining donations supported other areas of our work including events and trips for young people, running of our Countryside Learning Centre and providing the very best education and care. Further details can be found in note 5 on page 24.

In 2022, a capital fundraising appeal to create a bespoke, state-of-the-art Performing Arts Centre was launched with the aim of transforming the existing performing arts space into a Performing Arts Centre designed with the needs of autistic young people with complex needs in mind. The Let Me Shine Performing Arts Centre will enable young people at Prior's Court to benefit directly from the transformational power of the arts, as well as become de-sensitised to accessing mainstream performing art spaces. At the end of the current financial year, £21,059 remained to fundraise to realise this project. The building work for the Let Me Shine Performing Arts Centre began in 2023 and it is projected the Centre will be opened to young people at Prior's Court from early 2025.

We would like to acknowledge the generous support we have received through donations, pledges, Charity of the Year Partnerships, Gifts in Kind and volunteering this year from the following:

1st Woodley Roofing
Afton Chemical
Apple Print & Creative
Arcadia Services Ltd
AWE
Banjo Cycles
Blandy and Blandy
BNP Paribas
Bradbury Foundation, Hong Kong
CarneySweeney
The Catherine Wheel
Century Recruitment
Charles Hunter Associates
Chieveley Village Stores
Cobra Beer
Co-op Hermitage
Cielo Talent
Downe House School
Edwards Lifesciences
Edwards Lifesciences Foundation
G J Ward Charitable Trust
Garfield Weston Foundation
Gerald Palmer Eling Trust
Greenham Construction
Greenham Trust Ltd
Greenhouse Graphics
Happy Days Charity
Jo Thompson Recruitment
Kärcher UK Ltd

Mobbs Memorial Trust Limited
Newbury Building Society
Newbury Spring Festival
PF Charitable Trust -asked
Rebound
Reward Matters Ltd
Rockcliffe Charitable Trust
Roves Farm
Sodexo Ltd
Sophos
St James' Place Charitable Foundation
Tanium
Tesco Newbury Superstore
Thames Water
The 29th May 1961 Charity
The Adrian Swire Charitable Trust
The Alchemy Foundation
The Beatrice Laing Trust
The Cadogan Charity
The Foyle Foundation
The Gosling Foundation
The Iliffe Family Charitable Trust
The Morgan Charitable Foundation
The Sackler Trust
The Syder Foundation
Visa
Visa Charitable Giving
Vodafone

**Blue** – Gifts in Kind. **Pink** – volunteers

We also acknowledge with gratitude all those whom we cannot list here or who wish to remain anonymous.

## Reserves

The Trustees regularly review the Group's financial position, including monthly management accounts and spending against budget and updated forecasts. The impact of the current staffing challenges continues to make this significantly important. This stewardship is critical to monitor closely the local government fee income needed to fund the operating expenditure - mainly staff costs required to provide the specialist care which our pupils need 24 hours each day throughout the year.

The voluntary repayment of an additional £1m against the bank loan, along with this year's surplus and the decision to release previously designated funds has resulted in a general reserve level this year of £3,116,388 (calculated as available cash reserves).

Our current long-term target for free reserves is £6.0m based on the consideration of future plans and longer term risks. This level is higher than our current reserves level which in the short to medium term is considered to be sufficient for the ongoing operations as we work toward increasing pupil numbers back up towards capacity. During this financial year we paid off another £1m off our bank loan as an additional payment to further improve our turnover to debt ratio as well as reducing our debt repayments.

## Going concern

Prior's Court remained fully operational throughout this financial year. During the summer we reopened one of the temporarily closed homes whilst another remains closed. The organisation continues to focus on recruitment and retention to improve our staffing position therefore enabling the increase in pupil

numbers back towards capacity. Recruitment provision has been brought back in house this year with further investment to target markets for new employees.

The Executive team has regularly updated financial forecasts and considered future projected cash flows for a range of scenarios based on current staffing challenges and other economic factors. Prior's Court retains a healthy pipeline of pupils and placements and ongoing demand for places from funding authorities.

Based upon this the Trustees have examined the major risks and the mitigating actions available to be taken and have reasonable expectation that the Foundation has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

## Investment policy

The Trustees are authorised under the Articles of Association to invest any monies in an investment authorised by law for charity funds.

The aim of the Foundation is to apply its income in support of its charitable objectives and investment of surplus funds will only be considered as an interim measure in respect of as yet uncommitted cash surpluses. All investment activities involve risk and reward, and the policy of the Foundation is to achieve a satisfactory return whilst minimising risk.

Overall responsibility for investment decisions lies with the Trustees. The management of investment activities is delegated to the Director of Finance, who reports regularly to Trustees on any investment activities as part of their regular financial reporting.



# Statement of Compliance, Reference and Administrative Details

This report complies with the Charities Act 2011, the Companies Act 2006, as amended by the Companies Act 2006 (Strategic Report and Directors' Report Regulations 2013), Prior's Court Foundation's Articles of Association, which is its governing document, and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP), effective 1 January 2015 – Charities SORP (FRS 102).

## REFERENCE AND ADMINISTRATIVE DETAILS

### Legal constitution, operating names

Prior's Court Foundation is a company limited by guarantee, number 3583324 ("the Company") incorporated on 12 June 1998 and a registered charity number 1070227 ("the Charity"). The members of the Company, who are also the Directors of the company and the Trustees of the Charity, each agree to contribute up to £1 in the event of the Charity winding up; throughout this report they are collectively referred to as "the Trustees".

The Charity also operates under the name of Prior's Court School (the "School"), Prior's Court Young Adult Provision (the "Young Adult Provision") and Bread & Beyond (the trading name of the Bakery operations which transferred into the Foundation on 31st August 2021 following the winding up of operations within Prior's Court Trading Limited as at that date (see below).

The Charity owns 100% of the ordinary share capital of Prior's Court Services Limited (a private company limited by shares number 10998772) which was incorporated during the year on 16 May 2019.

The Charity also owns 100% of the ordinary share capital of Prior's Court Trading Limited (a private company limited by shares number 10886137) which was incorporated on 27 July 2018 and until 31st August 2021 traded under the trading name 'Bread & Beyond'. From 31st August 2021 this company is dormant.

### Public benefit

In setting the Charity's goals and planning activities the Trustees have given due consideration to the published Charity Commission guidance on the operation of the public benefit requirement of the Charities Act 2011. As places for young people are assessed on the needs of the students and the fees are entirely paid by Local Authorities the Trustees consider that the public benefit requirement has been met. Furthermore, we are now making specialist autism training and development services available again to other schools and external organisations from across the country.

### Objects and activities

The objects of the Charity are set out in the Articles of Association. The main object is summarised as: "to promote the education, welfare and relief of people (and in particular, but not exclusively, children and young adults) who suffer from any one or more of the following:

- learning disabilities or
- physical disabilities or
- psychiatric illness and
- social or communication difficulties or disorders which are related to, or associated with, autism.

The Charity addresses its objects by offering:

- an independent day and residential special school for children and young people aged 5 to 20 years;
- a residential provision for young adults from 19 to 25 years; and
- a training centre developing expertise in autism best practice for Prior's Court's staff, parents and external professionals.

# Governance

## Trustees, Executive Team and appointed advisors

The Trustees, (detailed, together with the sub-committees on which they serve, on page 38) determine the general policy of the Foundation. The Trustees are appointed by the company membership and serve for up to three years, retiring by rotation and being eligible to serve for two further terms under the Articles of Association.

The Board of Trustees, which may have up to 15 members, administers the Foundation and is responsible for approval and review of the Foundation's long-term strategic plans. The Board meets quarterly, and its sub-committees cover the different areas within the Foundation. The Chief Executive leads the Executive Team and is responsible to the Trustees for overseeing all operations within the Foundation as well as the framework for staffing, education and residential care requirements for the School and the Young Adult Provision.

The role of parent-appointed and staff-appointed advisors (named on page 38) is to act as a link between the Trustees and the stakeholders they represent.

The members of the Executive Team are listed on page 38. The Foundation's professional advisors are listed on page 39.

## Key management personnel

Key management personnel and the Trustees are named on page 38.

The remuneration of key management personnel is set by the Board, following advice from the Nominations Committee. The policy objective is to provide appropriate incentives to encourage enhanced performance and to reward them fairly and responsibly for their individual contributions to the Foundation's success. The remuneration policy is reviewed annually to ensure it remains appropriate and relevant. The committee benchmarks remuneration against similar organisations in the charity sector to ensure that Prior's Court remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the median point within a band, providing scope for rewarding performance in the future. Delivery of the Foundation's charitable vision and purpose is primarily dependent on our key management personnel, and staff costs are the largest single element of our charitable expenditure.

## • Trustees' induction and training

New Trustees are appointed at full Trustee meetings upon approval by the existing membership and are briefed on their legal obligations under charity and company law, on the content of the Articles of Association, on the committee and decision-making processes, and on the business plan and recent financial performance of the Foundation. All Trustees are required to undertake regular safeguarding training. Further training is provided to give an overview of our autism best practice and relevant areas of education, residential

care and organisational management such as risk management.

During their induction new Trustees meet key employees and other Trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

## SECTION 172 (1) STATEMENT

In 2018 the Companies (Miscellaneous Reporting) Regulations introduced a requirement for large companies (including charities) to publish a statement describing how the directors (charity trustees) have had regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 which relate to the interests of stakeholders in their decision making.

- The Board of Trustees consider, both individually and collectively, that they continue to have regard to the likely consequences of any long-term decisions including the interests of the Foundation's employees and other stakeholders, the impact on the community, the environment and Foundation's reputation, when making decisions. This is carried out through the charity's governance structure outlined on page 38.
- The Board recognise that the outstanding achievements with young people can only be delivered through the employees who work for the Foundation to support the delivery of our strategic plans. Their health, safety and wellbeing are hugely important, and we work hard to make Prior's Court a 'Great Place to Work' through engaging with our employees and acting on their feedback. We continue to offer a flexible benefits programme as well as providing staff transport on a number of routes.
- The Foundation continues to seek to maintain its good working relationships with our placing authorities, parents, suppliers and other stakeholders that have seen Prior's Court positively impact the lives of so many young people and families over the last 25 years.
- The majority of Prior's Court's operations take place on our own site. However, our strategic plans to impact the lives of more young people and achieve outcomes beyond imagination have developed our reach into the community. Through our Streamlined Energy and Carbon Reporting processes we also seek to review and reduce our environmental impact thus benefitting the local community further.
- The Foundation consistently seeks to deliver the best possible provision of education and care and other services through its work. It is regularly monitored by external bodies such as Ofsted and the Care Quality Commission to ensure this. In the latest education Ofsted Education inspection in March 2022 Prior's Court was judged as Outstanding. In addition, we have policies to ensure high standards of conduct such as our Safeguarding and Whistleblowing policies, and we work hard to conduct training and promote awareness to employees in all such areas.
- As a charity, our members are all Trustees with an

interest in the work of Prior's Court, none of whom has any ownership of the Foundation but act in a voluntary capacity to support the delivery of the charitable objectives.

### Statement of Engagement with Employees

In line with the requirements of the Companies (Miscellaneous Reporting) Regulations 2018, the Board of Trustees has engaged with employees throughout the year via the staff representatives who attend quarterly board meetings; discussions with the Executive Team and on-site visits.

### Employment Policy

The Foundation is an equal opportunities employer and this is laid out in the Employee Handbook. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Communication, consultation with employees and training (including safeguarding and health and safety) is a key focus at Prior's Court.

### Statement of the Group's Business Relationships with Suppliers and other Stakeholders

The school continues to engage with a large number of stakeholders, the most important of which are the families of our young people and their placing authorities.

With the vast majority of young people being 52-week residents at Prior's Court the trust and forging of good relationships with parents is critical. During the year we held a number of on-line forums with parents to share information about the organisation's plans and to discuss issues raised by parents. We also work closely with local authorities to ensure the young people's needs are being met and strive for outstanding progress in all aspects of their development. The Trustees also recognise that organisationally our success is built on strong business relationships with key suppliers who understand the unique circumstances within which we operate and partner with us in a cost-efficient way to deliver the often bespoke services required.

### Risk Management

The Trustees recognise their responsibilities in the management of risk and have a risk management strategy which comprises:

- a quarterly review by the Board of Trustees of the principal risks the Charity may face, in terms of both

likelihood of occurrence and gravity of effect. This review is informed by the Trustees' risk appetite.

- the establishment of internal controls, systems and procedures to mitigate those risks identified in the reviews.
- the implementation of procedures designed to minimise any potential impact on the Foundation should those risks materialise.

The risks rated as high by the Trustees, and the actions taken to mitigate them are currently:

- Residential staff numbers and/ or experience and skills fall to levels where quality of life of young people is affected. The UK employment market continues to be highly challenging and vacancies within the Care and Education sector remain high. The Trustees have supported the continued investment in our staff through increasing salaries, defining career pathways and extending our transport service. During the year recruitment has increased but turnover of staff remains high. Our recruitment function has been brought back in-house during this financial year.
- Operating at less than capacity during this year one of the two previously temporarily closed homes was reopened., enabling the increase in our pupil numbers. We are working towards filling our open homes with a view to reopening the other home by the end of next year. These plans are dependent on our staffing levels.

### Provision of information to auditors

Each of the persons who is a director at the time when this report is approved has confirmed that:

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

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Trustee Body of Prior's Court Foundation Limited on 11th December 2024 including in their capacity as company directors, approving the Strategic Report contained therein, and is signed as authorised on its behalf by:

Christopher Barrett DL  
**Chair of Trustees**

Date: 11th December 2024

Niamh Chippendale  
**Company Secretary**

Date: 11th December 2024



# Statement of Trustees' responsibilities

The Trustees (who are also directors of Prior's Court Foundation for the purposes of company law) are responsible for preparing the Annual Report of the Foundation Trustees (incorporating the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

# Prior's Court Foundation Independent Auditor's Report to the members of Prior's Court Foundation for the year ended 31 August 2024

## Opinion

We have audited the financial statements of Prior's Court Foundation for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Foundation Balance sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2024 and of the group's 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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.

## Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 our audit:

- the information given in the Trustees' report, which includes the Directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements;

and

- the strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In 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 strategic report or the Directors' report included within 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
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement set out on page 13, 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 determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

[uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102) and the Charities Act. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the group and charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group and charitable company for fraud. The laws and regulations we considered in this context were Safeguarding regulations, Health & Safety legislation, General Data Protection Regulations, Food Hygiene Standards, OFSTED and Care Quality Commission regulations. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, OFSTED and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed noncompliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the



less likely the inherently limited procedures required by auditing standards would be to identify it. In addition, as with any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **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 may 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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Alastair Lyon  
**Senior Statutory Auditor**

For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
Reading

Date:

# Consolidated Statement of Financial Activities

(including an income and expenditure account)

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
Trading Activities	6	10,093	-	10,093	2,395
Donations	5	6,314	802,268	808,582	279,507
Charitable activities:					
Provision of education & care		22,124,508	26,400	22,150,908	19,889,632
<b>Total</b>		<b>22,140,915</b>	<b>828,668</b>	<b>22,969,583</b>	<b>20,171,534</b>
<b>Expenditure on:</b>					
<b>Raising funds:</b>					
Finance costs	8	185,768	-	185,768	236,401
Fundraising costs	9	119,073	-	119,073	107,305
Charitable activities:					
Provision of education & care	10	20,711,165	66,285	20,826,367	19,197,641
Marketing and communications	10	179,162	-	179,162	175,391
Staff training	10	692,985	-	644,068	611,395
<b>Total</b>		<b>21,888,153</b>	<b>66,285</b>	<b>21,954,438</b>	<b>20,328,133</b>
<b>Net income</b>		<b>252,762</b>	<b>762,383</b>	<b>1,015,145</b>	<b>(156,599)</b>
<b>Transfers</b>		<b>755,171</b>	<b>(755,171)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>1,007,933</b>	<b>7,212</b>	<b>1,015,145</b>	<b>(156,599)</b>
Total funds brought forward		21,243,217	301,246	21,544,463	21,701,062
<b>Total funds carried forward</b>	21	<b>22,251,150</b>	<b>308,458</b>	<b>22,559,608</b>	<b>21,544,463</b>

The notes on pages 22 to 37 form part of these accounts.

# Consolidated Balance Sheet at 31 August 2024

Company number: 3583324

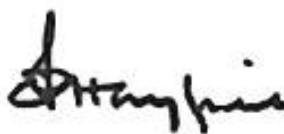
	Note	Foundation		Group	
		2024 £	2023 £	2024 £	2023 £
<b>Fixed assets</b>					
Intangible assets	13	72,810	143,761	72,810	143,761
Tangible assets	14	21,463,942	21,099,562	21,463,942	21,099,562
Investment in subsidiary undertakings	15	1,000	1,000	-	-
		21,537,752	21,244,323	21,536,752	21,243,323
<b>Current assets</b>					
Stocks	16	14,448	15,229	14,448	15,229
Debtors	17	4,256,033	1,486,784	4,515,654	1,782,059
Cash at bank and in hand		1,176,022	3,406,982	1,177,104	3,407,464
		5,446,503	4,908,995	5,707,206	5,204,752
<b>Creditors</b>					
Amounts falling due within one year	18a	(2,391,174)	(1,471,211)	(2,555,615)	(1,656,324)
<b>Net current assets</b>		3,055,329	3,437,784	3,151,591	3,548,428
<b>Total assets less current liabilities</b>		24,593,081	24,682,107	24,688,343	24,791,751
<b>Creditors</b>					
Amounts falling due in more than one year	19	(2,128,735)	(3,247,288)	(2,128,735)	(3,247,288)
<b>Net assets</b>	20	22,464,346	21,434,819	22,559,608	21,544,463
<b>Capital and reserves</b>					
Restricted funds	22	308,458	301,246	308,458	301,246
Unrestricted funds- General	21	3,021,126	2,589,483	3,116,388	2,699,127
Unrestricted funds- Designated	21	19,134,762	18,544,090	19,134,762	18,544,090
		22,464,346	21,434,819	22,559,608	21,544,463

The net surplus for the financial year dealt within the financial statements of the parent company was £1,029,527 (2023: deficit of £182,880)

The financial statements were approved and authorised for issue by the Board of Trustees on 11th December, 2024.



Christopher Barrett DL  
Chair of Trustees



Colin Hayfield  
Chair of Finance Committee

The notes on pages 22 to 37 form part of these accounts.

## Consolidated statement of Cash Flows

		2024 £	2023 £
<b>Cash flows from operating activities</b>			
Net income/(deficit) per statement of financial activities		1,015,145	(156,599)
Depreciation	14	907,343	945,495
Amortisation	13	70,951	118,121
Bank interest paid	8	185,768	236,401
(Increase)/decrease in debtors		(2,733,595)	2,015,375
(Increase)/decrease in stock		781	(4,656)
Increase/(decrease) in creditors		864,432	(1,713,829)
<b>Cash generated by operating activities</b>		<b>310,825</b>	<b>1,440,308</b>
<b>Cash flows from investing activities</b>			
Purchase of fixed assets (intangible and tangible)		(1,271,723)	(519,199)
<b>Cash used in investing activities:</b>		<b>(1,271,723)</b>	<b>(519,199)</b>
<b>Cash flows from financing activities</b>			
New bank loan		2,455,000	-
Bank loan repaid		(3,538,694)	(1,166,474)
Interest paid		(185,768)	(236,401)
<b>Cash (used in)/generated by financing activities</b>		<b>(1,269,462)</b>	<b>(1,402,875)</b>
<b>Change in cash and cash equivalents in the year</b>	27	<b>(2,230,360)</b>	<b>(481,766)</b>
Cash and cash equivalents at the beginning of the year		3,407,464	3,889,230
<b>Total cash and cash equivalents at the end of the year</b>		<b>1,177,104</b>	<b>3,407,464</b>
<b>Cash at bank and in hand</b>		<b>1,177,104</b>	<b>3,407,464</b>

The notes on pages 22 to 37 form part of these accounts.



# Notes to the Financial Statements

## 1. Company Information

The Foundation's principal activity is the maintenance of Prior's Court School and Prior's Court Young Adult Provision for students aged 5 to 25 with autism and severe and complex learning difficulties. The Foundation (charity number 1070227 and company number 3583324) is incorporated and domiciled in the UK. The address of the registered office is shown on page 39.

## 2. Accounting Policies

### Basis of preparation

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.

The Foundation 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 note(s).

### Going concern

Having reviewed the funding facilities available to the Foundation together with the expected ongoing demand for places and the Foundation's future projected cash flows, the Trustees have a reasonable expectation that the Foundation has adequate resources to continue its activities for the foreseeable future.

It is the Trustees' belief that the Group can continue to manage the impact of the above operationally on site, provide safe levels of staffing cover and have sufficient reserves to cope with additional expenditure. Costs are being carefully monitored and managed accordingly. Therefore the Trustees continue to adopt the going concern basis in preparing the financial statements.

### Consolidation

The consolidated financial statements incorporate the financial statements of the Foundation's subsidiaries, Prior's Court Trading Limited (PCTL) which is non-trading, and Prior's Court Services Limited (PCSL) which is trading, with company numbers 10886137 and 11998772 respectively. No separate statement of financial activities is presented for the Foundation as permitted by section 408 of the Companies Act 2006. The net incoming resources of the Foundation (excluding PCTL & PCSL) were £1,029,527 (2023: outgoing resources £182,880).

### Incoming resources

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Donations are accounted for on a cash basis.

### Investment income

Investment income represents bank interest received on cash deposits.

### Income from charitable activities

Provision of education and care represents fee income received for pupils and Young Adults who live in residential accommodation at Prior's Court Foundation and fee income received for pupils who attend the School on a daily basis. Deferred income is generated where tuition fees for the forthcoming term are invoiced in advance of the period end.

### Restricted funds

Restricted funds, whose use is specified by the donor, are credited to income in the period in which they are received. Where amounts are not specifically allocated against expenditure in that period, the balance is deferred and added to the balance brought forward on the restricted fund to be used in future periods. See Note 22 for an analysis of these funds.

### Designated funds

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of the designated funds is set out in Note 21 to the financial statements.

### Resources expended – charitable activities

Costs of charitable activities include costs associated with providing services to the pupils and an apportionment of overheads and support costs as shown in Note 10. The costs relating to the pupils include teaching, care, staff training and premises.

### Intangible fixed assets

Intangible assets are initially recognised at cost. After recognition, under the cost model intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life, and are amortised over 3 years.

### Tangible fixed assets

The Foundation has applied the "deemed cost" provisions of FRS102 in that valuations of previously revalued land and buildings will no longer be undertaken.

Depreciation is provided to write off the cost or valuation, less estimated residual values, of all tangible fixed assets, except for freehold land and assets in the course of construction, evenly over their expected useful life. It is calculated at the following rates:

Freehold buildings	– 50 years
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## Notes to the Financial Statements (continued)

Improvements to property	– 10 years
Fixtures, fittings and other equipment	– 5-10 years
Computer equipment	– 3 years
Motor vehicles	– 5 years

Within the Foundation individual items costing less than £1,000 are written off as expenses on acquisition. There is no de minimis limit in the trading subsidiaries.

### Stocks

Stocks are valued at the lower of cost and net realisable value. Cost is based on the cost of purchase on a first in, first out basis. Net realisable value is based on estimated selling price less additional costs to completion and disposal.

### Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

### Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

### Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

### Pension costs

The Foundation operates a group personal pension plan for its non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which they become payable.

The Foundation also contributes to the Teachers' Pension Defined Benefits Scheme at rates set out by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme.

### Financial instruments

Basic financial instruments include debtors and creditors. Debtors and creditors are initially recognised at transaction value and subsequently measured at amortised cost. Note 26 provides more information on financial instruments where future cash flows are anticipated, with financial assets referring to cash and debtor balances excluding prepayments, and financial liabilities referring to all creditor balances excluding

deferred income and taxation and social security..

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## 3. Significant Judgements and Estimates

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In the application of the Foundation's accounting policies, which are described in Note 2, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

The Trustees consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

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## 4. Status of the Charity

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The Foundation is a company limited by guarantee and is a registered charity. Each member's liability would be limited to an amount not exceeding £1 in the event of the Foundation winding up.

## Notes to the Financial Statements (continued)

<b>5. Donations</b>	<b>2024 £</b>	<b>2023 £</b>
<b>Donations comprise:</b>		
<b>Restricted Income</b>		
Donations – Lemon Tree	<b>2,500</b>	2,500
Donations – Bakery	<b>10,147</b>	11,280
Donations – Spirit of Prior's Court	-	1,400
Donations – Prior Insight	<b>122</b>	199
Donations – Arts Appeal	<b>774,252</b>	242,257
Donations – Young People Events	<b>12,699</b>	2,174
Donations – Lower School Bikes	-	1,500
Donations – Multisensory Building	<b>114</b>	-
Donations – Swing	<b>1,714</b>	-
Donations – Countryside Learning Centre	<b>720</b>	896
	<b>802,268</b>	262,206
<b>Unrestricted donations</b>	<b>6,314</b>	17,301
<b>Total</b>	<b>808,582</b>	279,507

<b>6. Trading activities</b>	<b>2024 £</b>	<b>2023 £</b>
<b>Bakery income from Bread &amp; Beyond</b>	<b>10,093</b>	2,395
	<b>10,093</b>	2,395

### 7a. Trading Income and Expenditure – Prior's Court Trading Limited

Prior's Court Trading Limited (PCTL- Company Number: 10886137) is a 100% subsidiary of the Foundation trading as "Bread and Beyond". Its registered office is the same as the Foundation's noted on page 39. PCTL was incorporated on 27 July 2017, in order to provide vocational training, and employment opportunities in furtherance of the Foundation's objects.

On the 31 August 2021, the company donated all of its trade and assets to Prior's Court Foundation and ceased trading on that date. The trade now continues within the Foundation. There has been £Nil income or expenditure within the entity during 2024 and 2023, the profit for the period is £Nil (2023: £Nil).

The aggregate amount of share capital and reserves of Prior's Court Trading Limited at 31 August 2024 was £500.

## Notes to the Financial Statements (continued)

### 7b. Trading Income and Expenditure – Prior's Court Services Limited

Prior's Court Services Limited (PCSL-Company Number: 11998772) is a 100% subsidiary of the Foundation. Its registered office is the same as the Foundation's noted on page 39. PCSL was incorporated on 16 May 2019, in order to provide a more efficient basis for the Group's service provision. The trading results extracted from its audited accounts for the year ended 31 August 2024 were:-

	2024 £	2023 £
Turnover	21,009,596	18,699,288
Administrative expenses	(20,956,584)	(18,631,894)
Profit on activities before taxation	53,012	67,394
Taxation	-	-
Profit for the financial year	53,012	67,394
Retained earnings at the beginning of the year	109,644	83,363
Profit for the year	53,012	67,394
Gift aid donation	(67,394)	(41,113)
Retained earnings at the end of the year	95,262	109,644

The aggregate amount of share capital and reserves of Prior's Court Services Limited at 31 August 2024 was £95,762.

Administrative expenses include a management charge paid to the Foundation of £20,949,372 (2023: £18,625,830). This item is eliminated upon consolidation. Taxable profits of £67,394 (2023: £41,113) are gift aided to the Foundation and are also eliminated upon consolidation.

The remaining administrative expenses are included under the Provision of education and care line on the SOFA.

### 8. Finance Costs

	2024 £	2023 £
Interest paid	185,768	236,401

### 9. Fundraising Costs

	2024 £	2023 £
Staff costs	109,811	103,034
Other fundraising costs	9,262	4,271
	119,073	107,305



## Notes to the Financial Statements (continued)

### 10. Analysis of Charitable Expenditure

2024	Staff Costs £	Other Support Costs £	Depreciation/ Amortisation £	2024 £
Provision of education and care	16,568,967	3,279,106	978,294	20,826,367
Marketing and communications	119,164	59,998	-	179,162
Staff training	304,891	339,177	-	644,068
	16,993,022	3,678,281	978,294	21,649,597
2023 comparative	Staff Costs £	Other Support Costs £	Depreciation/ Amortisation £	2023 £
Provision of education and care	15,249,251	2,937,955	1,010,435	19,197,641
Marketing and communications	104,575	70,816	-	175,391
Staff training	311,912	246,302	53,181	611,395
	15,665,738	3,255,073	1,063,616	19,984,427

Support costs are allocated consistently based on the level of direct staff costs attributable to each charitable activity. Administration salaries have been included within staff costs above. Other support costs include utilities, legal & professional fees and other general administration expenses as well as the following major expenditure items:

	2024 £	2023 £
Governance costs	20,410	24,866
Repairs and maintenance	365,060	248,788
Other catering and provisions	520,519	484,481

### 11. Staff Costs

	2024 £	2023 £
<b>Staff costs consist of:</b>		
Wages and salaries	12,550,244	11,276,393
Social security costs	1,127,944	982,174
Pension costs	579,802	526,014
<b>Total payroll costs</b>	<b>14,257,270</b>	<b>12,784,581</b>
Agency and supply cover	2,845,563	2,984,191
<b>Total staff costs*</b>	<b>17,102,833</b>	<b>15,768,772</b>

\*Reconciles to staff costs of £109,811 in Note 9 and £16,993,022 in Note 10.

Termination payments of £ Nil (2023: £53,390) were made during the year.

## Notes to the Financial Statements (continued)

The number of employees whose annual emoluments exceeded £60,000 were:

<b>11. Staff Costs (Continued)</b>	<b>2024 Number</b>	<b>2023 Number</b>
£60,001 – £70,000	1	3
£70,001 – £80,000	5	3
£80,001 – £90,000	1	3
£90,001 – £100,000	-	1
£130,001 – £140,000	1	1
<b>Number of higher paid employees contributing to a pension scheme</b>	<b>7</b>	<b>9</b>
<b>Total cost of employer's contributions in relation to the above</b>	<b>63,203</b>	<b>60,854</b>

The average number of employees during the year, split by category, was as follows:

	<b>2024 Number</b>	<b>2023 Number</b>
Education	52	41
Residential care	272	242
Administration	78	81
	<b>402</b>	<b>364</b>

The above numbers do not include agency staff and flexible workers.

The Trustees received no remuneration during the current or preceding year.

£Nil (2023: £461) of expenses were reimbursed to no (2023: two) trustees in 2024 for travel expenses.

At the end of the year key management personnel comprised 10 (2023: 13) people who received aggregate remuneration (including employer's pensions and employer national insurance) of £862,847 (2023: £1,087,592). Key management personnel are defined as members of the Executive Team, as well as the Trustees; all of whom are named on page 38.

## 12. Net Income

<b>This has been arrived at after charging:</b>	<b>2024 £</b>	<b>2023 £</b>
Depreciation	907,343	945,495
Amortisation	70,951	118,121
Auditor's remuneration – Audit and accountancy	29,020	25,595
– Non-audit	25,293	21,081

## 13. Intangible Assets

<b>Group and Foundation</b>	<b>Software development £</b>
<b>Cost</b>	
At 1 September 2023	473,266
Additions	-
At 31 August 2024	<b>473,266</b>
<b>Amortisation</b>	
At 1 September 2023	329,505
Charge for the period	70,951
At 31 August 2024	<b>400,456</b>
<b>Net Book Value at 31 August 2024</b>	<b>72,810</b>
At 31 August 2023	143,761

## Notes to the Financial Statements (continued)

### 14. Tangible Assets – Group and Foundation

	Land & Buildings & improvements to property £	Fixtures, Fittings & Other Equipment £	Computer Equipment £	Motor Vehicles £	Assets in the Course of Construction £	Total £
<b>Cost</b>						
<i>At 1 September 2023</i>	26,022,489	3,688,103	890,724	334,459	87,215	<b>31,022,990</b>
Additions	106,184	105,795	40,489	36,250	983,005	<b>1,271,723</b>
<b>At 31 August 2024</b>	<b>26,128,673</b>	<b>3,793,898</b>	<b>931,213</b>	<b>370,709</b>	<b>1,070,220</b>	<b>32,294,713</b>
<b>Depreciation</b>						
<i>At 1 September 2023</i>	5,433,749	3,379,286	835,516	274,877	-	<b>9,923,428</b>
Charge for the period	711,233	131,997	34,558	29,555	-	<b>907,343</b>
<b>At 31 August 2024</b>	<b>6,144,982</b>	<b>3,511,283</b>	<b>870,074</b>	<b>304,432</b>	<b>-</b>	<b>10,830,771</b>
<b>Net Book Value</b>						
<b>At 31 August 2024</b>	<b>19,983,691</b>	<b>282,615</b>	<b>61,139</b>	<b>66,277</b>	<b>1,070,220</b>	<b>21,463,942</b>
<i>At 31 August 2023</i>	<i>20,588,740</i>	<i>308,817</i>	<i>55,208</i>	<i>59,582</i>	<i>87,215</i>	<i>21,099,562</i>

All fixed assets are used for charitable purposes.

### 15. Investments in Subsidiary Undertakings

	£
<b>Foundation – Cost</b>	
<i>At 1 September 2023</i>	<i>1,000</i>
Additions	–
Disposals	–
<b>At 31 August 2024</b>	<b>1,000</b>

The investments are stated at cost and relate to the Foundation's investment in the subsidiary companies.

Prior's Court Trading Limited was incorporated in the United Kingdom on 27 July 2017 with £500 of share capital and is a wholly owned subsidiary of the Foundation. See note 7a) for its 31 August 2024 shareholders' funds.

Priors Court Services Limited was incorporated in the United Kingdom on 16 May 2019 with £500 of share capital and is a wholly owned subsidiary of the Foundation. See note 7b) for its 31 August 2024 trading results and shareholders' funds.

## Notes to the Financial Statements (continued)

### 16. Stocks – Group and Foundation

	2024 £	2023 £
Stock	14,448	15,229

### 17. Debtors

	Foundation		Group	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	319,794	99,958	4,401,457	1,490,565
Amounts owed by group undertakings	3,822,042	1,172,859	-	-
Other debtors	13,899	48,223	13,899	48,223
Prepayments and accrued income	100,298	165,744	100,298	243,271
	4,256,033	1,486,784	4,515,654	1,782,059



## Notes to the Financial Statements (continued)

### 18a. Creditors: Amounts falling due within one year

	Foundation		Group	
	2024 £	2023 £	2024 £	2023 £
Bank loans (see note 19)	273,255	238,396	273,255	238,396
Trade creditors	793,265	384,350	793,265	384,350
Taxation and social security	627,248	329,932	627,248	329,932
Other creditors	198,944	108,549	357,900	287,119
Accruals	497,962	398,756	503,947	404,251
Deferred income (see note 18b)	-	10,728	-	12,276
Amounts owed to group Undertakings	500	500	-	-
	2,391,174	1,471,211	2,555,615	1,656,324

The bank borrowing is secured by a first legal charge over the property of the Foundation.

### 18b. Deferred Income

	Foundation		Group	
	2024 £	2023 £	2024 £	2023 £
Deferred income at 1 September 2023	10,728	12,204	12,276	971,342
Resources deferred in the year	-	10,728	-	12,276
Amounts realised from previous years	(10,728)	(12,204)	(12,276)	(971,342)
Deferred income at 31 August 2024	-	10,728	-	12,276

Deferred income relates to income received in advance for the placement of young people within the Foundation.

### 19. Creditors: Amounts falling due after more than one year

	Foundation		Group	
	2024 £	2023 £	2024 £	2023 £
Bank loans	2,128,735	3,247,288	2,128,735	3,247,288

The bank loans are repayable as follows:

Within one year	273,255	238,396	273,255	238,396
Between one and two years	273,255	3,247,288	273,255	3,247,288
Between two and five years	1,855,480	-	1,855,480	-
	2,401,990	3,485,684	2,401,990	3,485,684

Loans comprise a single BoE base rate based on a 4 year, 4 month loan of £2,455 million taken out in January 2024 to replace a previous loan. The loan is charged at a margin of 2.25% plus the Bank of England base rate. The bank borrowing is secured by a first legal charge over the property of the Foundation.

## Notes to the Financial Statements (continued)

### 20. Allocation of Net Assets

Foundation	Investments £	Fixed Assets £	Net Current Assets/ (Liabilities) £	Long term liabilities £	31 August 2024 £
<b>Restricted funds</b>	-	-	<b>308,458</b>	-	<b>308,458</b>
<b>Unrestricted funds:</b>					
General	<b>1,000</b>	-	<b>3,020,126</b>	-	<b>3,021,126</b>
Designated	-	<b>21,536,752</b>	<b>(273,255)</b>	<b>(2,128,735)</b>	<b>19,134,762</b>
	<b>1,000</b>	<b>21,536,752</b>	<b>3,055,329</b>	<b>(2,128,735)</b>	<b>22,464,346</b>

#### 2023 Comparative note

Foundation	Investments £	Fixed Assets £	Net Current Assets/ (Liabilities) £	Long term liabilities £	31 August 2023 £
<i>Restricted funds</i>	-	-	301,246	-	301,246
<i>Unrestricted funds:</i>					
<i>General</i>	1,000	-	2,588,483	-	2,589,483
<i>Designated</i>	-	21,243,323	548,055	(3,247,288)	18,544,090
	1,000	21,243,323	3,437,784	(3,247,288)	21,434,819

Group	Investments £	Fixed Assets £	Net Current Assets/ (Liabilities) £	Long term liabilities £	31 August 2023 £
<b>Restricted funds</b>	-	-	<b>308,458</b>	-	<b>308,458</b>
<b>Unrestricted funds:</b>					
General	-	-	<b>3,116,388</b>	-	<b>3,116,388</b>
Designated	-	<b>21,536,752</b>	<b>(273,255)</b>	<b>(2,128,73)</b>	<b>19,134,762</b>
	-	<b>21,536,752</b>	<b>3,151,591</b>	<b>(2,128,735)</b>	<b>22,559,608</b>

#### 2023 Comparative note

Group	Investments £	Fixed Assets £	Net Current Assets/ (Liabilities) £	Long term liabilities £	31 August 2022 £
<i>Restricted funds</i>	-	-	301,246	-	301,246
<i>Unrestricted funds:</i>					
<i>General</i>	-	-	2,699,127	-	2,699,127
<i>Designated</i>	-	21,243,323	548,055	(3,247,288)	18,544,090
	-	21,243,323	3,548,428	(3,247,288)	21,544,463

## Notes to the Financial Statements (continued)

### 21. Funds

Foundation	At 1 September 2023 £	Incoming Resources £	Resources Expended £	Transfers £	31 August 2024 £
<b>Restricted funds (note 22)</b>	301,246	828,668	(66,285)	(755,171)	<b>308,458</b>
<b>Unrestricted funds:</b>					
General	2,589,483	22,148,085	(20,902,647)	(813,795)	<b>3,021,126</b>
<b>Designated:</b>					
Fixed assets	17,757,639	-	(978,294)	2,355,417	<b>19,134,762</b>
New capital projects	634,001	-	-	(634,001)	-
Staff designated fund	152,450	-	-	(152,450)	-
<b>Total designated funds</b>	18,544,090	-	(978,294)	1,568,966	<b>19,134,762</b>
	21,434,819	22,976,753	(21,947,226)	-	<b>22,464,346</b>

#### 2023 Comparative note

Foundation	At 1 September 2022 £	Incoming Resources £	Resources Expended £	Transfers £	31 August 2023 £
<i>Restricted funds (note 22)</i>	51,208	292,006	(41,968)	-	301,246
<i>Unrestricted funds:</i>					
<i>General</i>	3,644,458	19,847,183	(19,216,485)	(1,685,673)	2,589,483
<i>Designated:</i>					
<i>Fixed assets</i>	17,135,582	-	(1,063,616)	1,685,673	17,757,639
<i>New capital projects</i>	634,001	-	-	-	634,001
<i>Staff designated fund</i>	152,450	-	-	-	152,450
<i>Total designated funds</i>	17,922,033	-	(1,063,616)	1,685,673	18,544,090
	21,617,699	20,139,189	(20,322,069)	-	21,434,819

# Notes to the Financial Statements (continued)

## 21. Funds (Continued)

Group	At 1 September 2023 £	Incoming Resources £	Resources Expended £	Transfers £	31 August 2024 £
<b>Restricted funds (note 22)</b>	301,246	828,668	(66,285)	(755,171)	<b>308,458</b>
<b>Unrestricted funds:</b>					
General	2,699,127	22,140,915	(20,909,859)	(813,795)	<b>3,116,388</b>
<b>Designated:</b>					
Fixed assets	17,757,639	-	(978,294)	2,355,417	<b>19,134,762</b>
New capital projects	634,001	-	-	(634,001)	-
Staff designated fund	152,450	-	-	(152,450)	-
<b>Total designated funds</b>	18,544,090	-	(978,294)	1,568,966	<b>19,134,762</b>
	21,544,463	22,969,583	(21,954,438)	-	<b>22,559,608</b>

### 2023 Comparative note

Foundation	At 1 September 2022 £	Incoming Resources £	Resources Expended £	Transfers £	31 August 2023 £
<i>Restricted funds (note 22)</i>	51,208	292,006	(41,968)	-	301,246
<i>Unrestricted funds:</i>					
General	3,727,821	19,879,528	(19,222,549)	(1,685,673)	2,699,127
<i>Designated:</i>					
Fixed assets	17,135,582	-	(1,063,616)	1,685,673	17,757,639
New capital projects	634,001	-	-	-	634,001
Staff designated fund	152,450	-	-	-	152,450
<i>Total designated funds</i>	17,922,033	-	(1,063,616)	1,685,673	18,544,090
	21,701,062	20,171,534	(20,328,133)	-	21,544,463

### Restricted funds

The restricted funds represent monies received by the Foundation for specific projects that have not yet been completed. An analysis of these funds is shown in note 22.

### Designated funds (fixed assets)

Funds have been designated by the Trustees that are allocated to fixed assets used in the Foundation's operation which are not, therefore, available to fund short term expenditure. Included within designated funds is a loan to finance the construction of designated fixed assets.

### Designated funds (new capital projects)

Funds had been designated by Trustees to reinvest the VAT savings made through the establishment of a VAT group to provide funding for future capital projects. During the year the Trustees decided to release the designation back to general funds.

### Designated funds (staff)

A fund to be called Our Future, Our Fund was established to invest in staff working at Prior's Court to recognise the crucial role they play in the successful delivery of the objectives of the charity. Funds have been designated by Trustees with an aim to retain, motivate and reward existing staff through this innovative fund. During the year the Trustees decided to release the designation back to general funds.

### Transfer

The transfers between funds are primarily to reflect the fixed asset designated fund as noted above where capital spend has occurred, or where restricted donations have been given for capital spend and have now had their restriction fulfilled.



## Notes to the Financial Statements (continued)

### 22. Restricted Fund Analysis – Foundation and Group

	Brought forward £	Income £	Resources Expended £	Transfers £	31 August 2024 £
Performing Arts Centre	242,359	774,252	-	(755,171)	261,440
Bakery	-	10,147	(10,147)	-	-
Bursaries	57,237	26,400	(38,447)	-	45,190
Countryside Learning Centre	150	720	(870)	-	-
Lower School Bikes	1,500	-	(1,500)	-	-
Multisensory building	-	114	-	-	114
Prior Insight	-	122	(122)	-	-
Lemon Tree	-	2,500	(2,500)	-	-
Swing	-	1,714	-	-	1,714
Young People Events	-	12,699	(12,699)	-	-
<b>Total</b>	301,246	828,668	(66,285)	(755,171)	308,458

#### 2023 Comparative Note – Restricted Fund Analysis

	Brought forward £	Income £	Resources Expended £	Transfers £	31 August 2023 £
Performing Arts Centre Appeal	102	242,257	-	-	242,359
Bakery	-	11,280	(11,280)	-	-
Beechcroft Garden	9,851	-	(9,851)	-	-
Bursaries	36,255	29,800	(8,818)	-	57,237
Careers Library	1,000	-	(1,000)	-	-
Countryside Learning Centre	-	896	(746)	-	150
Lemon Tree	-	2,500	(2,500)	-	-
Lower School Bikes	-	1,500	-	-	1,500
Pool	4,000	-	(4,000)	-	-
Prior Insight	-	199	(199)	-	-
Spirit of Prior's Court	-	1,400	(1,400)	-	-
Young People Events	-	2,174	(2,174)	-	-
<b>Total</b>	51,208	292,006	(41,968)	-	301,246

## Notes to the Financial Statements (continued)

### 23. Pensions – Foundation and Group

#### Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £67,267 (2023: £45,600) and at the year-end £8,927 (2023: £1,284) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared

as at 31 March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation has valued the 'greater value' benefits for groups of relevant members.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

#### Non-Teaching Staff Defined Contributions Scheme

The School also runs a defined contributions scheme for its non-teaching staff. The School's contributions to the Scheme during the year ended 31 August 2023 were £511,815 (2023: £480,414) and at the year-end £156,651 (2023: £67,689) was accrued in respect of contributions to this scheme. The number of active members at 31 August 2024 was 493 (2023: 432).

### 24. Commitments – Foundation And Group

	31 August 2024 £	31 August 2023 £
<b>Financial Commitments</b>		
At 31 August 2024 the Foundation had the following contracted financial commitments:	288,223	39,150

### 25. Related Party Transactions – Foundation and Group

Close family members of Key Management Personnel were paid a salary of £2,181 (2023: £13,158). They were employed under a standard contract of employment and under the approval of the Trustees. See Note 7 for transactions with Prior's Court Trading Limited and Prior's Court Services Limited.

## Notes to the Financial Statements (continued)

### 26. Financial Instruments

Financial instruments held at amortised cost are cash, trade debtors, intercompany balances and other debtors. Financial liabilities held at amortised cost are bank loans, trade creditors, other creditors and accruals.

<b>Foundation</b>	<b>2024 £</b>	<b>2023 £</b>
Financial assets measured at amortised cost	<b>5,331,758</b>	4,730,979
Financial liabilities measured at amortised cost	<b>3,892,661</b>	4,377,839
The Foundation's income, expense, gains and losses in respect of financial instruments are summarised below:		
<b>Interest income and expense:</b>		
Total interest expense for financial liabilities held at amortised cost	<b>185,768</b>	236,401

<b>Group</b>	<b>2024 £</b>	<b>2023 £</b>
Financial assets measured at amortised cost	<b>5,592,460</b>	5,026,736
Financial liabilities measured at amortised cost	<b>4,057,102</b>	4,561,404

The Group's income, expense, gains and losses in respect of financial instruments are summarised below:

<b>Interest income and expense:</b>		
Total interest expense for financial liabilities held at amortised cost	<b>185,768</b>	236,401

### 27. Reconciliation of net cash flow to movement in net debt

	<b>2024 £</b>	<b>2023 £</b>
Increase/ (decrease) in cash in the year	<b>(2,230,360)</b>	(481,766)
New loan	<b>(2,455,000)</b>	-
Loan repayments	<b>3,538,694</b>	1,166,474
Change in net debt	<b>(1,146,666)</b>	684,708
Opening net debt at 1 September	<b>(78,220)</b>	(762,928)
<b>Closing (Debt) at 31 August</b>	<b>(1,224,886)</b>	(78,220)

### Analysis of change in net debt

	<i>Net debt as at 1 September 2023 £</i>	<b>Cash Change £</b>	<b>Net funds as at 31 August 2024 £</b>
Cash at bank and in hand	3,407,464	(2,230,360)	<b>1,177,104</b>
Loans	(3,485,684)	1,083,694	<b>(2,401,990)</b>
	(78,220)	(1,146,666)	<b>(1,224,886)</b>

## Notes to the Financial Statements (continued)

### 28. Comparative Consolidated Statement of Financial Activity

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
<b>Income from:</b>			
Trading Activities	2,395	-	2,395
Donations	17,301	262,206	279,507
<b>Charitable activities:</b>			
Provision of education & care	19,859,832	29,800	19,889,632
<b>Total</b>	19,879,528	292,006	20,171,534
<b>Expenditure on:</b>			
<b>Raising funds:</b>			
Finance costs	236,401	-	236,401
Fundraising costs	107,305	-	107,305
<b>Charitable activities:</b>			
Provision of education & care	19,155,673	41,968	19,197,641
Marketing and communications	175,391	-	175,391
Staff training	611,395	-	611,395
<b>Total</b>	20,286,165	41,968	20,328,133
<b>Net income</b>			
Net movement in funds	(406,637)	250,038	(156,599)
Total funds brought forward	21,649,854	51,208	21,701,062
<b>Total funds carried forward</b>	21,243,217	301,246	21,544,463

# Patron, List of Members and Trustees, Executive Team, Committees, Advisors and Registered Office

## FOUNDING PATRON:

**Dame Stephanie Shirley CH, DBE**

## MEMBERS AND TRUSTEES:

**Christopher Barrett DL**  
Chair (and Chair of PCSL)

**Rachel Childs**  
(resigned January 1, 2024)

**Melissa Farnham**  
(appointed March 13, 2024)

**Dr Stefan Fafinski DL**

**Debbie Fulton**

**Colin Hayfield**

**Stacey Marlow**  
(appointed July 17, 2024)

**Neil Porter**  
(appointed January 23, 2024)

**Mary Robertson**  
(resigned February 25, 2024)

**Buchan Scott**  
Deputy Chair  
(appointed October 11, 2023)

**Carol Unwin**

**Dr Charlotte Wilson**

## EXECUTIVE TEAM:

**Ryan Campbell CBE**  
Chief Executive

**Mark Bailey**  
Director of Operations  
(resigned July 24, 2024)

**Nicola Beckley**  
Director of Support Services  
(resigned December 1, 2023)

**Natalie Boothroyd**  
Director of Young People's Wellbeing  
(appointed October 6, 2023)

**Sarah Butcher MBE**  
Director of Young People's Wellbeing  
(resigned October 6, 2023)

**Niamh Chippendale**  
Director of Finance

**Helen Franks**  
School Principal  
(appointed December 1, 2023)

**Kate Lefever**  
Director of People  
(appointed December 1, 2023)

**Rob Lodge**  
Director of Estates and Facilities  
(appointed September 2, 2024)

**Sue Piper**  
Director of Young People's Learning

**Lynsey Preston**  
Director of Safeguarding and Health and Safety  
(appointed October 6, 2023)

## FINANCE COMMITTEE:

**Colin Hayfield**  
(Chair)

**Christopher Barrett DL**

**Dr Stefan Fafinski DL**

**Neil Porter**

**Buchan Scott**

**Carol Unwin**

## NOMINATIONS COMMITTEE:

**Christopher Barrett DL**  
(Chair)

**Dr Stefan Fafinski DL**

**Buchan Scott**

**Carol Unwin**

## YOUNG PEOPLE'S LEARNING COMMITTEE

**Dr Charlotte Wilson**  
(Chair)

**Buchan Scott**

**Melissa Farnham**



## YOUNG PEOPLE'S WELLBEING COMMITTEE::

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**Debbie Fulton**  
(Chair)

---

**Melissa Farnham**

---

**Neil Porter**

---

**Buchan Scott**

---

## OUR PEOPLE COMMITTEE:

---

**Carol Unwin**  
(Chair)

---

**Christopher Barrett DL**

---

**Dr Stefan Fafinski DL**

---

**Stacey Marlow**

---

**Buchan Scott**

---

**Dr Charlotte Wilson**

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## PRIOR'S COURT TRADING LTD DIRECTORS: (dormant)

---

**Buchan Scott**

---

## PRIOR'S COURT SERVICES LTD DIRECTORS:

---

**Christopher Barrett DL**  
(Chair)

---

**Colin Hayfield**

---

**Buchan Scott**

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## PARENT APPOINTED ADVISORS:

---

**Ferial Norfolk**

---

**Matt Robinson**  
(resigned May 15, 2024)

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## STAFF APPOINTED ADVISORS:

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**Annah Moronya**

---

**Claudine Osso**  
(resigned December 26, 2023)

---

**Kirk Smith**  
(appointed March 08, 2024)

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## REGISTERED OFFICE:

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### Prior's Court School

Priors Court Road  
Hermitage  
Thatcham  
Berkshire  
RG18 9NU

## BANK:

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### HSBC Bank plc

Thames Corporate Banking Centre  
Level 7, Thames Tower  
Station Road  
Reading  
Berkshire  
RG1 1AL

## AUDITORS:

---

### Crowe U.K. LLP

R+ Building  
2 Blagrove Street  
Reading  
Berkshire  
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