



# Annual report and accounts

2023-2024







## Contents

### Introduction

- About Chailey Heritage Foundation 4
- Statement from Chief Executive 8

### Strategic Report – what we achieved and ambitions for the future 10

- Increasing experiences and opportunities for:
  - school pupils 10
  - young people in our residences and community services 13
- Sharing excellence and leading innovation 17
- Community Connections 19
- Ways of working 20
- Building a great place to work 22
- Our partners 26
- Fundraising 28
- Environmentally sustainable 31

### Financial Review 32

- Financial Review 32
- Financial Activities and Results 32
- Funds 32
- Free Reserves Position 33
- Investment Policy and Performance 33
- Principal risks and uncertainties 33
- Outlook 35
- Environmental, social and governance report 35
  - Charitable Objects 35
  - Demonstrating Public Benefit 35
  - Governing documents 35
  - Boards 35
  - Trustee induction and training 36
  - Funds held as custodian 37
  - GDPR 37
  - Safeguarding 37
  - Remuneration policy 37
  - Equal opportunities 37
  - Gender pay gap 38
  - Section 172 statement 38
  - Streamlined Energy & Carbon Reporting 40
  - Auditors 41

### Statement of Trustees' responsibilities 42

### Independent Auditor's Report 43

### Financial statements including notes 46

### Trustees, Governors, executives and professional advisors 63





## About Chailey Heritage Foundation

Chailey Heritage Foundation is a specialist disability charity for children and young people. We are a thriving community of support for children and young people living with complex disabilities, as well as their families.

Our Ofsted Outstanding school, welcoming residential homes and bustling centre combining gym and art therapy, a farm and café create a thriving community of support. Our expert teams dedicate time, patience and curiosity to nurturing the potential of every child and young person who comes to us.

Founded in 1903 by Grace Kimmins, we still embrace her ethos today. We believe that each child and young person should have every opportunity to fulfil their potential, no matter what the challenges.

We have developed a world-class range of specialist services that are necessary to meet the needs of these disabled young people. We work in close partnership with Chailey Clinical Services, a nationally recognised specialist NHS tertiary service for children and young adults with complex neurological and physical disabilities. Being on the same site enables us to deliver uniquely, integrated multi-agency services for the benefit of the young people and their families.

### Our Promise

*"We will never, ever give up working with children, young people and their families to empower them to make their own choice at every stage in life."*

## Our values

The Foundation aims for a values-based culture, and we expect all colleagues and volunteers to embody those values every day.



### Belonging

We are a community with a shared purpose. Everyone is accepted, everyone matters.



### Commitment

Every day we strive to make a positive difference for the children, young people and their families.



### Ambition

We have high expectations; 'OK' is never good enough.



### Celebration

We celebrate what we achieve together.

## What we do

Under the Chailey Heritage Foundation umbrella, the Charity delivers services in three main areas:

### Education

An Ofsted 'Outstanding' non-maintained special school for 3-19 year olds.

### Residential

A range of home-from-home options for pupils of the school and a transition service for young adults up to the age of 25.

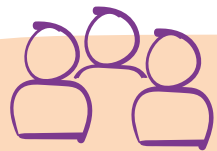
### Community Services

A range of on-site services offering the skills of our staff to families living in the community.

## The difference we make



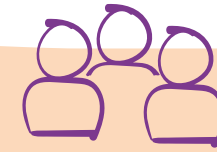
The impact of the Foundation's services comes not just in how many children and young people use our services but in the difference we make to their lives and that of their families. You will learn more about this impact as you read the case studies of the young people using our services throughout this report.



NUMBER OF PUPILS IN THE SCHOOL: **79**



BED NIGHTS FOR CHILDREN: **5,307**



NUMBER OF YOUNG ADULTS  
IN CHAILEY HERITAGE  
FUTURES:  
**20**



BED NIGHTS FOR  
YOUNG ADULTS:  
**5,561**



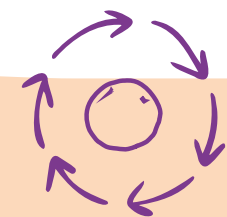
INDIVIDUAL BOOKINGS IN THE LSC,  
OUR LEISURE AND SKILLS CENTRE **16,549**



INDIVIDUAL BOOKINGS PROVIDED IN  
THE HUB, OUR VIBRANT DAY SERVICE **7,550**



HOURS DELIVERED  
BY AQUAMOVERS, OUR  
PARENT/TODDLER GROUP:  
**93**



SESSIONS  
DELIVERED BY  
HOLIDAY CLUB  
**162**



## Statement from Chief Executive

### Welcome

Despite the challenges faced by many charities in today's uncertain economic climate, I'm pleased to report that Chailey Heritage Foundation remains in a strong and stable position with a dedicated team of hardworking colleagues who continue to provide outstanding support to the children, young people, and families in our care. As we look ahead, we are united, motivated, and optimistic about the difference we can make - not only for those here at Chailey Heritage but also for the wider disability community.

**As we launch our new strategy for the next five years, we have exciting plans to expand our reach and impact to help even more young people with disabilities.**

- First, we aim to increase access to our services over the coming years. While we'll continue delivering exceptional care to families we already support, we're also committed to sustainably expanding these services to reach even more children, young people, and families in need.
  - Next, we will continue to collaborate with other organisations to share our knowledge and expertise. We're already seeing the benefits of this, working alongside our NHS clinical services partner and the Dame Vera Lynne Children's Charity, who recently moved to our premises. This partnership is enabling even more children to access life-changing services, and by sharing excellence, we hope to create a positive ripple effect across the wider disability community.
  - Finally, we aim to become a stronger 'voice for change'. We are dedicated to raising awareness of the challenges and experiences faced by children, young people, and their families, advocating for them so that policymakers and key decision-makers better consider their needs when allocating funds and services.
- None of this represents a departure from the great work we are already doing. Rather, it is a steady, thoughtful expansion of our services and influence, all designed to benefit more families living with disability. At the heart of Chailey is a spirit of generosity, and we believe no one should be left behind or left in the dark. In the years ahead, we're excited to create a positive impact not only for our own community but also for those beyond our doors.



**Gareth**

Gareth Germer  
Chief Executive

### Meet Malachi

At Chailey Heritage Foundation, we continually explore innovative ways to help children and young people pursue their potential. Malachi amazed his support team and family by taking his first steps with the help of a walker in the immersive space in our Dream Centre, surrounded by an immersive experience designed just for him.

Malachi was born with several complex health challenges: a condition that affects communication between his brain and eyes, a hearing impairment, and hypotonia which impacts his muscle tone. Doctors initially told Malachi's parents that he wouldn't be able to walk, talk, or eat independently. However, thanks to specialist teachers and a groundbreaking approach at Chailey Heritage Foundation, Malachi is now on the move.

'Patterning' is a technique that helps the brain associate through repetition. Malachi's support team have been helping Malachi to repetitively use his legs in his walker so that his brain learns the pattern of stepping. But for this process to succeed, one crucial element was missing - motivation.

Thanks to the sensory-rich experiences created especially for Malachi in the immersive space, such as vibrant fireworks displays paired with exciting sounds, Malachi was motivated to take his first steps to touch the bright projections on the wall. The positive associations Malachi associates with stepping forward to interact with his surroundings in the immersive space means he is transferring his newfound skill to everyday activities, such as walking from his classroom to the bathroom.



*"Malachi can do so many things if you just give him the chance. To have Chailey Heritage Foundation as a partner, seeing the potential in your child and constantly searching for new ways that motivate and work specifically for him, is invaluable."*

**Parent**



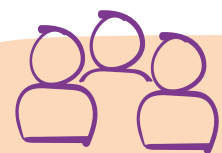


# Trustees' Strategic Report

## Achievements and performance

### Increasing experiences and opportunities for school pupils

We were delighted to retain our Outstanding status after Ofsted's inspection of the school in Autumn 2024. Its report stated that **"Pupils thrive at this life-changing school."**



NUMBER OF PUPILS: 79

The Ofsted report talked about our innovative curriculum designed specifically for each pupil: "Every pupil, from primary to post-16, benefits from the highly ambitious and bespoke 'Chailey Heritage Individual Learner Driven' (CHILD) Curriculum." This innovative Curriculum is followed by all teachers and therapists, it starts and ends with the child; essentially the child is the curriculum. The CHILD Curriculum aims to take each pupil as far as they can with their individual progress. The report also praised colleagues' knowledge

and expertise and the impact they have on pupils saying, "Staff are experts in what they do. They have superb knowledge about profound and multiple learning difficulties. This means that the support for pupils is exemplary."

This endorsement from Ofsted that Chailey Heritage's CHILD centred approach works and "Pupils achieve exceptionally well because of this precise and ambitious approach" is incredibly encouraging.

Our new Technology Suite was opened during the year and is used to offer educational sessions for the exploration of technology and experiences of movement, sound and interactive play. The aim is to give young people the opportunity to show us what their preferences are and what they are capable of, helping us to develop and improve the technology that supports them. The Ofsted report endorses our innovative approach "...the school maintains the highest ambition for what all pupils will achieve. Therefore, every day, pupils take part in a wide range of ambitious and valuable experiences. This is supported by the use of bespoke technology and devices provided to pupils, designed by specialist on-site engineers."

The school received four local authority monitoring visits, including a Children's Cross Regional Arrangement Group (CCRAG) visit headed up by West Sussex, and two safeguarding focus visits, one from an independent consultant and one lead by East Sussex. The reports from each visit were very positive. They showed that the changes being

*"Staff are experts in what they do. They have superb knowledge about profound and multiple learning difficulties. This means that the support for pupils is exemplary."*  
Ofsted

implemented were having a positive impact on the pupils. Whilst being very specialist in everything that is delivered, we never lose sight of the fact that we are a school, and the pupils are still children and young people on their educational journey who need to enjoy that journey and have fun while learning.

Over the course of the year, the school welcomed numerous visitors from the sector including international visitors, hospitals, schools and universities alongside weekly visits from doctors in training and 18 work experience pupils. The school continues to receive requests to visit and remains a recognised leader in our field.

*"Pupils are known and cared for deeply. The relationships they have with staff are very strong. Adults here know exactly what will work best for each pupil. This is because staff take the time to understand the needs and wishes of the pupils they support."*  
Ofsted





## Meet Henry

Chailey Heritage Foundation recently received a 'Good' Ofsted rating for its on-site residential bungalows, reinforcing its commitment to delivering exceptional care for young people like Henry. Henry, 12, has attended school at Chailey Heritage Foundation for nine years and has lived full-time in our Brambles bungalow for the past two years. According to his mum, Caroline, and his support worker, Hannah, he has adapted very well to living away from home.

Henry's radiant smile can sometimes mask the complexity of his needs which include Multicystic Hydrocephalus, Cerebral Palsy, Epilepsy, Autism, and a visual impairment. Despite these challenges, his family have witnessed an improvement in his wellbeing since he began living full-time here. With structured days and everything accessible on one site, Henry is less anxious and irritable. The familiar surroundings and consistent routine have had a profoundly calming effect on him.

Henry's favourite activities include swimming in the hydrotherapy pool, hippotherapy horse riding classes, and driving his powered wheelchair around the site. His vocalisations have improved significantly; he can now speak two-syllable words and articulate the names of his support team. This progress allows his family to focus on enjoying quality time with him, free from the daily emotional and physical challenges they previously faced.

Promoting independence and choice is a cornerstone of Chailey Heritage Foundation's philosophy. Each day, Henry can choose what he wears, eats for breakfast, and the activities he wants to engage in.



*"Now we are living life again, whereas before we were just existing. We have time to breathe, have a social life, and even go on holiday! Seeing Henry so settled and happy is extremely reassuring. The staff at Chailey Heritage are amazing and we feel so blessed that he's able to live his life to the full there."*

**Parent**

Caroline is particularly pleased with the variety in his diet and has noticed a marked increase in his appetite since moving here full-time.

Henry's confidence has flourished with encouragement from his support team. He loves visiting Patchwork Farm, located on-site, where he navigates the accessible pathways in his wheelchair and enjoys interacting with the pigs. His active nature and love for the outdoors make the farm a perfect setting to connect with animals and nature. Hannah, Henry's support worker, feels that Henry's team have won the family's trust, knowing that Henry is in safe hands and receiving the best support and care.

## Increasing experiences and opportunities for young people in our residences and community services



Our residential and day services are a thriving community of support in great demand and rated 'Good' by Ofsted. Our commitment to maintaining high standards of residential care ensures that young people can thrive, while providing their families with peace of mind and renewed freedom.

Increasing experiences and opportunities for the young people who live with us is a key part of our provision. Dedicated Activity Coordinators plan weekly timetables of activities for both our young adults and children. For pupils, learning continues in their bungalows with their residential team working with the school link worker to continue their development, all whilst having fun.



*BED NIGHTS  
FOR CHILDREN:*

**5,307**



*BED NIGHTS FOR YOUNG ADULTS:* **5,561**





INDIVIDUAL BOOKINGS IN THE LSC: **16,549**

During the year, a whole new range of sessions were offered in our on-site Leisure and Skills Centre to young adults both from the community and those living in our Futures service to provide a wider range of enjoyable and engaging leisure experiences. These include singalong, dance and drumming sessions. The new tech sessions have proved very popular where young adults can explore everything from gaming and eye gaze to switches and nerf guns!

Recruiting support workers to specialist roles remains a challenge and is still a national issue but, by the end of the year, our recruitment and retention rates both improved.

*"My daughter did lots of activities in the Easter Holidays, she went to Legoland and Wakehurst. She was out all the time in the holidays and it's lovely to see how well she is doing. We are really lucky she is at Chailey and we are hoping she will be moving to the adult services soon."*

Parent



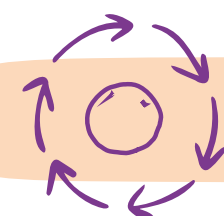
INDIVIDUAL BOOKINGS IN THE HUB:

**7,550**



HOURS DELIVERED BY AQUAMOVERS:

**93**



SESSIONS DELIVERED BY HOLIDAY CLUB: **162**

*"Children's independence is fully promoted, and staff are committed to helping children to live as independently as possible. Teaching practical skills to children is embedded into practice. Staff understand that life skills such as making choices and managing social situations are just as important as practical skills. Staff speak with pride when they describe the progress that the children have made."*

Ofsted

## Meet Dom

Dom, a lively and outgoing 22-year-old, joined Futures last summer after attending Treloar's College.

Dom lives with several complex health conditions, including Myofascial Pain Syndrome, Cerebral Palsy, Global Development Delay, a visual impairment, seizure disorder, and Sleep Apnoea. Yet, he approaches life with enthusiasm, always finding joy and connection in every experience.

His journey at Futures began with a sunny welcome party attended by family, friends and support staff in the garden of Nightingale Bungalow, where he now lives. Dom has quickly immersed himself in the wide range of activities available at Futures and the Leisure & Skills Centre (LSC) including gym sessions, swimming, cooking, art, music, yoga, sensory activities, and rebound therapy.

In December, Dom enjoyed a residential trip to London, visiting a Winter Wonderland, the zoo, and an immersive art experience. These trips help young people connect with peers and staff while sharing fun moments, like takeaway evenings.

Dom has made many friends and recently attended the Futures Winter Ball at the Dream Centre, enjoying the disco and looking sharp in his party attire. Amy, his activities coordinator, says, **"He's a real social butterfly who brings humour and joy to every moment."**

His family say knowing Dom is happy has given them peace of mind. **"We are so confident in his care that we even holidayed abroad, which wouldn't have been possible without the Futures team."**



*"When Dom left Treloar's, there wasn't anything suitable nearby. Then I learned about Futures at Chailey Heritage, and I knew it would be the perfect stepping stone into the wider world for him."*

Parent





## Meet Francesca

Francesca (Frankie), 25, was a student at Chailey Heritage School, and has been attending the Leisure and Skills Centre (LSC) for three years. During this time, she's engaged in a wide range of activities, from gym sessions and art to cooking, drama, and drumming. The LSC team has witnessed remarkable progress in Frankie's strength, movement, and confidence.

When Frankie first started at the LSC, simple tasks like gripping the gym bike handles were a challenge. She needed a supportive hand glove to maintain her grip. However, after consistent effort and training, Frankie can now hold the bike handles for a full 15 minutes without gloves - a major personal achievement. She's also made significant gains in muscle strength, balance, and movement. Using a walking sling, Frankie has gained the ability to move more independently, freeing her from her wheelchair and improving circulation in a safe, supported environment.

At the LSC, the focus is not only on achieving goals but also on having fun. Whether it's kicking footballs into goals or navigating obstacles on the treadmill, Frankie embraces these challenges with enthusiasm and a sense of humour. These activities have boosted her confidence and helped her enjoy socialising in a lively, supportive environment.

In addition to her gym sessions, Frankie has found new passions in drumming, cooking, and art. Drumming, in particular, has become a firm favourite. Thanks to her improved grip strength from her gym sessions, she can now confidently hold a drumstick and participate fully in sessions, an achievement she's especially proud of.

*"I love going to the LSC and meeting my targets, having fun and socialising with my friends. I'm proud of my achievements as they have helped me take more control of my body."*

**Frankie**

*"Frankie has been making great progress, and her competitive and happy nature always brings a smile to everyone's faces. It's fantastic to see her doing so well."*

**LSC Fitness Apprentice**

Frankie's journey at the LSC is a powerful example of how a supportive, fun environment can lead to personal growth. With continued encouragement from the LSC team, Frankie is well on her way to achieving more milestones, continuing her path toward increased independence and confidence.



## Sharing excellence and leading innovation

Our aim is to continue to share our skills and expertise within and beyond our sector so that more children and young people can benefit from our approaches. We have a leading team of engineers and have one of the best Research & Development electronic engineers, Dr Martin Langner. They have developed innovative technologies and equipment to enable the young people to interact with their environment, provide them with new control opportunities and the ability to move around as independently as possible.



We continue to collaborate with university partnerships on the use of AI to analyse and enhance response and feedback mechanisms for switch users, analysing voice control systems and improve guidance systems on our wheelchair platforms.

We have offered sessions for our Leisure and Skills Centre users and these are proving very popular. During these sessions, we have assisted our young adults to explore adapted gaming consoles and worked with parents to help them replicate these at home. This has opened new opportunities for parents to interact with their children and to form even closer bonds through shared experiences.

During the year ahead, we are looking at creating additional Technology Suites within other departments in the school. As sessions have been so popular, there is a demand for more capacity. We aim to be a user-led service and are exploring more ways to apply technology to support communication, movement and learning.



In our Information and Technology services, we continue to improve our services through the innovative use of mobile technologies to encourage colleagues to work collaboratively. We aim for each colleague to have access to update digital records and features at the point of need without interference or delay. These applications provide us with high quality data sets that are transformed into informative alerts, notifications and alerts to inform decision making processes and operational delivery.



## Meet Max

15-year-old Max loves trying out new experiences in school. When supported by his team he feels confident to explore new possibilities and discover ways he can work on his independence. Keen to try out the new Tech Suite, Max was assessed by the in-house assistive technology team. With support from an occupational therapist, Max had his chair fitted with two adaptive head switches to allow him to further develop his skills of using the switches to access more independent activities and choice-making.

Our assistive technologists work closely with the teaching team, to ensure the work in the Tech Suite is in line with each young person's personalised education plan. This focus allows for the young people to continue working on their goals in a personalised and engaging way.

Max has a keen passion for cars and fast-paced action. Once familiar with the Tech Suite and having developed his head switch control skills, Max expressed interest in trying out a racing game. Building on a young person's interest is always a great way to motivate them and encourage them to learn new skills. Our Assistive Technologist connected an adaptive Xbox controller to Max's head switches, allowing Max to use these to play the car racing game. He uses one switch for accelerating the vehicle and the other for breaking, giving him total control on his gaming experience.

Wanting to put his new driving skills to the test, Max invited his Dad to one of his Tech Suite sessions. In a game of Mario Kart, Max and his Dad sat side by side and battled it out to see who could be crowned the ultimate driver! To Dad's



*"It was magical and unforgettable!  
We played a car racing game together  
– and the happiness I felt sharing this  
moment with my son... it goes way beyond  
anything I ever thought possible."  
Max's Dad*



delight, Max swept across the finish line with Dad following closely behind in second place. The Tech Suite was full of joy and celebrations!

It was a very proud moment for Max to showcase his switch work skills, but most importantly, share a very special father and son moment.

In order to meet our strategic priorities, we will have three enablers:  
**community connections, ways of working and a great place to work.**

## Community Connections



We believe that being at the heart of the local community and growing our community relationships is essential to delivering our strategy of growing our reach and impact. We will provide more opportunities for volunteering and for local schools, charities and community groups to share our specialist facilities. Our aim is to reach out to local businesses to build partnerships and collaborate with a wide range of like-minded organisations.

We are concentrating on our volunteering offer to recruit more volunteers to help with our essential services e.g. Patchwork Farm, Hippotherapy and outings for the young people. We are immensely grateful to all our volunteers, including our Trustees and Governors, who give their valuable time and expertise in so many ways. Our therapeutic horse riding could not operate without the volunteers who support our colleagues and specialist hippotherapists. This specialist horse riding requires four people to support each young person

taking part in a riding session; two of these people are usually volunteers. We also have people who kindly volunteer their time in our offices, to maintain our beautiful gardens and to assist our Farm Manager on Patchwork Farm.

We have an exciting project to expand the offer of sessions on Patchwork Farm by building a sustainable all-weather learning and community space, The Den, which will provide other ways for the community to engage with our services.





## Ways of Working

We remain committed to modernising and streamlining our operations. By making the best use of our resources, mitigating risks, and focusing on sustainable growth, we strive to create a secure, efficient, and future-ready environment for our residents, students, and colleagues.

This year, we have implemented several key improvements to our systems and infrastructure, ensuring that we continue to deliver high-quality services while enhancing safety, efficiency, and user experience.

### New Sage Intacct Finance System

In the past year, we introduced a new Sage Intacct finance system to manage the charity's financial operations. This upgrade was essential to support the charity's evolving needs and to future-proof our processes. The new system provides improved functionality, allowing for greater accuracy and efficiency in financial reporting, budgeting, and payroll management. By streamlining these critical functions, we have not only reduced administrative burdens but also strengthened our ability to make informed financial decisions. This modernisation underscores our commitment to robust financial stewardship and operational transparency.



### New CCTV Monitoring in Residential Bungalows

The safety and well-being of our residents are at the heart of everything we do. As part of this commitment, we installed new CCTV monitoring systems in our residential bungalows. This initiative was driven by the need to enhance security and provide an additional layer of protection for the vulnerable children and young people in our care. The new system features state-of-the-art technology, offering clearer visuals and better coverage to ensure that any potential risks or incidents can be swiftly identified and addressed. This investment not only provides peace of mind for families and colleagues but also reinforces our dedication to maintaining a safe and nurturing environment.



### New IT Helpdesk Provider

Recognising the need for reliable and efficient IT support, we transitioned to a new outsourced IT helpdesk provider during the year. This change was made to address gaps in our previous support structure and to ensure that our colleagues have access to expert assistance whenever needed. The new provider offers extended coverage, faster response times, and specialist knowledge, which are crucial for supporting the complex and varied needs of our organisation. This move has significantly improved our ability to resolve technical issues promptly, minimising disruptions and enabling our teams to focus on delivering exceptional care and education.



## Building a Great Place to Work



We are committed to creating a workplace where colleagues feel valued, supported, engaged and inspired to do their best. Guided by our dedicated People Plan, our goal is to ensure that this is not just a place of work but a community where colleagues thrive, grow, and feel connected to our mission and purpose.

The People Plan has been central to our journey toward becoming a great place to work. Over the past year, significant progress has been made in shaping a workplace culture rooted in recognition, engagement, and opportunity.

*"Everyone is so helpful and it really feels like being part of a team. All the Teaching Assistants are amazing and I love working with the children here. It's a really fulfilling job and I want to learn more and do more."*  
Teaching Assistant



### Key achievements during the year:

**Recognition and Rewards:** Launch of a new rewards and benefits package, introduction of carer's leave, and accreditation as a Living Wage Employer.

**Strengthening Communication and Engagement:** Introduced a new Colleague Forum and Social Committee, enhanced communication through platforms like the CEO Blog, introduced a new annual all-colleague event (Foundation Festival) celebrating colleague success and contribution, and implemented regular colleague engagement surveys.

**Enhanced Learning and Development (L&D):** Creation of a dedicated L&D team, launch of our People Manager Essentials framework, implementation of a new Learning Management System and redesign of our induction programme to create a warm welcome and cohesive onboarding experience for all new colleagues.

**Improving Wellbeing:** Introduced dedicated wellbeing resources and campaigns to address colleagues' needs and foster a supportive workplace environment.

**Recruitment and Retention:** Delivered improved recruitment strategies, leading to a reduction in turnover and vacancy rates. 155 new colleagues have joined us since September 2023.

**Policy and Structure Updates:** Completed the first phase of our People Policies review, ensuring consistency and fairness, and reshaped the People Team to better align with organisational goals.

These initiatives have made a tangible impact, strengthening our culture, improving engagement, and enhancing the overall colleague experience.

Our efforts to attract, develop, and retain talent have resulted in a significant reduction in turnover, from 24.7% to 15.5%, while our workforce has grown from 380 to 417 colleagues, reflecting our success in making us an employer of choice in the area.

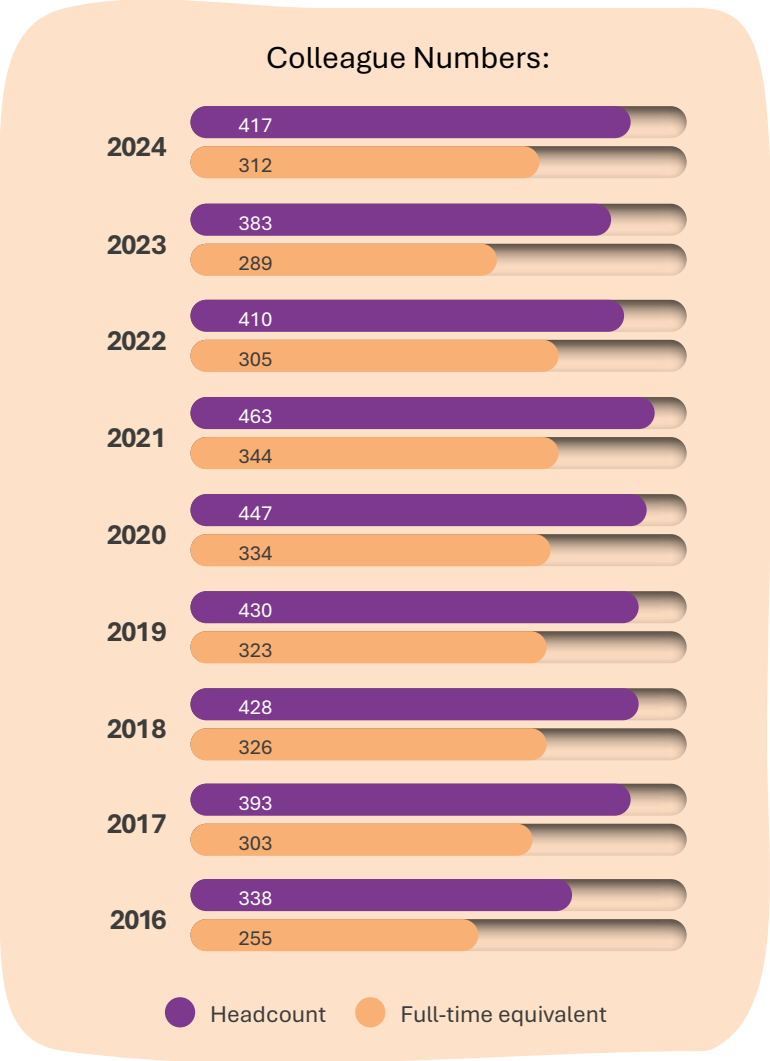
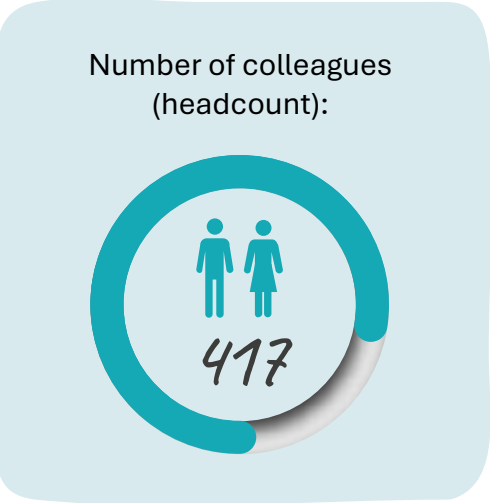
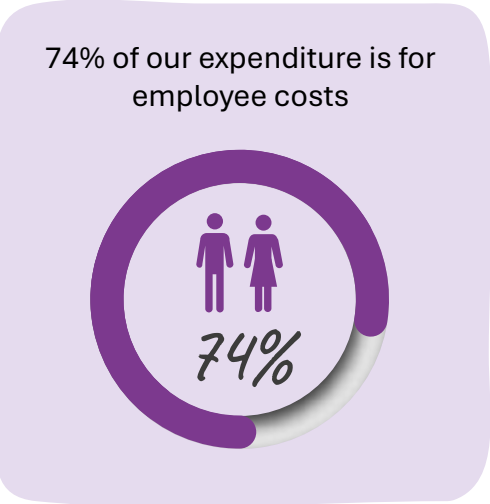
Through an enhanced benefits package, an effective Colleague Forum and Social Committee, and an increase in communication and visibility, we have fostered stronger connections, ensuring every colleague has a voice and access to important updates. This has led to a greater understanding of different teams, increased collaboration, and better recognition of synergies in our work.

Our focus on praise and recognition has created a culture where achievements are celebrated, while the expansion of wellbeing support has ensured colleagues feel cared for, both personally and professionally.

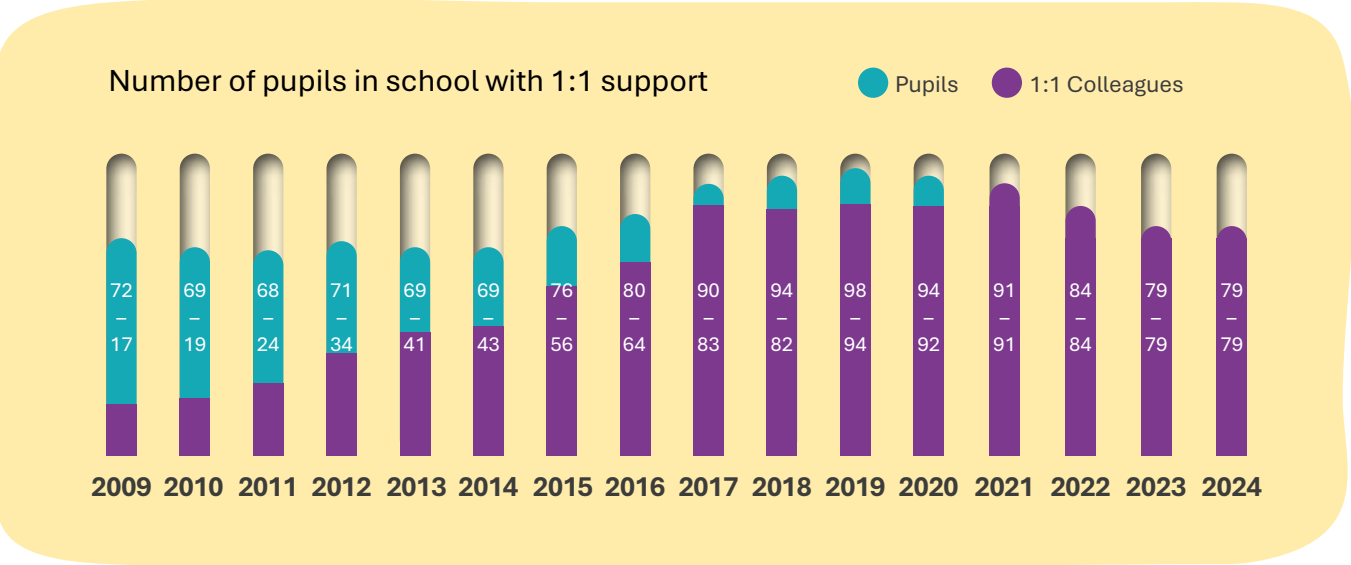
As a result, our Net Promoter Score (Recommend) stands at 6.8%, and our Engagement Index reflects a positive result at 6.7%, demonstrating 'good overall engagement' and an increasing sense of belonging.

This progress is not just seen in numbers—it's felt in the way we work together, support one another, and build a stronger future. By continuously investing in our people, we are making not just a place to work, but a place to thrive.





*“It’s not like having to work, it’s like coming to spend time with people you like – it’s like a big family.”*  
**Home Manager**



Looking Ahead: Continuing the Journey

As we build on these strong foundations, the focus for the coming year and beyond includes:

**Advancing Policies and Practices:** Finalising the People Policy review, developing a Colleague Handbook, standardising employment contracts, enhancing system support, capability and ways of working.

**Expanding Development Opportunities:** Enhancing our Learning Management System functionality and resources, piloting apprenticeship programmes, and launching additional L&D initiatives/resources to support career growth.

**Wellbeing and Recognition:** Continuing to promote the rewards package, wellbeing campaigns, and innovative ways to recognise colleagues’ contributions.

**Pay and Performance:** Reviewing our pay and performance management approaches to ensure equitable, motivating, and meaningful recognition for colleagues.

**Deepening Engagement:** Strengthening the volunteer and work experience programmes and embedding Diversity, Equity, and Inclusion (DEI) initiatives across the organisation.

The strides we have made this year reflect our unwavering commitment to making Chailey Heritage Foundation a great place to work. With the ongoing dedication of our colleagues and the momentum of the People Plan, we are poised to deliver even greater impact for our colleagues in the year ahead. Together, we are building a workplace where every colleague feels valued, supported, and empowered to thrive.

Gender Pay Gap

You will find our full report on page 38 and also on our website:  
[https://www.chf.org.uk/Gender\\_Pay\\_Gap\\_Report\\_2024\\_.pdf](https://www.chf.org.uk/Gender_Pay_Gap_Report_2024_.pdf)



## Our partners



The partnership with our NHS colleagues on site, Chailey Clinical Services (CCS), is our unique offering to the children and young people. This partnership enables them to receive wraparound care from a team of doctors, therapists, and other clinicians 24 hours a day.

*"Meaningful joint working between the care, health and education teams provides an effective wraparound service and ensures that there is a shared understanding of the goals that are important to the children."*

**Ofsted**



## Parents

We work in partnership with parents and families at every step of their Chailey Heritage journey, providing support at difficult times and celebrating achievements together.

Celebration Day is a whole week of celebration held at the end of the summer term each year. Our pupils look forward to celebrating their achievements with family and friends at special prize-giving events, followed by an afternoon of fun, food and entertainment. It is a great opportunity for families to meet and enjoy accessible activities together in a relaxed environment.

Funded through a separate linked charity, our Family Liaison Workers assist families throughout the year, on arriving at the School, in the annual review, during times of transition and by arranging social coffee mornings during term time.

*"The holistic support and humanity at Chailey, where the complete wellbeing of the disabled person is cared for through a joined-up approach including school, medical and residential provision all in one place, is a lifeline for families like ours."*

**Parent**



*"Chailey is amazing because they allowed us to be parents again."*

**Parent**

*"The Family Liaison Worker has helped and supported me when filling out complicated forms which are so important for our child's future."*

**Parent**







## Fundraising

Our supporters continue to make a massive impact on the lives of the young people at Chailey Heritage Foundation and their families. We would like to thank everyone who gives their money, time and support so generously in such challenging times.



*VOLUNTARY INCOME DURING THIS FINANCIAL YEAR  
TOTALLED £859K (INCLUDING LEGACIES).*



*EVERY PENNY RAISED GOES TO SUPPORT  
THE CHILDREN AND YOUNG PEOPLE.*



We are hugely grateful for all the individuals, companies, trusts and foundations, who funded an incredible range of facilities, equipment, services and experiences that make the charity a thriving community of support for those living with complex disabilities.

Family and community will be at the heart of the Foundation's new strategy to 'increase our reach and impact'. We will be engaging our community to support and change the lives of families in their community who live with the daily challenges faced by a young person with complex disabilities.

Donations during 2023/24 have helped to fund specific capital projects like The Den, a new learning and community space on Patchwork Farm, which will create more opportunities for the young people at Chailey Heritage and the wider community to access the learning, therapy and wellbeing benefits of this wonderful facility.

Our supporters have also funded a new adapted gym at the Leisure and Skills Centre. The additional capacity gives many more people living with disabilities the opportunity to stay active with bespoke sessions created by the specialist fitness team.

Donors have helped the children and young people with their communication, movement and exploration of their world by funding the unique range of Specialist Services that provide the tools needed by our educators, therapists and support colleagues. Specialist Services help the young people to achieve their individual goals in a way that simply would not be possible in a classroom environment alone.

Hippotherapy and Therapeutic Riding, Hydrotherapy, The Dream Centre Immersive Space and Patchwork Farm are all Specialist Services and rely on fundraised income. By delivering these essential services, at zero cost to the public purse, supporters of Chailey Heritage Foundation are ensuring the young people can reach for the ambitious individual 'Next Steps' in their bespoke curriculums. Funders help us deliver on our ethos that "OK" is never good enough for the amazing children or their inspirational families.

In 2024/25, raising awareness and growing our supporter base, in the local community and beyond, will offer more opportunities for individuals, community groups, schools and companies to engage with the charity, helping us to support more disabled young people and their families.

### Chailey Heritage Foundation would like to acknowledge the generous support of:

Garfield Weston Foundation

Beatrice Laing Trust

Peter Stormonth Darling Charitable Trust

Peter Harrison Foundation

Boshier Hinton Foundation

Best of British Events

Vistry South East

South East Vintage Agricultural Club

National Lottery Community Fund

### Friends of Chailey Heritage

This committed groups of supporters continue to provide funding for vital projects and to be some of the strongest advocates for the charity. We are very grateful to everyone who is involved with the Friends.



## Our commitment to donors



We are committed to best practice in fundraising, and we are a member of the Fundraising Regulator and adhere to the Code of Fundraising Practice. We are also a member of the Chartered Institute of Fundraising.

We have a Fundraising Policy, updated every three years, which addresses all forms of fundraising by the Charity, encompassing Appeals, Legacies, Grants and other monetary gifts, the principles of which are set out in “Our Commitment to Donors”: <https://www.chf.org.uk/donors-commitment.html> along with a link to our Fundraising Policy and our Complaints Procedure.

Most of our fundraising activity is carried out by in-house fundraisers employed by the Charity. Sometimes, for reasons of resource or expertise, we need the support of other professionals. The appointment of fundraising consultants/professionals/third parties who are not part of the Charity must be agreed by the Trustees’ Development Committee and have the written agreement of the Director of Specialist Services and Chief Executive prior to use by the Charity. As a matter of Policy, the Charity does not employ outside commercial fundraising organisations to interact directly with potential donors. We use a third-party organisation – Unity – to run our lottery. In all cases, we have third party agreements in place to ensure all third-party activities are carried out within strict guidelines and in line with the Charity’s fundraising ethos and their work is monitored to ensure standards are maintained. There were no compliance issues with a scheme or fundraising standard.

We take our responsibility towards supporters who may be considered vulnerable very seriously and our fundraising team have been trained to respond sensitively and appropriately to any individual whom they might consider to be in a vulnerable circumstance. All fundraising staff undertake relevant training, such as safeguarding, and our Fundraising Policy and procedures are reviewed regularly. All fundraising activity for the Foundation is supervised, coordinated, and directed by the Director of Specialist Services under the guidance of the Chief Executive and Trustees’ Development Committee. The Trustees’ Development Committee regularly reviews all fundraising activity of the Foundation, and the Director of Specialist Services reports to the full Board of Trustees three times a year.

We welcome third party initiatives in organising events on behalf of the Foundation and will, wherever we are aware, ensure that these third parties adhere to the Fundraising Policy and the Charity’s Principles for Fundraising.

No complaints were received by the Charity or by a person on behalf of the Charity.



## Environmentally sustainable

The Streamlined Energy and Carbon Report (SECR) can be found on page 40.

The Chailey Carbon Challenge (CCC) is the charity’s plan to reduce our carbon footprint, switch to sustainable energy sources, reduce energy consumption and waste.

Overall, our emissions have fallen by 4% in the year to 31 August 2024, largely driven by:

- Switching to efficient LED lighting across the site
- Installing double-glazed windows in the hydrotherapy pool
- Installing a new cover for the hydrotherapy pool.

At the time of writing, the project to install 520 solar panels all around the site has begun and will be operational early in 2025. The system will have 520 solar panels, each capable of generating up to 440 Watts of renewable electricity. On typical sunny days, the system will likely generate more than 200kW of electricity. Over the course of a year, we expect it to generate around 220,000 kWh of electricity, this is roughly equivalent to the electricity consumed by 82 UK households. The solar system should reduce CO2 emissions associated with the site’s electricity supply by 43 tonnes each year.

Colleagues are also encouraged to commit to turning off lights, devices and turning down heating to actively reduce emissions in our **“Switch it off”** campaign.



## Our future plans

As we look to the year ahead and begin to implement our new strategy, we will coordinate the new strategy through a programme approach, consisting of six workstreams. We will match each of these workstreams to a governance champion and committee, providing lead oversight on behalf of Trustees and Governors. Each workstream will have a delivery plan and we will track progress through a set of key performance indicators (KPIs).



# Trustees’ Report on Financial and other Statutory Matters

## Achievements and performance

The report and accompanying financial statements have been prepared under the Charities Act 2011, and in accordance with the requirements of the Companies Act 2006, the Company’s Memorandum & Articles of Association, and the Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued.

Our strategy and performance against our strategic goals is discussed in detail on pages 10 to 31 of this annual report.

## Financial Review

The main pressures felt by the Foundation during the year, as with previous years, were those of staffing and the cost of living.

However, Local Authorities and Commissioners continue to face funding challenges, particularly around their High Needs Funding. This severely impacts our ability to increase our fees to fully reflect the true cost of providing our services. Overall, total Net Operating Income (before investment gains/losses) was a surplus of £866k this year due to additional unanticipated legacy income. Our investment portfolio showed an unrealised gain at year end of £318k, resulting in an overall Net Income of £1,184k for the year for the Foundation.

In line with our Charity ethos, all the surplus funds are reinvested in the Foundation for the benefit of the children and young people.

## Financial Activities and Results

In the year to 31 August 2024, our total income was £18m (2023: £15.6m). The increase was mainly due to increased packages. Pupil numbers remained static at 79.

In the same period, total expenditure has risen to £17.1m (2023: £15.4m). This increase was mainly due to increased staffing based on the needs of our young people.

The Foundation always strives for a positive return in all of its services. The Unrestricted Fund made an overall surplus of £300k for the current year (2023: deficit of £14k) before the net gain on investments. The overall surplus generated by the Foundation of £1,184k is due to an increase in Restricted Reserves of £210k and net gain on investment of £318k.

The Charity’s services are also supported by other income e.g. income derived from unrestricted legacies, donations,

and investment income. Legacy income of £653K was recognised in the year. The investment portfolio showed a net unrealised gain at the year-end of £318k (2023: net loss £112k) which is encouraging given the losses in recent years.

As a Charity, regrettably, we continue to incur non-recoverable VAT of around £0.5m. However, changes which came into effect from 1st January 2025, require the Foundation to become VAT registered and charge VAT on all school fees and residential fees closely related to the schooling of young people at Chailey Heritage School. The Foundation is VAT registered from 1 January 2025 and will gain the ability to reclaim input VAT (subject to the relevant partial exemption criteria).

The balance sheet continues to show the significant investment the Charity has made in leasehold buildings and equipment, with £12.8m invested in fixed assets or 68% of the Charity’s total funds. For example, we invested in several new energy efficient boilers, window replacements and digital infrastructure. Fundraising also funded significant improvements to bathrooms in Futures’ bungalows, the Leisure & Skills Centre gym and classroom technology.

Debtors reduced by £41k. Creditors also reduced by £726k due to a decrease in deferred income. This was caused by a delay in raising sales invoices for the autumn term. Cash balances have increased to £1.78m due to the surplus generated in the financial year (2023: £1.04m).

## Funds

At year end, the Charity had total accumulated funds of £18.9m (2023: £17.8m); of this £12.8m has been invested in fixed assets, predominantly our buildings and estate, and is mostly unrealisable because under the terms of the Charity’s lease, they revert to the Landlord if activities are discontinued. The Trustees are in discussion with the Landlord to purchase the freehold.

The remaining accumulated funds of £6.1m are split between unrestricted funds, which have increased to £5.7m (2023: £4.1m), and restricted funds of £0.5m (2023: £0.3m).

Restricted funds can only be used for specific purposes as imposed by donors and grant makers or as per the appeal terms under which the funds were raised. The fundraising department is charged with ensuring restricted funds are properly applied for the purpose for which they were given.

Unrestricted funds can be formally earmarked by the Trustees for specific purposes as ‘designated funds’ or, if not earmarked, they remain as general funds of the Charity.

To enrich the experience of the children and young people at the Charity, it is the Trustees’ policy that all donations received without restriction are all formally designated to achieve this. These designated funds amounted to £0.6m at year end (see note 19 on page 61). The remaining unrestricted general funds stood at £17.8m of which £12.8m are invested in tangible fixed assets, whilst £5.1m (2023: £3.3m) is largely held in uncommitted cash and fully marketable investments as ‘Free Reserves’. Free Reserves are held to meet working capital needs and to cover uninsured risks or unexpected costs and shortfalls.

## Free Reserves Position

In 2020, Trustees established a target of maintaining £4m in Free Reserves by August 2024. This target was strategically set to safeguard against both operational and capital risks anticipated over the strategic plan period, equating to approximately four months of operating costs. Achieving this goal was contingent upon sustained growth in investment returns and legacies, alongside the attainment of projected operating surpluses.

We are pleased to report that the absolute target of £4m has been successfully met, with current Free Reserves standing at £5.1m (2023: £3.3m). However, operating costs have risen from around £1m per month in 2020 to approximately £1.4m per month for the financial year ending August 2024. Consequently, maintaining a reserve equivalent to four months of operating costs now requires approximately £5.6m in Free Reserves. This is felt prudent due to the ongoing difficult economic climate, including inflationary pressures and significant pressure on Local Authorities’ (LAs) budgets, with many authorities on Safety Valve arrangements with the Department of Education.

In response to these evolving circumstances, Trustees are undertaking a comprehensive review of the Free Reserves policy, including target adjustments, scheduled for March 2025. The revised targets will be articulated as a range to better reflect the uncertainties within the economic environment and the financial pressures faced by LAs.

## Investment Policy and Performance

Funds expected to be required in the short term are typically placed with banks in the money markets through prime financial institutions.

Longer-term funds are invested and managed on a discretionary basis by Rathbones within long-term return objectives and clearly defined risk parameters set by the Trustee Finance Committee. The investment portfolio includes equities, fixed interest securities, and property and other managed funds. The primary aim is to strengthen

the financial resilience of the Foundation and to generate resources to support its longer-term development. The performance of the investment manager, the investment parameters, and any potential needs for drawdown are all regularly reviewed by the Finance, Audit and Risk Committee. Following two consecutive years of losses on the funds due to global issues negatively impacting global stock markets, the investment portfolio valuation increased by £318k (net) this year (2023: Loss of £112k).

# Principal risks and uncertainties

## Risk management processes

The Board of Trustees has oversight of the risks faced by the Charity and is responsible for ensuring that effective and adequate risk management and internal control systems are in place.

A robust risk management process focuses on risks that could impact on current service delivery and the Charity’s future development. There is an active risk management process at both Trustee Board and Governing Board with risk management as a standing item on the agenda for all Board and sub-committee meetings. The level of risk and changes in likelihood and impact are tracked closely together with the effectiveness of risk mitigation measures.

The register is updated three times a year to reflect any new or changing risks. Trustees have access to the full risk register as well as the summary of top risks at each main Board meeting.

Services and central teams own their own operational risks and dynamic risk assessment is part of day-to-day business as usual processes with escalation of the Executive Team and Governors as necessary. During the pandemic, service specific risk assessments were developed and updated as government guidance changed. Services have adopted a cautious approach to risk given the health vulnerabilities of the children and young people.

## Risk Profile

Chailey Heritage Foundation manages a high level of operational risk every day because of the complexity and high health needs of the children and young people we support. We operate in a highly regulated sector, and dedicate considerable governance, leadership and management time to monitor risk and the effectiveness of our controls framework. The main risk areas in 2023-24 have been:



Risk	Key Controls & Mitigation
A failure to adequately safeguard results in harm to a child or young person in our care.	<ul style="list-style-type: none"><li>• Robust internal processes for reporting, recording and learning from safeguarding events.</li><li>• Good relationships and open communication with East Sussex officers in Children’s and Adult services.</li><li>• Strong governance oversight of safeguarding including a dedicated committee.</li><li>• A strong emphasis on core training, systems and reporting mechanism to ensure safeguarding concerns are quickly and consistently identified and escalated to a team of safeguarding leads.</li></ul>
Regulatory compliance and performance falls below ‘Good’ leading to a withdrawal of children and young people.	<ul style="list-style-type: none"><li>• Currently all CQC and Ofsted regulated services are rated as ‘Good’ or ‘Outstanding’.</li><li>• Strong governance oversight of the regulated school and social care services within a dedicated committee structure.</li><li>• Establishment of a new Quality function to develop and embed quality standards.</li><li>• Robust leadership and management systems and processes focussing on a learning culture, quality and service improvement.</li></ul>
A data protection or cyber security incident interrupts service and results in fines or reputational damage.	<ul style="list-style-type: none"><li>• Digital investment programme including upgraded firewall, systems renewal and adoption of cloud-based systems.</li><li>• Cyber-attack scenario testing.</li><li>• Training and awareness raising for colleagues and volunteers and adoption of NHS Data Security Protection Toolkit (NHS DSPT).</li></ul>
Economic conditions remain difficult impacting income and operating costs.	<ul style="list-style-type: none"><li>• Prudent, risk-based prioritisation of expenditure.</li><li>• Maintaining a suite of effective financial controls and monitoring including in-year reforecasting, spend analysis and reserves position.</li><li>• Strong fundraising offer and increasing focus on income diversification.</li></ul>
Relationships with Local Authorities coupled with increasing competition results in falling pupil numbers and an unviable school.	<ul style="list-style-type: none"><li>• Chailey Heritage School continues to be ‘Outstanding’ and capable of meeting the complex health needs of pupils.</li><li>• Multi-disciplinary NHS, education and care teams operate a nationally recognised centre of excellence that freely shares professional practice across the sector.</li><li>• A continuing focus on accepting referrals for children whose needs cannot be met in other settings.</li></ul>
Failure to maintain a safe, compliant, and accessible environment could harm service delivery, risk falling below a ‘Good’ rating, and result in reputational, organisational, and financial impacts.	<ul style="list-style-type: none"><li>• New governance structure in place to provide robust oversight.</li><li>• Statutory compliance is overseen by the Finance, Audit and Risk Committee.</li><li>• Regular external scrutiny, audits and inspections provide assurances around compliance, for example Fire Safety.</li><li>• Planned preventative maintenance schedules are in place to ensure compliance.</li></ul>
Colleague or volunteer conduct, attitude and/ or behaviour results in reputational damage	<ul style="list-style-type: none"><li>• Rigorous recruitment, screening and background checks, including DBS clearances.</li><li>• Use of structured interviews to ensure candidates alignment with organisational values.</li><li>• Comprehensive training and induction programmes.</li></ul>
Failure to improve employee engagement and grow our workforce hampers organisational effectiveness.	<ul style="list-style-type: none"><li>• Development of a new workforce strategy and implementation plan covering the employee journey. Phase 1 to focus on recruitment, pay, reward and recognition.</li><li>• Strong governance oversight from a dedicated People &amp; Culture Committee.</li></ul>

Outlook

Despite the ongoing challenging economic conditions, constrained labour market, and continuing pressures on Local Authority budgets, Chailey Heritage Foundation’s performance in 2023-24 was again, robust. We achieved an operating surplus, enabling essential future investments in our site infrastructure and services. Demand for our services continues to be strong, complemented by steady fundraising performance and income from other sources.

However, our capacity to expand our reach and maximise impact is closely tied to growing our frontline workforce. Addressing this critical need, we have prioritised investment in a new workforce strategy designed to attract, retain, and support the skilled staff required to deliver exceptional care and education.

Despite ongoing workforce challenges, the Foundation continues to provide a safe, high-quality, and impactful service to the children and young people who rely on our support. This reflects our commitment to maintaining the highest standards while adapting to an ever-changing environment.

Environmental, social and governance

Chailey Heritage Foundation is a registered Charity (number 1075837) and also registered in England as a Company limited by Guarantee (number 3769775).

Our Charitable Objects

“The objects of the Charity are, for the public benefit, the education and care of people who have physical disabilities and other complex health needs, particularly but not exclusively children and young persons (the beneficiaries) including the conduct and maintenance of a special school (the School) within the meaning of the Education Acts and of a transition service for beneficiaries.”

The Trustees do not expect services for those over 25 years of age to make up more than 10% of our charitable income.

Demonstrating Public Benefit

In shaping our objectives and planning our activities, the Trustees have considered the Charity Commission’s guidance on public benefit, including the guidance ‘public benefit: running a Charity (PB2)’. In particular, charities which charge fees for services must demonstrate that those services are accessible to the general public and not restricted by geography or the ability of individuals to pay.

We believe we comply fully with this requirement; our Report on Operations and Strategy includes examples of the public benefits Chailey Heritage Foundation offers and areas in which we believe we are providing innovative leadership to the sector.

The Trustees are committed through their strategic plan to increasingly share our specialist facilities with young people who have complex disabilities and live locally. We are immensely proud of being able to offer our charitably funded specialist services such as Aquamovers, Hippotherapy and our wonderful hydrotherapy pool to disabled children from the local community. The Dream Centre will also enable more people living locally to benefit from the Charity’s very specialist facilities.

Another aspect of the Charity’s public benefit is our work in partnership with other charities, helping the most disabled children and their families.

Governing documents

The company, established in 1999, is governed by its Memorandum and Articles of Association. With the consent of the Charity Commission, the Charity changed its name from Chailey Heritage School to Chailey Heritage Foundation with effect from September 2012 to reflect the wider range of provision now offered.

The Scheme of Delegation sets out formally the powers delegated to the Governing Board, and the terms on which they are delegated, including reporting requirements, and this document was also reviewed and updated during the year.

The wholly owned trading subsidiary of the Charity, Chailey Heritage Trading Company Limited, was incorporated on 10 August 2016 and is registered in England and Wales (company registration number 10323844). It has been inactive since incorporation.

Boards

Since incorporation, the Charity has been managed by a Board of Trustees which has overall control of the Charity, its property, and funds. The Trustee Board is supported by a Board of Governors, which has a distinct and separate identity from that of the Trustees and is responsible



for securing the effective and efficient operation and management of all services including the School, Chailey Heritage Residential and Chailey Heritage Futures. To ensure effective communication between the two Boards, yet maintain the separateness of them, the Chair of the Governing Board is a Trustee and at least three individuals served on both Boards.

Those who served as Trustees during the year are shown on page 63.

The Trustees are recruited from a range of backgrounds and professions with the aim of providing a balanced and relevant spread of skills and experience on the Board. Trustees are appointed for an initial term of four years, with a second term of four years after that. The current Board includes depth of skills in finance, property, health, investments, and compliance, as well as direct experience of a parent of a former pupil. Trustees have been briefed on the implications of the General Data Protection Regulation and they recognise the importance of the Charity Governance Code.

During the summer term of 2024, the Trustees and Governors carried out a review of its governance model. Key strengths consistently identified include strong levels of commitment, broad skillsets, lived experience and increasingly positive dynamic between the Executive Leadership Team and members of the governing board. However, Trustees and Governors also identified some duplication within the committee structure. With the future in mind, they made the decision to streamline the committees to more effectively triangulate strategic priorities, leadership portfolios and committee terms of reference.

The Trustees meet as a full Board at least three times a year. In the new governance structure, the principal joint Trustee and Governors sub-committees are Safeguarding & Quality Standards, Finance, Audit & Risk (including audit, financial risk, and control), Development and People &

Culture. These sub-committees meet more frequently than the full Board. Trustees meet annually with the Governors to review their strategy and plans for the future. Trustees also meet jointly with Governors to agree any new appointments of the Executive Leadership Team.

The Governing Board comprises of Trustees and others with relevant skills and also representatives of the parents, teachers, and staff. The full Board meets termly and also fulfils its role through its two very active sub-Committees and termly focus visits to services.

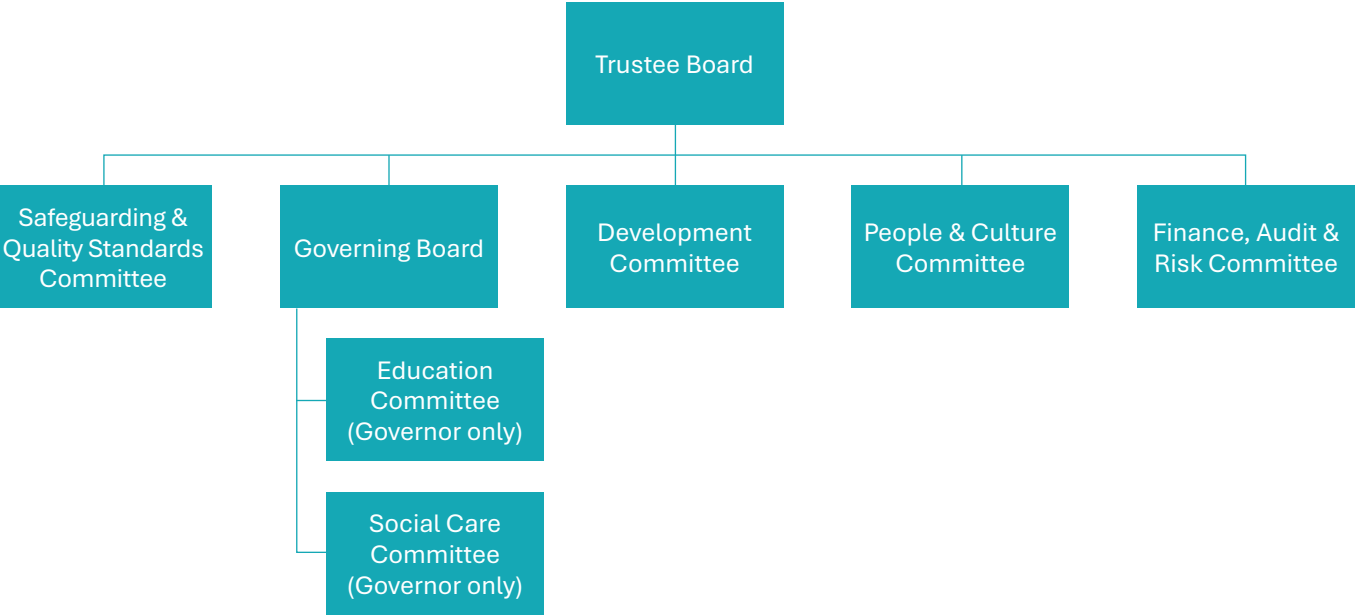
The responsibility for determining the general policies of the School, Chailey Heritage Residential and Chailey Heritage Futures rests with the Governing Board. In the new governance structure, the Governing Board has two principal sub-committees which all meet termly before the main Board meeting to deal with Education and Social Care business.

In addition to the Boards of Governors and Trustees, the Executive Leadership Team comprising the Chief Executive, Headteacher, Director of Social, Director of People & Culture, Director of Resources, Director of Specialist Services & Income and the Company Secretary, meets weekly and monthly.

Trustee induction and training

New Trustees are briefed on their legal obligations under Charity and company law, the content of the governing documents, the committee and decision-making processes, the business plan and recent financial performance of the Charity.

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



As part of their ongoing training, Trustees are also given briefings on current ‘hot topics’ during the year.

Funds held as custodian

There are no arrangements where the Charity or Trustees are acting as financial custodians.

GDPR

Compliance with the General Data Protection Regulation remains a high priority here. We are continually taking steps to improve our handling of personal data and to ensure compliance. All staff are provided with training on the subject alongside general cyber security. The Charity has also received accreditation from the NHS Data Security and Protection Toolkit.

Report to Charity Commission

During the year, the Trustees submitted three Serious Incident Reports to Charity Commission in total. Two concerned a current and former employee and the other incident involving a beneficiary.

Safeguarding

The children and young people we care for are especially vulnerable due to their complex needs. Disabled children are more than three times likely to be abused than non-disabled. All our staff and volunteers are DBS checked and they are all committed to safeguarding and undergo extensive safeguarding training with specifics regarding disability.

Safeguarding policies are reviewed and updated annually and there is annual safeguarding update training, to ensure that all staff are up to date with changes in national guidance for adults as well as children and in Foundation policies and procedures. Governors and Trustees also receive annual updates.

Everyone in the organisation who is involved with the recruitment of staff follows safer recruitment guidelines and senior staff have attended Safer Recruitment Training. The Safeguarding Governor scrutinises the single central register at least three times a year and conducts spot check recruitment processes and training for newly appointed staff.

The Headteacher is the Foundation lead for Safeguarding and works with a team of trained Designated Safeguarding Officers (DSLs) who are the first point of contact with for any safeguarding issues. Progress on current safeguarding incidents is reviewed weekly by the Chief Executive (also a trained DSL), Headteacher and Director of Social Care.

Governors and Trustees take their safeguarding responsibilities very seriously and ensure that they are up to date with latest development through training and detailed reports. Governors check staff understanding of safeguarding processes on their focus visits to services.

Oversight is detailed and rigorous and both Governor and Trustee Boards have members with safeguarding experience at senior level. The joint Trustees’ and Governors’ Safeguarding & Quality Standards Committee meets three times a year. It is chaired by the Lead Safeguarding Governor who reports to Governors and Trustees three times a year.

The Safeguarding Governor is informed of serious safeguarding incidents and meets at least once a term with the Foundation Safeguarding Lead and DSLs to review the management of incidents identify trends or matters of concern and discuss any recommendations from lessons learned.

The outcomes of the Annual East Sussex Safeguarding Self-Assessment are reported to Governors and Trustees each year. Trustees have an opportunity to question the Safeguarding Governor and Foundation Safeguarding lead when the present their annual report in the autumn.

Remuneration policy

The Foundation is committed to ensuring that we pay our staff fairly and competitively to attract the skills needed to deliver and support our services. The People & Culture Committee considers the employment and remuneration policies including pay policy, pensions, and benefits each year. In setting pay at all levels, Governors and Trustees consider:

- the nature of the role and responsibilities based on the job evaluation.
- salaries in the relevant sector
- benchmarking against regional competitors
- public sectors pay awards and the recommendations of the relevant pay bodies such as the School Teachers’ Review Body
- the Living Wage.

For 2023-24, our colleagues were awarded a 4.5% across-the-board salary increase.

No Trustee or Governor is remunerated.

Equal opportunities

As an organisation, Chailey Heritage Foundation is committed to promoting diversity and inclusion for all its young people and staff. It is embodied within our values. We welcome applications for employment from all sections of the community. We believe in appointing the best candidate into our roles and have a clear policy of paying employees equally for the same or equivalent work, regardless of their gender or other factors covered by the Equality Act 2010. As such, we carry out pay and benefits reviews at regular intervals and evaluate job roles and pay grades as necessary to ensure a fair structure.



The following chart shows our Mean and Median data over the past three reporting years:

	5 April 2022			5 April 2023			5 April 2024		
Gross Hourly rate of pay	Male	Female	Difference	Male	Female	Difference	Male	Female	Difference
Mean	£15.12	£12.83	17%	£16.64	£13.58	22.5%	£17.75	£14.61	17.7%
Median	£11.94	£11.85	1%	£12.47	£12.47	0%	£13.86	£13.12	5.3%

Gender pay gap

We’re committed to promoting equality and inclusion in all aspects of our work. As of April 2024, our mean gender pay gap stands at 17.7%, a decrease from the previous year, reflecting progress in addressing pay disparities.

Chailey Heritage Foundation is confident that our gender pay gap does not arise from unequal pay for men and women performing the same or equivalent work. We ensure that pay awards, salary benchmarking, and other compensation-related practices are conducted fairly and without bias, regardless of gender. The gender pay gap is more reflective of the distribution of roles within our organisation, alongside the salaries and working patterns linked to these roles.

While the sector’s structural dynamics pose ongoing challenges in closing the gender pay gap, we are fully committed to addressing this issue. Our focus remains on implementing robust attraction strategies and creating an inclusive, equitable, and empowering workplace for all.

The full report can be found here: [https://www.chf.org.uk/Gender\\_Pay\\_Gap\\_Report\\_2024\\_.pdf](https://www.chf.org.uk/Gender_Pay_Gap_Report_2024_.pdf)

Trustees’ duty to promote the success of the charity (Section 172 statement)

The Board of Trustees are aware of their duty under s.172 of the Companies Act 2006 to act in the way which they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole and, in doing so, to have regard (amongst other matters) to:

- the likely consequences of any decision in the long term.
- the interests of the Company’s employees.
- the need to foster the Company’s business relationships with suppliers, customers, and others.
- the impact of the Company’s operations on the community and the environment.

- the desirability of the Company maintaining a reputation for high standards of business conduct.
- the need to act fairly as between members of the Company, (the “s.172(1) Matters”).

Chailey Heritage Foundation strives to be an inclusive community where everyone belongs, is accepted and matters. Its values of ‘Belonging, ‘Commitment’, ‘Ambition’ and ‘Celebration’ (as set out on page 5) underpin decision making at all levels and engagement with all our stakeholders.

The children and young people in our care are at the heart of all the Charity does, and their interests are fundamental to Trustees’ decisions.

Decision making for the long term

Strategic planning is a collaborative process between Trustees, Governors, the executive team and through them, staff, and volunteers. There is a joint annual meeting in the Spring and progress is reviewed three times a year at Board meetings. Our new five-year strategy was launched in January 2025.

Further information on our strategic priorities and how these have been delivered together with our plans for the future can be found on pages 10 to 31.

The interests of employees

Trustees recognise the commitment and dedication of the Foundation’s staff and appreciate the pressures of working with highly vulnerable young people and the clinical skills this requires. The well-being of staff continues to be a high priority and as the after-effects of the Pandemic were felt. The charity has supported employees by extending sick pay, enabling very gradual returns to work and, where possible, flexible working for colleagues recovering from long Covid.

Trustees continue to promote our employee assistance programme.

Trustees aim for the charity to be a fully inclusive community where everyone can be their authentic selves

and there is equity for everyone to pursue their potential, they recognise that there is some way to go but have made it a strategic priority and part of our People Plan.

Further information on how we promote the interests of our employees and staff can be found in “A great place to work” on page 22.

Impact on the community and the environment

Community

The Charity has been part of Chailey community for over 120 years and it is now one of the largest employers in the area. It also has strong links to local companies and philanthropists who support the Charity in many ways.

We continue to run our popular Aquamovers provision which started in 2015 and benefits pre-school children and their parents/guardians.

Our hydrotherapy pool is still used by outside clubs and groups e.g. Puddleducks and Waterbabies.

During 2023/24, we begun a new fundraising appeal to extend Patchwork Farm with an indoor learning space. At the time of writing, this appeal was successful, and we are now in the process of planning how to involve the community in the build.

One of our new strategic priorities is to involve the community in helping us to grow by increasing their support through fundraising, volunteering and growing our commercial income by letting out our specialist facilities.

Environment

In developing its strategic plan and considering the Charity’s long-term goals, the Trustees recognised the need to commit to an environmental sustainability strategy and set carbon reduction targets, not just for the next three years but to 2035 and beyond. Unfortunately, a zero-carbon target will be hard to achieve at present because the medical needs of the young people require large volumes of clinical consumables such as syringes. To compensate, we are committed to offsetting where we can, and during 2023/24, we replaced most of the remaining fluorescent light fittings around the site to LED lighting. New double-glazed windows have been installed at the hydrotherapy pool as well as a new swimming pool cover, which will reduce gas for water heating. The installation of Solar PV panels is complete and this will significantly reduce carbon emissions.

The Environmentally Sustainable part of our strategy will address environmental issues and the Trustees are committed to environmental sustainability and reducing our carbon footprint will be a golden thread through our operational and strategic plans and increasingly will determine our choice of suppliers and partners.

Our Streamlined Energy and Carbon Report can be found on page 40.

Maintaining high standards of business conduct

Compliance and Good Practice

Chailey Heritage is committed to maintaining high standards both in the delivery of its services and its governance. Trustees ensure they are familiar with regulators’ guidance and regulatory frameworks and take on board relevant recommendations from new guidance. Policies are reviewed on a three-year cycle and updated as required to reflect changes in guidance.

The Charity supports children and adults who are particularly vulnerable because of their physical and learning disabilities and therefore safeguarding is a priority; it is the responsibility of everyone, and Trustees and Governors monitor safeguarding compliance and case management closely and expect the highest standards.

Trustees follow best practice and guidance of the Charity Commission and Fundraising Regulator when establishing policies and making decisions affecting the charity. “Our Commitment to Donors” demonstrates the high standards the Trustees expect of the Fundraising Team and the Fundraising Policy includes the right to refuse a donation where it may be considered unethical.

Governance and Management

The Charity’s operation is subject to a number of different regulators including CQC, Ofsted, the HSE, Fundraising Regulator, Information Commissioners, and the Charity Commission. The Charity aspires to the highest standards. Senior managers are responsible for ensuring regulatory compliance, that the organisation’s policies followed, and the Foundation’s values are embodied in service delivery and the conduct of its staff and volunteers. The Trustee Board monitors this directly and holds management to account through its sub committees, particularly the Governing Board.

Further information on Structure, Governance and Management can be found on page 35.

In setting its policies and strategic direction, due consideration is given to the issues identified in Section 172. We also expect high standards from our suppliers and contractors including strict compliance with DBS requirements and sound business practice. In the future, will take environmental credentials into consideration when awarding contracts.

We operate policies to ensure the Charity secures best value and aim to build long term relationships with key suppliers. We are very grateful to those suppliers who have supported our Fundraising projects.



SECR Carbon Reporting

It is a requirement of large organisations to include energy and carbon data in their Annual Reports, under the SECR Regulations. We have reviewed the relevant activities, relating to buildings and business travel, and made the calculations, as shown below.

Our SECR carbon emissions for the financial reporting year 2023-24 amounted to 419 tCO<sub>2</sub>e, with 61% arising from gas consumption. Since last year, overall emissions have fallen by 4%.

Energy Efficiency Projects

We have replaced most of the remaining fluorescent light fittings around the whole site with much more efficient LED lighting, saving about 3.000 kWh of electricity a year.

New double-glazed windows have been installed at the hydrotherapy pool that, along with the new swimming pool cover, should help reduce gas for water heating.

We no longer purchase green electricity due to the far higher tariffs when our contract was renewed, which has previously considerably reduced our emissions.

However, we already produce our electricity, albeit a small amount, and, late in 2024, we are installing 520 new solar panels all around the site, which may be able to cover around a quarter of our electricity needs.

SECR Emissions Calculations - Methodology

We have reported on all emission sources required by Streamlined Energy and Carbon Reporting (SECR), under the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. These sources fall within our consolidated financial statement.

We have followed the methodology of ISO 14064-1 (Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals) and emission factors from UK Government GHG Conversion Factors for Company Reporting 2024.

For SECR reporting, Scope 1 (Direct) emissions are those arising from natural gas heating and company vehicles. Scope 2 (Energy Indirect) emissions are from electricity. Scope 3 (Other Indirect) emissions come from grey fleet and hire vehicles.

Auditors

Our attached financial statements have been audited by Moore Kingston Smith LLP who were reappointed in 2018 following an audit tender process. Their report thereon and on other matters they have to consider, that follows on pages 42 to 45 in the long form that Auditing Standards now require, is an unqualified opinion and report without exception.

In the Summer of 2024, the Foundation went through a tender process for the audit of the annual report and accounts and new auditors are currently in the process of being appointed for financial year end 31 August 2025.

Energy & Carbon Data

SECR Energy & Carbon Emissions (kWh & tCO<sub>2</sub>e)

	Unit	2022-23	2021-22	% change
Energy consumption	kWh	2,174,356	2,284,258	
Scope 1 - Direct Emissions	tCO <sub>2</sub> e	279.7	289.1	
Scope 2 - Energy Indirect Emissions	tCO <sub>2</sub> e	138.1	146.5	
Scope 3 - Other Indirect Emissions	tCO <sub>2</sub> e	1.6	3.1	
Total SECR Emissions	tCO <sub>2</sub> e	419.4	438.7	-4%
Relative SECR Emissions	tCO <sub>2</sub> e/£m	25.1	29.0	-13%



Statement of Trustees’ responsibilities

The Trustees (who are also directors of Chailey Heritage Foundation for the purposes of company law) are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’.

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the 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 judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

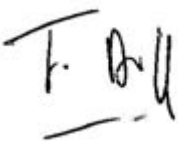
Statement as to disclosure of information to the auditor

The Trustees who were in office on the date of approval of these financial statements, having made reasonable enquiry, have collectively confirmed that, as far as they are aware, there is no relevant audit information undisclosed to the company’s auditor and that they have taken the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees’ Annual Report is approved by the Trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the Trustees in their capacity as Directors of the Charity under company law and is signed on its behalf by:



Mark Creamer – Chair of Trustees



Fiona Duff – Company Secretary

Date: 27 February 2025

Independent Auditor’s Report to the Members of Chailey Heritage Foundation

Opinion

We have audited the financial statements of Chailey Heritage Foundation (‘the charitable company’) for the year ended 31 August 2024 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 August 2024 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 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 other information comprises the information included in the annual report, other than the financial statements and our auditor’s 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 there is 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 strategic report and the trustees’ annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees’ annual report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees’ annual report.



We have nothing to report in respect of the following matters where 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 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 42, 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 charitable 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 Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable 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.
- 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.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 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 any party other than the charitable company and charitable company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP  
Statutory Auditor

Betchworth House  
57-65 Station Road  
Redhill  
Surrey  
RH1 1DL

Date: 4 March 2025



## Statement of Financial Activities For the Year Ended 31st August 2024 (Including Income and Expenditure Account)

	Notes	Unrestricted Funds General £'000s	Designated £'000s	Restricted Funds £'000s	2024 Total £'000s	2023 Total £'000s
<b>INCOME FROM:</b>						
Donations, legacies and grants	3	805	-	916	1,721	862
Charitable activities:						
Fees	4	15,842	-	-	15,842	14,487
Ancillary income		183	-	-	183	162
Investments	5	173	-	-	173	97
Other		42	-	-	42	5
<b>Total income</b>		<b>17,045</b>	<b>-</b>	<b>916</b>	<b>17,961</b>	<b>15,613</b>
<b>EXPENDITURE ON:</b>						
Raising funds:						
Financing costs	6	16	-	-	16	40
Fundraising costs	6	196	-	-	196	202
		212	-	-	212	242
Charitable activities:						
Operating costs	7	16,455	15	-	16,470	14,773
Use of Donations and Appeal		-	63	350	413	378
		16,455	78	350	16,883	15,151
<b>Total expenditure</b>		<b>16,667</b>	<b>78</b>	<b>350</b>	<b>17,095</b>	<b>15,393</b>
<b>Net income/(expenditure) before investment gains</b>	<b>8</b>	<b>378</b>	<b>(78)</b>	<b>566</b>	<b>866</b>	<b>220</b>
Net (losses)/gains on investments	13	318	-	-	318	(112)
<b>Net Income/(Expenditure)</b>		<b>696</b>	<b>(78)</b>	<b>566</b>	<b>1,184</b>	<b>108</b>
Gross transfers between funds	20	375	(19)	(356)	-	-
<b>Net movement in funds</b>		<b>1,071</b>	<b>(97)</b>	<b>210</b>	<b>1,184</b>	<b>108</b>
<b>Total funds brought forward</b>		<b>16,753</b>	<b>719</b>	<b>302</b>	<b>17,774</b>	<b>17,666</b>
<b>Total funds carried forward</b>		<b>17,824</b>	<b>622</b>	<b>512</b>	<b>18,958</b>	<b>17,774</b>

The charity has no recognised gains or losses for the year other than as detailed above.

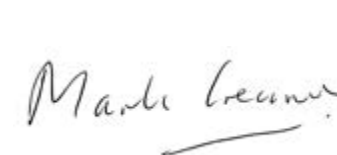
The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

The notes on pages 49 to 62 form part of these accounts.

## Balance Sheet As at 31st August 2024

	Notes	2024 £'000s	2023 £'000s
<b>FIXED ASSETS</b>			
Tangible assets	12	12,753	13,439
Investments	13	4,427	3,975
		<b>17,180</b>	<b>17,414</b>
<b>CURRENT ASSETS</b>			
Debtors	14	3,116	3,157
Cash at bank and in hand	15	1,777	1,044
<b>Total Current Assets</b>		<b>4,893</b>	<b>4,201</b>
<b>LIABILITIES</b>			
Creditors: Amounts falling due within one year	16	(3,115)	(3,841)
<b>NET CURRENT ASSETS/LIABILITIES</b>		<b>1,778</b>	<b>360</b>
Creditors : Amounts falling due after one year		-	-
<b>TOTAL NET ASSETS</b>		<b>18,958</b>	<b>17,774</b>
<b>ACCUMULATED FUNDS 18,19</b>			
<b>Restricted funds</b>			
Invested in tangible fixed assets		-	-
Other		512	302
		<b>512</b>	<b>302</b>
<b>Unrestricted funds</b>			
Designated funds		622	719
General fund - invested in tangible fixed assets		12,753	13,439
General fund - free reserves		5,071	3,314
		<b>18,446</b>	<b>17,472</b>
<b>TOTAL FUNDS</b>		<b>18,958</b>	<b>17,774</b>

The financial statements on pages 46 to 48 were approved by the Board of Trustees and authorised for issue on 27 February 2025 and signed on their behalf by



M. Creamer  
Trustee



D. Garland  
Trustee

Company No: 3769775



Statement of Cash Flows  
For the Year Ended 31st August 2024

	2024 £'000s	2023 £'000s
<b>Cash flows from operating activities</b>		
Net cash provided by operating activities (below)	1,188	1,018
<b>Cash flows from investing activities</b>		
Dividends, interest and rents from investments	173	97
Purchase of property, plant and equipment	(494)	(240)
Proceeds from sale of investments	13	37
Purchase of investments	(147)	(82)
<b>Net cash used in investing activities</b>	(455)	(188)
<b>Cash Flows from financing activities</b>		
Cash inflows from new borrowing	-	(275)
<b>Net Cash provided by financing activities</b>	-	(275)
<b>Change in cash and cash equivalents in the reporting period</b>	733	555
<b>Cash and cash equivalents at the beginning of the reporting period</b>	1,044	489
<b>Cash and cash equivalents at the end of the reporting period</b>	1,777	1,044
<b>Reconciliation of net (expenditure)/income to net cash flow from operating activities</b>		
	2024 £'000s	2023 £'000s
<b>Net (expenditure)/income</b>	1,184	108
<b>Adjustments for</b>		
Depreciation charges	1,064	927
Profit/loss on disposal of fixed assets	116	9
Net losses/(gains) on investments	(318)	112
Investment income	(173)	(97)
Decrease/(Increase) in debtors	41	118
(Decrease)/Increase in creditors	(726)	(159)
<b>Net cash provided by/(used in) operating activities</b>	1,188	1,018

Statement of Accounting Policies and Notes to the financial  
statements – For the Year Ended 31st August 2024

1. Legal status of the Charity

The charity is a company limited by guarantee and has no share capital. The members of the Charity are the Trustees listed on page 63. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

2. Accounting policies

a) Basis of Preparation

The financial statements are prepared on a going concern basis, under the historical cost convention, as modified by investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit entity for the purposes of FRS102 and has also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest one thousand pounds.

b) Going concern

The Trustees have assessed whether the use of going concern is appropriate and the current economic climate on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. In particular, the Trustees have considered the charitable company's forecasts and projections in the light of the current economic climate continuing throughout 2025/26 in some form or other and the subsequent pressures on fee income and costs. After making enquiries, the Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

c) Subsidiary company

These financial statements reflect the results and financial position of the Charity only, and not its wholly owned trading subsidiary, Chailey Heritage Trading Company Limited, which was incorporated on 10 August 2016 and is registered in England and Wales (company registration number 10323844). The subsidiary was inactive for the financial year ended 31st August 2024 as in the previous year.

d) Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Legacies are recognised following probate and once there is sufficient evidence that receipt is probable and the amount of the legacy receivable can be measured reliably. Where entitlement to a legacy exists but there is uncertainty as to its receipt or the amount receivable, details are disclosed as a contingent asset until the criteria for income recognition are met.

Donations are accounted for when the amounts are received or are measurable and certain at the date of the accounts. Donations in kind are accounted for when the benefit is measurable and supported by third party verification.

Tax recoverable under Gift Aid is accounted for when it is received.

Donations, legacies and grants are only treated as Restricted if they are subject to specific wishes of the donors. Unrestricted donations that are unspent at the end of the year are treated as Designated by the Trustees.



Grants receivable are accounted for over the period to which they relate. Government grants comprise amounts received during the year adjusted for income which relates to future periods. Such deferred income relating to grants is included in deferred income in creditors.

Investment income is accounted for on an accruals basis.

**e) Expenditure**

Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis.

Irrecoverable VAT is included with the item of expense to which it relates

**f) Tangible Fixed Assets and Depreciation**

Fixed assets are stated at cost less appropriate depreciation. Items costing less than £2,500 are not capitalised unless they form part of a larger capital project costing more than £2,500.

Depreciation of tangible fixed assets is calculated to write off their cost less any residual value over their estimated useful lives:

Leasehold property and improvements	2-4%, 10% or 25% depending on the asset life.
Motor vehicles, furniture and equipment	25% per annum on cost
Computer equipment and software	25% per annum on cost
Hoists / longer life equipment	10% per annum on cost

Depreciation starts in the month of purchase or month first used whichever is the later.

Fixed assets acquired with restricted funds are treated as Restricted Fixed Assets in the accounting year in which they are purchased or brought into use, if later. When fully operational these assets are reclassified as Unrestricted, unless the donor specifically requests they remain as Restricted or the Appeal Fund which funded them remains open.

**g) Investments**

Investments are initially recorded at cost and subsequently measured at fair value at each reporting date. Fair value is based on their quoted price (inclusive of accrued income) at the balance sheet date without deduction of the estimated future selling costs

Changes in fair value and gains and losses arising on the disposal of investments are credited or charged to the income or expenditure section of the Statement of Financial Activities as ‘gains or losses on investments’ and are allocated to the appropriate fund holding or disposing of the relevant investment.

**h) Pension costs and other post-retirement benefits**

The Foundation operates with two different pension schemes as described in note 10.

1. Teachers are members of the Teachers Pension Scheme.
2. A defined contribution scheme for employees whereby the assets of the scheme are held separately in an independently administered fund.

Contributions to all schemes are charged in the Statement of Financial Activities as they fall due.

**i) Fund Accounting**

Restricted funds are funds for specific purposes imposed by the donor or by the terms or nature of the appeal under which the funds were raised. The restrictions are binding upon the Trustees of the Charity.

Unrestricted Funds are analysed between (a) General funds available to the Charity for its general purposes, including past funds deployed in tangible fixed assets; and (b) Designated funds, formally earmarked by the trustees at their discretion for specific spending.

**j) Operating leases**

Rentals paid under operating leases are charged to expenditure as incurred.

**k) Taxation**

The Charity is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and on surpluses of any trading activities carried on in furtherance of the Charity’s primary objects. The Charity’s non-primary trading activities are also tax exempt as below the current taxable threshold.

The Charity became VAT registered from 1 January 2025.

**l) Other financial instruments**

*i) Cash and cash equivalents*

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of 95 days or less.

*ii) Debtors and creditors*

Debtors and creditors receivable or payable within one year of the reporting date are carried at their present value, which due to the short term nature of the balances is the transaction price

**m) Critical accounting estimates and areas of judgement**

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. In the view of the trustees, no judgements were required that have a significant effect on amounts recognised in the financial statements, nor do any estimates or assumptions made carry significant risk of material adjustment in the next financial year.

3. Donations, legacies and grants

Year at 31 August 2024

	General Funds £'000s	Designated Funds £'000s	Restricted Funds £'000s	2024 Total £'000s
Donations	152	-	707	859
Legacies	653	-	-	653
Grants	-	-	209	209
	805	-	916	1,721

Year at 31 August 2023

	General Funds £'000s	Designated Funds £'000s	Restricted Funds £'000s	2023 Total £'000s
Donations	229	-	479	708
Legacies	9	-	-	9
Grants	-	-	145	145
	238	-	624	862

The grants received above relate to furlough grants, covid grants , teachers pay and maintenance of the School grants.

4. Income from Charitable activities

	2024 £'000s	2023 £'000s
Education fees	5,430	4,764
Social Care fees	10,412	9,723
	15,842	14,487
Ancillary income	183	162

A very high proportion of our fees come from Local Authorities and Clinical Commissioning Groups.

Ancillary income is mainly from the provision of riding and swimming outside school hours and Café income.

5. Investment income

All income in the current and comparative year relates to unrestricted funds.

6. Cost of raising funds and financing costs

All costs of raising funds and financing costs in the current and comparative year are charged to unrestricted funds.

7. Analysis of charitable expenditure

Year at 31 August 2024

	Direct Staff costs £'000s	Other Direct costs £'000s	Support costs £'000s	Depreciation £'000s	Total 2024 £'000s
School	3,816	123	1,407	274	5,620
Social Care	6,688	570	2,390	506	10,154
Other charitable activities	239	115	58	284	696
Total operating costs	10,743	808	3,855	1,064	16,470

Year at 31 August 2023

	Direct Staff costs £'000s	Other Direct costs £'000s	Support costs £'000s	Depreciation £'000s	Total 2023 £'000s
School	3,239	94	1,196	235	4,764
Social Care	6,170	703	2,032	491	9,396
Other charitable activities	223	140	49	201	613
Total operating costs	9,632	937	3,277	927	14,773



Year at 31 August 2024

Analysis and Allocation of support costs	School £'000s	Social Care £'000s	Other £'000s	Total 2024 £'000s
Staff costs	552	935	22	1,509
IT costs	192	326	8	526
Maintenance	148	250	6	404
Insurance	34	58	1	93
HR costs	74	126	3	203
Utilities	230	392	9	631
Professional fees	12	21	1	34
Other	166	282	7	455
	1,408	2,390	57	3,855

Year at 31 August 2023

Analysis and Allocation of support costs	School £'000s	Social Care £'000s	Other £'000s	Total 2023 £'000s
Staff costs	528	897	22	1,447
IT costs	83	141	3	227
Maintenance	116	197	5	318
Insurance	33	56	1	90
HR costs	82	139	3	224
Utilities	249	423	10	682
Professional fees	16	28	1	45
Other	89	152	3	244
	1,196	2,033	48	3,277

Support costs have been allocated to Operating areas on the following bases:  
Staff costs - time spent  
Depreciation - usage of related assets  
Other expenses - floor area or headcount.

Support costs include governance costs of £28k (2023: £22k).

8. Net operating income/(expenditure)

	2024 £'000s	2023 £'000s
This is stated after charging:		
Auditors' remuneration	28	22
Depreciation of tangible fixed assets	1,064	927

9. Employment costs

	2024 £'000s	2023 £'000s
Wages and salaries	11,044	10,017
Social security costs	891	828
Pension contributions (see note 10)	655	589
	12,590	11,434

Agency costs of £596K (2023: £343k) are included in the above. These continue to increase due to staff recruitment issues.

The average number of employees in the year was 417 (312 Full time equivalent) (2023: 383 (289 full-time equivalent)).

Trustees' funds paid for 6 employees in the year (fte 5.32) (2023: 6 heads 5.18 fte) at a total cost of £256K (2023: £251K).

Average number of full-time equivalent employees by area:	2024	2023
School	114	96
Social Care	148	148
Support	40	36
Fundraising	6	5
Other	4	4
	312	289

Emoluments Of Highest Paid Employees

	Number of Employees		Pension Contributions	
	2024	2023	2024 £'000s	2023 £'000s
£60k-70k	4	5	16	35
£70k-80k	1	2	2	22
£80k-90k	2	0	28	0
£90k-100k	0	0	0	0
£100k-110k	0	1	0	8
£120k-£130k	1	0	9	0

As at the end of the financial year, we had 57 active volunteers available to help across our services.

10. Pension and similar obligations

1. Teachers’ Pension Scheme (TPS)

The School participates in the Teachers’ Pension Scheme (England and Wales)(the TPS) for its teaching staff. The pension charge for the year included contributions payable to TPS of £163,086 (2023: £183,026) and at the year-end £28,310 (2023: £18,977) was accrued in respect of contributions to this scheme.

The TPS is a 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 the a total employer contribution rate of 28.68%.

The average number of employees in the scheme is 19 (2023:18).

2. Chailey Heritage School Group Personal Pension Plan

The Charity’s current main scheme is a Group Personal Pension plan (GPPP) with Aviva, who hold the assets of the GPPP. This is a defined contribution scheme and as such the Foundation’s responsibility is to pay the agreed level of contributions for eligible staff who decide to join. All new staff, except teachers (unless they have opted out of TPS), are auto-enrolled into this scheme after completion of three month’s service and having attained the age of 18 years. For the period from 1 September 2023 to 31 August 2024, the employer contribution rate was 4% (2023: 4%) for the main scheme. Employees can opt in to an enhanced scheme after six months of service, where the employer rate is 7.5% and employee contribution is 5%.

The average number of employees in the scheme is 361 (2023: 344).  
The pension charge for the year was £491,564 (2023: £406,116).  
At the year end, there were accrued contributions due of £87,231(2023: £57,174).

11. Trustees, Governors and Key Management Personnel

None of the Trustees, Governors or persons connected with them received any remuneration or other benefits from the Charity during the year (2023: £nil). No expenses were reimbursed to the Trustees or Governors during the year (2023: £nil). A transaction which constitutes a Related Party Transaction with a trustee is disclosed in note 25.

Key management comprises the Chief Executive and other members of the Executive Leadership Team. The total employee emoluments of the charity’s key management personnel were £494k (2023: £395k). The increase is due to a restructure of the Executive Leadership team and all directors now being full-time.

12. Tangible Fixed Assets

	Freehold Land	Leasehold Property, Buildings and improvements	Computers, Furniture, Equipment and Motor Vehicles	Total
	£’000s	£’000s	£’000s	£’000s
Cost or valuation				
1 September 2023	18	21,771	2,915	24,704
Additions	-	192	302	494
Disposals	-	(124)	(266)	(390)
31 August 2024	18	21,839	2,951	24,808
Depreciation				
1 September 2023	-	9,260	2,005	11,265
Charge for year	-	733	331	1,064
Disposals	-	(25)	(249)	(274)
31 August 2024	-	9,968	2,087	12,055
Net book values				
31 August 2024	18	11,871	864	12,753
31 August 2023	18	12,511	910	13,439

The leasehold property represents the buildings on the site at Chailey which is leased fromSussex Community NHS Foundation Trust. The lease was extended in 2021 until 29th June 2143 and, under its terms, £1 per annum is paid but the Charity is responsible for all maintenance of the site and buildings.

In the unlikely event that the Charity was to discontinue its activities, the property (including all investment in the site by the Charity) would revert to Sussex Community NHS Foundation Trust as lessor for no consideration.



13. Fixed Asset Investments

	2024	2023
	£'000s	£'000s
Investments held at 1 September	3,975	4,042
Funds withdrawn	(13)	(37)
Net income reinvested/(withdrawn)	147	82
Net unrealised and realised (losses)/gains in the year	318	(112)
Market value at 31 August	4,427	3,975
Historical cost at 31 August	4,228	4,122
Investments at market value consist of:		
Listed Investments registered in UK	4,427	3,975
Cash held as part of investment portfolio	1	1

All investments are listed apart from the £1 unlisted investment held in Chailey Heritage Trading Company Limited, a subsidiary company (note 2c).

The investment portfolio is held primarily for the long term sustainability of the Charity, having regard to the financial risks inherent in operating the Charity - for example those arising from undue fluctuations in income, pupil numbers and costs - and to provide additional income to the Charity.

14. Debtors

	2024	2023
	£'000s	£'000s
Fees	2,500	2,884
Prepayments	340	258
Accrued income	276	15
	3,116	3,157

With the exception of prepayments, all debtors are financial instruments and are measured at present value.

£1,942k of 2024 debtors (2023: £2,750k) relates to invoices raised in August in respect of the next financial year and the amount can fluctuate due to when the invoices are raised. These invoices are treated as deferred income (note 17).

15. Cash at bank

Cash and deposits represent (1) working capital balances on current accounts held primarily for the day-to-day operations of the Charity and (2) amounts invested on the money market with prime institutions which are required in the short and medium term for capital projects and to maintain an adequate level of general liquidity.

16. Creditors - due within one year

	2024	2023
	£'000s	£'000s
Taxation and social security	193	187
Trade creditors	425	397
Other creditors	118	144
Accruals	437	355
Deferred income	1,942	2,758
	3,115	3,841

Included within 'Other Creditors' are accrued pension contributions of £76K (2022: £75k).

Included within 'Deferred Income' is Education Funding Agency funding for Autumn Term received in August £251k (2022: £71k).

Deferred income brought forward was all utilised during the current year.

All creditors are financial instruments and are measured at present value.

17. Deferred income

Deferred income comprises	2024	2023
	£'000s	£'000s
Balance at 1 September	2,758	2,604
Amount released to incoming resources	(2,758)	(2,604)
Amount deferred in the year (note 16)	1,942	2,758
Balance at 31 August	1,942	2,758

18. Analysis of Net Assets by Fund

Year to 31 August 2024

	Tangible Fixed Assets £'000s	Investments £'000s	Net Current Assets £'000s	2024 Total £'000s
Restricted funds	-	-	512	512
Unrestricted funds:				
Designated fund	-	-	622	622
Fixed assets fund	12,753	-	-	12,753
General funds	-	4,427	644	5,071
	12,753	4,427	1,778	18,958

Year to 31 August 2023

	Tangible Fixed Assets £'000s	Investments £'000s	Net Current Assets £'000s	2023 Total £'000s
Restricted funds	-	-	302	302
Unrestricted funds:				
Designated fund	-	-	719	719
Fixed assets fund	13,439	-	-	13,439
General funds	-	3,975	(661)	3,314
	13,439	3,975	360	17,774

19. Analysis of Charitable Funds

	Balance 1 September 2023 £'000s	Incoming resources £'000s	Resources expended £'000s	Transfers £'000s	Balance 31 August 2024 £'000s
Restricted Funds					
a) DfE grants	-	209	-	(209)	-
b) Donations towards major projects and equipment	302	707	(350)	(147)	512
	302	916	(350)	(356)	512
<b>Total Restricted funds</b>	302	916	(350)	(356)	512

- a. The ‘DfE grants’ received have been spent on improvements to the school and contributed towards additional Teacher pay and pension costs as defined by Government.
- b. Comprises donations received towards specific capital projects/expenditure e.g. Patchwork Farm, Riding, Hydrotherapy pool and transferred out to reflect those amounts spent to date.

	Balance 1 September 2023 £'000s	Incoming resources £'000s	Resources expended £'000s	Transfers £'000s	Balance 31 August 2024 £'000s
Unrestricted funds					
Designated fund	719	-	(78)	(19)	622
Fixed asset fund	13,439	-	(1,178)	492	12,753
General fund	3,314	17,045	(15,171)	(117)	5,071
<b>Total Unrestricted funds</b>	17,472	17,045	(16,427)	356	18,446

Incoming resources above include the net unrealised and realised gains/losses on investments.

Designated Fund:

The £622K represents the current balance of unrestricted donations received but not spent as at year end and amounts designated in 2023 for the Estates survey and purchase of the freehold.

Fixed Asset Fund:

This represents the net book value of the Charity’s land, buildings and equipment. Total tangible assets of £12,753k are shown in the Charity’s balance sheet. They are analysed in note 12 on page 57. The transfer of £492k to fixed asset funds is unrestricted additions in the financial year of £260k, restricted additions of £72K and additions from unrestricted additions (designated fund) of £160K.

General Fund:

The unrestricted general fund of £5,071K is held for the Charity’s day-to-day working capital, and to meet other immediate and future investment needs in its services, buildings and equipment. It is also to ensure continuity of the Charity’s services going forward, and to cover risks beyond those reasonably covered by insurance. The transfer out of £117k is the net impact of the transfers between the Fixed Asset Fund, the Designated Fund and the Restricted Fund.



20. Financial Commitments

The charity has 3 non-cancellable operating leases at year end 2024 and 1 which has been signed since year end (2023: 3).

	2024	2023
	£'000s	£'000s
< 1 year	22	28
2-5 years	86	108
> 5 years	2	23
	110	159

21. Capital Commitments

At the balance sheet date, the Charity had capital commitments totalling £25K (2023: £132k).

22. Legacies

As at 31 August 2024, the Charity had been notified of 2 (2023: two) new legacies where payment was not received by that date. These have been provided for in the accounts, as they were received in the first quarter of 2025.

23. Control

The charitable company is under the control of its members who are its Trustees. No one member has sufficient voting rights to control the charitable company.

24. Related Party Transactions

During the year, the Charity received a donation of £17K from Jewell Bequest Charitable Trust in relation to the employment of the family liaison officers. One of Chailey Heritage Foundation’s Trustees is also a Trustee of Jewell Bequest Charitable Trust.

Trustees, Executives and Professional Advisors

ROYAL PATRON

HRH The Duchess of Gloucester GCVO

PRESIDENT

Mrs Verena Hanbury MBE DL

PATRONS

Mr Chris Goodman  
Mr David Hill

TRUSTEES AND GOVERNORS

The Trustees of Chailey Heritage Foundation (who are also the directors of the company for the purposes of company law) and the Governors who served throughout the year unless otherwise stated were:

TRUSTEES

Mr Mark Creamer (Chair)  
Mr Michael Atkinson (retired December 2024)  
Mrs Lucinda Baker LVO  
Mr Neil Bennett  
Mrs Helen Britton  
Mr Darren Chilcott  
Mrs Jenny Clark  
Ms Denise Garland  
Mrs Alison Grover  
Dr Elizabeth Green (retired January 2024)  
Mr Andrew Hodson  
Mr Charles Kimmins

GOVERNORS

Mrs Jenny Clark (Chair)  
Mr Darren Chilcott  
Ms Susan Duke  
Mrs Alison Grover  
Mr Alan Loader (retired August 2024)  
Ms Amanda Mortensen (retired March 2024)  
Mr Lawrence Mudford  
Ms Carole Oram (retired August 2024)  
Mrs Deirdre Prower  
Ms Dianne Ryan (retired August 2024)  
Frederick Shears (retired February 2025)  
Ms Julie Tilbury  
Ms Jenny Turner

KEY EXECUTIVES

Chief Executive:  
Headteacher:  
Director of Social Care:  
Director of Resources:  
Director of People & Culture:  
Director of Specialist Services & Income:  
Company Secretary:

Mr Gareth Germer  
Mr Richard Green  
Mr Dee Anand  
Mr Mike Wilson  
Ms Joanne Peppard  
Mr Will Folkes  
Ms Fiona Duff

AUDITORS

Moore Kingston Smith LLP, Betchworth House, 57-65 Station Road, Redhill, Surrey RH1 1DL

BANKERS

National Westminster Bank, 1 Muster Green, Haywards Heath, West Sussex, RH16 4AP

SOLICITORS

Bates Wells, 10 Queen Street Place, London, EC4R 1BE

INVESTMENT MANAGERS

Rathbone Investment Management Limited, 8 Finsbury Circus, London, EC2M 7AZ

REGISTRATION INFORMATION

The Registered Office and principal address of the Company is at Haywards Heath Road, North Chailey, Lewes, East Sussex, BN8 4EF

# Chailey Heritage Foundation

Haywards Heath Road  
North Chailey  
Lewes  
East Sussex  
BN8 4EF



ChaileyHeritageFoundation



ChaileyHeritage



ChaileyHeritageFdn

Registered Charity Number 1075837 Registered in England as  
a Company limited by Guarantee Number 3769775

