ROEDEAN SCHOOL

England & Wales · Charity number 307063

Details

Status	Registered
Legal form	Other
Company number	RC000434
Registered	1966-08-04
Register	View on the Charity Commission register

Contact

Address	Roedean School Roedean Way Brighton BN2 5RQ
Phone	01273667512
Email	bursar@roedean.co.uk
Website	www.roedean.co.uk

Activities

Objects: A BOARDING SCHOOL FOR GIRLS.

Activities: Independent day and boarding school for girls aged 11 to 18.

Classification

- **How:** Makes Grants To Individuals, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Brighton And Hove

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£22,298,000	£22,217,000	£41,197,000	361
2024-08-31	£23,831,000	£22,234,000	£40,838,000	369
2023-08-31	£22,035,000	£20,424,000	£37,797,000	358
2022-08-31	£20,758,000	£18,707,000	£36,304,000	348
2021-08-31	£17,481,000	£18,390,000	£36,252,000	354

Trustees

Name	Role	Appointed
DELVA FRANCIS PATMAN FRICS	Chair	
Didi Pearson		2026-05-06
Franciska Bayliss		2024-03-12
Genevieve Howell		2025-12-06
Karoline Molberg		2020-09-24
Mary Henderson		2026-03-17
VICTORIA JANE TAIT Jenkins		2018-02-19
Virginia Mary Stephen		2026-05-06

Linked charities

- THE OLD ROEDEANIANS SCHOLARSHIP FUND (307063-1)
- ROEDEAN ST MARY'S HALL TRUST (307063-2)

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ROEDEAN SCHOOL

England & Wales - Charity number 307063

Accounts

Charity Registration No. 307063

ROEDEAN

ANNUAL REPORT & FINANCIAL STATEMENTS

Year Ended 31 August 2025

ROEDEAN

Roedean aims to inspire and challenge every student to develop her strengths and passions, to seek the highest academic and personal standards for herself, and to develop a strong foundation for her future.

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Message From The Interim Chair of Council

I am very pleased to introduce the Annual Report and Financial Statements for the year ended 31 August 2025.

There can be little doubt that the past year presented challenges. The year saw the unwelcome imposition of VAT on school fees by the Government in January 2025, the loss of business rate relief, and increases in National Insurance, the living wage, and the cost of living. However, by careful prudent planning and management, Roedean shows a strong financial position with no debt and an operating surplus this year.

Preparation of the Annual Report provides an opportunity to reflect on a year past, and a look forward to the future; it also presents an opportunity to consider what has been achieved, and how the strategic direction of the School is developing to fulfil the Lawrence Sisters' ambition for every girl to receive '*a thorough physical, intellectual and moral education*'.

The ISI Inspection in January 2025 delivered an excellent outcome, with Roedean meeting the required standards in all five categories. In particular, the report stated that '*The School's ethos and aims reflect a strong commitment to cultivating social and cultural understanding.*'

Examination results continue to underpin the outstanding teaching, with students supported in their preparation for all public exams. This has resulted in the best ever set of GCSE results, and 74% of the A Level year group achieved at least one A grade. Fuller details of all exam results, together with the co-curriculum and enrichment activities undertaken by the girls, are provided throughout this report. It is an impressive list, and pays justifiable credit to the hard work and dedication of Niamh Green, our Head, the Senior Leadership Team, and all academic, teaching, pastoral, visiting, and support staff, in enabling our girls to develop as strong, confident individuals.

There have been plenty of fun days and events too, including the Roedean South Africa exchange, the introduction of the Combined Cadet Force, with those girls who chose the RAF over the Army having the opportunity to go flying at RAF Boscombe Down, our student-led production of 'Alice by Heart', the revival of 'The Sound of Music' to coincide with the 60th anniversary of the film's première, and the remarkable individual achievement of Clara completing a solo Channel crossing swim. Sadly, I missed the Year 8 Afternoon of Dance linked to the Bollywood workshop, but I understand the Holi powder transformed not only the Front Quad but girls and staff alike.

As well as challenges, Council has continued to explore opportunities for Roedean. As I mentioned in my message last year, we have continued merger discussions with a leading UK charity partner to secure long-term sustainability and success for the School, in what has become a very competitive national and global market. Indeed, when, in 1939, Sir Paul Lawrence opined, '*There is no doubt that all public schools are going through an anxious time just now owing to causes which it is needless to go into as they are so well known*', he could hardly have known how apposite his statement was going to be 86 years on.

During the year, there have been a number of changes to Council, with the departures of Anthony Millard, Vivien Smiley, John Cain, Teresa Outhwaite, and Nick Addyman, and I would like to take this opportunity to thank them for all the time and commitment they have individually given. Council also welcomed a new Trustee and Old Roedeanian, Genevieve Howell, who was elected at the 2025 AGM.

This is only a snapshot of what the report covers, and I urge you to read it in full, as it provides not only details of the School's financial performance, but the commitment of all the staff to enable each girl to develop as an individual, ready to make her contribution in whatever path she chooses once her time at Roedean is complete.

Finally, I would like to thank the Roedean Community for the part they play in supporting Roedean, and I very much look forward to a continuing and developing this collaboration as we work toward the School's 150th anniversary.

Delva Patman
Interim Chair of Council

Report from the Council

The Council ('Board') of Roedean School presents its eighty-sixth annual report and audited financial statements for the year ended 31 August 2025, and confirms that they comply with the requirements of the Charities Act 2011, Roedean's Royal Charter (1938), and the Charities SORP 2019.

Roedean School ('Roedean' or 'the School' or 'the Corporation' or 'the Charity') was founded by the Lawrence sisters in 1885, and moved in 1898 to its present site, which provides an iconic location between the South Downs (now a National Park) and the English Channel. The School was originally incorporated under the Companies Acts 1908 and 1917. It was reincorporated by Royal Charter in 1938. It was registered as a charity in 1966 (registration number 307063).

Ethos and Aims

Yesterday, Today, Tomorrow: Living Our Values

Ethos

When Roedean School was founded by the Lawrence sisters in 1885, its aim was to provide '*a thorough physical, intellectual and moral*' education with '*as much liberty as is consistent with safety*'.

Our trailblazing founders believed that girls deserved as good an education as boys – so Roedean was intended to challenge orthodox views. The sisters' vision was to prepare girls for a university education and future careers.

Our first prospectus outlined six key pillars:

- to encourage healthy and active living
- to provide a strong academic foundation
- to develop an appreciation of sport, culture, and the arts
- to build independence of thought and character
- to develop skills and confidence for university and careers
- to develop a strong sense of personal and moral values

This founding ethos and these pillars remain central to the Roedean ethos and education today – we aim to provide a distinctively academic, high-quality, all-round education, within a caring and friendly community, in a wonderful coastal setting.

At the core of everything we have done in the last year is our over-riding goal of ensuring that Roedean continues to be seen as an acknowledged centre of excellence in girls' education. Underpinning this is a relentless focus on delivering a unique education for every individual, with high professional standards and expectations throughout the School.

Aims

Roedean aims to inspire and challenge every student to develop her strengths and passions, seek the highest academic and personal standards for herself, and develop a strong foundation for her future in today's fast-changing world. We also seek to enable students to develop lifelong friendships, a strong sense of belonging to Roedean and the wider community, and a sense of pride, both in themselves and in their school.

We want every girl to:

Strong academic outcomes are, of course, important (see page 16), but our goals extend beyond examination results. Roedean has continued to work to achieve our six key aims during 2024-25 through a focus on 'Empowered, Encouraged, Engaged':

- Empowered: through our innovative, tailored, and bespoke pathways; rich and ambitious STEAM provision; outstanding personalised support
- Encouraged: through our pioneering care to spark ambition, as a platform for fearless futures; transformational global Roedean sisterhood; exceptional integrated and immersive boarding which opens minds and broadens horizons
- Engaged: through our portfolio of skills for life (oracy, entrepreneurship, leadership, teamwork); future-ready education with high-quality partnerships; ambitious programme of social and community engagement building an ethos of philanthropy

The overall aims of the School are reviewed and evaluated annually by the Senior Leadership Team, and by Council, to ensure they tie in with current issues and strategic challenges, and this is translated into new annual priorities which are rolled out to each department at the start of the academic year. This process is, of course, informed by feedback, including from girls, staff, and parents.

Charitable Objects, Access and Public Benefit

As a registered charity, Roedean School seeks to benefit the public through the pursuit of its objects and objectives, which are to provide a distinctively academic, high-quality, and holistic all-round education, within a caring and friendly community.

Charitable Objects

The principal objects of the Corporation of Roedean School, as laid down in the Royal Charter of 1938, are:

- to carry on at Roedean or elsewhere a school for girls in which they may receive a sound education including physical and moral training
- to establish and carry on at any place or places which may be thought fit any subsidiary affiliated or other schools for the education of girls in connection with the above-mentioned School
- to establish, maintain, and subsidise boarding houses for mistresses, teachers, pupils, and others connected with or attending such school
- to provide in connection with any school maintained by the Corporation means for training student teachers and students in the theory and practice of education

Delivering Roedean's Public Benefit

In meeting its objects, Roedean's public benefit aim is to provide a first-class independent education, both through strong academic tuition, and through developing wider sporting, artistic, and social skills in all its students. This is intended to provide an environment where students can develop and fulfil their potential, helping build their self-confidence, and inculcating a desire to contribute to the wider community.

In the furtherance of these aims, the Trustees (who are the members of Council) have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 22 to 23). The Corporation delivers Roedean's public benefit through:

Delivering a high-quality all-round education for girls

At the commencement of the academic year 2024-25, the number of students at Roedean School was 621, and, as at September 2025, the number was just over 520. Around half of all students are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school, we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

Providing students with financial support to enable talented girls of all backgrounds to access Roedean

As a charity, Roedean ensures the education that it provides is not restricted to those who can afford the fees, welcoming students from all backgrounds and making awards to ensure that talented girls are able to attend.

Both scholarships and bursaries give financial assistance. This year, Roedean was delighted to be able to continue to offer funded places to five Ukrainian girls who moved to the Brighton area under the Homes for Ukraine programme, and who started at the School in September 2022.

Employing and developing staff

Roedean is a major employer in the local community and invests in training and developing staff, including teachers, as per its charitable objects. Their development is also supported through our partnerships with local state schools, which provide opportunities for sharing best practice and developing new skills.

Supporting other charities and community organisations

Roedean is embedded in the local community, since students and staff actively assist in and fundraise for local, national, and international charities, as well as other local community organisations. Each year-group has a dedicated charity and institution which they support – Year 7 supports the Royal Alexandra Children's Hospital, Year 8 supports MNDA, Year 9 supports the Raystede Animal Sanctuary, Year 10 supports the local homeless charity Off The Fence, and Years 11-13 support the Rainbow of Hope orphanage in Moldova; events and non-uniform days are held throughout the year to raise funds for these charities, and the students enjoy the challenge of supporting these worthy causes.

These links continued to grow and flourish this year, and include a Community Action Programme ('CAP'), volunteering for the Sixth Form, and dynamic partnerships with local state schools and other institutions, such as the Somerset Centre in Brighton. Further information is provided on page 23 and on the Schools Together website (schoolstogether.org/).

Enabling Access to the Roedean Education – Awards

Bursary Policy

Roedean Council is committed to ensuring that students from families with limited financial means can still access the exceptional education the School provides. Bursaries are available to students who meet the School's general entry requirements, and are awarded following an assessment of family financial circumstances. Support may be offered to new applicants or to current students whose circumstances change, such as through loss of income or redundancy, to help them continue their education at Roedean.

Bursary applications for new students are accepted for entry into Years 7, 9, and 12. Assessments are conducted with support from the external agency BAL, taking into account factors such as family income, assets, investments, and outgoings. Depending on individual circumstances, bursary awards may cover up to 100% of school fees, particularly through specific programmes such as the Brighthelm Awards, HMC Scholarships, and Ukraine Bursary initiatives. Additional funding may also be provided to support co-curricular activities, school trips, uniform, and travel.

Current students facing financial hardship may also apply for bursary support, which typically covers between 10% and 50% of fees. This year, 353 students received some form of financial assistance, with 116 benefiting from bursary support, 9 of whom received full fee remission. Overall, 21 students received support covering 70% or more of their fees.

The bursary programme continues to expand through the use of permanently endowed funds held by the Roedean St Mary's Hall Trust, for which Roedean School acts as trustee. This initiative is sustained by income generated through the Charity's operations, ensuring long-term support for students who need it most.

All bursary awards are reviewed annually.

Scholarships

Each year, Roedean attracts talented students who enrich the school community both academically and through the arts, sport, and other pursuits. Scholarships are awarded to recognise excellence in academic achievement, as well as in Art, Dance, Drama, Music, and Sport, and are available to students entering Year 7, Year 9, and Year 12.

Current students in Year 8 and Year 11 may also apply for scholarships to take effect in Year 9 and Year 12 respectively, allowing recognition as their talents develop during their time at Roedean. Scholarships are open to both UK and international students.

Additional awards, such as the Sussex and Lawrence Scholarships, are granted at the School's discretion and celebrate students who excel across multiple disciplines. The Newnham Scholarship, Roedean's highest academic honour, commemorates the Founders' historic association with Newnham College, Cambridge.

Sixth Form scholarships are further supported by donations from the Old Roedeanians' Scholarship Fund (charity registration number 1066599) and by contributions from individual donors who help sustain and expand the range of awards available.

Scholarships are awarded for the duration of a student's time at Roedean. Each scholar's progress is regularly reviewed to ensure they continue to uphold the values, vision, and ethos associated with their award.

For more details of scholarships: https://roedean.co.uk/admissions/scholarships-bursaries/

Structure, Governance And Risk Management

Group Structure

Under the Charities SORP (FRS 102) it is a requirement that, where Roedean School controls assets of other charities, their assets, income, and expenditure are consolidated within the accounts.

The Group now comprises Roedean School and the following wholly owned or controlled subsidiary:

Roedean Schools Enterprises Limited ('RSEL'), a private company limited by shares and incorporated in the UK (registration number 2921272). The company was incorporated on 21 April 1994, and it operates from its registered office address of Roedean School, Roedean Way, Brighton, BN2 5RQ.

Governing Body – The Council

The business and affairs of the Corporation are managed and administered by a governing body known as the Council, which is the Board of Trustees under charity law, whose members are known as Councillors or Trustees. Council's responsibility for the strategy, and the management of the business and affairs of the Corporation, is set out in the Royal Charter of 1938.

The Council has a clear strategy for maintaining the School's position in a competitive market. In addition to carefully managed use of the bursary programme and investment in improved facilities, significant resources are allocated towards activities and projects which support our students' development, as well as to assist the broader development of and reputation of the School.

There is a focus on maintaining the student numbers within current capacity, and towards the Department for Education approved maximum for the site. Other key targets include growing Roedean's reputation, ensuring that the School's high fixed overheads are covered, and mitigating risks to market changes, for example due to changes in the UK and international educational markets.

The Council meets at the end of each term, as a minimum, with additional meetings organised when required. Reporting into Council are individual Committees which meet regularly throughout the year and carry out activities according to the Terms of Reference of each Committee. A list of Committees can be found on pages 24 to 25.

The Council's strategy is developed in partnership with the Senior Leadership Team ('SLT') of the School, and is implemented by the SLT. Roedean School's SLT during the 2024-25 academic year comprised the Head, the Director of Finance & Administration, the Deputy Head Pastoral, the Deputy Head Academic, the Director of Strategy & Innovation, the Deputy Head Co-Curriculum and Partnerships, and the Director of Operations. These are the key management personnel as indicated in Note 10. The SLT provides the Council and its Committees with regular strategic updates, progress reports, and statutory annual reports and documentation, to enable them to support and scrutinise the delivery of the School's strategy and its aims as outlined above.

Members of the Corporation

The members of the Corporation are known as Governors. The Governors of the Corporation include the President and any Vice-Presidents, and members of the Council both past and present, as well as a large number of Old Roedeanians ('ORs'). There are in the region of 3,000+ Governors around the world, mainly comprising former students of Roedean.

The rights of Governors are set out in the Royal Charter of 1938. These include that the Governors have the right each year to consider the Annual Report of the Council in General Meeting, as well as to elect a number of Councillors, and to vote on any amendments to the Royal Charter or its Byelaws. The Corporation in a General Meeting may, from time to time, elect to be a Governor any person whose election may be deemed likely to further the interests of the Corporation, and it shall be the duty of the Corporation, whenever the number of Governors falls below 50, to elect not less than five Governors at the next ensuing Annual General Meeting. The Governors may also requisition an Extraordinary General Meeting, and did so on 4 February 2026 in respect of two resolutions pertaining to existing and proposed new Council members.

ISI inspection, January 2025

The School's ISI Inspection in January found that the standards in all five categories are met by Roedean.

Congratulations go to the entire community, and we are very pleased that what we know takes place every day at Roedean was clearly in evidence when the Inspectors were in School.

Although the nature of Inspection reports now means that the comments can appear to be rather formulaic, there are some really positive observations which deserve to be highlighted:

Summary of inspections findings

- *'Pupils thrive in the school's busy, encouraging, and nurturing environment.'*
- *'Pupils are broad-minded, embrace diversity, and have a clear sense of social awareness and responsibility.'*
- *'They [the students] contribute to society both locally and internationally through long-established community programmes.'*

Section 1: Leadership and management and governance

- *'Pupils thrive in a positive and inclusive environment that supports their academic, creative, and sporting achievements.'*

Section 2: Quality of education, training and recreation

- *'Pupils engage in a wide range of academic, cultural, and physical experiences through the many residential and day trips, alongside long-standing community initiatives.'*
- *'Pupils develop academic resilience, good study habits, and are proud of their achievements.'*
- *'Teachers develop positive relationships with pupils so that they feel confident to participate and ask for help.'*
- *'A multitude of life-skill opportunities are offered to both day and boarding pupils.'*
- *'Activities promote teamwork, resilience, and social interaction.'*
- *'Pupils are well-prepared for future academic and personal challenges, equipped with a strong foundation of emotional, intellectual, and creative skills.'*
- *'Pupils build their self-esteem and broaden their horizons.'*

Section 3: Pupils' physical and mental health and emotional wellbeing

- *'Well-trained prefects and peer listeners contribute to an embedded culture of support for pupils' wellbeing, where resilience, emotional awareness, and self-refection are encouraged.'*
- *'Sporting facilities and the broad co-curricular offer from staff enhances pupils' interest and eagerness for physical pursuits.'*
- *'The design of the four main houses, with their outlook to the sea, further promotes pupils' self-esteem and their sense of belonging.'*
- *'Pupils develop a spiritual and moral understanding of life through the well-balanced and well-thought-through Chapel programme that draws from spiritual, secular, and social messages.'*

Section 4: Pupils' social and economic education and contribution to society

- *'The school's ethos and aims reflect a strong commitment to cultivating pupils' social and cultural understanding.'*

The full report from ISI is available on the School website here: https://www.roedean.co.uk/isi-reports

Risk Management

The Trustees are aware of The Charity Governance Code, published in 2020 ('Code'), which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Governance & Remuneration Committee, reviews its current governance arrangements against the principles within the Code, and will continue to address issues raised where required in 2025-26, seeking sound external advice where necessary alongside ongoing Trustee input. The School underwent an external review of its governance arrangement to ensure best practice, and the recommendations were received by Council in 2022. Some recommendations have been implemented and others are still being progressed.

Although the excellent inspection outcomes provide our stakeholders with reassurance both of the quality of the Roedean education and of the systems in place to safeguard students and staff, no independent school or charity can afford to stand still or fail to take account of the risks that they face.

As such, Council regularly identifies and reviews the major risks to which the School is exposed, and systems have been established to manage those risks.

The Council manages risks through the activities of its various Committees and through the SLT structure. A risk register is maintained, and reviewed regularly at SLT, Committee and Board level, which is used to ensure that appropriate effort is directed at managing the risks identified. The primary key risks that Council has identified, and the methods used to manage those risks, within the risk register, are as follows:

KEY RISK	METHOD TO MANAGE RISK
Impact on student numbers as a result of industry factors and fee affordability	• Review parent body and background and consider new markets. Revise awards structure, including a reduction in the financial awards tied to scholarships, with a move to a greater focus on bursaries. Focus on Year 11 retention. Additional resources for the Marketing and Admissions Department. Promotion of offer and continued programme of taster and experience days; targeted marketing for Open Days. Increased campaign for meeting local Prep Heads and investment in online marketing tools to improve entry into Roedean at Year 9.
Tax and regulatory policy changes towards independent schools – changes to tax policy, employers' NI and business rates relief	• Highlight and raise awareness of Roedean's public benefit to the local MP and wider public, and support lobbying efforts via HMC (Heads' Conference), ISC (Independent Schools Council), and others. Also, run different financial models and sensitivity analyses, as well as explore changes to current model to mitigate the impact of the introduction of VAT from 1 January 2025, including via governance changes and charity/company structures. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals. Renewed look at the governance structure and methods to reduce the impact of the removal of tax reliefs, as well as the fee payment structures. Participate in industry bodies, including ISBA (Independent Schools' Bursars Association), attend roundtable discussions and obtain external professional advice on regulatory and legal matters.

KEY RISK	METHOD TO MANAGE RISK
Safeguarding failure	• Regular reviews of safeguarding and pastoral support, including via the Designated Safeguarding Lead ('DSL'), Council, and the Trustee with responsibility for safeguarding. Training for all staff, Trustees, and volunteers, scrutiny over appointments, and regular reviews of the Single Central Register. Investment in strong pastoral and welfare support for pupils. The DSL now has the support of a Director of Safeguarding, which frees her up to focus on her substantive role.
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	• Always continue to assess the risks and options available in order to provide financial capacity on the bottom line, and review the forecasts, taking account of the number of variables. Further work on cost control measures and benchmarking, driving efficiencies, comprehensive tendering processes, and forward purchase contracts where beneficial.
Condition of the estate and increased risk of damage arising from extreme weather events and/ or health and safety (H&S) issues	• Ongoing investment and upgrades to on-site facilities via refurbishments and ongoing planned preventative maintenance, as part of the comprehensive structural survey conducted by Stace LLP, and interim stone surveys bi-annually. • H&S and other relevant requirements (e.g. environmental and equality) considered as part of estate works, alongside affordability, and monitored by Council, its Estates & Operations Committee, and retained external consultants. H&S representative on Council and reporting on H&S to Estates & Operations Committee.
Out-of-date governance arrangements	• Council commissioned an independent governance review in 2021, and one focus area was the 1938 Royal Charter and Bye-Laws, some of which may benefit from updating, in order to maximise Roedean's strategic and operational flexibility, and optimise governance for the next 100 years. Any changes to the Royal Charter will be the result of working together with all relevant stakeholders and will require approval of Governors and Privy Council. Obtain external legal and professional advice and engage with regulatory bodies such as the Charity Commission.
Student recruitment and retention, including as a result of the cost-of-living crisis and competitor activity	• Maintain focus to ensure that the Roedean 'product' (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active targeted recruitment programme from prep and junior schools, as well as agents and key contacts in the international markets. • Continue to manage Roedean's reputation, including work to enhance the School's online presence, including via social media.

Overall risk management controls

In addition to the specific measures outlined above, the overall key controls used by the Charity include:

- formal agenda for all Committee and Council activities
- detailed terms of reference for all Committees
- comprehensive strategic planning, budgeting, and management accounting
- established organisational structure and lines of reporting, which are reviewed on a regular basis
- formal written policies
- clear authorisation and approval levels for both invoices and payments
- vetting procedures as required by law for the protection of students
- independent voluntary external audits and inspections of different areas of school life
- reviewing new estate developments against the masterplan, budget, and student numbers
- regular training and continuous professional development for Trustees and staff

Additional Governance Information

The Code of Fundraising Practice

Fundraising activities are not outsourced to professional fundraisers or commercial participators, and are only carried out internally, and by select volunteers who are committee members of the Old Roedeanians' Association. The Charity is registered with the Fundraising Regulator, and is committed to adhering to the Code of Fundraising Practice, and there have been no breaches of this code.

No complaints have been received about the fundraising carried out by the Charity. The Charity has signed up to receiving suppressions under the Fundraising Preference Service. All of our fundraising and customer service staff and volunteers follow best-practice guidelines for dealing with vulnerable people.

We comply with all legal requirements relating to data protection under General Data Protection Regulation ('GDPR'). We share certain data under strict conditions with external organisations to develop and enhance our fundraising capabilities. We do not share any data for the purposes of fundraising. We have had no breaches of data protection laws.

Data Protection and GDPR

In order to ensure compliance with data protection legislation, including the UK General Data Protection Regulation (UK GDPR), the Data Protection Act 2018 (DPA 2018), the Privacy and Electronic Communications Regulations (PECR), and in preparation for and alignment with the Data (Use and Access) Act 2025, the Charity has appointed a Head of Data Management and Data Protection, Adrian Coomber, in accordance with Articles 37-39 of the UK GDPR.

The Charity maintains a Privacy Policy, published on the School's website, which is reviewed regularly to ensure ongoing compliance with Articles 12-14 of the UK GDPR and the transparency requirements set out in the Data (Use and Access) Act 2025.

Significant and ongoing work is undertaken each year to train and develop staff and volunteers in their data protection and cyber-security responsibilities, in line with Articles 24, 25, and 39(1)(b) of the UK GDPR. The Charity also invests in its IT infrastructure and technical security controls to ensure an appropriate level of security for personal data, as required by Article 32 of the UK GDPR.

The Charity maintains full and up-to-date Records of Processing Activities (RoPA) in accordance with Article 30 of the UK GDPR. Data Protection Impact Assessments (DPIAs) are conducted

and documented where required under Article 35, particularly for processing activities likely to result in a high risk to the rights and freedoms of individuals.

In addition, policies and procedures relating to the rights of data subjects, including rights of access, rectification, erasure, restriction, and objection, are clearly documented and made available upon request, in line with Articles 15-22 of the UK GDPR, and the enhanced accountability and data governance expectations set out in the Data (Use and Access) Act 2025

Health and Safety (H&S)

Roedean is also vigilant concerning its H&S responsibilities, and it contracts Assurity Limited to monitor all systems externally, alongside the Strategy & Risk Committee, the Estates & Operations Committee, and the internal Health & Safety Committee. There is also an internal Health & Safety Officer, as well as a Council representative for H&S. The latest report from Assurity, as at September 2025, shows a very positive result for the School and a strong culture of H&S.

Gender Pay Gap Report – Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees. The latest report is available on the School website, https://www.roedean.co.uk/policies

As an educational charity, Roedean School is committed to being inclusive, as we see the diverse population of both students and staff as one of the School's greatest strengths. In order to ensure everyone can thrive and meet their full potential, it is essential that inclusion and equality of opportunity are at the core of all the School's activities, including pay, and terms and conditions.

Roedean is an equal opportunities employer, and the School is committed to ensuring a working environment free from any discrimination. Training and continued professional development opportunities are provided for all staff, irrespective of gender.

Remuneration

The Remuneration Policy is decided by the Council, with the objective of providing appropriate incentives to encourage enhanced performance and of rewarding, fairly and responsibly, individual contributions to the School's success. Specifically, the remuneration levels of the Head and the Director of Finance & Administration are based on performance, and decided and agreed via the Governance & Remuneration Committee.

The appropriateness and relevance of the remuneration policy is reviewed regularly, including reference to comparisons with other independent schools, to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere, and maintains salary levels within appropriate boundaries.

The School continues to aim to recruit, subject to experience, at a competitive level, whilst providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on the key management personnel, and staff costs are the largest single element of the charitable expenditure.

Investing In Roedean's Estate

Roedean moved to its current site in 1898, and our unique location ensures students can enjoy the best of both worlds: proximity to one of the UK's most vibrant and dynamic cities, and a sense of calm from our cliff-top setting between the edge of the South Downs National Park and the English Channel.

Alongside the high-quality learning and teaching environment, market-leading boarding accommodation, and excellent sports facilities, the girls have acres of space to explore, including our own Farm. Significant resources are invested each year in maintaining and enhancing our historic, Grade 2 listed building, and our estate, such that the School continues to be seen as an acknowledged centre of excellence in girls' education.

As you would expect, this work outlined below sits alongside the continuation of fire and health and safety upgrades, investments in accessibility initiatives, and ongoing energy efficiency initiatives including an electric onsite vehicle and charging points to reduce costs and minimise Roedean's environmental impact.

Enhancing facilities at the School

The capital investment programme continued during the academic year and post year-end, with a focus on improving facilities for the education of the students, as well as preserving the many historic buildings on site which are so important to the School's heritage.

Chapel

Repairs were undertaken to secure the chapel including the fibrous ceiling, which allowed it to be open for limited use during the academic year 2024-2025 with the next stage of development under planning review.

Boarding Refurbishments

Further to the major development of boarding a few years ago, the School has committed to an ongoing refurbishment programme for its boarding houses. This has included essential boarding house carpet replacement and common space redecoration in Houses 1-4. Additionally, Keswick House is benefitting from shower replacement in keys spaces within the boarding house.

Teaching and learning spaces

The School continued its investment in classroom upgrades, with a number of areas being refurbished during the recent period, including the creation of two new Science classrooms enabling individual Science subjects to be taught in allocated learning spaces.

Preserving the Heritage

All development plans maintain the School's focus on the preservation of the historic buildings and futureproofing them for years to come, with the main focus on stonework, roofs, and utilities. During summer 2025, the whole school underwent bi-annual stonework surveys, with New Wing identified as the priority for 2025-26 budget allocation. Coping stones were replaced on the South elevation of New Wing during Summer 2025. Additionally, key windows around the site have been replaced in line with South Downs National Park approval, as part of a rolling replacement to maintain the heritage look and feel of the buildings.

Information Technology (IT) Investments

The School continued to invest in its IT resources both from a security perspective and to enhance the experience of the students. The major investments were in upgrades to classroom IT facilities, fibre cabling, and WiFi improvements to boarding accommodation, access control installation, and the continued roll out of surface laptops and SmartScreens to the community.

Moving Forward

Creating and maintaining excellent facilities is a priority for Roedean as part of the School's masterplan. The School's aim is to create the best possible environment for its students, so that they can achieve as highly as possible and fulfil their potential. A full review of the estate and masterplan continues, and enhanced Science, Technology, Engineering, Arts and Mathematics ('STEAM') amenities, and sports facilities are the identified priorities going forward. As such, further developments are planned to coincide with the period between '125 Years at Roedean' (on the Roedean site) in 2023, and the School's 150th anniversary in 2035.

Streamlined Energy and Carbon Reporting (SECR)

The School engaged its utility consultants, Auditel (UK) Ltd, to review its greenhouse gas emissions and energy use data to compile a report to meet the SECR reporting requirements. The report covered the year to 31 August 2025, and was produced using interval meter data, full year billing data, travel expense claims, fuel cards, and vehicle fuel data. The table summarises the energy use in the year relating to electricity, gas combustion and transport.

		2024/25			2023/24	
Type of emission	**Activity**	**kWh**	**tCO2e**	**% of total**	**kWh**	**tCO2e**
Scope 1	Natural gas	4,393,828	803.89	71.91%	4,434,462	811.06
	Vehicle fleet	426,609	104.07	9.31%	451,091	107.76
	Sub-total	**4,820,437**	**907.96**	**81.22%**	**4,885,553**	**918.82**
Scope 2	Purchased electricity (location-based)	1,162,626	205.78	18.41%	1,213,671	251.29
	Sub-total	**1,162,626**	**205.78**	**18.41%**	**1,213,671**	**251.29**
Scope 3	Grey fleet	16,878	4.11	0.37%	13.832	3.06
	Sub-total	**16,878**	**4.11**	**0.37%**	**13.832**	**3.06**
Total Gross consumption and emissions		**5,999,941**	**1,117.85**	**100%**	**6,113,056**	**1,173.17**
Metric used:						
Average number of pupils		618				687
Intensity Ratio:						
tonned of CO2e per Average number of pupils		1.809				1.708
Optional market-based reporting:						
Purchased electricity (market-based)		0.00				0.00
Total gross emissions (market-based)		**912.07**				**921.88**

Intensity ratio

It was decided to use Number of Pupils as the metric, measured on average. The resulting intensity ratio of CO2e per number of pupils will best reflect changes in operation and energy consumption over time.

Efficiency narrative

In pursuit of progress towards achieving our sustainability goals, better energy management is being introduced through:

- improvements to insulation – window, loft insulation, LED lighting etc
- improved boiler management
- better education regarding energy conservation – delivered through student projects:
  - switching off lights
  - turning down radiators/thermostats
  - closing windows

All of the School's electricity is purchased from renewable sources.

Progress Updates And Operational Report

Outstanding Academic Achievement

Roedean is academically aspirational for every student and provides a truly holistic education that ensures students excel in their academic talents. Lessons are pitched at the highest grades, with scaffolding and differentiation for any who require it, to support them in realising their potential. Learning at Roedean is collaborative, between students, but also through shared endeavour with the teacher, towards a common goal.

Our curriculum is broad, dynamic, and exciting, empowering girls to discover and develop their talents, build their confidence and skills, and experience and celebrate their successes. As they move through the School, Roedeanians become experts in their fields of choice, fostering their interests through supra-curricular activities and experiences, conducting and presenting research, undertaking projects, and putting themselves forward for national and international competitions.

Examination Results

Examination results are outstanding both in absolute terms and in terms of students achieving grades that are highly aspirational for them as individuals. Excellent teaching and a programme of formal assessments support students in becoming familiar with the requirements and expectations of public examinations, and they receive extensive guidance on effective revision. Students and parents are supported in their preparation with clear communication of revision materials and assessment timetables, to ensure they have all that they need to feel confident ahead of examination and assessment periods.

A Level: the results were remarkable, with 22% of all grades at A*, and 51% at A*-A. Five students were awarded 3 or more A* grades, with 18 top grades between them, and one of these was awarded an incredible 4 A* grades alongside an A*in the Extended Project Qualification. 23% of the cohort achieved two or more A* grades, and 28% achieved only A* and A grades. Overall, 74% of the year group achieved at least one A grade.

GCSE: the class of 2025 achieved our best results yet, with 37% of all results awarded a grade 9, an increase on the previous year! This elite grade is once more the most common GCSE result at Roedean by some margin; the second most-common grade is an 8 at 22% meaning that 59% of all grades were an 'A*-equivalent'. Students took a total of 1,138 examinations and, of these, 75% were grade 7 or above. 7 students were awarded straight 9s, and 24% of the year group achieved only Grades 9 or8. Over three quarters of the cohort was awarded at least one 9.

Leaver destinations and careers

e vast majority of Roedean students progress on to higher education. Courses followed by this year's leavers ranged from Medicine to Philosophy, Fashion Design to Computer Science, and Comparative Literatures and Cultures to Economics, Politics, and International Relations. 71% of students who applied went on to their first-choice institution and 63% of the places offered are from Russell Group Universities.

Of the students who took up places in September 2025, 33% are reading Arts and Humanities subjects, 26% are reading Social Sciences subjects, and 41% are reading STEM (Science, Technology, Engineering, and Mathematics) subjects. Students at Roedean have an exceptional record at gaining places in STEM subjects, and this year was no different.

The Year 13 cohort had 100% success with Oxbridge and Law places with 5% of Roedean students moving on to courses at Oxbridge – including Medicine, Veterinary Medicine, Architecture and Computer Science. Similarly, 5% of the cohort went on to study Medicine and a further 5% to read Veterinary Medicine or Veterinary Bioscience.

Each year there is a significant focus on activities to ensure pupils are ready for the next steps in their education and the world of work, including a popular and successful Careers Fair, which drew in students from all year groups to listen to different contributors from our OR, parent, and wider Brighton communities.

Careers provision at Roedean continues in all year groups with the launch of 'Futures Fridays', informative working lunches with professional speakers about career pathways, a programme of inspiring events, and the Career School programme with InvestIN.

Pastoral Care and Pupil Welfare

Safeguarding

The School continues to put safeguarding at the heart of its work with students, and benefits from a high level of reporting and conscious observation of students by staff and peers.

Priorities for this year have been to support all staff in ongoing safeguarding training, with an increased focus on Artificial Intelligence and online safety. In addition, the roll out of the Mental Health First Aid Training has seen staff, both academic and support, across all areas of the School trained in the two-day Adolescent MHFA course.

Trends in safeguarding continue to be consistent with the national picture, with self-harm levels being higher this year, and families experiencing extended wait times when accessing support from the Local Authority Early Help system.

Gaelle Sullivan (Safeguarding Trustee) continues to support key pastoral staff and works closely with the DSL. She has also continued to monitor confidential logs and the single central register.

Policy Update

The Safeguarding Policy was updated following KCSIE 2024, and then again in the Spring term following several updates. These changes included 'Working together to safeguard children' in June 2025, and 'Working Together to Improve School Attendance' in July 2024, where new statutory attendance codes and procedures were changed and embedded.

Remarks from Safeguarding Trustee

This year's ISI report highlights the culture of vigilance and the robust safeguarding culture at Roedean. This ensures that all girls are safe and supported throughout their time at the School. The safeguarding and pastoral teams benefit hugely from the knowledge and leadership of the DSL and the Director of Safeguarding.

Record keeping is timely, accurate, and thorough. There is clear evidence, both in logs and in conversation with the DSL, of an ongoing process of reflection and improvement. There are good lines of communication between the DSL and the Safeguarding Trustee, and crucial incidents are reported consistently to ensure information flow, discussion, support, and challenge where appropriate.

Pastoral

The 2024-2025 academic year saw significant consolidation and strengthening of Roedean's pastoral provision. The pastoral approach, ensuring that every student is seen, known, and heard, was fully embedded across the School. This ethos was reflected in the introduction of online parent–tutor meetings, alongside the programme of year-group socials, assemblies, and activities, all built around connection and belonging.

Directed tutor-time continued to be used purposefully to educate and support students on key areas of wellbeing. National awareness days such as Safer Internet Day and Anti-Bullying Week were marked at a whole-school level, ensuring consistent messaging about kindness, responsibility, and staying safe in the digital world.

The School continues to benefit from a strong and well-qualified pastoral team, whose core aim remains ensuring that every student has at least one trusted adult they feel comfortable turning to. The anonymous student reporting system has further supported this, now available both online and in paper form, empowering students to raise worries early and receive timely support.

Student voice remains central to Roedean's pastoral culture. Students contributed actively through School Council, Food Council, and Boarding Council, each of which provides direct opportunities to meet with the Head and shape school life. Tangible changes arising from student voice this year included menu reviews at lunchtime, and a refreshed approach to boarding assemblies, designed to enhance students' sense of belonging and mattering within their Houses.

A key organisational development was the combining of the Head of Year 7 and 8 roles, creating a more seamless and supportive transition for students as they settle into Roedean. This was complemented by the relaunch of the Big Sister Programme, led by the Pastoral Prefects. Year 13 students hosted regular breakfasts for Year 7 and 8, fostering cross-year relationships and contributing to the wider culture of sisterhood.

Staffing and Training

The pastoral and boarding teams remained stable and well-established this year, contributing to continuity, familiarity, and strong relationships for students and staff alike.

Training across the pastoral team was extensive and targeted, with sessions on subjects including adolescent brain development, substance misuse in teenagers, and emotionally healthy approaches to pressure. Whole-staff training also continued in equality, diversity, and inclusion, through the ongoing programme with Hemisphere, ensuring that every member of the community is equipped to contribute to a safe and inclusive school culture.

Boarding

Roedean continues to provide a warm, supportive home for 312 boarders from over 25 nationalities, creating a vibrant and inclusive global community. Boarding assemblies were successfully reinstated and are now fully led by the Boarding Prefects. These assemblies are widely appreciated, and they have strengthened the identity and cohesion of the boarding community.

Roedean continued its commitment to digital wellbeing through close monitoring of technology use, and it was one of the first schools to achieve the BSA Sleep Champions Award. Students received education on healthy sleep habits, routines, and the impact of technology on rest and wellbeing.

All school House team events continue to be a highlight of Friday lunchtimes, promoting friendly competition and enjoyment. New activities introduced this year, including House Dodgeball and House Performing Arts, have further enriched the programme and contributed to students' sense of belonging and House pride.

Beyond The Classroom – Co-Curriculum

At Roedean, the sheer breadth of activities and clubs beyond what goes on in the classroom continues to be one of the key strengths of the School. The co-curricular programme, which included 140 weekly activities, provides wide-ranging opportunities for the girls to develop and thrive, try as many new things as they wish, and enjoy their all-round school experience. There is a clear focus on ensuring that the girls remain multi-faceted and are not pigeon-holed into one area of school life.

Our approach is designed to ensure that every student can discover something she is genuinely passionate about, whether that be physical, creative, cognitive, or expressive, and regular access to these activities underlines the holistic nature of our educational provision, in line with our fundamental ethos.

Art and Design

The Art Department at Roedean continues to be a vibrant and energetic centre of creativity, providing an inspiring environment where students are encouraged to experiment, take creative risks, and explore their own ideas. Across all year groups, students engage in a wide range of artistic disciplines, including drawing, painting, sculpture, craft, and design. Alongside practical work, they also develop a strong understanding of the historical, cultural, and theoretical contexts of art, gaining insight into the work of influential artists and designers.

Art is offered at GCSE, and at A Level students can choose between Art, Photography, and Textiles. The popularity of these subjects reflects the department's dynamic approach to teaching and learning. A Level Photography, in particular, continues to attract high levels of interest and has ten students in Year 13. The department also runs the Art Foundation Course, which consistently produces work of outstanding quality.

In addition to curriculum lessons, the department provides a rich programme of clubs, trips, and co-curricular activities, ensuring that creativity flourishes throughout the School. Last September, Roedean artists showcased their talents at an exhibition at the Oxo Tower, celebrating the achievements of both current students and Old Roedeanians. The event was a tremendous success and provided a wonderful opportunity for students to share their work with a wider audience.

Looking ahead, we are particularly excited about our upcoming art exchange to Denmark, during which ten students will attend a Danish art school, and explore the cultural and artistic landmarks of Copenhagen. This experience promises to be both enriching and inspiring, fostering international connections and creative collaboration.

Our A Level results were exceptional, with an impressive 93% of students achieving A*-A grades across all Visual Arts subjects. Beyond their academic success, many of our students have gone on to secure places at prestigious institutions, such as Cambridge, The Bartlett, The Slade, and Kingston, pursuing degrees in Architecture, Fine Art, and Fashion.

The Art Department continues to thrive, reflecting the talent, commitment, and passion of both students and staff. It remains a cornerstone of Roedean's creative life, encouraging every student to express herself confidently and imaginatively through the visual arts.

Dance

Dance continues to be a vital and vibrant part of school life, both within the curriculum and through extensive co-curricular opportunities. The department delivers over 60 curriculum-based dance lessons each week, alongside GCSE Dance and a wide range of enrichment activities. These include a Street Dance Club and a popular student-led K-Pop Dance Club.

This year's GCSE Dance cohort achieved outstanding results, with a 100% pass rate at Grades 9-4. Notably, one student achieved 75 out of 80 in the written assessment, which is the highest score the department has seen in recent years. A Level Dance was introduced last year, representing an exciting opportunity for our most dedicated dancers, and a significant step in the ongoing development of the department.

Throughout the year, the Dance Department has contributed to a variety of whole-school productions, including The Sound of Music, showcasing the integration of dance across school life. The annual House Dance Competition saw strong participation from students across all Houses, with House 2 taking first place. Each House also had the opportunity to perform a short extract at Speech Day, held at the Dome. The department hosted its annual Dance Showcase, celebrating work from students across all levels, from beginner to advanced. The showcase featured a broad range of dance

styles and genres, highlighting the diversity and inclusivity of the programme. In addition, the Afternoon of Dance showcase provided another performance platform, with students auditioning to take part. This event was linked to the annual Bollywood workshop, culminating in a Year 8 performance in the Front Quad. Accompanied by Holi powder, this event created an electric and joyful atmosphere for the whole school community.

Students from a range of year-groups took RAD and ISTD dance examinations, achieving excellent results. Several students were awarded Distinction or High Merits in Advanced 1 Ballet, reflecting the high standard of training and dedication. Dance Scholars and students from all year groups also participated in a variety of workshops with professional dancers throughout the year. These sessions offered valuable opportunities to deepen technique, expand creative skills, and gain insight into the wider dance industry.

Overall, it has been a highly successful and dynamic year for the Dance Department. We look forward to expanding our offering further through more live performances, specialist workshops, and co-curricular opportunities in the coming year.

Drama

The Drama Department has had a year of the new and the old. We consistently have the honour of nurturing and teaching very talented and enthusiastic drama and performing arts students, so it was with great pride last Autumn that we were was able to watch an entirely student-led production of Alice By Heart. The students, led by two Year 13 Drama scholars, Merla and Mia, directed a student team of costume, sound, set and lighting designers, and, of course, Key Stage 4 and 5 performers, to achieve two performances of extraordinary quality. They were also stage-managed and operated by the students, as was the publicity, from the programmes to the posters. This was an outstanding production that allowed the students to implement everything they had learnt throughout their time at Roedean, but it also gave them all an opportunity to be empowered and independent, preparing them for life after School.

This was a new adventure for the drama department and the students, and we were also excited to have a revival of a Roedean family favourite, The Sound of Music, which also marked the 60-year anniversary of the musical film's original premiere in 1965.

Private Speech and Drama lessons have continued to be popular across the School, with 80 students taking LAMDA exams between September 2024 and June 2025. We are thrilled with the students' enthusiasm and dedication, which has been reflected in the 90% distinction rate. Exams taken included Acting, Group Devising, Musical Theatre, and Verse and Prose. We are particularly proud to have 21 students gaining distinctions at medal level grades, including four being awarded the top Grade 8, Gold Medal award.

There were also some exciting opportunities for the students, as we had our first puppet workshop and we had a local company called Puppet in a Box run an insightful workshop for our Key Stage 3 Scholars. For House Drama, we finally have been able to hit the right note where the students were able to write a short 60-second script based on a given topic. These performances have been engaging and very inventive.

There were several amazing theatre trips last year, which included a GCSE trip to see Guys and Dolls at the Bridge Theatre in September, and two Year 10 trips. The first was to see A Community Opera called 'Uprising'. This was very special because a number of Year 11 Roedean Drama and Music students were performing in the new opera directed by Jonathan Dove. We then went to see My Neighbour Totoro at The Gillian Lynne Theatre, which was a reimagining of the Studio Ghibli animation. The Sixth Formers have seen some fantastic theatre, including The Importance of Being Earnest at The National, and then in the summer term Oedipus at The Old Vic and Glass Menagerie at The Yard Theatre. These have been enriching trips that have really developed appreciation of theatre for the Drama Scholars, and for those studying the subject at GCSE and A Level.

Music

Our first major concert of the season was Dreams and Nightmares, with the usual eclectic mix of music, including ABBA, the Cranberries, Debussy, and Saint-Saëns, culminating in a opera scene from Humperdinck's Hänsel und Gretel. We brought our Carol Service back to Roedean this year by holding the service three times to accommodate everyone who wanted to come and be part of this wonderful tradition. Musical highlights included a rousing choral rendition of Gaudete.

The Spring term saw a diverse range of events, including a Chamber Music Day and the popular conducting workshop, which, this year, featured an evening concert with all the music conducted by our students, in itself an incredible achievement for them.

For our Brighton Fringe Festival Concert, the Orchestra, Choir, and soloists returned to All Saints Church in Hove. This concert featured wonderful solo performances from talented students from Years 10-13 (Elspeth, Ellen, Alicia, Sarah, and Julia), including a dramatic, sparkling, virtuoso performance on the piano from Julia as the breathtaking finale of the concert. For Elspeth's solo, we were also thrilled to include in the orchestra the Harpsichord originally commissioned by Elspeth's grandmother which had recently been generously donated to the School by her family. The choral piece of the evening was the hugely dramatic and powerful 'Du Fond de l'Abîme' by the French composer Lili Boulanger, with extended vocal solos by Candis (Yr12) and Ella (Yr13), and a duet between Ellen (Yr12) and guest soloist Oliver Futcher.

As well as the major concerts, we held many teatime recitals, evening recitals, Open Mic events, and collaborated with the Dance and Drama departments to stage The Sound of Music. Alongside teachers and hired professionals, this year's orchestra featured 14 students, a first for Roedean to have so many students in a musical theatre orchestra. This year also saw our orchestra and chamber choir go on a summer musical and cultural tour of Belgium, performing three beautiful concerts.

We concluded the year with another strong set of GCSE and A Level results, including some wonderful individual success stories and seeing Head Girl, Galina, taking up a place at the Guildhall School of Music and Drama.

Sport

Last year, the Sports Department reaffirmed its mission to provide Roedeanians with opportunities to enjoy, compete, and excel across a diverse range of sports and physical activities. Through these experiences, we continue to build character, develop leadership, instil core values, and promote a healthy and active lifestyle. This review process enabled us to identify areas where our mission is being successfully achieved, as well as those where further enhancement will strengthen our provision.

Our main competitive focus continued to centre on four key sports: hockey, netball, cricket, and swimming. These are supported by a robust strength and conditioning programme, designed to help students reach higher levels of performance and fulfil their potential.

Roedean girls continued to excel in a range of sports. The School fielded 30 Netball teams in regular fixtures, playing a total of 218 matches. This year, the U16A team reached the National Finals. 23 Hockey teams had competitive fixtures throughout the season, scoring an impressive 332 goals, with several Roedean girls were selected to play for the County and even the TA Academy, which is an impressive achievement. Roedean was again named as one of the country's top 20 girls' schools for Cricket, with the 1st XI hosting the MCC for the first time in over 20 years. Tennis, Athletics, and Swimming were also enjoyed throughout the year, and every student had the chance to participate in House sporting events, including the highly anticipated House Swimming and Sports Day.

Co-Curricular and Community links

Roedean's co-curricular programme remained a key element of our offering, with over 140 activities available each week, encompassing sport, the creative and performing arts, student-led activities, and academic enrichment. This was complemented by private lessons in activities such as horse-riding, sailing, fencing, karate, and badminton, which allowed students to engage in physical activities beyond the standard curriculum.

The sailing programme, using the boats generously donated by an OR, continues to be popular on Saturday mornings, as well as being an integral part of the Wild Fridays programme.

We continued to strengthen community connections to expand opportunities for our students and support local youth. Our Whitehawk Football Club Partnership helped to support those girls with a keen interest in football, and they enjoyed their sessions with former professional footballer, George Parris.

Duke of Edinburgh's Award

Increased numbers of students undertook the Duke of Edinburgh Award Scheme ('DofE') Award last year, a significant proportion of which is obtained by 'service' to the community, alongside an expedition and other activities. The entire Year 9 cohort undertook Bronze, and two thirds of the Year 10s undertook Silver.

CCF

In September 2024, twenty-six Year 10s and four Year 11s joined the Lancing College CCF contingent. The cadets undertake CCF while the rest of the year-group is taking part in Silver DofE. Clearly they learn many of the same skills, but CCF has more of a military focus; a good proportion of the cadets also completed the DofE Silver expedition, so they are getting the best of both worlds. Those who chose the RAF section instead of Army also had the opportunity to go flying at RAF Boscombe Down.

Roedean Farm

The Roedean Farm continues to play an important part of the wider holistic curriculum. It helps facilitate the co-curricular Farm Club, and it was part of the 'Wild Friday' Farm group, and the Head, Hand, and Heart ('HHH') Curriculum, as well as our Community Action Programme ('CAP'). It also continues to provide valuable opportunities for DofE volunteering and partnership visits from local schools and charities. At the end of the year, the chickens and ducks were rehomed at a sanctuary in Chichester, since the coop needed improvement work which would have been very expensive – the Farm still has four goats and sixteen sheep.

Enterprise

Year 9 took part in an Enterprise Day to learn the essentials of running a business and develop skills in marketing, management, and sales, with students competing in groups to develop and sell a product to present to a panel of judges. Students in Year 12 also took part in Young Enterprise, forming a company that produced bespoke and sustainable jewellery created from items foraged from the beach. Students learned the legal and financial responsibilities involved in running a business, experienced the hard work required to drive forward a project, and developed skills across all areas of business management under the guidance of their Business teacher.

Partnerships

Partnerships with other community organisations form an important part of Roedean's public benefit, as well as providing numerous development opportunities for girls and staff.

Community Impact At A Glance

Fundraising And Support For Other Charities

Last year, the School community raised over £48,000, with the total raised each year higher than the previous year's. We continue to support a range of local and global charities, reflecting the School's demographic and their outlook. Representatives from each charity come to School to address the students in Assemblies at the start of each new year, making the fund-raising all the more tangible for them. Having supported ten girls around the world through a well-known charity for nearly a decade, it seems that the charity has outgrown its capacity, and the communication with the girls has become sporadic at best; from September 2025, the School will support three girls in Zambia and Zimbabwe through the Catalyst Foundation. The scale of this charity means that we will be able to have much closer and regular contact with the beneficiaries of the funds we are raising.

Project 125 Moldova

In July 2025, a group of students travelled to Moldova for the third year, to teach English to young people there, and to visit the orphanage which Roedean has supported financially for three years. The group of twelve students taught 80 young people, including Ukrainian refugees, Moldovan children, and some Syrian refugees. Not only did our students give up their time and energy for the first week of the summer holidays, but they were also able to present the orphanage with a cheque for funds covering approximately 5% of its overall annual running costs. Having pledged to cover 3% annually for a decade, it was a pleasure to present more than promised, and the children and staff of the orphanage were hugely grateful.

St Mark's CE Primary School

Roedean has a strong connection with St Mark's, and this work enhances the children's opportunities at this local community primary. Both schools are committed to protecting the Christian ethos of St Mark's as set out in its Trust Deed, and to working within the requirements of Roedean's Royal Charter and charitable objects.

Every Thursday, Years 4, 5, and 6 from St Mark's come to Roedean for enrichment activities, for one term each, with both sporting opportunities and discrete academic workshops led by Roedean staff. This means that, by the time the children leave their primary school, they will have enjoyed weekly enrichment at Roedean for a year in total. Furthermore, our students act as 'Reading Buddies' for St Mark's pupils on a weekly basis, and other Roedean students are paired with those St Mark's pupils for whom English is not their first language as 'Language Buddies'.

Roedean Academy

The Roedean Academy continues to be a successful initiative, and this is the eighth year it has brought together like-minded, academically-striving students in Year 10 from six local state schools. The programme of supra-curricular enrichment modules, lasting six weeks in the Spring term, is also complemented by touchpoints in the other two terms; they also return to Roedean in June to present the findings of their independent academic research project, which they have been conducting since the Spring.

Roedean South Africa (Established in 1903)

Following last year's hugely successful inaugural exchange with our sister school in Johannesburg, it is wonderful that this is becoming an annual connection. The six girls in Year 9 travelled to South Africa in February 2025, where they spent three weeks exploring the school, making connections and finding out about our similarities and differences. They then flew back to the UK with their exchange partners, to spend three weeks together in Brighton. The next group of six are being selected during the Autumn term, and will make contact with their partner ahead of their trip in February.

The Roedean School Mission Fund

The Mission Fund was registered as a charity in 1965 (charity registration number 244996), having been originally set up by the Old Roedeanians' Association ('ORA') and Roedean School. Two members of the ORA are Trustees. It provides grants to significantly underprivileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. During the year, increased grants of approximately £29,170 were awarded to charities helping children aged 16 and under in the UK.

Roedean St Mary's Hall Trust

The Roedean St Mary's Hall Trust (charity registration number 307063-2) holds funds as a permanent endowment, which are invested on a total return basis to produce a return for the Trust's objects. Funds allocated as income are used to enhance our current bursary offering, thus furthering opportunities for girls to gain access to the Roedean education. Roedean St Mary's Hall Trust has provided significant levels of support to our students. Roedean (as Trustee of the Trust) selects beneficiaries and, along with other bursary programmes, continues to make funds available to widen access to girls from many backgrounds.

Parents' Guild

The excellent work of the Parents' Guild (Roedean's PTA), in partnership with the School, continues to benefit the girls in a number of ways. The Christmas Fair was unfortunately postponed due to very high winds, with the result that the Parents' Guild elements could not go ahead as the fair took place on a weekday. However, the December event was replaced by a Summer Fête on Roedean Day, and planning is already underway to run both the Christmas Fair and the Summer Fête in the year 2025-2026.

Alumnae Relations and Development

This year saw a variety of OR events run by The Roedeanian office and the ORA. Social and networking events included the Young Roedeanians' Networking Evening, the London Lunch, ORA Christmas Drinks, a new OR Spring networker, and a very busy and successful Roedean Day in June. Sporting events included the ORA Tennis Day, an OR Golf Day, and netball and hockey matches for ORs against school teams. Niamh Green, Head, and Ali Wienekus, Director of Marketing and Admissions, were pleased to host regional receptions during the year in Hong Kong and Lagos for parents and ORs. In addition, we began the process of reigniting the Regional Representative network to strengthen our international OR community.

The Roedeanian Office continued to produce regular communications and supported moderating the ORA and Roedean Rocks Facebooks groups. The team also supported the ORA with running the Heritage Projects Appeal.

Our Sixth Form Pathways Lecture series was a great success throughout the year, with nearly all of the speakers being ORs. This year we were pleased to launch a new Sixth Form Mentoring scheme, and we are delighted that nearly 200 OR mentors have already signed up to offer careers guidance and work experience opportunities to our students. In March we hosted our Careers Fair in Centenary Hall which was well-attended by ORs, and we received very positive feedback from students, parents and contributors alike.

In June we carried out a survey of ORs to request feedback on the School's communications and received responses from 256 ORs. Their feedback was extremely valuable in helping us shape our future communications strategy with Old Roedeanians.

Board Structure And General Meetings

(information included up to the date of signing of the Report)

President of the Corporation
Mary Henderson (OR)

Chair of Council
Delva Patman FRICS (coopted 4 December 2024), FGP, SRC, E&O, ESG, GRemCo, Awards, ISC

Vice-President
Virginia Stephen (OR)

Vice-Chair of Council
Vacant

Elected Trustees:

Nick Addyman, BA (elected 4 December 2024, – resigned 17 April 2025), S&R

Franciska Bayliss BEd Froebel, FRSA (12 March 2024), ESG

John Cain FCA (co-opted 1 September 2023 to fill a casual vacancy-retired 6 December 2025), FGP, S&R , E&O, ISC

Genevieve Howell, BA (Oxon), LLM (OR) (elected 6 December 2025)

Sophie Hammond, BA, PGCE (OR), (elected 4 December 2024), M&D, ESG

Victoria Jenkins MA PGCE (Oxon) MEd (OR) (elected 29 March 2023)

Karoline Molberg BA (Hons) (OR) (elected 21 February 2024), FGP, S&R, E&O, M&D, ISC

Anthony Millard BSc (Econ) PGCE (Oxon) (elected Chair of Council, 17 January 2024 to 31 August 2025-resigned 22 December 2025), FGP, S&R, ESG, GRemCo, M&D, E&O

Teresa Outhwaite BA PGDip (OR), (elected 7 October 2021 -retired 6 December 2025) E&O, M&D

Camilla Macpherson (Oxon) FCIArb (OR) (elected 21 February 2024) GRemCo (resigned 1 April 2025)

Natalie O'Connell BSc (Hons) PGDip (elected 21 February 2024), S&R, EOC

Althea Wolfe BA (Hons) (elected 21 February 2024) ESG, M&D

Nominated Trustees:

Gaelle Sullivan PGCE, PGDip (SEND) MEd (nominated 1 September 2023), S&R, ESG, Awards

Co-opted Trustees:

Catherine Kirchmann (appointed 9 September 2025-resigned 24 February 2026)

Trevor Rowell, BA BPhil MA (Oxon) PGCE FIOD (10 December 2024-resigned 31 July 2025) S&R

Vivien Smiley BA MA DipIPR (OR) (21 February 2024 – resigned 31 December 2025) S&R, GRemCo

KEY

Committees were as follows:

- FGP: Finance and General Purposes Committee, which deals with all financial and investment matters.
- E&O: Estates and Operations Committee, which advises on maintenance and buildings provision.
- S&R: Strategy and Risk Committee. This Committee monitors and advises on Strategic Development and monitors key risks for the School.
- GRemCo: Governance & Remuneration Committee, which reviews those proposed for membership of Council, looks at Committee membership and provides an overview of governance matters.
- ESG: Education & Safeguarding Committee. This Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections.
- Awards: Awards Group, which advises on the allocation of bursaries and awards, now reports into Education and Safeguarding with Finance.
- M&D: Marketing & Development Committee. This Committee advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations.
- ISC: Investment Subcommittee – manages and implements the School's investment policies
- (OR) Old Roedeanian

Interim Chair of Council

Delva Patman was appointed interim Chair on 31 August 2025 following the resignation of Anthony Millard who remained a Trustee up to 22 December 2025.

Trustee Induction and Training

For Elected Trustees, the two longest serving must retire each year and special provisions deal with the situation of multiple Trustees having equal lengths of service. The two retiring Trustees can put themselves forward for re-election. Nominated and Co-opted Trustees hold office for five years but can continue for further periods of up to five years if they are re-nominated or co-opted.

The induction and onboarding processes for Trustees are being constantly reviewed to ensure that Trustees fully understand their responsibilities and role. New Trustees undergo an induction process with a number of elements, and this pays particular attention to their role in safeguarding. Annual training is provided for all Trustees, as well as many in-year opportunities.

Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors. The premiums are paid centrally for the whole group by Roedean School, and the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £499 for the year (2024: £480).

2025 Annual General Meeting

The Annual Report and Financial Statements for the prior year ended 31 August 2024 were considered at the AGM on 5 December 2025. Other business included the re-appointment of HaysMac LLP, Roedean's auditors, for a further 12 months, the election of Genevieve Howell (OR) as a Trustee, and the election of two new governors.

Management Structure

The day-to-day management of Roedean School is conducted by the School's Executive under authority delegated to it by the Council.

Niamh Green BA MA PGCE MBA
Head

Richard Poffley BA FCCA (resigned 31 December 2025)
Director of Finance & Administration

Administrative Information

Auditors

HaysMac LLP
Chartered Accountants and Registered Auditors
10 Queen Street Place
LONDON EC4R 1AG

Bankers

National Westminster Bank plc
153 Preston Road
BRIGHTON
East Sussex BN1 6BE

Insurance Brokers

Marsh Limited
Education Practice
Station Road
DORKING
Surrey RH4 1EB

Investment Support and Advisers

Rathbones Investment Management
30 Gresham Street
LONDON EC2V 7QN

Solicitors

Stone King
Boundary House
91 Charterhouse Street
London
EC1M 6HR

Veale Wasbrough Vizards LLP
Narrow Quay House
Narrow Quay
BRISTOL BS1 4QA

Health and Safety

Assurity Consulting Limited
26 Redkiln Way
HORSHAM
West Sussex RH13 6HR

Financial Review And Results For The Year

The consolidated statement of financial activities for the year is set out on pages 34 to 35 and records the activities of Roedean School, Roedean School Enterprises Limited ('RSEL'), and Roedean St Mary's Hall Trust.

Roedean School, including RSEL, achieved total income of £22.3m (2024: £23.8m) and made a surplus of £359k after investment gains of £278k (2024: surplus of £3.0m). The School results were achieved against the background of the introduction in January 2025 of VAT on fees, redundancy costs of £202k (2024: £16k), other non-recurring costs connected to strategy and merger options of £376k (2024: £48k), the increase in employers' national insurance contributions and the removal of business rates relief.

The Charity together with its subsidiaries returned a surplus for the academic year 2024-25 of £81k (2024: £1,597k) before gains on investments of £278k. Within the period, capital expenditure including improving the fabric of our listed buildings and the grounds amounted to £1.4m, mainly comprising structural works, the Library, the Chapel, Design and Technology, Old Reference Library, PE Building, Access control, IT resources, and Classroom upgrades.

The consolidated cash position as at 31 August 2025 was £14.2m, representing a decrease of £2.1m from £16.3m in the previous year, which reflected funds utilised by operational activities. This cash position provides the necessary liquidity for the School.

Based on the RSEL accounts it was not considered necessary for the School to issue a letter of financial support for the year, as the inter-company loan was fully repaid shortly after the year end. The trading of the company was assisted by the summer residential lettings with Alpadia Language School making use of the facilities during the summer holidays.

The Council considers that the post-investment surplus of £359k and pre-investment surplus of £81k for the year for the Group was an acceptable result, especially given the very challenging market conditions, including the continuing uncertainty reflected in changes in legislation on independent schools.

The financial performance for the year is reflected in the investment and operating surplus ratios. Roedean School achieved an investment surplus of 7.6% (2024: 14.9%), and 13.6% (2024: 14.9%) respectively when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 7.6% (2024: 12.2%). Investment Surplus is defined as "Net income before investment gains and losses, and excluding depreciation, as a percentage of Net Fee income". Operating Surplus is defined as "Net income (excluding bursaries) as a percentage of Net Fee Income before bursaries".

Investment Powers, Policy and Performance

For a number of years, the Council's policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short-term deposit. Bank interest income and interest from investments in 2025 was £0.7m compared to £0.8m in 2024.

The assets of Roedean St Mary's Hall Trust ('Fund' as well as 'Trust'), representing its permanent endowment, were invested from the end of the financial year ended 31 August 2011 in managed funds split between equities and bonds; this was based on independent advice received, the undertaking of a due diligence process, and after the consideration of the Council. The objective of Roedean Council (acting as the Trustee of Roedean St Mary's Hall Trust) is to preserve and grow the capital base of the permanent endowment fund that comprises the Trust's assets, ensuring that the real value is maintained in the long term, taking on a relatively high-risk tolerance, and aims to generate an annual return over the long term of two times Consumer Price Index (2*CPI), with a minimum of 3% per annum. The funds generated are used solely to fund bursaries. The Fund's performance was kept under review during the year via the Finance & General Purposes Committee and the School's independent financial advisers.

Rathbones Investment Management continue as independent financial advisers for the School and Roedean St Mary's Hall Trust in September 2023, and they actively manage the funds and target a return over the long term of the Consumer Price Index ('CPI') plus 4%.

Brought about by the change in regulations, and acting in its role of sole Trustee of Roedean St Mary's Hall Trust and in line with the best interests of the Trust, Council took the decision in 2015-16 to have the funds managed on a total return basis. In line with this approach, the Trustees of the Fund invested

permanent endowment funds to maximise the overall return without regard to a distinction between capital and income.

The total return can then be allocated in a way that best furthers the objects of the Trust. This total return approach was effective from 1 September 2015.

As part of the process, suitable financial advice was received in relation to the valuation of the Fund and the unapplied total return, and investment advice in relation to the total return approach and legal advice was also received.

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries.

Reserves policy

At the Balance Sheet date, both the School and the Group held 'Unrestricted funds – other charitable funds' totaling £26.6m, compared to £25.5m in 2024. The Group continues to maintain positive free reserves, defined as unrestricted funds less tangible fixed assets, totaling £2.9m (2024: £1.7m).

The Council regularly reviews the level and nature of the reserve funds of the School in order to ensure there is appropriate financial security if there is a downturn in trading. This is controlled and managed by means of a rolling forecast process, incorporating scenarios and sensitivity analyses.

This policy sets the target level of free reserves as £1.0m-£3.5m, due to significant investment required in the fixed assets, and move to a policy where the Finance & General Purposes Committee will monitor the level of free reserves on a regular basis to ensure this is in line with the financial strategy.

The School has been through a significant period of capital investment over the past 10 years to improve facilities for its students; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, Sixth Form Centre, the Theatre, and the Library, and a new PE classroom was opened in November 2024, named after an outstanding and long-serving colleague, Jane Chandler. Given the future investments required in fixed assets to keep the School competitive and maintain a sound infrastructure, and the continued pressures on student numbers, the level of free reserves will be monitored closely.

The members of Council believe that there are no material uncertainties that call into doubt the Group's ability to continue as a going concern. On this basis, the Trustees consider that the School continues to meet all liabilities as they fall due and have prepared the financial statements on a going concern basis.

Statement Of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the Group and of the incoming resources and application of resources of the Group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records which are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware:

- there is no relevant information of which the charity's auditor is unaware
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Council on 27 February 2026 and signed on its behalf by:

Delva Patman
Interim Chair of Council

Independent Auditor's Report

Opinion

We have audited the financial statements of Roedean School for the year ended 31 August 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2025 and of the group's net movement in funds 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 Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Introduction from the Chair of Council and the Report from the Council. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity; or
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 30, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity, or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Education (Independent School Standards) Regulations 2014, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their accounting estimates.

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

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

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

HaysMac LLP
Statutory Auditors
10 Queen Street Place
London
EC4R 1AG

Date: 2 March 2026

HaysMac LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2025

Income from:	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	**2025 £'000**
Charitable Activities					
School fees	4	20,048	-	-	**20,048**
Other educational income	5	565	(3)	-	**562**
Other activities	6	133	-	-	**133**
Other trading activities					
Non-ancillary trading income	7	666	-	-	**666**
Investments					
Investment income	8	504	30	220	**754**
Gift aid from trading subsidiary		66			**66**
Donations and legacies		30	39	-	**69**
Total		22,012	66	220	**22,298**
Expenditure on:					
Raising funds					
Non-ancillary trading	9	579	-	-	**579**
Financing costs	9	44	-	-	**44**
Investment management	9	10	-	66	**76**
Total		633	-	66	**699**
Charitable Activities					
School and grant making	9	21,376	142	-	**21,518**
Total		22,009	142	66	**22,217**
Net income/(expenditure) before transfers and investment gains		3	(76)	154	**81**
Gain on investments	12	42	-	236	**278**
Transfers between funds		1,146	254	(1,400)	**-**
NET MOVEMENT IN FUNDS		1,191	178	(1,010)	**359**
Fund balances 1 September 2024		25,465	1,018	14,355	**40,838**
Fund balances 31 August 2025		26,656	1,196	13,345	**41,197**

The notes on pages 39- 58 form part of these financial statements.

COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	**2024 £'000**
Income from:					
Charitable Activities					
School fees	4	21,355	-	-	**21,355**
Other educational income	5	1,031	-	-	**1,031**
Other activities	6	26	-	-	**26**
Other trading activities					
Non-ancillary trading income	7	553	-	-	**553**
Investments					
Investment income	8	490	27	288	**805**
Donations and legacies		-	61	-	**61**
Total		23,455	88	288	**23,831**
Expenditure on:					
Raising funds					
Non-ancillary trading	9	486	-	-	**486**
Financing costs	9	10	-	-	**10**
Investment management	9	12	-	77	**89**
Total		508	-	77	**585**
Charitable Activities					
School and grant making	9	21,485	164	-	**21,649**
Total		21,993	164	77	**22,234**
Net (expenditure)/income before transfers and investment gains		1,462	(76)	211	**1,597**
Gain on investments	12	194	-	1,250	**1,444**
Transfers between funds		9	(9)	-	**-**
NET MOVEMENT IN FUNDS		1,665	(85)	1,461	**3,041**
Fund balances 1 September 2023		23,800	1,103	12,894	**37,797**
Fund balances 31 August 2024		25,465	1,018	14,355	**40,838**

CONSOLIDATED AND CHARITY BALANCE SHEETS FOR THE YEAR ENDED 31 AUGUST 2025

		Group		Charity	
		2025	2024	**2025**	2024
	Notes	**£'000**	£'000	**£'000**	£'000
FIXED ASSETS					
Tangible fixed assets	11	**23,677**	23,778	**23,677**	23,776
Investments	12	**15,355**	16,267	**15,355**	16,267
		39,032	40,045	**39,032**	40,043
CURRENT ASSETS					
Stocks		**15**	14	**13**	10
Debtors	14	**2,165**	838	**2,424**	1,037
Cash at bank and in hand		**14,229**	16,346	**13,929**	16,166
		16,409	17,198	**16,366**	17,213
CURRENT LIABILITIES					
Creditors payable within one year	15	**(9,776)**	(10,287)	**(9,757)**	(10,237)
NET CURRENT ASSETS		**6,633**	6,911	**6,609**	6,976
TOTAL ASSETS LESS CURRENT LIABILITIES		**45,665**	46,956	**45,641**	47,019
LONG TERM LIABILITIES					
Creditors payable after one year	16	**(4,388)**	(6,038)	**(4,388)**	(6,038)
Provisions for liabilities and charges	18	**(80)**	(80)	**(80)**	(80)
NET ASSETS	19	**41,197**	40,838	**41,173**	40,901
REPRESENTED BY:					
RESTRICTED FUNDS	20	**1,196**	1,018	**1,196**	1,018
ENDOWED FUNDS	20	**13,345**	14,355	**13,345**	14,355
UNRESTRICTED FUNDS	20	**26,656**	25,465	**26,632**	25,528
		41,197	40,838	**41,173**	40,901

The financial statements were approved and authorised for issue by the Council on 27 February 2026.

Delva Patman
Interim Chair of Council

The notes on pages 39- 58 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2025

		Group	
		2025	2024
	Note	**£'000**	£'000
Net cash inflow from operations			
Net cash provided/(used) by operating activities	i)	**(1,084)**	1,470
Net Cash flows from investing activities			
Payments for tangible fixed assets		**(1,431)**	(4,286)
Additions to investment portfolio		**(3,443)**	(17,949)
Withdrawals from investment portfolio		**4,626**	17,733
Bank interest and investment income received		**754**	804
Net cash (used by) investing activities		**506**	(3,698)
Cash flows from financing activities			
Fees in advance scheme receipts		**156**	3,627
Fees in advance scheme payments		**(1,695)**	(240)
Net cash provided/(used) by financing activities		**(1,539)**	3,387
Increase in Cash		**(2,117)**	1,159
Cash and cash equivalents at beginning of period		**16,346**	15,187
Cash and cash equivalents at end of reporting period	ii)	**14,229**	16,346

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2025

(i) Reconciliation of net cash flow from operating activities

	Group	
	2025	2024
	£'000	£'000
Net income	**81**	1,598
Elimination of non-operating cash flows		
Investment income	**(754)**	(804)
Fee Composition discounts	**44**	10
Depreciation charges	**1,533**	1,636
Decrease in stocks	**1**	3
Increase in debtors	**(595)**	(269)
Decrease in creditors	**(1,394)**	(504)
Decrease in provisions	**-**	(200)
NET CASH INFLOW FROM OPERATING ACTIVITIES	**(1,084)**	1,470

ii) Analysis of cash and cash equivalents

	Group	
	2024	2023
	£'000	£'000
Cash at bank and in hand	**14,229**	16,346
	14,229	16,346

iii) The group has no loans as at 31 August 2025 or 31 August 2024, therefore no analysis of changes in net debt has been included.

The notes on pages 39- 58 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. CHARITY INFORMATION

The School is a Public Benefit Entity registered as a charity in England and Wales and a company incorporated by Royal Charter (RC000434). It was incorporated in 1938 and registered as a charity in 1996 (charity number: 987654) and its registered office is Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ.

2. ACCOUNTING POLICIES

2.1 Financial Statements and Consolidation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and 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 (FRS 102) - effective 1 January 2019.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2016 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

2.2 Going Concern

The Trustees have considered the financial requirements of Roedean School Enterprises Limited and the current financial position of the School. The Trustees believe the School's financial resources are sufficient to ensure the School will continue as a going concern for a minimum period of 12 months from the date of signing of the financial statements, and there are no material uncertainties, and have therefore prepared the financial statements on a going concern basis.

2.3 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

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

In the view of the Trustees, no assumptions concerning the future estimation or uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

2.4 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Charity and its 100% owned subsidiary, Roedean School Enterprises Limited (company number 2921272). In accordance with a Charity Commission Scheme, the accounts of the Charity include the accounts of Roedean St Mary's Hall Trust from its date of acquisition.

2.5 School fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees, but including contributions received from restricted funds, are accounted for in the period in which the services are provided.

Amounts received under the school's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

2.6 Investments

Investments are valued at market value as at the balance sheet date. Realised and unrealised gains and losses arising on the disposal or revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the fund holding the investments. Short-term holdings of cash within the investment funds at the balance sheet date are classified as non-current assets. Investments in subsidiaries are valued at cost less provision for impairment.

The School has adopted a 'total return' basis for the investment of its permanent endowment as permitted by the Trusts (Capital and Income) Act 2013. Under the Act, the School can invest its permanent endowments without regard to the capital/income distinctions of trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. Until this power is exercised, the total return is accumulated, as a capital supplement to the preserved ('frozen') value of the permanent endowment.

For the carrying value of the preserved (frozen) permanent capital, Council has taken its open market value as at 31 August 2012.

2.7 Donations, Legacies, Grants and Other Voluntary Income

Voluntary income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where, through the terms of an appeal or from the donor, there is a trust law restriction on the use of any voluntary income, the income is credited to the relevant restricted funds or endowment.

2.8 Tangible Fixed Assets

All tangible assets over £5,000 are capitalised. Depending on asset class some other assets are capitalised over the value of £1,000.

Depreciation is calculated to write down the cost of fixed assets less residual value by equal annual instalments over their expected useful lives. The periods generally applicable are:

Freehold buildings	25-50 years
Lawrence House refurbishment	15 years
Free-standing buildings and tennis courts	10 years
Lime washing of building	6 years
Furniture, fittings and equipment	5 years
Computers	3-4 years
Motor vehicles	5 years or 25% reducing balance basis

A full year of depreciation is charged in the first year an asset is acquired.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value.

2.10 Value Added Tax

As an educational body, the School was previously exempt from charging VAT on its normal school income. However, with effect from January 2025, the School became required to charge VAT where applicable.

2.11 Pension Contributions

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme that are attributable to the School. In accordance with FRS 102 the Scheme is accounted for as a defined contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator. Further detail is given in Note 27.

The School also contributes to personal pension schemes for non-teaching staff at 6% of annual basic pay, and these contributions are accrued accordingly.

2.12 Expenditure and allocation of Costs

Cost of raising funds

The cost of raising funds comprises costs associated with raising funds from all sources and includes trading costs and investment management fees

Charitable expenditure

- Teaching costs – includes all expenditure in connection with teaching work.
- Welfare costs – those costs supporting pupil welfare including medical support and school meals.
- Premises costs – relates to costs in connection with buildings maintenance, general maintenance and repairs, together with grounds and gardens.
- Support – expenditure incurred in providing administrative and financial services in support of the direct charitable expenditure above.
- Governance – comprises the costs of running the Charity, including strategic planning for its future development, external audit, and legal advice for the Trustees and all the costs of complying with constitutional and statutory requirements, such as the costs of Council and Committee meetings, and of preparing statutory accounts and satisfying public accountability.

Overheads are allocated to expense headings based on time spent by staff and space occupied.

Pension costs are charged to unrestricted funds and allocated between expense headings based on staff costs of employees within the scheme.

Expenditure is accounted for on an accruals' basis.

Redundancy costs and termination payments are charged to the Statement of Financial Activities in the period in which the School becomes committed to incurring the costs.

2.13 Hire Purchase Contracts and Operating Leases

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.14 Fund Accounting

Funds held by the Charity are:

- Unrestricted funds – these are funds which can be used in accordance with the School's objects, at the discretion of the Council.
- Restricted funds – these are funds that can be used for particular restricted purposes, within the objects of the School. Restrictions arise when specified by the donor.
- Endowed funds – these are funds where there is no power to convert the capital into income and represent the surplus funds arising following the disposal of St Mary's Hall premises. These will be used to support the School's bursary offering. The Total Return Order stipulates that any investment returns will accrue to a capital supplement (the Unapplied Total Return) to the permanent endowment.

2.15 Financial Instruments

The Charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost, with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors, amounts owed by group undertakings and accrued income. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its charity statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2025 was surplus £271k (2024: surplus of £2,997k).

4. CHARITABLE ACTIVITIES – SCHOOL FEES

The School fees income comprised:

	2025	2024
	£'000	£'000
Gross fees	**23,210**	24,440
Less: Total bursaries, grants and allowances	**(3,301)**	(3,218)
	19,909	21,222
Add: Bursaries funded by restricted funds	**139**	133
	20,048	21,355

5. CHARITABLE ACTIVITIES – OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	2025	2024
	£'000	£'000
School trips and disbursements	**21**	(1)
Deposits forfeited	**54**	463
Transport recharges	**425**	465
Registration fees	**47**	80
Insurance commission	**2**	2
Sundry other income	**13**	22
	562	1,031

6. OTHER CHARITABLE INCOME

	2025	2024
	£'000	£'000
Other income	**133**	26
	133	26

7. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES

	Roedean School Enterprises Ltd 2025 £'000	Roedean School Enterprises Ltd 2024 £'000
INCOME FROM:		
Other trading activities		
Non-ancillary trading income	666	553
Total income	666	553
EXPENDITURE ON:		
Raising funds		
Non-ancillary trading	579	509
Total expenditure	579	509
Net income	87	44
Retained net income	87	44
Fund balances brought forward	(63)	(107)
Fund balances carried forward	24	(63)
Tangible fixed assets	-	2
Net Current (Liabilities)/ Assets	24	(65)
NET (LIABILITIES)/ ASSETS	24	(63)

8. INVESTMENT INCOME

	2025 £'000	2024 £'000
Interest on listed investments	**252**	330
Bank interest	**461**	448
Bank interest on donations	**30**	27
Interest on loan to subsidiary	**11**	-
	754	805

9. ANALYSIS OF EXPENDITURE

	Note 10 Staff Costs £'000	Other £'000	Note 11 Depreciation £'000	**Total 2025 £'000**	Total 2024 £'000
Costs of raising funds					
Financing costs	-	44	-	**44**	10
Investment management	-	76	-	**76**	89
Trading costs of subsidiary	261	316	2	**579**	486
Group's costs of charitable activities	261	436	2	**699**	585
Charitable activities					
Teaching	9,071	461	257	**9,789**	9,376
Welfare	2,180	1,312	281	**3,773**	4,013
Premises	1,740	1,938	993	**4,671**	5,023
Support costs of schooling	1,360	1,786	-	**3,146**	3,104
Group's operating costs	14,351	5,497	1,531	**21,379**	21,516
Grants, awards and prizes	-	139	-	**139**	133
Total	14,351	5,636	1,531	**22,518**	21,649
Group total expenditure	14,612	6,072	1,533	**22,217**	22,234

	Group	
	2025 £'000	2024 £'000
Auditor's remuneration for statutory audit	**46**	46
Fees paid to the auditor in respect of taxation advice	**4**	4
Legal Fees within Governance	**4**	145

	Group	
	2025 £'000	2024 £'000
Governance Costs included in supporting costs of Schooling:		
• Staff costs	**23**	27
• Other costs	**47**	192
Total Governance Costs	**70**	219

COMPARATIVE ANALYSIS OF EXPENDITURE

	Group			
	Note 10 Staff Costs £'000	Other £'000	Note 11 Depreciation £'000	Total 2024 £'000
Costs of raising funds				
Financing costs	-	10	-	10
Investment management	-	89	-	89
Trading costs of subsidiary	268	214	4	486
Group's costs of raising funds	268	313	4	585
Charitable activities				
Teaching	8,582	545	249	9,376
Welfare	2,327	1,407	279	4,013
Premises	1,706	2,213	1,104	5,023
Support costs of schooling	1,171	1,933	-	3,104
Group's operating costs	13,786	6,098	1,632	21,516
Grants awards and prizes	-	133	-	133
Total	13,786	6,231	1,632	21,649
Group total expenditure	14,054	6,544	1,636	22,234

10. STAFF COSTS

The total staff costs were as follows:

	Group	
	2025	2024
	£'000	£'000
Wages and salaries	**11,429**	11,276
Social security costs	**1,222**	1,068
Pension contributions	**1,881**	1,614
Contractors	**79**	96
	14,611	14,054
Aggregate employee benefits of key management personnel	**945**	883

	2025	2024
Average number of employees in the year	**361**	369
Of which were teaching staff	**104**	104

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to members of the Council during the year was £10k (2024: £9k) for 12 members (2024: 7 members).

	2025	2024
£60,000 to £70,000	**14**	11
£70,001 to £80,000	**3**	-
£80,001 to £90,000	**4**	2
£90,001 to £100,000	**-**	2
£130,001 to £140,000	**1**	-
£140,001 to £150,000	**-**	1
£150,001 to £160,000	**1**	1
£160,001 to £170,000	**-**	1
£410,001 to £420,000	**-**	1

In addition to basic salary, the figures within the salary bands comprise bonuses, benefits in kind, termination payments and other taxable benefits.

Contributions were made to the Teachers' Pension Defined Benefits Scheme for eighteen of the higher paid employees of £379,065 (2024: 14 employees - £284,597). Contributions were made to a Defined Contribution Scheme for five of the higher paid employees of £23,090 (2024: 3 employees - £16,381).

During the year there were redundancy or termination payments made which amounted to £201,780 (2024: £16,020).

Payments to certain key management personnel are reviewed annually by the Remuneration Committee, comprising Trustees, and individual rates of remuneration are awarded based on staff reviews as well as costs being benchmarked against the sector average.

Accommodation is provided to those members of staff for whom it is required given the nature of their role. The School also offers discounts to any members of staff who wish to send their children to the School, and the rate offered is competitive when compared to other schools within the sector.

11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2024	36,656	4,147	1,063	126	41,992
Additions	1,079	247	91	14	1,431
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	**37,735**	**4,135**	**1,098**	**140**	**43,108**
Accumulated depreciation					
As at 1 September 2024	13,958	3,534	636	85	18,213
Charge for the year	993	266	258	16	1,533
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	**14,951**	**3,541**	**838**	**101**	**19,431**
Net book amount at 31 August 2025	**22,784**	**594**	**260**	**39**	**23,677**
Net book amount as at 31 August 2024	22,700	622	417	39	23,778

Charity	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2024	36,656	4,104	1,063	126	41,949
Additions	1,079	247	91	14	1,431
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	**37,735**	**4,092**	**1,098**	**140**	**43,065**
Accumulated depreciation					
As at 1 September 2024	13,957	3,489	639	87	18,172
Charge for the year	993	264	258	16	1,531
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	**14,950**	**3,494**	**841**	**103**	**19,388**
Net book amount at 31 August 2025	**22,785**	**598**	**257**	**37**	**23,677**
Net book amount as at 31 August 2024	22,700	620	417	39	23,777

12. INVESTMENTS

	Group		Charity	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Valuation as at 1 September 2024	**16,166**	14,179	**16,166**	14,179
Additions at cost	**3,443**	17,949	**3,443**	17,949
Disposals proceeds	**(4,626)**	(17,406)	**(4,626)**	(17,406)
Gain/(loss) in investments	**278**	1,444	**278**	1,444
	15,261	16,166	**15,261**	16,166
Cash	**94**	101	**94**	101
Valuation as at 31 August 2025	**15,355**	16,267	**15,355**	16,267

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Investments comprise:				
Listed Investments				
Investments (Historical cost £9,617,104)	**15,261**	16,166	**15,261**	16,166
Cash	**94**	101	**94**	101

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Investments in subsidiaries	**-**	-	**1**	1

13. STATEMENT OF INVESTMENT TOTAL RETURNS

Trustees have adopted a duly authorised policy of Total Return accounting for the School's investment returns. The total investment return targeted for these funds is two times Consumer Price Index (2*CPI) or 3% per annum, whichever is the greater. On adopting the Total Return approach to the investment, the Council valued the underlying trust for the investment as at 31 August 2012 as described in Note 2.6.

An excess amount has been applied as capital to protect the value of the endowment in prior years, requiring an adjustment to the previously reported Unapplied Total Return and value of the endowment as at 31 August 2023 of £2.7m.

Permanent Endowment

	Group
	2025
	£'000
Investment total return	
Income distributions on securities	220
Capital gains on securities	236
Investment management costs	(66)
Total return for the year	390
Amount applied as income for spending	(1,400)
Amount applied as capital to protect value of endowment	(465)
	(1,475)
Unapplied Total Return as at 1 September 2024	
• securities	1,702
• uninvested cash	158
	385

	2025
	£'000
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	2,870
Value of permanent endowments as at 31 August	**12,961**

Note: Uninvested cash funds are shown as net current assets in Note 19.

14. DEBTORS

	Group		Charity	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Trade debtors	**1,670**	372	**1,592**	306
Amounts owed by group undertakings	**-**	-	**337**	266
Other debtors	**14**	2	**14**	2
Prepayments and accrued income	**481**	464	**481**	463
	2,165	838	**2,424**	1,037

The introduction of VAT on school fees in January 2025 has impacted the treatment of fee debtors relating to Autumn Term 2025. As a result, a VAT tax point was created for Autumn term invoices that had been issued prior to the year end. These invoices, which were previously not recognised as debtors, are now recognised due to the establishment of a VAT point. This change has led to a notable increase in both fee debtors and fees received in advance as at the reporting date

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

		Group		Charity	
		2025	2024	**2025**	2024
	Note	**£'000**	£'000	**£'000**	£'000
Trade creditors		**35**	59	**35**	55
Social security and other taxes		**1,058**	301	**1,062**	295
Other creditors		**341**	468	**327**	437
Accruals and deferred income		**264**	719	**255**	710
Deposits from parents		**871**	756	**871**	756
Amounts due to parents		**1,197**	1,234	**1,197**	1,234
Fees in advance of term		**4,785**	5,101	**4,785**	5,101
Fees in advance scheme	17	**1,225**	1,649	**1,225**	1,649
		9,776	10,287	**9,757**	10,237

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group		Charity	
		2025	2024	**2025**	2024
	Note	**£'000**	£'000	**£'000**	£'000
Deposits from parents		**3,014**	3,592	**3,014**	3,592
Fees in advance scheme	17	**1,374**	2,446	**1,374**	2,446
		4,388	6,038	**4,388**	6,038

17. DEFERRED INCOME – FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School up to the equivalent of seven years fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. This liability has been split as follows:

	Group		Charity	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
- due in less than one year	**1,225**	1,649	**1,225**	1,649
- due 1 to 2 years	**525**	1,111	**525**	1,111
- due 2 to 3 years	**381**	511	**381**	511
- due 3 to 4 years	**181**	382	**181**	382
- due 4 to 5 years	**124**	181	**124**	181
- due after 5 years	**162**	261	**162**	261
As at 31 August 2025	**2,598**	4,095	**2,598**	4,095

Summary of movements in liability:

	Group		Charity	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2024	**4,094**	697	**4,094**	697
New contracts	**156**	3,627	**156**	3,627
Interest allowance	**44**	10	**44**	10
Amounts utilised in payment of fees	**(1,695)**	(239)	**(1,695)**	(239)
As at 31 August 2025	**2,599**	4,095	**2,599**	4,095

The total fees in advance scheme liability as at 31 August 2025, representing commitments to release amounts to the Statement of Financial Activities over the next five years is £2.6m (2024: £4.2m), inclusive of future interest allowances.

18. PROVISIONS FOR LIABILITIES AND CHARGES

The provision of £80k relates to restoration of the Roedean School Moira House tennis courts.

	Group		Charity	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Moira House School Provision	**80**	80	**80**	80
	80	80	**80**	80

The provision for the Moira House tennis courts will be utilised dependent on the outcome of finding a lessee for the courts.

Summary of movements in provisions:

	Group		Charity	
	2025	2024	**2025**	2024
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2024	**80**	280	**80**	280
Amount utilized in provision	**-**	(76)	**-**	(76)
Release of provisions	**-**	(124)	**-**	(124)
As at 31 August 2025	**80**	80	**80**	80

19. ALLOCATION OF NET ASSETS

The Group net assets are held for the funds as at 31 August 2025 is as follows:

Group	Tangible fixed assets £'000	Investments £'000	Net current assets £'000	Long term liabilities £'000	**Net Assets £'000**
Endowed funds	-	13,190	155	-	**13,345**
Restricted funds	-	-	1,196	-	**1,196**
Unrestricted funds	23,677	2,165	5,282	(4,468)	**26,656**
	23,677	15,355	6,633	(4,468)	**41,197**

The Charity net assets are held for the funds as at 31 August 2025 is as follows:

Charity	Tangible fixed assets £'000	Investments £'000	Net current assets £'000	Long term liabilities £'000	**Net Assets £'000**
Endowed funds	-	13,190	156	-	**13,346**
Restricted funds	-	-	1,196	-	**1,196**
Unrestricted funds	23,677	2,165	5,257	(4,468)	**26,631**
	23,677	15,355	6,609	(4,468)	**41,173**

20. FUNDS

Group	At 1 September 2024 £'000	Income £'000	Expenditure £'000	Transfers and Gains/(Losses) £'000	**At 31 August 2025 £'000**
Endowed Funds					
Roedean St Mary's Hall	14,355	220	(66)	(1,164)	**13,345**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	623	37	(139)	253	**774**
Development and Project Fund	324	1	-	9	**334**
Individual Bursary Fund-Trips	30	-	(3)	-	**27**
Community Fund	22	-	-	-	**22**
OR Heritage Projects	17	28	-	(8)	**37**
	1,018	66	(142)	254	**1,196**
Unrestricted funds					
General reserve	25,465	22,012	(22,009)	1,189	**26,656**
Total Funds	40,838	22,298	(22,217)	278	**41,197**

Charity	At 1 September 2024 £'000	Income £'000	Expenditure £'000	Transfers and Gains/(Losses) £'000	**At 31 August 2025 £'000**
Endowed Funds					
Roedean St Mary's Hall	14,355	220	(66)	(1,164)	**13,345**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	623	37	(139)	253	**774**
Development and Project Fund	324	1	-	9	**334**
Individual Bursary Fund-Trips	30	-	(3)	-	**27**
Community Fund	22	-	-	-	**22**
OR Heritage Projects	17	28	-	(8)	**37**
	1,018	66	(142)	254	**1,196**
Unrestricted funds					
General reserve	25,528	21,345	(21,430)	1,189	**26,632**
Total Funds	40,902	21,631	(21,638)	278	**41,173**

Endowed Funds

The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £1.4m (2024: £nil) has been transferred from endowed to unrestricted funds to fund bursaries (see Note 13).

Restricted Funds

The Bicknell Art Prize was established for purposes of providing prizes to celebrate excellence in Art.

The Bursary Fund was established to support the education of girls who might not, without such support, be able to attend the School.

The Development and Project Fund was established by the School to provide scholarships, bursaries and undertake special projects to support the education of girls.

£252k (2024: £132k) has been transferred to restricted funds from unrestricted funds as funds have been spent on Ukrainian funding and bursaries.

21. COMPARATIVE ALLOCATION OF NET ASSETS

The group net assets held for the funds as at 31 August 2024 is as follows:

Group	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	14,175	180	-	**14,355**
Restricted funds	-	-	1,018	-	**1,018**
Unrestricted funds	23,778	2,092	5,713	(6,118)	**25,465**
	23,778	16,267	6,911	(6,118)	**40,838**

The Charity net assets held for the funds as at 31 August 2024 is as follows:

Charity	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	14,175	180	-	**14,355**
Restricted funds	-	-	1,018	-	**1,018**
Unrestricted funds	23,776	2,092	5,778	(6,118)	**25,528**
	23,776	16,267	6,976	(6,118)	**40,901**

22. COMPARATIVE MOVEMENTS OF FUNDS

Group	At 1 September 2023 £'000	Income £'000	Expenditure £'000	Transfers and Gains/ (Losses) £'000	At 31 August 2024 £'000
Endowed Funds					
Roedean St Mary's Hall Trust	12,894	288	(77)	1,250	**14,355**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	719	36	(133)		**622**
Development and Project Fund	346	-	(13)	(9)	**324**
Individual Bursary Fund-Trips	9	24	(2)	-	**31**
Community Fund	6	16	-	-	**22**
ORA Heritage Projects	21	12	(16)	-	**17**
	1,103	88	(164)	(9)	**1,018**
Unrestricted funds					
General reserve	23,800	23,479	(22,017)	203	**25,465**
Total Funds	**37,797**	**23,855**	**(22,258)**	**1,444**	**40,838**

Charity	At 1 September 2023 £'000	Income £'000	Expenditure £'000	Transfers and Gains/ (Losses) £'000	At 31 August 2024 £'000
Endowed Funds					
Roedean St Mary's Hall Trust	12,894	288	(77)	1,250	**14,355**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from parents	1	-	-	-	**1**
Bursary Fund	719	36	(133)		**622**
Development and Project Fund	346	-	(13)	(9)	**324**
Individual Bursary Fund-Trips	9	24	(2)	-	**31**
Community Fund	6	16	-	-	**22**
ORA Heritage Projects	21	12	(16)	-	**17**
	1,103	88	(164)	(9)	**1,018**
Unrestricted funds					
General reserve	23,907	22,926	(21,508)	203	**25,528**
Total Funds	**37,904**	**23,302**	**(21,749)**	**1,444**	**40,901**

23. TAXATION

Roedean School is a registered charity and under section 505 (1) of the Income and Corporation Taxes Act 1988 is exempt from taxation.

24. CAPITAL COMMITMENTS

The Group and the Charity had capital commitments of £225k as at 31 August 2025(2024: £226k).

25. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 August 2024 or 31 August 2025.

26. LEASING PAYMENTS AND COMMITMENTS

The future minimum lease payments under non-cancellable operating leases in respect of motor vehicles and equipment at the end of the year were:

	2025	2024
	£'000	£'000
0-1 Years	**227**	112
1-2 Years	**215**	86
2-5 Years	**306**	255
	748	453

Operating lease payments amounting to £255k (2024: £253k) were paid during the year.

27. TEACHERS' PENSION DEFINED BENEFITS SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £2.1m (2024: £1.9m) and at the year-end £172k (2024: £169k) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report, which was published in October 2023.

Following the McCloud judgement, the remedy proposed was 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 benefit, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

28. DEFINED CONTRIBUTION PENSION SCHEMES

The School operates defined contribution pension schemes through Aegon, Aviva and Scottish Widows with contributions made by both the employer and employees at variable rates. The assets of the scheme are held separately from those of Roedean School. Pension costs charged represent contributions payable by Roedean School to Aegon, Aviva, and Scottish Widows.

Total pension costs amounted to:

	2025	2024
	£'000	£'000
Aegon	**8**	10
Aviva	**21**	24
Scottish Widows	**235**	197
	264	231

The amount due at year end were as follows:

	2025	2024
	£'000	£'000
Aegon	**1**	5
Aviva	**4**	4
Scottish Widows	**35**	36
	40	45

29. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Roedean School Enterprises Ltd.

The Charity owns all of the issued share capital of Roedean School Enterprises Ltd (company number 2921272), a company incorporated in England. This company carries out trading activities on behalf of the School.

In the year ended 31 August 2025, the Charity charged £213k (2024: £217k) to RSEL for the provision of staff and the administrative services and £66k is due to be made in respect of the year end (2024: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2025 was £271k (2024: £266k). The Charity charged £11k for interest on the RSEL loan.

Trustee Donations

In the year the Charity received donations totaling £nil from its Trustees (2024: £231).

LOS ANGELES

ROEDEAN

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Charity No.: 307063

ROEDEAN SCHOOL

England & Wales - Charity number 307063

Accounts

Charity Registration No. 307063

ROEDEAN

ANNUAL REPORT & FINANCIAL STATEMENTS

Year Ended 31 August 2024

ROEDEAN

Roedean aims to inspire and challenge every student to develop her strengths and passions, to seek the highest academic and personal standards for herself, and to develop a strong foundation for her future.

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Message From The Interim Chair of Council

The last year has brought much to be thankful for but also numerous reminders of the structural challenges facing the whole independent sector. I am therefore comforted by the words of Dorothy De Zouche who in her book of 1955 to mark Roedean's first 70 years wrote 'The Story of Roedean is a romance and an epic'. We are now heading for 2035 when Roedean will be celebrating 150 years as one of the world's most prominent institutions empowering women through 'a thorough physical, intellectual and moral education'.

Paul Lawrence wrote 'an important part in the success achieved by my sisters was that they had faith in and trusted all those whom they employed or came under their charge and thus engendered in their staff, pupils and servants a sense of loyalty, devotion and respect without which it would have been impossible to build up and successfully carry forwards such an important school as Roedean'.

Seventy years on from 1955, I would like to believe that we continue to voyage on an epic romance drawing our strength from the faith, trust, loyalty, devotion and respect of the whole family of Roedean.

Our Council has worked hard throughout and has been strengthened by the arrival of a number of new members: Fransiska Bayliss, Natalie O'Connell, Althea Wolfe, Sophie Hammond (OR) and Catherine Kirchmann.

I would like to note my great appreciation of the dedication of the staff to their teaching and their skill in getting the best out of our girls. This should extend to all the support staff who never fail to impress me with their courtesy and commitment.

I would like to mention three of my special pleasures and memories of this year at Roedean. The refurbished library is a huge success and now places research and private reading at the centre of the School's educational life. Do go and see it when you are next visiting. Speech Day this year was memorable for superb music, all this capped by the guest of honour, OR Noo Saro-Wiwa, who inspired us with her message highlighting the importance of creative expression.
In September a quite brilliant art exhibition was held on London's South Bank which showcased the remarkable achievements of the latest generation of Roedeanian artists.

Turning to the strategic direction of the School, there is some significant news to be shared. We are actively exploring a merger with a larger UK charity partner with a similar ethos and set of values. The background is that – as you will have seen from media reports – the independent sector in the UK is undergoing rapid transformation, with almost daily news of partnerships, mergers, and collaborations. This has affected schools of all sizes and type across the U.K. and been driven largely by financial necessity with enormous pressures arising from changes to tax, the cost-of-living crisis, the pandemic, and changing patterns of international recruitment.

While born of necessity such dynamic changes do bring great opportunities. The Council's job is to consider how to make the most of them in order to secure the School's long-term sustainability and success. The Council has done so from a position of strength, considering options carefully so any strategic changes can be planned in a thoughtful and orderly way and respecting our unique ethos, values and character.

I would like to thank the Roedean Community for its continued and much appreciated support. The collaboration and commitment of our community is a unique characteristic that makes Roedean so special. I look forward to discussing this development and all things Roedean with many of you over the coming months, and am excited about the opportunities that lie ahead for the whole Roedean community

Delva Patman
Interim Chair of Council

Report from the Council

The Council ('Board') of Roedean School presents its eighty fifth annual report and audited financial statements for the year ended 31 August 2024 and confirms that they comply with the requirements of the Charities Act 2011, Roedean's Royal Charter (1938), and the Charities SORP 2019.

Roedean School ('Roedean' or 'the School' or 'the Corporation' or 'the Charity') was founded by the Lawrence sisters in 1885 and moved in 1898 to its present site which provides an iconic location between the South Downs (now a National Park) and the English Channel. The School was originally incorporated under the Companies Acts 1908 and 1917. It was reincorporated by Royal Charter in 1938. It was registered as a charity in 1966 (registration number 307063).

Ethos and Aims

Girls First: Empower, Encourage, Engage

Ethos

When Roedean School was founded by the Lawrence sisters in 1885 its aim was to provide 'a thorough physical, intellectual and moral' education with 'as much liberty as is consistent with safety'.

Our trailblazing founders believed that girls deserved as good an education as boys – so Roedean was intended to challenge orthodox views. The sisters' vision was to prepare girls for a university education and future careers.

Our first prospectus outlined six key pillars:

- To encourage healthy and active living.
- To provide a strong academic foundation.
- To develop an appreciation of sport, culture and the arts.
- To build independence of thought and character.
- To develop skills and confidence for university and careers.
- To develop a strong sense of personal and moral values.

This founding ethos and these pillars remain central to the Roedean ethos and education today – where we aim to provide a distinctively academic, high-quality, all-round education, within a caring and friendly community in a wonderful coastal setting.

At the centre of everything we have done in the last year is our overriding goal of ensuring that Roedean continues to be seen as an acknowledged centre of excellence in girls' education. Underpinning this is a relentless focus on delivering a unique education for every individual, with high professional standards and expectations throughout the School.

Aims

Roedean aims to inspire and challenge every student to develop her strengths and passions, seek the highest academic and personal standards for herself, and develop a strong foundation for her future in today's fast changing world. We also seek to enable pupils to develop lifelong friendships, a strong sense of belonging to Roedean and the wider community, and a sense of pride, both in themselves and in their school. We want every girl to:

Be Happy
Enjoy their school days and flourish as individuals, developing healthy and balanced approaches to their own wellbeing.

Be Curious
Develop their intellectual curiosity, passions and rigour as a foundation for a lifelong love of learning.

Be Engaged
Engage in a range of activities and opportunities beyond the curriculum to develop their skills, talents and interests.

Be Creative & Independent
Learn to think creatively, critically and independently to develop their resilience and enjoyment of challenge.

Be Confident
Develop the confidence to express their own voice and the self-belief to realise that anything is possible.

Be Compassionate
Develop a sense of active social responsibility, respect for others, generosity of spirit, tolerance and compassion.

Strong academic outcomes are of course important (see page 20), but our goals extend beyond examination results. Roedean has continued to work to achieve our six key aims during 2023-24 through a focus on the key areas of Care, Community and Challenge:

- Care – to ensure every girl is known and supported in all areas of school life to help them progress.
- Community – to ensure every girl is provided with the best teaching and pastoral departments with a strong team and open-door ethos, and exciting opportunities.
- Challenge – to ensure every girl is challenged and motivated in every subject area by fantastic and inspirational teaching.

The overall aims of the School are reviewed and evaluated annually by the Senior Leadership Team, and by Council, to ensure they tie in with current issues and strategic challenges, and this is translated into new annual priorities which are rolled out to each department at the start of the academic year. This process is of course informed by feedback, including from girls, staff, and parents.

Charitable Objects, Access and Public Benefit

As a registered charity, Roedean School seeks to benefit the public through the pursuit of its objects and objectives, which are to provide a distinctively academic, high-quality, and holistic all-round education, within a caring and friendly community.

Charitable Objects

The principal objects of the Corporation of Roedean School, as laid down in the Royal Charter of 1938, are:

- To carry on at Roedean or elsewhere a school for girls in which they may receive a sound education including physical and moral training.
- To establish and carry on at any place or places which may be thought fit any subsidiary affiliated or other schools for the education of girls in connection with the above-mentioned School.
- To establish, maintain and subsidise boarding houses for mistresses, teachers, pupils and others connected with or attending such school.
- To provide in connection with any school maintained by the Corporation, means for training student teachers and students in the theory and practice of education.

Delivering Roedean's Public Benefit

In meeting its objects, Roedean's public benefit aim is to provide a first-class independent education, both through strong academic tuition, and through developing wider sporting, artistic, and social skills in all its pupils. This is intended to provide an environment where pupils can develop and fulfil their potential, helping build their self-confidence, and inculcating a desire to contribute to the wider community.

In the furtherance of these aims the Trustees (who are the members of Council) have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 23 to 30). The Corporation delivers Roedean's public benefit through:

Delivering high-quality all-round education for girls

At the commencement of the academic year 2023-24 the number of pupils at Roedean School was 695, and as at September 2024 the number was just over 680. Around half of all pupils are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school, we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

Providing girls with financial support to enable talented girls of all backgrounds to access Roedean

As a charity, Roedean ensures that the education that it provides is not restricted to those who can afford the fees, welcoming pupils from all backgrounds and making awards to ensure that talented girls are able to attend.

Both scholarships and bursaries give financial assistance. This year, Roedean was delighted to be able to continue to offer funded places to nine Ukrainian girls who moved to the Brighton area under the Homes for Ukraine programme, and who started at the School in September 2022.

Employing and developing staff

Roedean is a major employer in the local community and invests in training and developing staff, including teachers, as per its charitable objects. Their development is also supported through the partnerships with local state schools, which provide opportunities for sharing best practice and developing new skills.

Supporting other charities and community organisations

Roedean is integrally linked to the local community, both by pupils and staff actively assisting in and fundraising for local, national, and international charities, as well as other local community organisations. These links continued to grow and flourish this year and includes the opportunity to volunteer for a CAP (Community Action Programme) for the Sixth Form and dynamic partnerships with local state schools. Further information is provided on pages 28 to 30 and on the Schools Together website www.schoolstogether.org

Enabling Access to the Roedean Education – Awards

Bursary Policy

Roedean Council of Trustees is committed to ensuring that pupils from families who may not have the financial means to afford the school fees can still access the education Roedean offers. Bursary awards are available to all pupils who meet the school's general entry requirements and are determined through an assessment of parental means. Awards may be granted prior to a pupil joining the school or to alleviate financial hardship that could jeopardise a current pupil's education, such as in cases of parental redundancy.

The admissions process is designed to ensure that all pupils receiving a Roedean education are well-positioned to reach their full potential. Entrance interviews and assessments provide reassurance to both the school and parents that prospective pupils can keep pace with the learning environment and thrive at Roedean. Bursary applications for new pupils are accepted for entry into Years 7, 9, and 12. In assessing eligibility for bursarial support, the School, with assistance from the external agency BAL, considers several financial factors including, but not limited to, family income, investments, assets, and outgoings. In some cases, bursary awards may cover up to 100% of school fees, particularly as part of specific programmes such as the Brighthelm Award, HMC Scholarship, or Ukraine Bursary initiatives. For recipients of these awards, additional funding is also available to support co-curricular activities, school trips, uniforms, and travel to and from school.

Bursary support is also available for current pupils facing hardship, typically covering 10% to 50% of fees. This year, a total of 361 (of which 113 receive bursary support) pupils received assistance, with 10 receiving full fee remission, and a further 25% of pupils with bursary support benefiting from a 70% or greater fee remission.

The scope of the bursary policy has expanded, utilising permanently endowed funds held by the Roedean St Mary's Hall Trust, for which Roedean School acts as trustee. This initiative continues to benefit from the income generated by the Charity's operations.

Scholarships

Each year, Roedean attracts highly talented applicants who contribute to the school community, not only in their areas of expertise but also throughout school life. Roedean offers various scholarships to recognise excellence in academic areas as well as drama, art, music, performing arts, and sports. These scholarships are available to pupils entering Year 7, Year 9, and Year 12. This year Roedean expanded the scholarship programme to include opportunities for current pupils to apply for scholarships, allowing for recognition as their skills progress. Scholarships are also open to both UK and international students.

Additional awards: the Sussex and Lawrence Scholarships, recognise pupils who excel across multiple fields, including academic subjects as well as other areas of specialisation. The Newnham Scholarship, also awarded at the School's discretion, represents Roedean's highest academic accolade and commemorates the Founders' historic association with Newnham College, Cambridge.

Sixth Form scholarships have been further supported by donations to the Old Roedeanians' Scholarship Fund (charity registration number 1066599), along with additional contributions from individual donors to support various awards.

For more details of scholarships: https://roedean.co.uk/admissions/scholarships-bursaries/

Structure, Governance And Risk Management

Group Structure

Under the Charities SORP (FRS 102) it is a requirement that, where Roedean School controls assets of other charities, their assets, income, and expenditure are consolidated within the accounts.

The Group now comprises Roedean School and the following wholly owned or controlled subsidiaries:

Roedean Schools Limited ('RSEL') – a private company limited by shares and incorporated in the UK (registration number 2921272). The company was incorporated on 21 April 1994, and it operates from its registered office address of Roedean School, Roedean Way, Brighton, BN2 5RQ.

Moira House School Limited ('Moira House') – a charitable company limited by guarantee (company registration number 00437590, registered charity number 307072). Its registered office is 2nd Floor 110 Cannon Street, London EC4N 6EU. This company no longer trades and is in the final stages of being wound up.

Governing Body – The Council

The business and affairs of the Corporation are managed and administered by a governing body known as the Council, which is the Board of Trustees under charity law, whose members are known as Councillors or Trustees. Council's responsibility for the strategy, and the management of the business and affairs of the Corporation, is set out in the Royal Charter of 1938.

The Council has a clear strategy for maintaining the School's position in a competitive market. In addition to the carefully managed use of the bursary programme and investment in improved facilities, significant resources are allocated towards activities and projects which support our pupils' development, as well as to assist the broader development of, and reputation of, the School.

There is a focus on maintaining the pupil numbers within current capacity and towards the Department for Education approved maximum for the site. Other key targets include growing Roedean's reputation, ensuring that the School's high fixed overheads are covered, and mitigating risks to market changes, for example due to changes in the UK and international educational markets.

The Council meets at the end of each term, as a minimum, with additional meetings organised when required. Reporting into Council are individual Committees which meet regularly throughout the year and carry out activities according to the Terms of Reference of each Committee. A list of Committees can be found on page 31.

The Council's strategy is developed in partnership with the Senior Leadership Team ('SLT') of the School and is implemented by the SLT. Roedean School's SLT during the 2023-24 academic year comprised the Head, the Director of Finance & Administration, the Deputy Head Pastoral, the Deputy Head Academic, the Director of Strategy & Innovation, the Deputy Head Co-Curriculum and Partnerships and the Director of Operations. These are the key management personnel as indicated in Note 10. The SLT provides the Council and its Committees with regular strategic updates, progress reports, and statutory annual reports and documentation to enable them to support and scrutinise delivery of the School's strategy and its aims as outlined above.

Members of the Corporation

The members of the Corporation are known as Governors. The Governors of the Corporation include the President and any Vice-Presidents, and members of the Council both past and present, as well as a large number of Old Roedeanians ('ORs'). There are in the region of 3,000+ Governors around the world, mainly comprising former pupils of Roedean.

Each year, the Governors have the right to consider the Annual Report of the Council in General Meeting, as well as to elect a number of Councillors, and to vote on any amendments to the Royal Charter or its Bye-Laws. The Corporation in a General Meeting may from time to time elect to be a Governor any person whose election may be deemed likely to further the interests of the Corporation and it shall be the duty of the Corporation, whenever the number of Governors falls below 50, to elect not less than five Governors at the next ensuing Annual General Meeting.

ISI inspection, January 2025

Following the School's ISI Inspection in January, the standards in all five categories are met by Roedean.

Congratulations go to the entire community, and we are very pleased that what we know takes place every day at Roedean was clearly in evidence when the Inspectors were in School.

Although the nature of Inspection reports now means that the comments can appear to be rather formulaic, there are some really positive observations which deserve to be highlighted:

Summary of inspections findings

- 'Pupils thrive in the school's busy, encouraging, and nurturing environment.'
- 'Pupils are broad-minded, embrace diversity, and have a clear sense of social awareness and responsibility.'
- 'They [the students] contribute to society both locally and internationally through long-established community programmes.'

Section 1: Leadership and management and governance

- 'Pupils thrive in a positive and inclusive environment that supports their academic, creative, and sporting achievements.'

Section 2: Quality of education, training and recreation

- 'Pupils engage in a wide range of academic, cultural, and physical experiences through the many residential and day trips, alongside long-standing community initiatives.'
- 'Pupils develop academic resilience, good study habits, and are proud of their achievements.'
- 'Teachers develop positive relationships with pupils so that they feel confident to participate and ask for help.'
- 'A multitude of life-skill opportunities are offered to both day and boarding pupils.'
- 'Activities promote teamwork, resilience, and social interaction.'
- 'Pupils are well-prepared for future academic and personal challenges, equipped with a strong foundation of emotional, intellectual, and creative skills.'
- 'Pupils build their self-esteem and broaden their horizons.'

Section 3: Pupils' physical and mental health and emotional wellbeing

- 'Well-trained prefects and peer listeners contribute to an embedded culture of support for pupils' wellbeing, where resilience, emotional awareness, and self-refection are encouraged.'
- 'Sporting facilities and the broad co-curricular offer from staff enhances pupils' interest and eagerness for physical pursuits.'
- 'The design of the four main houses, with their outlook to the sea, further promotes pupils' self-esteem and their sense of belonging.'
- 'Pupils develop a spiritual and moral understanding of life through the well-balanced and well-thought-through Chapel programme that draws from spiritual, secular, and social messages.'

Section 4: Pupils' social and economic education and contribution to society

- 'The school's ethos and aims reflect a strong commitment to cultivating pupils' social and cultural understanding.'

The full report from ISI is available on the School website here: https://www.roedean.co.uk/isi-reports

Risk Management

The Trustees are aware of The Charity Governance Code, published in 2020 ('Code'), which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Governance & Remuneration Committee, reviews its current governance arrangements against the principles within the Code, and will continue to address issues raised where required in 2024-25, seeking sound external advice where necessary alongside ongoing Trustee input. The School underwent an external review of its governance arrangement to ensure best practice, and the recommendations were received by Council in 2022. Some recommendations have been implemented and others are still being progressed.

Although the excellent inspection outcomes provide our stakeholders with reassurance both of the quality of the Roedean education and of the systems in place to safeguard students and staff, no independent school or charity can afford to stand still or fail to take account of the risks that they face.

As such, Council regularly identifies and reviews the major risks to which the School is exposed, and systems have been established to manage those risks.

The Council manages risks through the activities of its various Committees and through the SLT structure. A risk register is maintained, and reviewed regularly at SLT, Committee and Board level, which is used to ensure that appropriate effort is directed at managing the risks identified. The primary key risks that Council has identified, and the methods used to manage those risks, within the risk register, are as follows:

KEY RISK	METHOD TO MANAGE RISK
Future of the School when considering all areas of income and expenditure	• The Council has undertaken a comprehensive review of all key operational areas, including pupil numbers, fee structures, investment performance, and estate requirements across the short, medium, and long term. This process has included engagement with external strategic consultants and resulted in detailed reporting to the Council. A cost-saving initiative has been implemented to support short-term stability, alongside a review of the operating model and efficiency measures. The Head and the Senior Leadership Team have worked diligently on these actions and continue to monitor all aspects of financial performance and cost control, whilst ensuring there is no reduction in the quality of education provided. Alongside this work, the Council is in discussions with a UK charity merger party, with the intention of merging, subject to the approval of the Governors of the Corporation.
Tax and regulatory policy changes towards independent schools – changes to tax policy, employers' NI and business rates relief	• Highlight and raise awareness of Roedean's public benefit to the local MP and wider public, and support lobbying efforts via HMC (Heads' Conference), ISC (Independent Schools Council), and others. Also, run different financial models and sensitivity analyses, as well as explore changes to current model to mitigate the impact of the introduction of VAT from 1 January 2025, including via governance changes and charity/company structures. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals. Renewed look at the governance structure and methods to reduce the impact of the removal of tax reliefs, as well as the fee payment structures. Participate in industry bodies, including ISBA (Independent Schools' Bursars Association), attend roundtable discussions and obtain external professional advice on regulatory and legal matters.

KEY RISK	METHOD TO MANAGE RISK
Safeguarding failure	• Regular reviews of safeguarding and pastoral support, including via the Designated Safeguarding Lead ('DSL'), Council, and the Trustee with responsibility for safeguarding. Training for all staff, Trustees, and volunteers, scrutiny over appointments, and regular reviews of the Single Central Register. Investment in strong pastoral and welfare support for pupils. The DSL now has the support of a Director of Safeguarding, which frees her up to focus on her substantive role.
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	• Always continue to assess the risks and options available in order to provide financial capacity on the bottom line, and review the forecasts, taking account of the number of variables. Further work on cost control measures and benchmarking, driving efficiencies, comprehensive tendering processes, and forward purchase contracts where beneficial. • Regular reviews of costs and fee levels together with a balanced approach to funding places through awards. Close debtor control, target increase in alternative funding sources including letting and investment income, and close monitoring of costs and benchmarking against key performance indicators.
Drop in pupil numbers due to industry factors and fee affordability	• Review parent body and background and consider new markets. Revise awards structure with move away from scholarships to greater focus on bursaries. Focus on Year 11 retention. Additional resources for the Marketing and Admissions Department. Promotion of offer and continued programme of taster and experience days; targeted marketing for Open Days. Increased campaign for meeting local Prep Heads and investment in online marketing tools to improve entry into Roedean at Year 9.
Condition of the estate and increased risk of damage arising from extreme weather events and/or health and safety (H&S) issues	• Ongoing investment and upgrades to on-site facilities via refurbishments and ongoing planned preventative maintenance, as part of the comprehensive structural survey conducted by Stace LLP, and interim stone surveys bi-annually. • H&S and other relevant requirements (e.g. environmental and equality) considered as part of estate works, alongside affordability, and monitored by Council, its Estates & Operations Committee, and retained external consultants. H&S representative on Council and reporting on H&S to Estates & Operations Committee.
Out-of-date governance arrangements	• Council commissioned an independent governance review in 2021, and one focus area was the 1938 Royal Charter and Bye-Laws, some of which may benefit from updating, in order to maximise Roedean's strategic and operational flexibility, and optimise governance. Any changes to the Royal Charter will be the result of working together with all relevant stakeholders and will require approval of Governors and Privy Council. Obtain external legal and professional advice and engage with regulatory bodies such as the Charity Commission.

KEY RISK	METHOD TO MANAGE RISK
Ability to recruit and retain pupils, including due to the cost-of-living crisis and competitor activity	• Maintain focus to ensure that the Roedean 'product' (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active targeted recruitment programme from prep and junior schools, as well as agents and key contacts in the international markets. • Continue to manage Roedean's reputation, including work to enhance the School's online presence, including via social media. Revise awards structure with move away from scholarships to greater focus on bursaries. Promotion of offer and continued programme of taster and experience days; targeted marketing for Open Days. Increased campaign for meeting local Prep Heads and investment in online marketing tools to improve entry into Roedean at Year 9.

Overall risk management controls

In addition to the specific measures outlined above, the overall key controls used by the Charity include:

- formal agenda for all Committee and Council activities;
- detailed terms of reference for all Committees;
- comprehensive strategic planning, budgeting, and management accounting;
- established organisational structure and lines of reporting which are reviewed on a regular basis;
- formal written policies;
- clear authorisation and approval levels for both invoices and payments;
- vetting procedures as required by law for the protection of pupils;
- independent voluntary external audits and inspections of different areas of school life;
- reviewing new estate developments against the masterplan, budget and pupil numbers; and
- regular training and continuous professional development for Trustees and staff.

Additional Governance Information

The Code of Fundraising Practice

Fundraising activities are not outsourced to professional fundraisers or commercial participators and are only carried out internally, and by select volunteers who are committee members of the Old Roedeanians' Association. The Charity is registered with the Fundraising Regulator and is committed to adhering to the Code of Fundraising Practice, and there have been no breaches of this code.

No complaints have been received about the fundraising carried out by the Charity. The Charity has signed up to receiving suppressions under the Fundraising Preference Service. All of our fundraising and customer service staff and volunteers follow best-practice guidelines for dealing with vulnerable people.

We comply with all legal requirements relating to data protection under General Data Protection Regulation ('GDPR'). We share certain data under strict conditions with external organisations to develop and enhance our fundraising capabilities. We do not share any data for the purposes of fundraising. We have had no breaches of data protection laws.

Data Protection and GDPR

In order to ensure its adherence to data protection legislation, including GDPR, the Charity has a Head of Data Management and Data Protection. Its Privacy Policy is available on the School website: https://roedean.co.uk/wp-content/uploads/2025/03/Roedean-School-Privacy-Notice-AMC-Feb-2025.pdf There is significant work each year in training and developing staff and volunteers' understanding of data protection, and investment is made in our IT infrastructure to minimise risks to data held.

Health and Safety (H&S)

Roedean is also vigilant concerning its H&S responsibilities, and it contracts Assurity Limited to monitor all systems externally, alongside the Strategy & Risk Committee, the Estates & Operations Committee, and the internal Health & Safety Committee. There is also an internal Health & Safety Officer, as well as a Council representative for H&S. The latest report from Assurity, as at December 2024, shows a very positive result for the School and a strong culture of H&S.

Gender Pay Gap Report – Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees. The latest report is available on the School website: https://www.roedean.co.uk/policies

As an educational charity, Roedean School is committed to being inclusive, as we see the diverse population of both pupils and staff as one of the School's greatest strengths. In order to ensure everyone can thrive and meet their full potential, it is essential that inclusion and equality of opportunity are at the core of all the School's activities, including pay, and terms and conditions.

Roedean is an equal opportunities employer, and the School is committed to ensuring a working environment free from any discrimination. Training and continued professional development opportunities are provided for all staff, irrespective of gender.

Remuneration

The Remuneration Policy is decided by the Council, with the objective of providing appropriate incentives to encourage enhanced performance and of rewarding, fairly and responsibly, individual contributions to the School's success. Specifically, the remuneration levels of the Head and the Director of Finance & Administration are based on performance and decided and agreed via the Governance & Remuneration Committee.

The appropriateness and relevance of the remuneration policy is reviewed regularly, including reference to comparisons with other independent schools, to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere, and maintains salary levels within appropriate boundaries.

The School continues to aim to recruit, subject to experience, at a competitive level, whilst providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on the key management personnel, and staff costs are the largest single element of the charitable expenditure.

Investing In Roedean's Estate

Roedean moved to its current site in 1898, and our unique location ensures students can enjoy the best of both worlds: proximity to one of the UK's most vibrant and dynamic cities, and a sense of calm from our cliff-top setting between the edge of the South Downs National Park and the English Channel.

Alongside the high-quality learning and teaching environment, market-leading boarding accommodation, and excellent sports facilities, the girls have acres of space to explore, including our own farm. Significant resources are invested each year in maintaining and enhancing this historic, grade 2 listed building, and our estate, such that the School continues to be seen as an acknowledged centre of excellence in girls' education.

Enhancing facilities at the School

The capital investment programme continued during the academic year and post year-end, with a focus on improving facilities for the education of the students, as well as preserving the many historic buildings on site which are so important to the School's heritage.

Library

The Library refurbishment project commenced in the latter part of the academic year 2022-23 and was completed in April 2024. The design of the Library provides a multi-use space, enabling activities from quiet study and small group work to seminars and presentations for up to 80 people. It also houses the new student laptop loan facility. The new ceiling represents the arts and crafts design, and the new contemporary lighting design highlights the restored portraits of our Founders.

Chandler Building

The newly built PE classroom overlooking the sea was opened in the Autumn term 2024. It has been named in honour of Jane Chandler, who dedicated an extraordinary 34 years to the School, and is a fitting acknowledgement to everything Jane did for Roedean.

Chapel

Repairs were undertaken to secure the chapel including the fibrous ceiling, which allowed it to reopen from the start of the academic year 2024-25.

Sports

New swimming pool windows were installed during the summer 2024 providing spectacular views out to sea, and cricket netting is in place on the south side of site enabling matches to go ahead on the pitches.

Boarding Refurbishments

Further to the major development of boarding a few years ago, the School has committed to an ongoing refurbishment programme for its boarding houses. Work has also continued on parts of Keswick House, one of the Sixth Form houses, and Houses 1 – 4, and a significant investment in Lawrence House was completed over the summer 2024.

Teaching and learning spaces

The School continued its investment in classroom upgrades with a number of areas being refurbished during the recent period, including the Design Technology and Art building, and this scheme will continue in future years following a continued three-year rolling investment plan in teaching spaces, including teaching aids (manual and electronic), furniture, decoration, storage, and lighting levels. Input from the pupils is key in this process, enabling the girls to learn in the best possible surroundings. The newly refurbished Economics and Psychology classrooms set the template for future classroom upgrades.

As you would expect, this work sits alongside the continuation of fire and health and safety upgrades, investments in accessibility initiatives, and ongoing energy efficiency initiatives to reduce costs and minimise Roedean's environmental impact.

Preserving the Heritage

The School continued with its significant building and infrastructure survey programme, which re-commenced in 2020, together with its property consultants, Stace LLP. This plan means the School can focus on preserving the historic buildings and on futureproofing them for years to come, with the main focus being on stonework, roofs, and utilities. During summer 2024 the main school, dining wing, Houses 1-4 and the New Wing underwent a limewashing programme to preserve the integrity of the buildings and create a dynamic look to the exterior.

Information Technology (IT) Investments

The School continued to invest in its IT resources both from a security perspective and to enhance the experience of the students. The major investments were in upgrades to classroom IT facilities, fibre cabling and WiFi improvements to boarding accommodation, access control installation, and the continued roll out of surface laptops and SmartScreens to the community.

Moving Forward

Creating and maintaining excellent facilities is a priority for Roedean as part of the School's masterplan. The School's aim is to create the best possible environment for pupils, so that they can achieve as highly as possible and fulfil their potential. A full review of the estate and masterplan continues, and enhanced Science, Technology, Engineering, Arts and Mathematics ('STEAM') amenities, additional classroom builds and sports facilities are the identified priorities going forward.

As such, further developments are planned to coincide with the period between '125 Years at Roedean' (on the Roedean site) in 2023, and the School's 150th anniversary in 2035.

Streamlined Energy And Carbon Reporting (SECR)

The School engaged its utility consultants, Auditel (UK) Ltd, to review its greenhouse gas emissions and energy use data to compile a report to meet the SECR reporting requirements. The report covered the year to 31 August 2024, and was produced using interval meter data, full year billing data, travel expense claims, fuel cards and vehicle fuel data. The table summarises the energy use in the year relating to electricity, gas combustion and transport.

Location based reporting of Scope 2 electricity is mandatory and is included in the total emissions. Voluntary disclosure of market-based kWh and emissions resulting from purchasing renewable electricity is also shown in the table below.

GHG emissions and energy consumption (source: Auditel (U.K.) Limited)

Energy and Carbon Calculation

		2023/24			2022/23		
Type of emission	**Activity**	**kWh**	**tCO2e**	**% of total**	**kWh**	**tCO2e**	**% of total**
Scope 1	Natural gas	4,434,462	811.06	69.13%	4,589,038	839.47	69.18%
	Vehicle fleet	451,091	107.76	9.19%	460,485	110.04	9.07%
	Sub-total	**4,885,553**	**918.82**	**78.32%**	**5,049,523**	**949.51**	**78.25%**
Scope 2	Electricity	1,213,671	251.29	21.42%	1,256,222	260.13	21.44%
	Sub-total	**1,213,671**	**251.29**	**21.42%**	**1,256,222**	**260.13**	**21.44%**
Scope 3	Grey fleet	13,832	3.06	0.26%	16,712	3.81	0.31%
	Sub-total	**13,832**	**3.06**	**0.26%**	**16,712**	**3.81**	**0.31%**
Total gross consumption and emissions		**6,113,056**	**1,173.17**	**100.00%**	**6,322,457**	**1,213.44**	**100.00%**
Metric used:							
Average number of pupils			687			705	
Intensity ratio:							
tonnes of CO2e per Average number of pupils			1,708			1,721	
Emissions reduction from purchase of renewable electricity			251.99			260.13	
Resulting reduced emissions total			**921.88**			**953.31**	
Resulting reduced intensity ratio:							
tonnes of CO2e per Average number of pupils			1.342			1.3522	

Intensity ratio

It was decided to use Number of Pupils as the metric, measured on average. The resulting intensity ratio of tCO2e per number of pupils will best reflect changes in operation and energy consumption over time.

Efficiency narrative

In pursuit of progress towards achieving our sustainability goals, better energy management is being introduced through:

- Improvements to insulation – window, loft insulation, LED lighting etc
- Improved boiler management
- Better education regarding energy conservation – delivered through student projects:
  - Switching off lights
  - Turning down radiators/thermostats
  - Closing windows

All of the School's electricity is purchased from renewable sources.

Progress Updates And Operational Report

Academic Progress and Achievement

Outstanding Academic Achievement

Roedean is renowned for providing a genuinely holistic education, whilst ensuring students excel academically. Lessons are based on a rigorous academic approach with all learning targeted towards A grade performance, and support and differentiation for those individuals who require this. Learning is highly collaborative, both between students and between students and teachers.

A broad curriculum in Key Stage 3 enables students to find something about which they are passionate, experience success, and transfer the confidence which arises from this to other areas of their academic and school life. Students are encouraged to explore their academic interests through further research and co-curricular activities, undertaking projects and presenting their findings to their peers.

Examination Results

Excellent teaching coupled with a programme of modular assessment weeks, undertaken in examination conditions, together with clear communication with students and parents of timetable and topic information, have helped students to achieve outstanding results.

A Level: The Class of 2024 have achieved outstanding A Level results, with 24.4% of all grades at A*, and 57.2% at A*-A. Six remarkable students were awarded all A* grades, with 21 top grades between them. In addition, one student also achieved four A* grades and one A, which is outstanding. 19% of the cohort achieved two or more A* grades, and 9% achieved three or more of these top grades. Overall, 30% of the cohort were awarded all A*-A grades, and 82% of the year-group achieved at least one A grade.

GCSE: This year our GCSE students have smashed all records! This is the largest cohort in years, who took a total of 1,353 GCSEs, and 36.2% of these were awarded Grade 9, which is 4% higher than last year. This elite grade is once more the most common GCSE result at Roedean by some margin. 79.1% of all GCSEs were awarded Grades 9-7, equivalent to the previous A*-A – this 5% increase on last year makes these the best-examined results in two decades.

Leaver destinations and careers

The vast majority of Roedean pupils progress on to higher education. Courses followed by recent leavers ranged from Medicine to PPE, Drama to Natural Sciences, Photography to Engineering, and Fashion Management to Liberal Arts.

Of the students who took up places in September 2024 or who deferred to 2025 and for whom we hold data, 24.4% are reading Arts and Humanities subjects, 31.1% are reading Social Sciences subjects, and 44.4% are reading STEM (Science, Technology, Engineering and Mathematics) subjects. Students at Roedean have an exceptional record at gaining places in STEM subjects, and this year was no different.

Of the 2023-24 Year 13 cohort, 3.8% of Roedean students moved on to courses at Oxbridge – including Maths and PPE. 5.8% of the cohort went on to study Medicine, with 55.8% moving on to study at Russell Group universities.

Each year there is a significant focus on activities to ensure pupils are ready for the next steps in their education and the world of work. Examples this year included a Careers Fair, which drew in students from all year groups to listen to different contributors from our OR, parent and wider Brighton communities, as well as the Spring Pathway lecture series (careers focused lectures covering: STEM; Business, Economics and Society and Creative and Performing Arts), International Women's Day and a Higher Education Evening.

Careers provision at Roedean continues in all year groups with Year 7 and Year 8 receiving a specifically designed careers course as part of their Head, Hand and Heart ('HHH') programme and Year 9 having increased support in making options choices and considering careers pathways through their PSHE programme, careers events and vertical mentoring schemes. In September 2024, we launched our Career School programme with INVESTIN, which will provide Year 10 and Year 12 with a bespoke programme of work experience, careers modules and a simulated assessment centre.

Pastoral Care and Pupil Welfare

Safeguarding

The School continues to put safeguarding at the heart of its work with students, and benefits from a high level of reporting and conscious observation of pupils by staff and peers. MyConcern (the safeguarding concerns reporting system) is now fully embedded, and this year there has been a focus on refining record keeping on this platform and on staff access across all year groups to ensure sensitive information is secure and usable.

Priorities for this year have been to support all staff in full and ongoing safeguarding training, constant upgrades to systems for filtering and monitoring, and increasing knowledge. In addition, the roll out of the electronic Green Form for students to self-report or to report concerns about peers has been successfully rolled out. Twenty members of the pastoral team and academic staff completed their Level 3 training.

Trends in safeguarding continue to be consistent with the national picture. Anxiety levels across all year groups and families who experience extended wait times when accessing support from the Local Authority Early Help system.

Gaelle Sullivan (Safeguarding Trustee) visited School every term to meet with both key pastoral staff and students, to look at logs and the single central record and continues to work closely with the DSL. Processes and lessons learnt were reviewed and are written on the Logs and signed by the Head, DSL and Safeguarding Trustee.

Policy Update

The Safeguarding Policy was updated following KCSIE 2023 and then again in the Spring term following several updates. These changes included 'Working together to safeguard children'; 'Channel Duty Guidance' in December 2023 and February 2024; and 'Prevent Duty Guidance for England and Wales' in March 2024. In the Summer term further updates were completed following new guidance on 'Sharing nudes and semi nudes', March 2024, and also 'Information sharing' in May 2024.

A new rewards and sanctions policy was introduced which allowed students to have clear boundaries which helped with high-level behavioural incidents. This also gave students the safety net to make mistakes, understand consequences as well as to move forward positively.

Remarks from Safeguarding Trustee

The academic year 2023-24 has seen a number of changes in pastoral staff and leadership. The investment in a Director of Safeguarding is testament to Roedean's commitment to a safeguarding culture. The Director's experience and knowledge of the local context are a welcome addition to the safeguarding team. This goes hand-in-hand with a more collegiate approach in welfare meetings as observed on one of my school visits.

The revamped pastoral structure and DSL training for key staff allows the girls to experience consistency and form strong relationships with staff. The shift in the use of permissions on MyConcern has also been instrumental in ensuring that information is only accessible on a need-to-know basis in line with guidance. There are detailed logs kept for bullying and unkindness incidents, as well as thorough SCR procedures.

There is a concern for procedure, fair processes and the best possible outcomes for the girls. The commitment to reflective practice and continuous improvement is also manifest, making Roedean a safe and supportive environment for all girls.

Pastoral

The pastoral team continues to support student wellbeing, and the Head of Year and Housemistress teams are firmly established, which means stability and familiarity for students and staff.

Key stage headlines

Key Stage 3 (Year 7, 8, 9)

- Year 7 have continued to settle in well and have been able to utilise pastoral support when navigating changes such as in friendships.
- Year 8 enjoyed their Bollywood Dance workshop, which was a huge success, as well as completing their Charity MNDA 24-hour run/walk and sleepover.
- Year 9 continued to focus on building a sense of community and belonging, engaging in Duke of Edinburgh and completing their charity abseil off the i360.
- KS3 assessment week went smoothly, and students felt prepared and calm leading into their exams. The focus on PSHE ahead of assessments was revision techniques and self-care. The week ended with a celebratory social afternoon with bouncy castles and ice cream.

Key Stage 4 (Year 10 & 11)

- Enjoyed a social with Tonbridge School
- Enjoyed breakfasts in Keswick House with Year 12 as an opportunity to spend time in the Sixth Form space
- Paintballing trip on their final Year 11 school day
- Celebration Dinner Dance
- Students felt prepared and calm starting their GCSE examinations
- Enjoying the use of the revamped Library as a space during Study Leave.

Key Stage 5 (Sixth Form)

- Year 12 completed a highly successful first year in the Sixth Form. The atmosphere in the Sixth Form centre continues to be happy, productive and community focused.
- The new Prefect team took up their roles at the start of the term and are busy initiating their projects with the help of their staff leads.
- A very successful and enjoyable dinner-dance with Tonbridge School took place just before half term.
- Peer listeners have continued to offer support to the Pre-A students. They were also available during assessment week. The Year 8 Peer listeners are hoping to organise a mini-social for Year 8. They remain available for 1:1s and drop-in sessions.
- Students have worked extremely hard and have behaved impeccably during the examination season.

Beyond The Classroom – Co-Curricular

At Roedean, the breadth of our work beyond the classroom and through co-curricular activities continues to be one of our key strengths. The co-curricular programme, which included 155 weekly activities, provides wide-ranging opportunities for the girls to develop and thrive, try as many new things as they wish, and enjoy their all-round school experience.

Much of the planning took place last year for the introduction of Combined Cadet Force ('CCF') in September 2024. This involved a change to the shape of the day for the entire school on Wednesday afternoons, which also created an 'activities afternoon' – Years 7-8 are in fixtures or Games, Years 9-10 are doing DofE or CCF, Year 11 and 13 have timetabled academic clinics, and Year 12 continue with the Community Action Programme.

Our approach is designed to ensure that every student can discover something she is genuinely passionate about, whether that be physical, creative, cognitive, or expressive, and regular access to these activities underlines the holistic nature of our educational provision, in line with our fundamental ethos.

Art and Design

The Art Department at Roedean is a busy and energetic hub of creativity, where girls are encouraged to experiment and explore their ideas. As well as work in drawing, painting, sculpture, craft and design, girls develop knowledge of great artists and designers, as well as the historical and cultural development of art. Art is available at GCSE and at A-level. Girls have a choice between Art, Photography, and Textiles. The new courses in Textiles and Photography at A-Level were highly successful, with all students achieving A* grades. This year our first cohort of Art Foundation students completed their course, achieving 100% Distinction.

The School has an outstanding track record of former pupils going on to successful careers in the creative industries. As well as the inspiration provided by OR artists such as leading designer Clarissa Hulse and the ever-popular Enid Marx, the girls very much enjoyed hearing from OR Anabela Chan (who has worked on creative projects with Hermes and Jimmy Choo) at this year's International Women's Day.

Performing Arts – Dance, Drama and Music

Dance

Dance continues to be an integral part of school life, both within the curriculum and in the co-curricular programme. There are over 70 co-curricular lessons running every week, as well as GCSE Dance and a range of activities, including Street Dance Club, Afro-Fusion club, weekly Dance Scholars' sessions and student led K-Pop classes. The GCSE cohort this year was able to achieve 100% 9-8 (A**-A*), which are fantastic results and the best results the department has seen in recent years.

Throughout the year Dance was also heavily involved in other school performing arts events creating choreography for *Legally Blonde* and music production *Waltzing Through Time*, where pupils performed the Can Can and the famous cygnets from Swan Lake. The Dance Department had pupils take RAD Ballet and ISTD Modern, Jazz and Tap exams in the summer as well as filmed examinations throughout the year. All pupils achieved excellent results, and several students achieved their Advanced 1 Ballet exam, which is an incredible achievement. Overall, it has been a very positive year for Dance and the department is looking forward to introducing even more live performances and workshops and activities to the programme.

Drama

'The Play's The Thing' has been the motto for this academic year for the Drama Department and there have been two full scale play productions performed in our theatre. The first play was in November with Key Stage 4 and 5 productions of *Jane Eyre*. The 14 strong cast expertly represented aspects of Jane's life by creating three-dimensional characters who were ever-present on stage, for the 90-minute duration. They seamlessly slipped between their choreographed ensemble sequences whilst portraying key characters from the story. The physical ability of the cast to synchronise, co-ordinate, and imagine Jane's world culminated in a magical performance, underscored by mesmerising cello music played by Sarah, who curated and composed all the music. There was also a post-show discussion with Madeleine Worrall, who played the title role at The National Theatre. The second play ended the year with a KS3 production of *A Midsummer Night's Dream*. This was a joyous production as all 30 young actors brilliantly interpreted Shakespeare's language and made it relevant to a younger audience. This has shown how skilled the students have become in their ability to project and communicate on a large stage.

Private Speech and Drama lessons have continued to be popular across the school, with 71 pupils taking LAMDA exam between September 2023 and June 2024. We are thrilled with the pupil's enthusiasm and dedication, which has been reflected in the 95% distinction rate. Exams taken included Acting, Group Acting, Musical Theatre and Verse and Prose. We are particularly proud to have 16 pupils gaining distinctions at medal level grades, including four being awarded the top Grade 8, Gold Medal award.

We also collaborated with Dance for House Dance and Drama and saw some terrific extracts of *Annie*, *Bugsy Malone*, *Matilda* and *High School Musical*. In the Spring we had an excellent range of practical devising and text performances for GCSE and A-level. We ended the year by celebrating these achievements in the Summer Term with The Roedean Drama Showcase where parents were able to see a range of extract performances from select GCSE, and LAMDA exam performances alongside student led musical theatre numbers, KS3 drama scholars and *A Midsummer Night's Dream*.

Roedean pupils have engaged in a huge breadth of dramatic arts this academic year, participating in workshops, lessons, showcases and theatre trips. These experiences have provided pupils with the opportunity to produce an engaging, diverse and culturally inspiring theatre programme in the plays and musicals performed in our Theatre. Ultimately, this has been an inspiring year for everyone involved, from the casts, the student technicians, and the wider school community who have supported and enjoyed the programme in front of the curtain.

Music

Our first major concert of the season celebrated 100 years of Disney. This was a theme requested by the students and gave us the opportunity to explore orchestral music such as *The Sorcerer's Apprentice* (used in *Fantasia*) as well as to enjoy classics of the Disney repertoire such as the music from *The Lion King*, *Frozen*, *Bambi*, *Toy Story* and many more great films.

The closure of the Chapel and the Old Ref gave us many challenges and opportunities during the year. We moved our teatime recitals to the drama studio, our orchestral rehearsals to the studios and had to move several grand pianos! Our Carol Service took place at St Peter's in Kemptown, and this was a great experience to take this event into a large venue. We even had a projection of our own Chapel's stained glass.

Our Spring Gala Concert featured dance music from Waltzes, Ballet and Tap to 70s Disco and the 90s dance music of Massive Attack and Fatboy Slim. Highlights included several numbers with dancers on stage (including the Can Can and Tchaikovsky ballet excerpts), Brahms' Love Song Waltzes with Senior Singers and 12 pianists and Dancing Queen with Senior Singers and Orchestra which we reprised at Speech Day.

For our Brighton Fringe Festival Concert, we took the Orchestra, Choir and soloists to All Saints Church in Hove. This concert featured wonderful solo performances from talented students from Years 10-13 (Vanessa, Niamh, Galina, Ella, Alissandra and Zyta). The second half of the concert contrasted the beautiful *Serenade to Music* with the exciting *Chichester Psalms* with an incredible array of percussion in the orchestra. The choir and orchestra rose to the challenge.

As well as the major concerts, we held many teatime recitals, evening recitals, Open Mic events and collaborated with the Dance and Drama departments to stage the musical *Legally Blonde*. We were pleased again to have several student musicians in prominent positions in the band (drum kit, bass guitar and keyboard).

We concluded the year with another strong set of GCSE and A-level results. GCSE was especially good and saw our highest non Covid-adjusted grades at 9-8 and 9-7 and our highest-ever proportion of Grade 9s.

Sport

Last year, the Sports Department reassessed its mission to provide Roedeanians with the opportunities to enjoy, compete, and excel in a range of sports and activities. Through this experience, we aim to build character, develop leadership skills, instill core values, and promote a healthy, active lifestyle. This review helped us identify areas where we successfully embody this mission and those where we can enhance our approach.

It remained a national challenge to maintain participation levels, especially among post-16 students. To address this, we were committed to offering a broad range of sports across our core pillars of 'enjoy, compete, and excel.' Our main competitive focus continued to be on four key sports: hockey, netball, cricket, and swimming, supplemented by a strength and conditioning program to help students reach higher performance levels. This year, our teams participated in 425 fixtures across eight sports. We continue to offer competitions in our primary sports across all age groups, along with opportunities in additional sports like volleyball, badminton, and football. Encouraging enjoyment was the foundation of long-term participation, and with new activities like social swimming sessions, a running club, and yoga, we saw increased engagement across all year groups.

Every student also had the chance to participate in House sporting events, including the highly anticipated House Swimming and Sports Day.

Roedean girls continued to excel in a range of sports including netball (with a significantly expanded programme), hockey (where Roedean girls competed in 124 fixtures and supported the Roedean Hockey Academy), cricket (we were once again named one of the country's top 20 girls' schools for cricket), tennis, athletics and swimming (although weather conditions forced us to abandon part-way our record-seeking cross-Channel attempt).

Co-Curricular and Community links

Roedean's co-curricular programme remained a key element of our offerings, with over 30 activities available each week. Private lessons in activities such as horse riding, sailing, fencing, karate, and badminton allowed students to engage in physical activities beyond the standard curriculum. We were also thrilled to launch a sailing programme, with all Year 7 students participating as part of their 'Wild Friday' programme, alongside additional Saturday lessons for keen sailors. We have now a fleet of boats and Roedean sailing equipment which will make the experience for our sailors a great one. This year, we focused on strengthening community connections to expand opportunities for our students and support local youth. Our new partnership with Whitehawk Football Club aimed to enhance our girls' football programme moving forward.

Curriculum PE

Curriculum PE was offered weekly to all students in Years 7–9, covering athletics, gymnastics, tennis, swimming and strength and conditioning. All of these sports focus on activities which develop core movement skills and physical literacy. The Strength and Conditioning module focused on foundational strength techniques and helped to familiarise students with gym equipment in order to increase confidence in these settings to continue exercising in and out of school. Swimming instruction was also integrated into the curriculum, advancing our goal of ensuring every Roedean graduate could swim 25 metres confidently. Tailored support was also provided to those who excel in sport, as well as swimming sessions for those not as experienced in this activity.

Other Co-Curricular Activities

Roedean offers many other co-curricular activities in addition to our focus on the arts and on sport, for example:

Duke of Edinburgh's Award

Increased numbers of students undertook the Duke of Edinburgh Award Scheme ('DofE') Award last year, a significant proportion of which is obtained by 'service' to the community, alongside an expedition and other activities.

Roedean Farm

The Roedean Farm continues to play an important part of the wider holistic curriculum. It helps facilitate the co-curricular Farm Club, 'Wild Friday' Farm Group, Head, Hand and Heart ('HHH') Curriculum, as well as our Community Action Programme ('CAP'). It also continues to provide valuable opportunities for DofE volunteering and partnership visits from local schools and charities. Local rare breed Southdown Ewes were successfully lambed on site giving a first-hand insight into the process. The numbers of livestock (chickens, ducks, goats and sheep) have stayed stable through good husbandry.

Enterprise

Year 9 took part in an Enterprise Day to learn the essentials of running a business and develop skills in marketing, management, and sales, with students competing in groups to develop and sell a product to present to a panel of judges. They also had the opportunity to participate in the 10x challenge, where they had £10 and four weeks to transform this into profit (including a donation to a charity) – they also produced some scrummy gourmet marshmallows!

Students in Year 12 also took part in Young Enterprise, forming a company that produced bespoke and sustainable jewellery created from items foraged from the beach. Students learned the legal and financial responsibilities involved in running a business, experienced the hard work required to drive forward a project, and developed skills across all areas of business management under the guidance of their Business teacher.

Partnerships

Partnerships with other community organisations form an important part of Roedean's public benefit, as well as providing numerous development opportunities for girls and staff.

St Mark's CE Primary School

Roedean has a strong connection with St Mark's, and this work enhances the children's opportunities at this local community primary. Both schools are committed to protecting the Christian ethos of St Mark's as set out in its Trust Deed, and to working within the requirements of Roedean's Royal Charter and charitable objects.

Roedean transports one year-group from St Mark's to our school site for weekly enrichment activities, with both sporting opportunities and discrete academic workshops led by Roedean staff – this means that all pupils in Years 4, 5, and 6 come to Roedean every week for one term on rotation. In addition, our students act as 'Reading Buddies' for St Mark's pupils on a weekly basis, and other Roedean students are paired with those St Mark's pupils for whom English is not their first language as 'Language Buddies'. CAP groups in Year 12 also regularly volunteer at St Mark's, leading music workshops, and there are ad hoc activities led by Roedean students to raise awareness of cultural events, such as Lunar New Year and Nowruz (Persian New Year).

The partnership with St Mark's aims to ensure that both schools are able to share and celebrate expertise and resources, and to enable improved outcomes for pupils at Roedean and St Mark's. Teachers at both schools benefit from development opportunities, and there are significant volunteering opportunities for Roedean pupils.

Community Impact At A Glance

Fundraising And Support For Other Charities

Last year, the School community raised over £46,000, far exceeding the previous record-breaking total – this is almost certainly in large part down to the fact that each year-group has its own discrete charity, some local and others further afield, and representatives from each charity come to School to address them in Assemblies, making the point of fund-raising all the more tangible for them.

There were a number of large-scale year-group charitable events over the course of the year:

- every girl in Year 7 abseiled off Peacehaven Cliffs for Rockinghorse
- Year 8 pupils undertook a 24-hour challenge, walking around the fields overnight, and covering in excess of 3,000 kilometres, for Motor Neurone Disease Association
- 30 students in Year 9 completed the 150-metre iDrop, from the iconic i360, for Raystede
- 45 students in Year 10 slept under the stars to raise funds for the homeless charity, Off The Fence
- 10 Year 11 students ran the RISE 8K

We also support ten girls around the world through PlanUK, and other charities are supported as well, on an ad hoc basis.

Project 125 Moldova

Following the success of the hugely impactful visit to Moldova in July 2023, the second group of twelve students travelled to Moldova in the first week of the summer holidays in 2024, to teach English to 62 underprivileged children there (both Ukrainian refugees and Moldovan orphans). The group was supported by the NGO Hope4 and its founder, Chris Lomas, who found us accommodation, a venue to teach, and publicised our classes in Chişinău. In July 2023, Roedean pledged to cover 3% of the orphanage's annual running costs, about £5,000, each year for the next decade – we were proud last year to hand over a cheque for £8,300, which will make a huge difference to the lives of the children in the Rainbow of Hope Orphanage. We also spent half a day in a warehouse handing out donated clothes and shoes to Ukrainian refugee families.

Roedean Academy

The Roedean Academy continues to be a successful initiative, and this is the seventh year it has brought together like-minded, academically-striving students in Year 10 from six local state schools. The programme of supra-curricular enrichment modules, lasting six weeks in the Spring term, is also complemented by touchpoints in the other two terms; they also return to Roedean in June to present the findings of their independent academic research project, which they have been conducting since the Spring.

Roedean South Africa (Established in 1903)

Last year, much of the planning took place for the Year 9 exchange between Roedean and Roedean South Africa, our sister school in Johannesburg. In the spring term of 2025, six students in Year 9 had the opportunity to spend three weeks in Johannesburg, before returning with their exchange partners to Brighton for three weeks.

The Roedean School Mission Fund

The Mission Fund was registered as a charity in 1965 (charity registration number 244996), having been originally set up by the Old Roedeanians' Association ('ORA') and Roedean School. It provides grants to significantly underprivileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. As per the accounts submitted to the Charity Commission for the financial period ended 31 January 2024, grants of £3,865 were awarded to charities helping childen aged 16 and under in the UK.

Roedean St Mary's Hall Trust

The Roedean St Mary's Hall Trust (charity registration number 307063-2) ('Trust') holds funds as a permanent endowment, which are invested on a total return basis to produce a return for the Trust's objects. Funds allocated as income are used to enhance our current bursary offering, thus furthering opportunities for girls to gain access to the Roedean education. Roedean St Mary's Hall Trust has provided significant levels of support to our pupils. Roedean (as Trustee of the Trust) selects beneficiaries and, along with other bursary programmes, continues to make funds available to widen access to girls from many backgrounds.

Parents' Guild

The excellent work of the Parents' Guild (Roedean's PTA), in partnership with the School, continues to benefit the girls in a number of ways. The Christmas Fair was again hugely fruitful, and the Parents' Guild Committee generously donated all of the funds raised at the event to the School's charities.

Alumnae Relations and Development

The Roedeanian Office and the ORA have continued to work closely together, with the Roedeanian Office continuing to support with communications and moderating the Facebook group. The team has also continued to support other groups, in particular the Roedean Rocks Facebook group, and the OR Channel Relay Swim Team.

The Roedeanian Office continued to support the ORA with their events, as well as hosting our own and a joint event. Events this year were varied. Social and networking events included the addition of the new Young Roedeanians Evening, the London Lunch, ORA Christmas Drinks, OR Spring Drinks, and a very busy and successful Roedean Day. Sporting events included the ORA Tennis Day as well as OR vs the School matches in both netball and hockey. Regional events were re-instated. There were receptions in Hong Kong separately for Parents and ORs (both hosted by Niamh Green, Grace Chaston, Alison Wienekus, and Mary Henderson) and a lunch in New York for ORs jointly hosted by the ORA and School with Niamh Green, Grace Chaston and Noëlle Chase all attending.

Work to engage support from our community for our careers programme has continued this year with strong support from parents, ORs and external supporters. The Sixth Form Pathways Lecture series was a great success, with nearly all of the speakers being either an OR or current parent. Ad hoc work experience and mentoring requests also continued throughout the year. The Careers' Fair was again held in-person, and received very positive feedback from students, parents and contributors.

We also carried out a survey of ORs in April, which saw nearly 300 ORs respond. This has greatly improved our data on what careers ORs are following, and whether they are happy to provide careers or fundraising support.

Board Structure And General Meetings

(information included up to the date of signing of the Report)

President of the Corporation
Mary Henderson (OR)

Chair of Council
Delva Patman FRICS (appointed interim Chair of Council 1 September 2025), FGP, SRC, E&O, ESG, GRemCo, Awards, ISC

Anthony Millard BSc (Econ) PGCE (Oxon) (appointed Chair of Council 17 January 2024, retired as Chair of Council 31 August 2025, continuing in capacity as a Trustee), FGP, SRC, ESG, GRemCo, M&D, E&O

Guy Perricone (co-opted 1 September 2023, resigned 11 January 2024) SRC, E&O, FGP, GRemCo

Vice-President
Virginia Stephen (OR)

Vice-Chair of Council
Delva Patman FRICS (appointed Interim Chair of Council 1 September 2025, co-opted 4 December 2024) FGP, SRC, E&O, ESG, GRemCo, Awards, ISC

Elected Trustees:

Nick Addyman BA (elected 4 December 2024, resigned 17 April 2025), S&R

John Cain FCA (co-opted 1 September 2023 to fill a casual vacancy), FGP, SRC, E&O, ISC

Frances Graham BSc PGCE MCIPD (OR) (retired 21 February 2024)

Sophie Hammond BA PGCE (OR) (elected 4 December 2024), ESG, M&D

Claire Jenkins M (Theol) (OR) (resigned 2 February 2024)

Victoria Jenkins MA PGCE (Oxon) MEd (OR) (re-elected 29 March 2023)

Catherine Kirchmann B.Com, LLB (co-opted 9 September 2025 to fill a casual vacancy), GRemCo

Samantha Louis BA MBA APR FCMA CGMA (SAOR) (retired 4 December 2024), FGP, SRC, GRemCo

Anthony Millard BSc (Econ) PGCE (Oxon) (co-opted 20 March 2023 to fill a casual vacancy), FGP, SRC, ESG, GRemCo, M&D, E&O

Karoline Molberg BA (Hons) (OR) (re-elected 21 February 2024), FGP, SRC, E&O, M&D, ISC

Teresa Outhwaite BA PGDip (OR) (re-elected 7 October 2021) E&O, M&D

Camilla Macpherson (Oxon) FCIArb (OR) (elected 21 February 2024, resigned 1 April 2025), GRemCo

Natalie O'Connell BSc (Hons) PGDip (elected 21 February 2024), SRC, E&O

Althea Wolfe BA (Hons) (elected 21 February 2024), ESG, M&D

Nominated Trustees:

Gaelle Sullivan PGCE, PGDip (SEND) MEd (1 September 2023), SRC, ESG, Awards

Co-opted Trustees:

Franciska Bayliss BEd Froebel FRSA (12 March 2024), ESG

Cornelius Medvei (1 September 2023, resigned 11 January 2024), SRC, FGP, E&O

Trevor Rowell, BA BPhil MA (Oxon) PGCE FIOD (10 December 2024, resigned 31 July 2025) S&R

Vivien Smiley BA MA DipIPR (OR) (21 February 2024) SRC, GRemCo

KEY

Following a review of committee names in June 2024, new committees and their membership is as follows:

FGP: Finance and General Purposes Committee, which deals with all financial and investment matters.

E&O: Estates and Operations Committee, which advises on maintenance and buildings provision.

SRC: Strategy and Risk Committee. This Committee monitors and advises on strategic development and monitors key risks for the School.

GRemCo: Governance & Remuneration Committee, which reviews those proposed for membership of Council, looks at Committee membership and provides an overview of governance matters.

ESG: Education & Safeguarding Committee. This Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections.

Awards: Awards Subcommitee, which advises on the allocation of bursaries and awards, and now reports into Education and Safeguarding with Finance.

M&D: Marketing & Development Committee. This Committee advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations.

ISC: Investment Subcommittee, which manages and implements the School's investment policies

(OR) Old Roedeanian

(SAOR) South African Old Roedeanian

Chair of Council

Anthony Millard joined the Council in March 2023 and was appointed as Chair of Council in January 2024. Anthony is a former headmaster with lengthy experience of education both in the UK and internationally. After his time in schools, he was Managing Director of the school's division of a leading educational business, before setting up his own educational consultancy. He is an experienced governor, including ten years as Chair of a prominent international school, and now as Chair of Council at Roedean. Mr Millard was educated at Solihull School, The London School of Economics, and Balliol College Oxford, and spends much of his time volunteering as a Samaritan. Mr Millard brings significant experience to the role and emphasises his aim to bring unity of purpose to the affairs of Roedean, and consensus on the values of the School and the strategy moving forward. Anthony stepped down as Chair of Council on 31 August 2025.

Councillor Induction and Training

For Elected Councillors, the two longest serving must retire each year and special provisions deal with the situation of multiple Councillors having equal lengths of service. The two retiring Councillors can put themselves forward for re-election. Nominated and Co-opted Councillors hold office for five years, but can continue for further periods of up to five years if they are re-nominated or co-opted.

The induction and onboarding processes for Trustees are being constantly reviewed to ensure that Trustees fully understand their responsibilities and role. New Trustees undergo an induction process with a number of elements, and this pays particular attention to their role in safeguarding. Annual training is provided for all Trustees, as well as many in-year opportunities.

Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors. The premiums are paid centrally for the whole group by Roedean School, and the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £480 for the year (2023: £480).

2024 Annual General Meeting

The Annual Report and Financial Statements for the year ended 31 August 2023 were considered at the AGM on 4 December 2024. Other business included the re-appointment of HaysMac LLP, Roedean's auditors, for a further 12 months, and the election of Trustees namely, Sophie Hammond (OR) and Nick Addyman.

Management Structure

The day-to-day management of Roedean School is conducted by the School's Executive under authority delegated to it by the Council.

Niamh Green BA MA PGCE MBA
Head

Richard Poffley BA FCCA
Director of Finance & Administration

Administrative Information

Auditors

HaysMac LLP
Chartered Accountants and Registered Auditors
10 Queen Street Place
LONDON EC4R 1AG

Insurance Brokers

Marsh Limited
Education Practice
Station Road
DORKING
Surrey RH4 1EB

Howden Insurance Brokers Limited
Quadrangle
Imperial Square
CHELTENHAM GL50 1PZ

Solicitors

Veale Wasbrough Vizards LLP
Narrow Quay House
Narrow Quay
BRISTOL BS1 4QA

DAC Beachcroft LLP
25 Walbrook
LONDON EC4N 8AF

Bankers

National Westminster Bank plc
153 Preston Road
BRIGHTON
East Sussex BN1 6BE

Investment Support and Advisers

Rathbones Investment Management
30 Gresham Street
LONDON EC2V 7QN

Health and Safety

Assurity Consulting Limited
26 Redkiln Way
HORSHAM
West Sussex RH13 6HR

Financial Review And Results For The Year

The consolidated statement of financial activities for the year is set out on pages 40 to 41 and records the activities of Roedean School (the Charity), Roedean School Enterprises Limited ('RSEL'), and Roedean St Mary's Hall Trust. A summary is set out below.

The Charity together with its subsidiaries returned a surplus for the academic year 2023-24 of £1.6m, before gains on investments of £1.4m. Within the period, capital expenditure including improving the fabric of listed buildings and the grounds amounted to £4.3m, mainly comprising structural works, the Library, the Chapel, limewashing, Chandler Building, cricket boundary fencing and swimming pool windows, access control, IT resources, and continued classroom upgrades.

The consolidated cash position as at 31 August 2024 was £16.3m, being an improvement of £1.1m on £15.2m in the previous year, which reflected the funds generated by operational activities. This cash position provides the necessary liquidity for the School. The review noted on page 12 demonstrated that strategic and structural changes will be necessary to ensure the School's long-term future.

Roedean School, including RSEL, achieved total income of £23.8m (2023: £22.0m) and made a surplus of £3.0m after investment gains of £1.4m (2023: surplus of £1.5m). The School's results were achieved against the background of the impact of the cost-of-living crisis and the continuing influence of the Russian invasion of Ukraine crisis.

The trading company, Roedean School Enterprises Limited, achieved a turnover of £0.6m compared with £0.6m in 2023, but no donation (2023: £0k) was made to the School by way of gift aid. The trading of the company was assisted by the summer residential lettings with Alpadia Language School making use of the facilities during the summer holidays.

The School has extended the level of support available to the trading company (RSEL) through an inter-company loan, but there is no further requirement for the School to provide financial support to enable the company to trade and to discharge its debts and liabilities because RSEL can now meet its liabilities as they fall due. 'Normal' trading patterns continued in 2024, including the summer school which generates the highest net revenue of any activity within the company, with Alpadia Language School. The Alpadia Language School contract continues through to 2028.

The Council considers that the pre-investment surplus of £1.6m and post-investment surplus of £3.0m for the year for the Group was an acceptable result, especially given the very challenging market conditions, including the continuing uncertainty as a result of changes in legislation on independent schools.

The improved financials for the year were reflected in the investment and operating surplus ratios. Roedean School has an investment surplus of 14.9% (2023: 13.9%), and 14.9% (2023: 13.9%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 12.2% (2023: 14.8%). Investment Surplus is defined as "Net income before investment gains and losses, and excluding depreciation, as a percentage of Net Fee income". Operating Surplus is defined as "Net income (excluding bursaries) as a percentage of Net Fee Income before bursaries".

Investment Powers, Policy and Performance

For a number of years, the Council's policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short-term deposit. Bank interest income and interest from investments in 2024 was £0.4m compared to £0.3m in 2023.

Based on independent advice received, the undertaking of a due diligence process and after the consideration of the Council, the assets of Roedean St Mary's Hall Trust ('Fund' as well as 'Trust'), representing its permanent endowment, were invested at the end of the financial year ended 31 August 2011 in managed funds split between equities and bonds. The objective of Roedean Council (acting as the Trustee of Roedean (St Mary's Hall) Trust) is to preserve and grow the capital base of the permanent endowment fund that comprises the Trust's assets, ensuring that the real value is maintained in the long term, taking on a relatively high-risk tolerance, and aims to generate an annual return over the long term of two times Consumer Price Index (2*CPI), with a minimum of 3% per annum. The funds generated are used solely to fund bursaries. The Fund's performance was kept under review during the year via the Finance & General Purposes Committee and Rathbones Investment Management, the School's independent financial advisers.

Rathbones Investment Management was appointed as new financial advisers for the School and Roedean St Mary's Hall Trust in September 2023, and they actively manage the funds and target a return over the long term of the Consumer Price Index ('CPI') plus 4%.

The decision was taken by the Council in 2015-16, brought about by the change in regulations, and acting in its role of sole Trustee of Roedean St Mary's Hall Trust and in line with the best interests of the Trust, to have the funds managed on a total return basis. In line with this approach, the Trustees of the Fund invested permanent endowment funds to maximise the overall return without regard to a distinction between capital and income.

The total return can then be allocated in a way that best furthers the objects of the Trust. This total return approach was effective from 1 September 2015.

As part of the process, suitable financial advice was received in relation to the valuation of the Fund and the unapplied total return, investment advice in relation to the total return approach and legal advice was also received.

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries.

Reserves policy

At the Balance Sheet date the Group held 'Unrestricted funds – other charitable funds' totaling £25.5m compared to £23.8m in 2023. The Group continues to maintain positive free reserves, defined as unrestricted funds less tangible fixed assets, totaling £1.7m (2023: £2.7m). At the Balance Sheet date, the School held 'Unrestricted funds – other charitable funds' totaling £25.5m compared to £23.9m in 2023. The School holds free reserves, defined as unrestricted funds less tangible fixed assets, totalling £1.8m, compared to £2.8m in 2023.

The Council regularly reviews the level and nature of the reserve funds of the School in order to ensure there is appropriate financial security if there is a downturn in trading. This is controlled and managed by means of a rolling forecast process, incorporating scenarios and sensitivity analyses.

This policy sets the target level of free reserves as £1.0m – £3.5m, due to significant investment required in the fixed assets, and the Finance & General Purpose Committee monitors the level of free reserves on a regular basis to ensure this is in line with the financial strategy.

The School has been through a significant period of capital investment over the past 10 years to improve facilities for the pupils; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, Sixth Form Centre, the Theatre, and the Library. The level of free reserves as at 31 August 2024 is at a positive level; many independent schools hold negative free reserves. Given the future investments required in fixed assets to keep the School competitive and maintain a sound infrastructure, and the continued pressures on pupil numbers, the level of free reserves will be monitored closely and target figures may need to be revised.

Council has reviewed the trading position for the next 18 months from the date of approval of the accounts, which confirm the Group's ability to meet its liabilities as they fall due, and the financial statements have, therefore, been prepared on a going concern basis.

Statement Of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the Group and of the incoming resources and application of resources of the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records which are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware:

- there is no relevant information of which the charity's auditor is unaware
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Council on 3 November 2025 and signed on their behalf by:

Delva Patman
Interim Chair of Council

Independent Auditor's Report

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2024 and of the group's net movement in funds 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 Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Message from the Interim Chair of Council and the Report from the Council. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity; or
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 36, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charity, or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Education (Independent School Standards) Regulations 2014, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their accounting estimates.

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

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

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

HaysMac LLP

HaysMac LLP
Statutory Auditors
10 Queen Street Place
London
EC4R 1AG

Date: 6 November 2025

HaysMac LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2024

Income from:	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	**2024 £'000**
Charitable Activities					
School fees	4	21,355	-	-	**21,355**
Other educational income	5	1,031	-	-	**1,031**
Other activities	6	26	-	-	**26**
Other trading activities					
Non-ancillary trading income	7	553	-	-	**553**
Investments					
Investment income	8	490	27	288	**805**
Donations and legacies		-	61	-	**61**
Total		23,455	88	288	**23,831**
Expenditure on:					
Raising funds					
Non-ancillary trading	9	486	-	-	**486**
Financing costs	9	10	-	-	**10**
Investment management	9	12	-	77	**89**
Total		508	-	77	**585**
Charitable Activities					
School and grant making	9	21,485	164	-	**21,649**
Total		21,993	164	77	**22,234**
Net income/(expenditure) before transfers and investment gains		1,462	(76)	211	**1,597**
Gain on investments	12	194	-	1,250	**1,444**
Transfers between funds		9	(9)	-	**-**
NET MOVEMENT IN FUNDS		1,665	(85)	1,461	**3,041**
Fund balances 1 September 2023		23,800	1,103	12,894	**37,797**
Fund balances 31 August 2024		25,465	1,018	14,355	**40,838**

The notes on pages 45 to 65 form part of these financial statements.

COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2023

		Unrestricted funds	Restricted funds	Endowment funds	2023
Income from:	Notes	£'000	£'000	£'000	**£'000**
Charitable Activities					
School fees	4	20,148	-	-	**20,148**
Other educational income	5	613	-	-	**613**
Other activities	6	20	-	-	**20**
Other trading activities					
Non-ancillary trading income	7	631	-	-	**631**
Investments					
Investment income	8	285	-	243	**528**
Donations and legacies		-	95	-	**95**
Total		21,697	95	243	**22,035**
Expenditure on:					
Raising funds					
Non-ancillary trading	9	491	-	-	**491**
Financing costs	9	13	-	-	**13**
Investment management	9	10	-	68	**78**
Total		514	-	68	**582**
Charitable Activities					
School and grant making	9	19,590	252	-	**19,842**
Total		20,104	252	68	**20,424**
Net (expenditure)/income before transfers and investment gains		1,593	(157)	175	**1,611**
Loss on investments	12	(15)	-	(103)	**(118)**
Transfers between funds		(126)	126	-	**-**
NET MOVEMENT IN FUNDS		1,452	(31)	72	**1,493**
Fund balances 1 September 2022		22,348	1,134	12,822	**36,304**
Fund balances 31 August 2023		23,800	1,103	12,894	**37,797**

CONSOLIDATED AND CHARITY BALANCE SHEETS FOR THE YEAR ENDED 31 AUGUST 2024

		Group		Charity	
		2024	2023	**2024**	2023
	Notes	**£'000**	£'000	**£'000**	£'000
FIXED ASSETS					
Tangible fixed assets	11	**23,778**	21,128	**23,776**	21,122
Investments	12	**16,267**	14,608	**16,267**	14,608
		40,045	35,736	**40,043**	35,730
CURRENT ASSETS					
Stocks		**14**	17	**10**	8
Debtors	14	**838**	569	**1,037**	1,212
Cash at bank and in hand		**16,346**	15,187	**16,166**	14,614
		17,198	15,773	**17,213**	15,834
CURRENT LIABILITIES					
Creditors payable within one year	15	**(10,287)**	(8,583)	**(10,237)**	(8,531)
NET CURRENT ASSETS		**6,911**	7,190	**6,976**	7,303
TOTAL ASSETS LESS CURRENT LIABILITIES		**46,956**	42,926	**47,019**	43,033
LONG TERM LIABILITIES					
Creditors payable after one year	16	**(6,038)**	(4,849)	**(6,038)**	(4,849)
Provisions for liabilities and charges	18	**(80)**	(280)	**(80)**	(280)
NET ASSETS	19	**40,838**	37,797	**40,901**	37,904
REPRESENTED BY:					
RESTRICTED FUNDS	20	**1,018**	1,103	**1,018**	1,103
ENDOWED FUNDS	20	**14,355**	12,894	**14,355**	12,894
UNRESTRICTED FUNDS	20	**25,465**	23,800	**25,528**	23,907
		40,838	37,797	**40,901**	37,904

The financial statements were approved and authorised for issue by the Council on 3 November 2025.

Delva Patman
Interim Chair of Council

The notes on pages 45 to 65 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2024

		Group	
		2024	2023
	Note	**£'000**	£'000
Net cash inflow from operations			
Net cash provided/(used) by operating activities	i)	**1,470**	3,400
Net Cash flows from investing activities			
Payments for tangible fixed assets		**(4,286)**	(1,803)
Additions to investment portfolio		**(17,949)**	(6,267)
Withdrawals from investment portfolio		**17,733**	6,068
Bank interest and investment income received		**804**	528
Net cash (used by) investing activities		**(3,698)**	(1,474)
Cash flows from financing activities			
Fees in advance scheme receipts		**3,627**	103
Fees in advance scheme payments		**(240)**	(282)
Net cash provided/(used) by financing activities		**3,387**	(179)
Increase in Cash		**1,159**	1,747
Cash and cash equivalents at beginning of period		**15,187**	13,440
Cash and cash equivalents at end of reporting period	ii)	**16,346**	15,187

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2024

(i) Reconciliation of net cash flow from operating activities

	Group	
	2024	2023
	£'000	£'000
Net income	**1,598**	1,611
Elimination of non-operating cash flows		
Investment income	**(804)**	(528)
Fee Composition discounts	**10**	13
Depreciation charges	**1,636**	1,328
Decrease in stocks	**3**	(2)
Increase in debtors	**(269)**	43
Decrease in creditors	**(504)**	935
Decrease in provisions	**(200)**	-
NET CASH INFLOW FROM OPERATING ACTIVITIES	**1,470**	3,400

ii) Analysis of cash and cash equivalents

	Group	
	2024	2023
	£'000	£'000
Cash at bank and in hand	**16,346**	15,187
	16,346	15,187

iii) The group has no loans as at 31 August 2024 or 31 August 2023, therefore no analysis of changes in net debt has been included.

The notes on pages 45 to 65 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. CHARITY INFORMATION

The School is a Public Benefit Entity registered as a charity in England and Wales and a company incorporated by Royal Charter (RC000434). It was incorporated in 1938 and registered as a charity in 1996 (charity number: 987654) and its registered office is Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ.

2. ACCOUNTING POLICIES

2.1 Financial Statements and Consolidation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and 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 (FRS 102) – effective 1 January 2019.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2016 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

2.2 Going Concern

The Trustees have considered the financial requirements of Roedean School Enterprises Limited and the current financial position of the School. The Trustees believe the School's financial resources are sufficient to ensure the School will continue as a going concern for a minimum period of 12 months from the date of signing of the financial statements which have, therefore, been prepared on a going concern basis.

As noted in the Message from the Interim Chair (page 4), the Trustees are in discussion with a UK charity merger party, with the intention of merging, subject to the approval of the Governors of the Corporation.

2.3 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

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

In the view of the Trustees, no assumptions concerning the future estimation or uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

2.4 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Charity and its 100% owned subsidiary, Roedean School Enterprises Limited (company number 2921272). In accordance with a Charity Commission Scheme, the accounts of the Charity include the accounts of Roedean St Mary's Hall Trust from its date of acquisition.

2.5 School fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees, but including contributions received from restricted funds, are accounted for in the period in which the services are provided.

Amounts received under the school's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

2.6 Investments

Investments are valued at market value as at the balance sheet date. Realised and unrealised gains and losses arising on the disposal or revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the fund holding the investments. Short-term holdings of cash within the investment funds at the balance sheet date are classified as non-current assets. Investments in subsidiaries are valued at cost less provision for impairment.

The School has adopted a 'total return' basis for the investment of its permanent endowment as permitted by the Trusts (Capital and Income) Act 2013. Under the Act, the School can invest its permanent endowments without regard to the capital/income distinctions of trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. Until this power is exercised, the total return is accumulated, as a capital supplement to the preserved ('frozen') value of the permanent endowment.

For the carrying value of the preserved (frozen) permanent capital, Council has taken its open market value as at 31 August 2012.

2.7 Donations, Legacies, Grants and Other Voluntary Income

Voluntary income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where, through the terms of an appeal or from the donor, there is a trust law restriction on the use of any voluntary income, the income is credited to the relevant restricted funds or endowment.

2.8 Tangible Fixed Assets

All tangible assets over £5,000 are capitalised. Depending on asset class some other assets are capitalised over the value of £1,000.

Depreciation is calculated to write down the cost of fixed assets less residual value by equal annual instalments over their expected useful lives. The periods generally applicable are:

Freehold buildings	25-50 years
Lawrence House refurbishment	15 years
Free-standing buildings and tennis courts	10 years
Lime washing of building	6 years
Furniture, fittings and equipment	5 years
Computers	3-4 years
Motor vehicles	5 years or 25% reducing balance basis

A full year of depreciation is charged in the first year an asset is acquired.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value.

2.10 Value Added Tax

The School, as an educational body, is exempt from charging VAT on normal school income. Where appropriate, expenditure includes irrecoverable VAT paid.

2.11 Pension Contributions

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme that are attributable to the School. In accordance with FRS 102 the Scheme is accounted for as a defined contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator. Further detail is given in Note 28.

The School also contributes to personal pension schemes for non-teaching staff at 6% of annual basic pay, and these contributions are accrued accordingly.

2.12 Expenditure and allocation of Costs

Cost of raising funds

The cost of raising funds comprises costs associated with raising funds from all sources and includes trading costs and investment management fees.

Charitable expenditure

- Teaching costs – includes all expenditure in connection with teaching work.
- Welfare costs – those costs supporting pupil welfare including medical support and school meals.
- Premises costs – relates to costs in connection with buildings maintenance, general maintenance and repairs, together with grounds and gardens.
- Support – expenditure incurred in providing administrative and financial services in support of the direct charitable expenditure above.
- Governance – comprises the costs of running the Charity, including strategic planning for its future development, external audit, and legal advice for the Trustees and all the costs of complying with constitutional and statutory requirements, such as the costs of Council and Committee meetings, and of preparing statutory accounts and satisfying public accountability.

Overheads are allocated to expense headings based on time spent by staff and space occupied.

Pension costs are charged to unrestricted funds and allocated between expense headings based on staff costs of employees within the scheme.

Expenditure is accounted for on an accruals' basis.

Redundancy costs and termination payments are charged to the Statement of Financial Activities in the period in which the School becomes committed to incurring the costs.

2.13 Operating Leases

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.14 Fund Accounting

Funds held by the Charity are:

- Unrestricted funds – these are funds which can be used in accordance with the School's objects, at the discretion of the Council.
- Restricted funds – these are funds that can be used for particular restricted purposes, within the objects of the School. Restrictions arise when specified by the donor.
- Endowed funds – these are funds where there is no power to convert the capital into income and represent the surplus funds arising following the disposal of St Mary's Hall premises. These will be used to support the School's bursary offering. The Total Return Order stipulates that any investment returns will accrue to a capital supplement (the Unapplied Total Return) to the permanent endowment.

2.15 Financial Instruments

The Charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost, with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors, amounts owed by group undertakings and accrued income. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its charity statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2024 was surplus £2,997k (2023: surplus of £1,354k).

4. CHARITABLE ACTIVITIES – SCHOOL FEES

The School fees income comprised:

	2024	2023
	£'000	£'000
Gross fees	**24,440**	23,207
Less: Total bursaries, grants and allowances	**(3,218)**	(3,311)
	21,222	19,896
Add: Bursaries funded by restricted funds	**133**	252
	21,355	20,148

5. CHARITABLE ACTIVITIES – OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	2024	2023
	£'000	£'000
School trips and disbursements	**(1)**	(4)
Deposits forfeited	**463**	115
Transport recharges	**465**	416
Registration fees	**80**	68
Insurance commission	**2**	1
Sundry other income	**22**	17
	1,031	613

6. OTHER CHARITABLE INCOME

	2024	2023
	£'000	£'000
Other income	**26**	20
	26	20

7. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES

	Roedean School Enterprises Ltd 2024 £'000	Roedean School Enterprises Ltd 2023 £'000
INCOME FROM:		
Other trading activities		
Non-ancillary trading income	553	631
Total income	553	631
EXPENDITURE ON:		
Raising funds		
Non-ancillary trading	509	491
Total resources expended	509	491
Net income/ (expenditure)	44	140
Retained net income/ expenditure	44	140
Fund balances brought forward	(107)	(246)
Fund balances carried forward	(63)	(106)
Tangible fixed assets	2	6
Net Current (Liabilities)/ Assets	(65)	(112)
NET (LIABILITIES)/ ASSETS	(63)	(106)

8. INVESTMENT INCOME

	2024 £'000	2023 £'000
Interest on listed investments	**330**	278
Bank interest	**448**	163
Bank interest on donations	**27**	-
Interest on loan to subsidiary	**-**	87
	805	528

9. ANALYSIS OF EXPENDITURE

	Note 10 Staff Costs £'000	Other £'000	Note 11 Depreciation £'000	**Total 2024 £'000**	Total 2023 £'000
Costs of raising funds					
Financing costs	-	10	-	**10**	13
Investment management	-	89	-	**89**	78
Trading costs of subsidiary	268	214	4	**486**	491
Group's costs of raising funds	268	313	4	**585**	582
Charitable activities					
Teaching	8,582	545	249	**9,376**	8,934
Welfare	2,327	1,407	279	**4,013**	3,562
Premises	1,706	2,213	1,104	**5,023**	4,141
Support costs of schooling	1,171	1,933	-	**3,104**	2,953
Group's operating costs	13,786	6,098	1,632	**21,516**	19,590
Grants, awards and prizes	-	133	-	**133**	252
Total	13,786	6,231	1,632	**21,649**	19,842
Group total expenditure	14,054	6,544	1,636	**22,234**	20,424

	Group	
	2024 £'000	2023 £'000
Auditor's remuneration for statutory audit	**46**	41
Fees paid to the auditor in respect of taxation advice	**4**	17
Legal Fees within Governance	**145**	173

	Group	
	2024 £'000	2023 £'000
Governance Costs included in supporting costs of Schooling:		
• Staff costs	**27**	21
• Other costs	**192**	212
Total Governance Costs	**219**	233

COMPARATIVE ANALYSIS OF EXPENDITURE

	Group			
	Note 10 Staff Costs	Other	Note 11 Depreciation	Total 2023
	£'000	£'000	£'000	£'000
Costs of raising funds				
Financing costs	-	13	-	13
Investment management	-	78	-	78
Trading costs of subsidiary	56	431	4	491
Group's costs of raising funds	56	522	4	582
Charitable activities				
Teaching	8,232	542	160	8,934
Welfare	1,985	1,303	274	3,562
Premises	1,437	1,814	890	4,141
Support costs of schooling	1,144	1,809	-	2,953
Group's operating costs	12,798	5,468	1,324	19,590
Grants awards and prizes	-	252	-	252
Total	12,798	5,720	1,324	19,842
Group total expenditure	12,854	6,242	1,328	20,424

10. STAFF COSTS

The total staff costs were as follows:

	Group	
	2024	2023
	£'000	£'000
Wages and salaries	**11,276**	10,444
Social security costs	**1,068**	985
Pension contributions	**1,614**	1,371
Contractors	**96**	54
	14,054	12,854
Aggregate employee benefits of key management personnel	**883**	1,095

	2024	2023
Average number of employees in the year	**369**	358
Of which were teaching staff	**104**	104

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to members of the Council during the year was £9k (2023: £3k) for 7 members (2023: 4 members).

	2024	2023
£60,000 to £70,000	**11**	4
£70,001 to £80,000	**-**	2
£80,001 to £90,000	**2**	1
£90,001 to £100,000	**2**	1
£130,001 to £140,000	**-**	1
£140,001 to £150,000	**1**	-
£150,001 to £160,000	**1**	-
£160,001 to £170,000	**-**	1
£410,001 to £420,000	**-**	1

In addition to basic salary, the figures within the salary bands comprise bonuses, benefits in kind, termination payments and other taxable benefits.

Contributions were made to the Teachers' Pension Defined Benefits Scheme for fourteen of the higher paid employees of £284,597 (2023: 9 employees – £213,672). Contributions were made to a Defined Contribution Scheme for three of the higher paid employees of £16,381 (2023: 2 employees – £9,279).

During the year there were redundancy or termination payments made which amounted to £16,020 (2023: £259,176).

Payments to certain key management personnel are reviewed annually by the Remuneration Committee, comprising Trustees, and individual rates of remuneration are awarded based on staff reviews as well as costs being benchmarked against the sector average.

Accommodation is provided to those members of staff for whom it is required given the nature of their role. The School also offers discounts to any members of staff who wish to send their children to the School, and the rate offered is competitive when compared to other schools within the sector.

11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2023	33,098	4,181	840	83	38,202
Additions	3,558	307	379	42	4,286
Disposals	-	(330)	(165)	-	(495)
As at 31 August 2024	**36,656**	**4,158**	**1,054**	**125**	**41,993**
Accumulated depreciation					
As at 1 September 2023	12,853	3,597	553	71	17,074
Charge for the year	1,103	269	249	15	1,636
Disposals	-	(330)	(165)	-	(495)
As at 31 August 2024	**13,956**	**3,536**	**637**	**86**	**18,215**
Net book amount at 31 August 2024	**22,700**	**622**	**417**	**39**	**23,778**
Net book amount as at 31 August 2023	20,245	584	287	12	21,128

Charity	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2023	33,098	4,138	840	83	38,159
Additions	3,558	307	379	42	4,286
Disposals	-	(330)	(165)	-	(495)
As at 31 August 2024	**36,656**	**4,115**	**1,054**	**125**	**41,950**
Accumulated depreciation					
As at 1 September 2023	12,853	3,560	553	71	17,037
Charge for the year	1,103	265	249	15	1,632
Disposals	-	(330)	(165)	-	(495)
As at 31 August 2024	**13,956**	**3,495**	**637**	**86**	**18,174**
Net book amount at 31 August 2024	**22,700**	**620**	**417**	**39**	**23,776**
Net book amount as at 31 August 2023	20,245	578	287	12	21,122

12. INVESTMENTS

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Valuation as at 1 September 2023	**14,179**	14,122	**14,179**	14,122
Additions at cost	**17,949**	6,267	**17,949**	6,267
Disposals proceeds	**(17,406)**	(6,092)	**(17,406)**	(6,092)
Gain/(loss) in investments	**1,444**	(118)	**1,444**	(118)
	16,166	14,179	**16,166**	14,179
Cash	**101**	429	**101**	429
Valuation as at 31 August 2024	**16,267**	14,608	**16,267**	14,608

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Investments comprise:				
Listed Investments				
Investments (Historical cost £9,617,104)	**16,166**	14,179	**16,166**	14,179
Cash	**101**	429	**101**	429

	Group		Charity	
	20243	2023	**2024**	2023
	£	£	**£**	£
Investments in subsidiaries	**-**	-	**1**	1

13. STATEMENT OF INVESTMENT TOTAL RETURNS

Trustees have adopted a duly authorised policy of Total Return accounting for the School's investment returns. The total investment return targeted for these funds is two times Consumer Price Index (2*CPI) or 3% per annum, whichever is the greater. On adopting the Total Return approach to the investment, the Council valued the underlying trust for the investment as at 31 August 2012 as described in Note 2.6.

An excess amount has been applied as capital to protect the value of the endowment in prior years, requiring an adjustment to the previously reported Unapplied Total Return and value of the endowment as at 31 August 2023 of £2.7m.

Permanent Endowment

	Group **2024** **£'000**
Investment total return	
Income distributions on securities	288
Capital gains on securities	1,249
Investment management costs	(77)
Total return for the year	1,460
Amount applied as income for spending	-
Amount applied as capital to protect value of endowment	(426)
	1,034

Unapplied Total Return as at 1 September 2023	**As reported** **£'000**	**Adjustment** **£'000**	
• securities	(2,007)	2,673	666
• uninvested cash	158	-	158
	(1,849)	2,673	
			1,858

	2023			**2024**
	As reported **£'000**	**Adjustment** **£'000**	**Adjusted** **£'000**	**£'000**
Preserved value of original permanent endowments	10,091	-	10,091	10,091
Amount applied as capital to protect value of endowment	4,651	(2,671)	1,980	2,405
Value of permanent endowments as at 31 August	**14,742**	**(2,671)**	**12,071**	**12,496**

Note: Uninvested cash funds are shown as net current assets in Note 19.

14. DEBTORS

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Trade debtors	**372**	304	**306**	241
Amounts owed by group undertakings	**-**	-	**266**	706
Other debtors	**2**	131	**2**	131
Prepayments and accrued income	**464**	134	**463**	134
	838	569	**1,037**	1,212

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

		Group		Charity	
		2024	2023	**2024**	2023
	Note	**£'000**	£'000	**£'000**	£'000
Trade creditors		**59**	71	**55**	54
Social security and other taxes		**301**	284	**295**	275
Other creditors		**468**	322	**437**	310
Accruals and deferred income		**719**	911	**710**	898
Deposits from parents		**756**	782	**756**	782
Amounts due to parents		**1,234**	507	**1,234**	506
Fees in advance of term		**5,101**	5,452	**5,101**	5,452
Fees in advance scheme	17	**1,649**	254	**1,649**	254
		10,287	8,583	**10,237**	8,531

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group		Charity	
		2024	2023	**2024**	2023
	Note	**£'000**	£'000	**£'000**	£'000
Deposits from parents		**3,592**	4,406	**3,592**	4,406
Fees in advance scheme	17	**2,446**	443	**2,446**	443
		6,038	4,849	**6,038**	4,849

17. DEFERRED INCOME – FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School up to the equivalent of seven years fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. This liability has been split as follows:

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
- due in less than one year	**1,649**	254	**1,649**	254
- due 1 to 2 years	**1,111**	191	**1,111**	191
- due 2 to 3 years	**511**	130	**511**	130
- due 3 to 4 years	**382**	98	**382**	98
- due 4 to 5 years	**181**	24	**181**	24
- due after 5 years	**261**	-	**261**	-
As at 31 August 2024	**4,095**	697	**4,095**	697

Summary of movements in liability:

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2023	**697**	861	**697**	861
New contracts	**3,627**	105	**3,627**	105
Interest allowance	**10**	13	**10**	13
Amounts utilised in payment of fees	**(239)**	(282)	**(239)**	(282)
As at 31 August 2024	**4,095**	697	**4,095**	697

The total fees in advance scheme liability as at 31 August 2024, representing commitments to release amounts to the Statement of Financial Activities over the next five years is £4.2m (2023: £0.7m), inclusive of future interest allowances.

18. PROVISIONS FOR LIABILITIES AND CHARGES

The provision of £200k related to providing for possible claims relating to the Harpur Trust v Brazel holiday pay court case and £80k for restoration of the Roedean School Moira House tennis courts.

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Harper Trust Provision	**-**	200	**-**	200
Moira House School Provision	**80**	80	**80**	80
	80	280	**80**	280

The provision for the Moira House tennis courts will be utilised dependent on the outcome of finding a lessee for the courts.

Summary of movements in provisions:

	Group		Charity	
	2024	2023	**2024**	2023
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2023	**280**	280	**280**	280
Amount utilized in provision	**(76)**	-	**(76)**	-
Release of provisions	**(124)**	-	**(124)**	-
As at 31 August 2024	**80**	280	**80**	280

19. ALLOCATION OF NET ASSETS

The Group net assets are held for the funds as at 31 August 2024 is as follows:

Group	Tangible fixed assets £'000	Investments £'000	Net current assets £'000	Long term liabilities £'000	**Net Assets £'000**
Endowed funds	-	14,175	180	-	**14,355**
Restricted funds	-	-	1,018	-	**1,018**
Unrestricted funds	23,778	2,092	5,713	(6,118)	**25,465**
	23,778	16,267	6,911	(6,118)	**40,838**

The Charity net assets are held for the funds as at 31 August 2024 is as follows:

Charity	Tangible fixed assets £'000	Investments £'000	Net current assets £'000	Long term liabilities £'000	**Net Assets £'000**
Endowed funds	-	14,175	180	-	**14,355**
Restricted funds	-	-	1,018	-	**1,018**
Unrestricted funds	23,776	2,092	5,778	(6,118)	**25,528**
	23,776	16,267	6,976	(6,118)	**40,901**

20. FUNDS

Group	At 1 September 2023 £'000	Income £'000	Expenditure £'000	Transfers and Gains/(Losses) £'000	**At 31 August 2024 £'000**
Endowed Funds					
Roedean St Mary's Hall	12,894	288	(77)	1,250	**14,355**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	719	36	(133)		**622**
Development and Project Fund	346	-	(13)	(9)	**324**
Individual Bursary Fund-Trips	9	24	(2)	-	**31**
Community Fund	6	16	-	-	**22**
OR Heritage Projects	21	12	(16)	-	**17**
	1,103	88	(164)	(9)	**1,018**
Unrestricted funds					
General reserve	23,800	23,479	(22,017)	203	**25,465**
Total Funds	37,797	23,855	(22,258)	1,444	**40,838**

Charity	At 1 September 2023 £'000	Income £'000	Expenditure £'000	Transfers and Gains/(Losses) £'000	**At 31 August 2024 £'000**
Endowed Funds					
Roedean St Mary's Hall	12,894	288	(77)	1,250	**14,355**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	719	36	(133)		**622**
Development and Project Fund	346	-	(13)	(9)	**324**
Individual Bursary Fund-Trips	9	24	(2)	-	**31**
Community Fund	6	16	-	-	**22**
OR Heritage Projects	21	12	(16)	-	**17**
	1,103	88	(164)	(9)	**1,018**
Unrestricted funds					
General reserve	23,907	22,926	(21,508)	203	**25,528**
Total Funds	37,904	23,302	(21,749)	1,444	**40,901**

Endowed Funds

The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £nil (2023: £nil) has been transferred from endowed to unrestricted funds to fund bursaries (see Note 13).

Restricted Funds

The Bicknell Art Prize was established for purposes of providing prizes to celebrate excellence in Art.

The Bursary Fund was established to support the education of girls who might not, without such support, be able to attend the School.

The Development and Project Fund was established by the School to provide scholarships, bursaries and undertake special projects to support the education of girls.

£133k (2023: £126k) has been transferred to restricted funds from unrestricted funds as funds have been spent on Ukrainian funding and bursaries.

21. COMPARATIVE ALLOCATION OF NET ASSETS

The group net assets held for the funds as at 31 August 2023 is as follows:

Group	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,737	157	-	**12,894**
Restricted funds	-	-	1,103	-	**1,103**
Unrestricted funds	21,128	1,871	5,930	(5,129)	**23,800**
	21,128	14,608	7,190	(5,129)	**37,797**

The Charity net assets held for the funds as at 31 August 2023 is as follows:

Charity	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,737	157	-	**12,894**
Restricted funds	-	-	1,103	-	**1,103**
Unrestricted funds	21,122	1,871	6,043	(5,129)	**23,907**
	21,122	14,608	7,303	(5,129)	**37,904**

22. COMPARATIVE MOVEMENTS OF FUNDS

Group	At 1 September 2022 £'000	Income £'000	Expenditure £'000	Transfers and Gains/ (Losses) £'000	At 31 August 2023 £'000
Endowed Funds					
Roedean St Mary's Hall Trust	12,822	243	(68)	(103)	**12,894**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	767	51	(252)	153	**719**
Development and Project Fund	355	16	-	(25)	**346**
Individual Bursary Fund-Trips	-	9	-	-	**9**
Community Fund		1		5	**6**
ORA Heritage Projects	10	18	-	(7)	**21**
Restricted funds	1,134	95	(252)	126	**1,103**
General reserve	22,348	21,697	(20,104)	(141)	**23,800**
Total Funds	**36,304**	**22,035**	**(20,424)**	**(118)**	**37,797**

Charity	At 1 September 2022 £'000	Income £'000	Expenditure £'000	Transfers and Gains/ (Losses) £'000	At 31 August 2023 £'000
Endowed Funds					
Roedean St Mary's Hall Trust	12,822	243	(68)	(103)	**12,894**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from parents	1	-	-	-	**1**
Bursary Fund	767	51	(252)	153	**719**
Development and Project Fund	355	16	-	(25)	**346**
Individual Bursary Fund-Trips	-	9	-	-	**9**
Community Fund		1		5	**6**
ORA Heritage Projects	10	18	-	(7)	**21**
Restricted funds	1,134	95	(252)	126	**1,103**
General reserve	22,594	21,065	(19,611)	(141)	**23,907**
Total Funds	**36,550**	**21,403**	**(19,931)**	**(118)**	**37,904**

23. TAXATION

Roedean School is a registered charity and under section 505 (1) of the Income and Corporation Taxes Act 1988 is exempt from taxation.

24. CAPITAL COMMITMENTS

The Group and the Charity had capital commitments of £226k at 31 August 2024 (2023: £1,052k).

25. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 August 2023 or 31 August 2024

26. LEASING PAYMENTS AND COMMITMENTS

The future minimum lease payments under non-cancellable operating leases in respect of motor vehicles and equipment at the end of the year were:

	2024	2023
	£'000	£'000
0-1 Years	**112**	218
1-2 Years	**86**	65
2-5 Years	**255**	160
	453	443

Operating lease payments amounting to £253k (2023: £217k) were paid during the year.

27. TEACHERS' PENSION DEFINED BENEFITS SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1.9m (2023: £1.7m) and at the year-end £169k (2023: £148k) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report, which was published in October 2023.

Following the McCloud judgement, the remedy proposed was 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 benefit, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

28. DEFINED CONTRIBUTION PENSION SCHEMES

The School operates defined contribution pension schemes through Aegon, Aviva, Clerical Medical and Scottish Widows with contributions made by both the employer and employees at variable rates. The assets of the scheme are held separately from those of Roedean School. Pension costs charged represent contributions payable by Roedean School to Aegon, Aviva and Scottish Widows.

Total pension costs amounted to:

	2024	2023
	£'000	£'000
Aegon	**10**	7
Aviva	**24**	23
Scottish Widows	**197**	111
	231	141

The amount due at year end were as follows:

	2024	2023
	£'000	£'000
Aegon	**5**	2
Aviva	**4**	3
Scottish Widows	**36**	22
	45	27

29. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

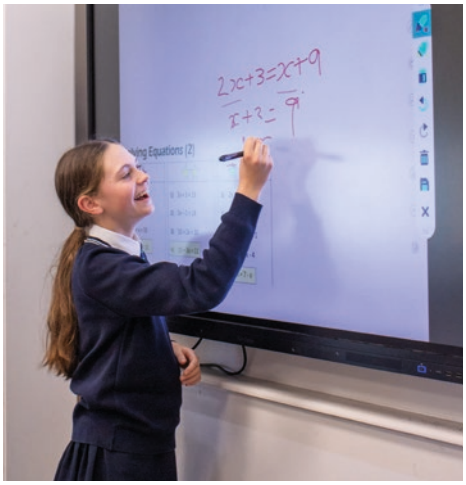
Roedean School Enterprises Ltd.

The Charity owns all of the issued share capital of Roedean School Enterprises Ltd (company number 2921272), a company incorporated in England. This company carries out trading activities on behalf of the School.

In the year ended 31 August 2024, the Charity charged £217k (2023: £171k) to RSEL for the provision of staff and the administrative services and RSEL gifted £nil (2023: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2024 was £266k (2023: £706k). The Charity charged £24k for interest on the RSEL loan.

Trustee Donations

In the year the Charity received donations totaling £231 from its Trustees (2023: £3k).



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Charity No.: 307063

ROEDEAN SCHOOL

England & Wales - Charity number 307063

Accounts

Charity Registration No. 307063

ROEDEAN

ANNUAL REPORT & FINANCIAL STATEMENTS

Year Ended 31 August 2023

ROEDEAN

Roedean aims to inspire and challenge every student to develop her strengths and passions, to seek the highest academic and personal standards for herself, and to develop a strong foundation for her future.

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Message From The Chair Of Council

Welcome to the Roedean School Trustees' report for the academic year 2022-23. Committed to delivering the very best in girls' education since 1885, and at our current home since 1898, 2023 was a year in which we celebrated 125 years at our iconic clifftop location.

I hope that you will read on to get a flavour of the extraordinary breadth and depth of Roedean's educational offer today, as well as the many activities and successes of our girls, supported by the school's hard working and dedicated staff.

As former Chair Vivien Smiley outlined in the forward to last year's report, Roedean takes its commitment to holistic education very seriously, as its founders – the indomitable Lawrence Sisters – intended. As such, our strong academic education is underpinned by a broad range of co-curricular activities and likewise Roedeanians are valued not just for their examination results but also for their contribution to our community in many other areas.

As well as a time to celebrate the School's proud history, 2022-23 was a year of transition in a number of ways. It was the first year since 2018-19 that schools were back to relative normality, after the trials of the COVID pandemic. This included the first 'normal' set of GCSE and A level examinations, in which our girls performed extremely well despite the challenges and disruption they had faced along their educational journey.

It was also a transitional year in terms of the School's leadership, with Niamh Green taking over as Head from April 2023, joining from nearby Mayfield School after significant experience in a number of leading UK girls' boarding and days schools.

At Easter 2023, the Roedean community bid farewell to Head Oliver Blond after 10 years of outstanding leadership, and at the end of the summer term to Talia Keller, Oliver's number two as Head of School. Both were exceptional leaders who made a major contribution to Roedean's increased success and strength over their tenure, notably in terms of the quality of the teaching and learning and strong pastoral care. Rightly, this presented an opportunity for many former staff, parents, trustees and students to come together and celebrate their, and the School's, achievements.

Council worked hard to recruit a number of new, independent trustees during the year, myself included, and Vivien Smiley handed over responsibility as Chair to Guy Perricone in September 2023. It was an unexpected honour to be appointed Chair by Council in January 2024, after Mr Perricone decided he did not have sufficient time to dedicate to Roedean alongside his other commitments. I would like to thank both of my predecessors for their contributions to the School.

I have a deep personal and professional commitment to both education and mental health, and as such, I have very much enjoyed getting to know more about Roedean's strong pastoral care and its holistic offer. Since joining Council in March 2023, initially as Chair of Education and Safeguarding, and more recently, as Chair of Council, I have been impressed by the passion and commitment of many members of Roedean's community. We will need to harness that passion for the good of the School as we seek to overcome the challenges presented by continued cost of living pressure on parents; the prospect of legislative and tax changes likely to impact private schools under a new UK Government; increased maintenance costs of running the estate; as well as continued stiff competition in the independent school market.

A full strategic review is now underway as we look to equip Roedean, and Roedeanians, to navigate these challenges and to thrive - not just survive - into a very different future. This will require a renewed focus on the development of the estate; on building non-fee income streams; on marketing the School and further enhancing its reputation; as well as ensuring that the Roedean education is fine-tuned to meet the future needs of girls in the 21st century and beyond.

The School's stakeholders have a huge part to play in supporting Roedean, and I would like to take this opportunity to thank all those who already donate time or resources to the School. I look forward to getting to know many more parents and ORs over my tenure, and encourage all of you to follow the School's official communications channels and support where you can.

I know that the girls hugely appreciate the careers' advice and mentoring offered by many parents and ORs, and the annual International Women's Day celebrations are a particular highlight of the year. Speech Day at the Dome is likewise a wonderful celebration of girls' achievements and talents. In June 2023 we were lucky to have OR Philippa Wright (nee Tattersall, House One), as keynote speaker. The first woman ever to be awarded the Green Beret as a Royal Marine Commando, 'Tatty' truly embodies the strong Roedean spirit!

Alongside these highlights, the report also provides details of the School's financial performance, which was solid in 2022-23 thanks to healthy student numbers, albeit we were adversely impacted by negative movement in our investment funds, high inflation and energy prices. The report also details the increased investment into our estate, including the work on the refurbished library as well as much needed maintenance elsewhere. Roedean's clifftop location is stunning but not kind to old buildings! Next steps will include the development of a masterplan for the estate's future development as we look ahead to the School's 150th anniversary in 2035 and beyond.

Anthony Millard

Anthony Millard
Chair of Council

Report from the Council

The Council ("Board") of Roedean School presents its eighty fourth annual report and audited financial statements for the year ended 31 August 2023 and confirms that they comply with the requirements of the Charities Act 2011, Roedean's Royal Charter (1938), and the Charities SORP 2019.

Roedean School ("Roedean" or "the School" or "the Corporation" or "the Charity") was founded by the Lawrence sisters in 1885, and moved in 1898 to its present site which provides an iconic location between the South Downs (now a National Park) and the English Channel. The School was originally incorporated under the Companies Acts 1908 and 1917. It was reincorporated by Royal Charter in 1938. It was registered as a charity in 1966 (registration number 307063).

Ethos and Aims

Yesterday, Today, Tomorrow: Living Our Values

Ethos

When Roedean School was founded by the Lawrence sisters in 1885, its aim was to provide 'a thorough physical, intellectual and moral' education with 'as much liberty as is consistent with safety'.

Our trailblazing founders believed that girls deserved as good an education as boys – so Roedean was intended to challenge orthodox views. The sisters' vision was to prepare girls for a university education and future careers.

Our first prospectus outlined six key pillars:

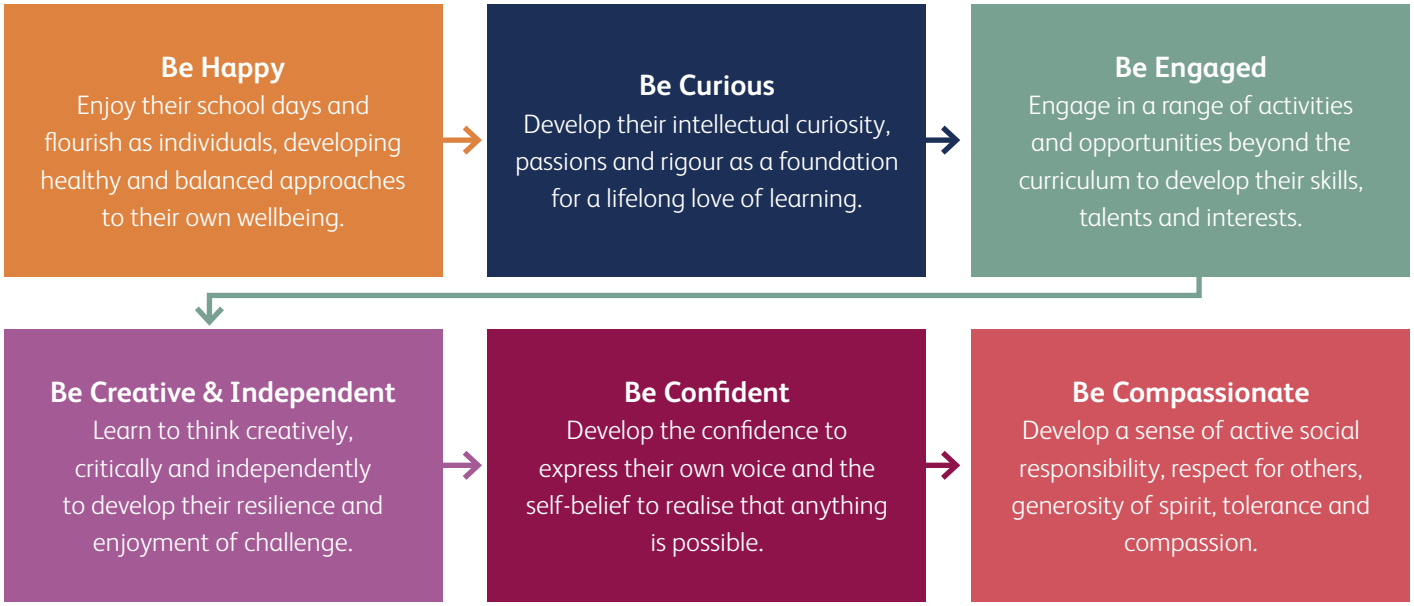
- To encourage healthy and active living.
- To provide a strong academic foundation.
- To develop an appreciation of sport, culture and the arts.
- To build independence of thought and character.
- To develop skills and confidence for university and careers.
- To develop a strong sense of personal and moral values.

This founding ethos and these pillars remain central to the Roedean ethos and education today – where we aim to provide a distinctively academic, high-quality, all-round education, within a caring and friendly community in a wonderful coastal setting.

At the centre of everything we have done in the last year is our overriding goal of ensuring that Roedean continues to be seen as an acknowledged centre of excellence in girls' education. Underpinning this is a relentless focus on delivering a unique education for every individual, with high professional standards and expectations throughout the School.

Aims

Roedean aims to inspire and challenge every student to develop her strengths and passions, seek the highest academic and personal standards for herself, and develop a strong foundation for her future in today's fast changing world. We also seek to enable pupils to develop lifelong friendships, a strong sense of belonging to Roedean and the wider community, and a sense of pride, both in themselves and in their school. We want every girl to:



Strong academic outcomes are of course important (see page 19), but our goals extend beyond examination results. Roedean has continued to work to achieve our six key aims during 2022-23 through a focus on the key areas of Care, Community and Challenge:

- Care – to ensure every girl is known and supported in all areas of school life to help them progress.
- Community – to ensure every girl is provided with the best teaching and pastoral departments with a strong team and open-door ethos, and exciting opportunities.
- Challenge – to ensure every girl is challenged and motivated in every subject area by fantastic and inspirational teaching.

The overall aims of the School are reviewed and evaluated annually by the Senior Leadership Team, and by Council, to ensure they tie in with current issues and strategic challenges, and this is translated into new annual priorities which are rolled out to each department at the start of the academic year. This process is of course informed by feedback, including from girls, staff, and parents.

Charitable Objects, Access and Public Benefit

As a registered charity, Roedean School seeks to benefit the public through the pursuit of its objects and objectives, which are to provide a distinctively academic, high-quality, and holistic all-round education, within a caring and friendly community.

Charitable Objects

The principal objects of the Corporation of Roedean School, as laid down in the Royal Charter of 1938, are:

- To carry on at Roedean or elsewhere a school for girls in which they may receive a sound education including physical and moral training.
- To establish and carry on at any place or places which may be thought fit any subsidiary affiliated or other schools for the education of girls in connection with the above-mentioned School.
- To establish, maintain and subsidise boarding houses for mistresses, teachers, pupils and others connected with or attending such school.
- To provide in connection with any school maintained by the Corporation, means for training student teachers and students in the theory and practice of education.

Delivering Roedean's Public Benefit

In meeting its objects, Roedean's public benefit aim is to provide a first-class independent education, both through strong academic tuition, and through developing wider sporting, artistic, and social skills in all its pupils. This is intended to provide an environment where pupils can develop and fulfil their potential, helping build their self-confidence, and inculcating a desire to contribute to the wider community.

In the furtherance of these aims the Trustees (who are the members of Council) have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 22 to 29). The Corporation delivers Roedean's public benefit through:

Delivering high-quality all-round education for girls

At the commencement of the academic year 2022-23 the number of pupils at Roedean School was 695, and as at September 2023 the number was just over 690. Around half of all pupils are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school, we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

Providing girls with financial support to enable talented girls of all backgrounds to access Roedean

As a charity, Roedean ensures that the education that it provides is not restricted to those who can afford the fees, welcoming pupils from all backgrounds and making awards to ensure that talented girls are able to attend.

Both scholarships and bursaries give financial assistance. This year, Roedean was delighted to be able to continue to offer funded places to nine Ukrainian girls who moved to the Brighton area under the Homes for Ukraine programme, and who started at the School in September 2022.

Employing and developing staff

Roedean is a major employer in the local community and invests in training and developing staff, including teachers, as per its charitable objects. Their development is also supported through the partnerships with local state schools, which provide opportunities for sharing best practice and developing new skills.

Supporting other charities and community organisations

Roedean is integrally linked to the local community, both by pupils and staff actively assisting in and fundraising for local, national, and international charities, as well as other local community organisations. These links continued to grow and flourish this year and includes a CAP volunteering (Community Action Programme) for the Sixth Form and dynamic partnerships with local state schools. Further information is provided on pages 27 to 29 and on the Schools Together website www.schoolstogether.org

Enabling Access to the Roedean Education – Awards

Bursary Policy

The Council views bursary awards as important in helping to ensure that pupils from families who would otherwise not be able to afford the fees can access the education the School offers. Roedean's awards can be made available to all who meet our general entry requirements, and are made after assessing parental means, either before a girl joins the School or to relieve hardship when an existing pupil's education would be at risk, for example in the case of parental redundancy.

The admissions process strives to ensure that all pupils who receive a Roedean education have the opportunity to fulfil their potential. Entrance interviews and assessments are undertaken to satisfy both the School and parents that potential pupils can cope with the pace of learning and benefit from our education. Applications made prior to a girl joining the School can be made on entry into Years 7, 9, and 12. In assessing means, the School takes a number of factors into consideration including family income, investments, and other assets, as well as looking at family outgoings.

Bursary awards for pupils applying to the School can, in instances, be up to 100% remission of fees. The 100% bursarial funding is part of the Brighthelm Awards Scheme, and, for the girls in receipt of these awards, there is also funding to assist with the costs of co-curricular activities, school trips, uniform, and travel to and from the School. Bursaries are also awarded to pupils already in the School to relieve hardship, and these can be for any amount but are typically between 10% and 50% remission of fees. This year the value of means-tested awards at Roedean School totalled £1.7m (this is classified as bursaries plus all associated awards for each pupil). The School provided assistance to 378 of its pupils, of whom 17 girls benefited from a full remission of fees, and 7% benefited from fee remission of 70% or over.

The bursary policy has been expanded, using the permanently endowed funds held by Roedean St Mary's Hall Trust, of which Roedean School is the trustee. It has continued to be supported by income generated from the Charity's operations.

Scholarships

Roedean has a number of awards to recognise excellence in a particular field, including academic, drama, art, music, performing arts, and sport, and these are available to girls joining the School in Year 7, Year 9, and Year 12.

There are additional accolades that are awarded to girls at the discretion of the School, who, through the scholarship process, show excellence is multiple areas, including academic and other areas of specialism – these are the Sussex and Lawrence Scholarships. The Newnham Scholarship is also awarded at the School's discretion, and acknowledges the highest academic award at Roedean, in honour of the Founders' historic links to Newnham College, Cambridge.

Each year, we attract high-calibre applicants who enrich the School not only in their specialist fields, but also in all areas of school life. Sixth Form scholarships have been increased through Old Roedeanians' Scholarship Fund donations (charity registration number 1066599), and other awards have also benefited from the generosity of individual donors. For more details of scholarships: https://roedean.co.uk/admissions/scholarships-bursaries/

Structure, Governance And Risk Management

Group Structure

The Roedean Group of Schools was formed on 1 September 2017. Under the Charities SORP (FRS 102) it is a requirement that, where Roedean School controls assets of other charities, their assets, income, and expenditure are consolidated within the accounts.

The Group comprises Roedean School and the following wholly owned or controlled subsidiaries:

Roedean School Enterprises Limited ("RSEL") – a private company limited by shares and incorporated in the UK (registration number 2921272). The company was incorporated on 21 April 1994, and it operates from its registered office address of Roedean School, Roedean Way, Brighton, BN2 5RQ.

Moira House School Limited ("Moira House") – a charitable company limited by guarantee (company registration number 00434590, registered charity number 307072). Its registered office is c/o Roedean School, Roedean Way, Brighton, East Sussex BN2 5RQ. This company no longer trades and is in the final stages of being wound up.

Governing Body – The Council

The business and affairs of the Corporation are managed and administered by a governing body known as the Council, which is the Board of Trustees under charity law, whose members are known as Councillors or Trustees. Council's responsibility for the strategy, and the management of the business and affairs of the Corporation, is set out in the Royal Charter of 1938.

The Council has a clear strategy for maintaining the School's position in a competitive market. In addition to carefully managed use of the bursary programme and investment in improved facilities, significant resources are allocated towards activities and projects which support our pupils' development, as well as to assist the broader development of and reputation of the School.

The focus on expanding the pupil numbers within current capacity and towards the Department for Education approved maximum for the site, as well as management of costs, is targeted to grow Roedean's reputation, ensure that the School's high fixed overheads are covered, and to mitigate risks to market changes, for example due to changes in the UK and international educational markets.

The Council meets at the end of each term, as a minimum, with additional meetings organised when required. Reporting into Council are individual Committees which meet regularly throughout the year and carry out activities according to the Terms of Reference of each Committee. A list of Committees can be found on pages 30.

The Council's strategy is developed in partnership with the Senior Leadership Team ("SLT") of the School, and is implemented by the SLT. Roedean School's SLT during the 2022-23 academic year comprised the Head, the Head of School/the Senior Deputy Head, the Director of Finance & Administration, the Deputy Head Pastoral, the Deputy Head Academic, and the Deputy Head Co-Curriculum and Partnerships. These are the key management personnel as indicated in Note 10. The SLT provides the Council and its Committees with regular strategic updates, progress reports, and statutory annual reports and documentation to enable them to support and scrutinise delivery of the School's strategy and its aims as outlined above.

Members of the Corporation

The members of the Corporation are known as Governors. The Governors of the Corporation include the President and any Vice-Presidents, and members of the Council both past and present, as well as a large number of Old Roedeanians ("ORs"). There are in the region of 3,000+ Governors around the world, mainly comprising former pupils of Roedean.

Each year, the Governors have the right to consider the Annual Report of the Council in General Meeting, as well as to elect a number of Councillors, and to vote on any amendments to the Royal Charter or its Bye-Laws. The Corporation in General Meeting may from time to time elect to be a Governor any person whose election may be deemed likely to further the interests of the Corporation and it shall be the duty of the Corporation, whenever the number of Governors falls below 50, to elect not less than five Governors at the next ensuing Annual General Meeting.

ISI Regulatory Inspection – November 2021

The Independent Schools Inspectorate conducted their Regulatory Compliance and Educational Quality inspection in November 2021.

Following detailed scrutiny over four days, and feedback from 230 students, staff, and parents, Roedean was judged as 'excellent' (the highest rating) both for the quality of its academic outcomes and students' personal development. Particular acknowledgement was given to outstanding pastoral care and safeguarding.

The School was fully compliant in all areas of regulation:

- Quality of Education.
- Spiritual, moral, social and cultural development.
- The standard of boarding accommodation, as set out in the National Minimum Standards for boarding.
- The welfare, health and safety of pupils.
- The suitability of staff, supply staff, and proprietors (in the case of Roedean, the Council).
- The provision of information.
- The handling of complaints.
- The quality of management and leadership.

The full report from ISI is available via the following link www.roedean.co.uk/isi-reports

Risk Management

The Trustees are aware of The Charity Governance Code, published in 2020 ("Code"), which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Nominations & Governance Committee, reviews its current governance arrangements against the principles within the Code, and will continue to address issues raised where required in 2023-24, seeking sound external advice where necessary alongside ongoing Trustee input. The School underwent an external review of its governance arrangement to ensure best practice, and is working to implement a number of recommendations received by Council in 2022.

Although the excellent inspection outcomes provide our stakeholders with reassurance both to the quality of the Roedean education and to the systems in place to safeguard students and staff, no independent school or charity can afford to stand still or fail to take account of the risks that they face.

As such, Council regularly identifies and reviews the major risks to which the School is exposed, and systems have been established to manage those risks. As the risks associated with the pandemic receded, other areas of risk increased, for example around inflationary pressures and soaring energy prices.

The Council manages risks through the activities of its various Committees and through the SLT structure. A risk register is maintained, and reviewed regularly at Committee and Board level, which is used to ensure that appropriate effort is directed at managing the risks identified. The primary key risks that Council has identified, and the methods used to manage those risks, within the risk register, are as follows:

KEY RISK	METHOD TO MANAGE RISK
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	• Always continue to assess the risks and options available, while building and sustaining pupil numbers and revenue in order to provide financial capacity on the bottom line, and review the five-year model, taking account of the number of variables. Further work on cost control measures and benchmarking, driving efficiencies, comprehensive tendering processes, and forward purchase contracts where beneficial. • Targeted growth in pupil numbers, both day and boarding, and diversification overseas. Regular reviews of costs and fee levels together with a balanced approach to funding places through awards. Close debtor control, target increase in alternative funding sources including letting and investment income, and close monitoring of costs and benchmarking against key performance indicators.
Safeguarding failure	• Regular reviews of safeguarding and pastoral support, including via the Designated Safeguarding Lead ("DSL"), Council, and the Trustee with responsibility for safeguarding. Training for all staff, Trustees, and volunteers, scrutiny over appointments, and regular reviews of the Single Central Register. Investment in strong pastoral and welfare support for pupils.

Tax and regulatory policy changes towards independent schools – potential changes to tax policy, charitable status, or business rates relief	• Highlight and raise awareness of Roedean's public benefit to the local MP and wider public, and support lobbying efforts via HMC (Heads' Conference), ISC (Independent Schools Council), and others. Also, run different financials models and sensitivity analyses, as well as explore changes to current model to mitigate impact of potential changes, including via governance changes and charity/ company structures. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals. Participate in industry bodies, including ISBA (Independent Schools' Bursars Association), attend roundtable discussions and obtain external professional advice on regulatory and legal matters.
Condition of the estate and increased risk of damage arising from extreme weather events and / or health and safety ("H&S") issues	• Ongoing investment and upgrades to on-site facilities, via refurbishments and ongoing planned preventative maintenance, as part of an external structural survey conducted by Carter Jonas, and updated by Stace LLP. • H&S and other relevant requirements (e.g. environmental and equality) considered as part of estate works, alongside affordability, and monitored by Council, its Estates Committee, and retained external consultants. H&S representative on Council and reporting on H&S to Estates Committee.
Out-of-date governance arrangements	• Council commissioned an independent governance review in 2021, and one focus area was the 1938 Royal Charter and Bye-Laws, some of which may benefit from updating, in order to maximise Roedean's strategic and operational flexibility, and optimise governance for the next 100 years. Any changes to the Royal Charter will be the result of working together with all relevant stakeholders, and will require approval of Governors and Privy Council.
Ability to recruit and retain pupils, including due to the cost of living crisis and competitor activity	• Maintain close watch on competitor environment and ensure that the Roedean 'product' (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active targeted recruitment programme from prep and junior schools, as well as agents and key contacts in the international markets. Maintain and increase diversity in international recruitment to minimise over-reliance on single markets. • Continue to manage Roedean's reputation, including work to enhance the School's online presence, including via social media.

Overall risk management controls

In addition to the specific measures outlined above, the overall key controls used by the Charity include:

- formal agenda for all Committee and Council activities;
- detailed terms of reference for all Committees;
- comprehensive strategic planning, budgeting, and management accounting;
- established organisational structure and lines of reporting which are reviewed on a regular basis;
- formal written policies;
- clear authorisation and approval levels for both invoices and payments;
- vetting procedures as required by law for the protection of pupils;
- independent voluntary external audits and inspections of different areas of school life;
- reviewing new estate developments against the masterplan, budget and growth in pupil numbers; and
- regular training and continuous professional development for Trustees and staff.

Additional Governance Information

The Code of Fundraising Practice

Fundraising is only carried out internally, and fundraising activities are not outsourced to professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator, and it is committed to adhering to the Code of Fundraising Practice, and there have been no breaches of this code.

No complaints have been received about the fundraising carried out by the Charity. The Charity has signed up to receiving suppressions under the Fundraising Preference Service. All of our fundraising and customer service staff follow best-practice guidelines for dealing with vulnerable people.

We comply with all legal requirements relating to data protection under General Data Protection Regulation ("GDPR") and do not share any data for the purposes of fundraising with third parties or data sharing schemes. We have had no breaches of data protection laws.

Data Protection and GDPR

In order to ensure its adherence to data protection legislation, including GDPR, the Charity has a Head of Data Management and Data Protection. Its Privacy Policy is available on its website http://roedean.co.uk/https-roedean-co-uk-wp-content-uploads-2022-11-roedean-school-privacy-notice-pdf/ There is significant work each year in training and developing staff and volunteers' understanding of data protection, and investment is made in our IT infrastructure to minimise risks to data held.

Health and Safety (H&S)

Roedean is also vigilant concerning its H&S responsibilities, and it contracts Assurity Limited to monitor all systems externally, alongside the Risk Group (including Trustee membership), the Estates Committee, and the internal Health & Safety Committee. There is also an internal Health & Safety Officer, as well as a Council representative for H&S. The latest report from Assurity, as at May 2024, shows the School to be 92% fully compliant and 8% partially compliant, a very high rating.

Gender Pay Gap Report – Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees by 5 April each year. The latest report is available on the Roedean website https://www.roedean.co.uk/policies

As an educational charity, Roedean School is committed to being inclusive, as we see the diverse population of both pupils and staff as one of the School's greatest strengths. In order to ensure everyone can thrive and meet their full potential, it is essential that inclusion and equality of opportunity are at the core of all the School's activities, including pay, and terms and conditions.

Roedean is an equal opportunities employer, and the School is committed to ensuring a working environment free from any discrimination. Training and continued professional development opportunities are provided for all staff, irrespective of gender.

Remuneration

Remuneration is decided by the Council, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding, fairly and responsibly, individual contributions to the School's success. Specifically, the remuneration levels of the Head and the Director of Finance & Administration are based on performance, and decided and agreed via the Remuneration Committee.

The appropriateness and relevance of the remuneration policy is reviewed regularly, including reference to comparisons with other independent schools, to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere, and maintains salary levels within appropriate boundaries.

The School continues to aim to recruit, subject to experience, at a competitive level, whilst providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on the key management personnel, and staff costs are the largest single element of the charitable expenditure.

Investing In Roedean's Estate

Roedean moved to its current site in 1898, and our unique location ensures students can enjoy the best of both worlds: proximity to one of the UK's most vibrant and dynamic cities, and a sense of calm from our cliff-top setting between the edge of the South Downs National Park and the English Channel.

Alongside the high-quality learning and teaching environment, market-leading boarding accommodation, and excellent sports facilities, the girls have acres of space to explore, and even a farm. Significant resources are invested each year in maintaining and enhancing this historic, grade 2 listed building, and our estate, such that the School continues to be seen as an acknowledged centre of excellence in girls' education.

Enhancing facilities at the School

The capital investment programme continued during the academic year and post year-end, with a focus on improving facilities for the education of the students, as well as preserving the many historical buildings on site which are so important to the School's heritage.

Library

The Library refurbishment project commenced in the latter part of the academic year 2022-23, and was completed in April 2024. The design of the Library provides a mutli-use space, enabling activities from quiet study and small group work, to seminars and presentations for up to 80 people. It also houses the new student laptop loan facility. The new ceiling represents the arts and crafts design, and the new contemporary lighting design highlights the restored portraits of our Founders.

Boarding Refurbishments

Further to the major development of boarding a few years ago, the School has committed to an ongoing refurbishment programme for its boarding houses. Work has also continued on parts of Keswick House, one of the Sixth Form houses, and a full investment in another, Lawrence House, is planned for summer 2024.

Teaching and learning spaces

The School continued its investment in classroom upgrades with a number of areas being refurbished during the recent period, and this scheme will continue in future years following a continued three-year rolling investment plan in teaching spaces, including teaching aids (manual and electronic), furniture, decoration, storage, and lighting levels. Input from the pupils is key in this process, enabling the girls to learn in the best possible surroundings. The newly refurbished Economics and Psychology classrooms set the template for future classroom upgrades.

As you would expect, this work sits alongside the continuation of fire and health and safety upgrades, investments in accessibility initiatives, and ongoing energy efficiency initiatives to reduce costs and minimise Roedean's environmental impact.

Preserving the Heritage

The School continued with its significant building and infrastructure survey programme, which re-commenced in 2020, together with it property consultants, Stace LLP. This plan means the School can focus on preservation of the historic buildings and future proofing them for years to come, with the main focus being on stonework, roofs, and utilities.

Information Technology (IT) Investments

The School continued to invest in its IT resources both from a security perspective and to enhance the experience of the students. The major investments were in replacement and upgrade of the server room and storage facilities, a complete overhaul of the telephone network, continued WiFi improvements, firewall upgrades, and the continued roll out of surface laptops and SmartScreens to the community.

Moving Forward

Creating and maintaining excellent facilities is a priority for Roedean as part of the School's masterplan. The School's aim is to create the best possible environment for pupils, so that they can achieve as highly as possible and fulfil their potential. A full review of the estate and masterplan continues, and enhanced Science, Technology, Engineering, Arts and Mathematics ("STEAM"), amenities, additional classroom builds, and sports facilities are the identified priorities going forward.

As such, further developments are planned to coincide with the period between '125 Years at Roedean' (on the Roedean site) in 2023, and the School's 150th anniversary in 2035. This follows recent investment in other areas of our estate, the theatre in 2021-22 and the library in 2022-24.

Economic Impact

Alongside all the work we do to serve the local community, we are proud to be economic contributors, both through our employment and through our supply chain:

- The School's total financial contribution to the local economy is £18m
- 407 jobs are supported by the School and £9.7m is the value in tax, either via direct tax contribution, indirect tax contribution or induced tax contribution
- Roedean saves the taxpayer £2.9m as a result of state school places not being taken up.

This data is based on the Economic Impact Assessment Tool as developed by the Independent Schools Council (ISC). The tool allows individual schools to calculate the impact of their school on their local economies.

The School is in contact with the local MP, Lloyd Russell-Moyle, and will develop further opportunities to impact the local area.

Streamlined Energy and Carbon Reporting (SECR)

The School engaged its utility consultants, Auditel (UK) Ltd, to review its greenhouse gas emissions and energy use data to compile a report to meet the SECR reporting requirements.

The report covered the period 1 September 2022 to 31 August 2023, and was produced using interval meter data, full year billing data, travel expense claims, fuel cards and vehicle fuel data. The table below summarises the energy use in the year relating to electricity, gas combustion and transport.

Energy and Carbon Calculation (Green House Gas Emmissions)

		2022/23			2021/22		
Type of emission	**Activity**	**kWh**	**tCO2e**	**% of total**	**kWh**	**tCO2e**	**% of total**
Scope 1	Natural gas	4,589,038	839.47	69.18%	4,763,833	869.59	71.08%
	Vehicle fleet	460,485	110.04	9.07%	429,488	103.53	8.46%
	Sub-total	**5,049,523**	**949.51**	**78.25%**	**5,193,321**	**973.12**	**79.54%**
Scope 2	Electricity	1,256,222	260.13	21.44%	1,282,659	248.04	20.27%
	Sub-total	**1,256,222**	**260.13**	**21.44%**	**1,282,659**	**248.04**	**20.27%**
Scope 3	Grey fleet	16,712	3.81	0.31%	9,588	2.23	0.18%
	Sub-total	**16,712**	**3.81**	**0.31%**	**9,588**	**2.23**	**0.18%**
Total gross consumption and emissions		**6,322,457**	**1,213.44**	**100.00%**	**6,485,568**	**1,223.39**	**100.00%**
Metric used:							
Average number of pupils			705			676	
Intensity ratio:							
tonnes of CO2e per Average number of pupils			1.72			1.81	
Emissions reduction from purchase of renewable electricity			260.13			207.87	
Resulting reduced emissions total			**953.31**			**1,015.52**	
Resulting reduced intensity ratio:							
tonnes of CO2e per Average number of pupils			1.352			1.502	

The above data covers the periods 1 September 2021 to 31 August 2022 for the 2021/22 academic year and 1 September 2022 to 31 August 2023 for the 2022/23 academic year.

Location based reporting of Scope 2 electricity is mandatory and is included in the total emissions. Voluntary disclosure of market-based kWh and emissions resulting from purchasing renewable electricity is also shown in the above table.

Intensity ratio

It was decided to use Number of Pupils as our metric, measured on average. The resulting intensity ratio of tCO2e per number of pupils will best reflect changes in operation and energy consumption over time.

Efficiency narrative

A number of market-based measures have been undertaken to improve energy efficiency in the last financial year as detailed below:

- Replaced Single Glazed Lead Lights with Double Glazed Windows.
- Flushed heating systems, removing sludge and increasing efficiency.
- Installed pipe insulation.
- Installed LED lighting and fitted sensors to external lighting.
- Introduced an energy awareness campaign to instil behavioural change amongst staff.

Quantification and Reporting Methodology

The methodology we have used is The GHG Protocol Corporate Accounting and Reporting Standard.

We have followed the 2013 UK Government Environmental Reporting Guidelines (updated March 2019).

We have used the 2023 UK Government's Conversion Factors for Company Reporting.

The energy efficiency narrative methodology has been created based on energy management best practice.

Organisational boundary

We have used the financial control approach.

Progress Updates And Operational Report

Academic Progress and Achievement

Outstanding Academic Achievement

Roedean is renowned for providing a genuinely holistic education, whilst ensuring students excel academically. Lessons are based on a rigorous academic approach with all learning targeted towards A grade performance, and support and differentiation for those individuals who require this. Learning is highly collaborative, both between students and between students and teachers. Clear communication of the learning pathway and feedback which focuses on the process of learning is fundamental to our educational approach.

A broad curriculum in Key Stage 3 enables students to find something about which they are passionate, experience success, and transfer the confidence which arises from this to other areas of their academic and school life. Students are encouraged to explore their academic interests through further research and co-curricular activities, undertaking projects and presenting their findings to their peers.

This educational approach, together with hard work and dedication on the part of every student, has led to outstanding academic achievement for students, enabling them to pursue their ambitions in the world through higher education and beyond.

A Level

A programme of 3 modular assessment weeks, undertaken in examination conditions together with clear communication with students and parents of timetable and topic information, have helped students to achieve outstanding results. A* was the most common grade achieved, with 28% of all grades at A*. 56% of all entries were awarded A* or A.

GCSE

At GCSE, Grade 9 was the most common grade, with 32% of all entries awarded the top grade, 58% of all entries awarded grades 9-8 (A* equivalent), and 74% were graded 9-7 (A*A equivalent). Value Added at GCSE across the School was outstanding, with students achieving on average more than one grade of value added in every subject.

High Quality University Destinations and a Variety of Courses

Of the 2022-2023 Year 13 cohort, 6% of Roedean students moved on to courses at Oxbridge, 4% of the cohort went on to study Medicine, with almost 60% moving on to study at Russell Group universities. Other destinations included degrees at international universities and Art Foundation courses.

Roedean students apply for a wide range of subjects at universities all over the world, reflecting their diversity of interests and they continue to maintain their exceptional record at gaining places on undergraduate courses in STEM subjects.

Pastoral Care and Pupil Welfare

Roedean aims to provide outstanding pastoral care within a supportive and diverse community. The strength of its safeguarding and pastoral support was recognised in the November 2021 ISI inspection, as it had been in successive previous inspections.

Roedean welcomed nine students from Ukraine, on 110% scholarships. These students have been fully integrated in school life, for example leading a reflective chapel service in February 2023 to mark the anniversary of the invasion of their country. A commitment has been made to enable these individual students to finish their public examinations at school.

Personal, Social and Health Education

During the year, the Personal, Social and Health Education ("PSHE") and Relationship and Sex Education ("RSE") curricula were reviewed to ensure that they were in line with reviewed Government guidance under 'Keeping Children Safe in Education' (2022 and 2023), as well as from the ISI and the updated National Minimum Standards for boarding Schools (2022). All schemes of work were reviewed by the Safeguarding Trustee, and the curriculum was shared with all students and parents.

With a firm commitment to PSHE and RSE already embedded across the School, it was excellent to welcome Dr Pooky Knightsmith to Roedean to give a lecture to Key Stage 4 and 5 students in April 2023. She spoke to students on the topic of 'Exams! How to cope before, during and after', while the parents' session was titled 'Supporting your child through revision and exams'. Further external speakers and events also focused on online safety, relationships, identity and diversity, as well as social media.

Key Stage 3 (KS 3 – Years 7, 8 & 9) Pastoral Summary

Year 7 girls settled quickly and effectively into school life when they joined in autumn 2022, with bi-weekly meetings with the Head of Year and the Housemistresses providing support to ensure that occasional issues with homesickness and cementing friendships could be identified and dealt with quickly. The year group fully embraced the co-curricular opportunities presented to them, such as the 'Wild Fridays' programme, which proved very popular.

Year 8 returned to school with enthusiasm, ready to learn and to embrace the co-curricular programme. In some cases, friendship issues had arisen and required support to unpick, but this was overcome through use of the Girls on Board approach, which has been adopted by students, parents, and staff, so that a universal language is used, and students are encouraged to enact their own solutions to friendship difficulties.

Year 9 was joined by 30 new students in Autumn 2022. This integration went well, with new girls being warmly welcomed by existing students and supported through induction and a buddy system. The year group really came together in their efforts to raise funds for the Raystede Centre for Animal Welfare, their year-group charity, completing a sponsored 138m drop from the i360 in Brighton.

There was also a focus on model behaviours, with recognition via the Key Stage 3 'Head of Year Award' for those girls consistently 'getting it right', or for kind behaviour and conduct. The year has also seen a focus on mental health first aid, and work to provide girls with tasks and activities to support resilience and self-help.

Key Stage 4 (KS4 – Years 10 & 11) Pastoral Summary

Year 10 students settled into their GCSE studies with focus and determination. As part of our work to encourage pupils to stay at Roedean for the Sixth Form, the Year 10s had 'taster days', including lessons, breakfasts in Keswick, and opportunities to have fun with and chat to Sixth Formers. Effective induction, including study skills sessions and meetings with key staff ahead of arrival, helped to welcome and integrate new students into Year 11 – including the Pre-A Level and One Year GCSE cohorts.

Year 11, who went on to achieve excellent results in the summer GCSE examinations, were positive about the clear, transparent, and concise messaging around assessments and exams. The pastoral and academic teams worked together to continue measures to minimise pressures on these pupils. For example, assemblies focused on healthy learning behaviours, and this helped pupils to gain good habits in the classroom, and to develop academic resilience and buoyancy over the course of KS4.

Sixth Form Pastoral Summary (Years 12 & 13)

Having sat the first public examinations for three years in the summer of 2022, Year 12 entered the Sixth Form in September 2022 with confidence following the success of their GCSE results that summer. They had weekly Monday slots with subject specialists to support their preparation for university assessments, and to discuss their individual subject research, and they had an additional weekly Wednesday slot with a teacher to guide them in their personal statement writing.

Year 13 had experienced Covid disruption throughout KS4, including cancelled examinations. The effect of this was seen in some students feeling overwhelmed with the academic demands of A Levels. Tailored support was put in place to help all students to manage the transition, including via 1:1s with the Head of Year for every Year 13 pupil ahead of the public examinations in 2023.

The staff team worked to help students ahead of mocks, beginning to reduce anxiety, alongside further support in preparation such as through revision skills sessions, as well as continuing 1:1 mentoring by tutors. The year group remained positive and focused, and a large proportion of girls signed up for the residential revision week offered by Roedean at the beginning of the Easter holidays.

Throughout the year, Sixth Formers continued to lead initiatives in the school community, including via Student Council meetings, and took advantage of the many activities on offer.

Boarding and the House system

Our junior boarders (Years 7, 8, and 9) enjoy shared bedrooms in separate wings of each House, providing a warm and welcoming home away from home, supervised prep, and a vast range of activities. As boarders progress through the School, we encourage and support them to become increasingly independent in their studies and how they live together, with girls moving into single study bedrooms, with collaborative learning spaces also available.

Boarding assemblies enabled the community to build identity across Houses, and to showcase talents among boarders and boarding staff. The introduction of a Junior and Senior Boarding Council also enabled a focus on pupil voice, with particular focus on house and social events.

Boarding and day pupils alike are integrated into the same Houses, and House Team competitions were reestablished this year to help build House spirit within and between year groups.

There were boarding socials, an activity programme put in place for the younger boarders, and additional academic boarding house tutors, ensuring that girls had additional support and added value through mentoring, help with prep and academic 'clinics', on top of our pastoral care. The weekend trips' programme continues to be popular with students, with activities as diverse as visits to the London Dungeons and Harrods, through to Land Yachting, Ice Skating, and Go Karting.

Beyond The Classroom – Co-Curricular

At Roedean, the incredible breadth of our work beyond the classroom and through co-curricular activities continues to be one of its key strengths. The co-corricular programme, which included 160 weekly activities this year, provides wide-ranging opportunities for the girls to develop and thrive, try as many new things as they wish, and enjoy their all-round school experience.

Our approach is designed to ensure that every student can discover something she is genuinely passionate about, whether that be physical, creative, cognitive, or expressive, and regular access to these activities underline the holistic nature of our educational provision, in line with our fundamental ethos.

Art and Design

The Art Department at Roedean is a busy and energetic hub of creativity, where girls are encouraged to experiment and explore their ideas. As well as work in drawing, painting, sculpture, craft and design, girls develop knowledge of great artists and designers, as well as the historical and cultural development of art. Art is available at GCSE, and, at A Level, girls have a choice between Art, Photography, and Textiles. The new courses in Textiles and Photography at A Level were highly successful, with all students achieving A* grades. This year our first cohort of Art Foundation students completed their course, achieving 100% Distinction. Always keen to develop our offer, we are exploring the addition of Art History A Level to our already rich curriculum.

Practical curricular lessons are supported by a range of workshops, courses, life-drawing classes, and artist-led masterclasses. Students particularly enjoyed a Fashion Photography masterclass, and the very dramatic Drawing Circus, which gave students the opportunity to draw from costumed models in dynamic poses. Several residential trips took place, including an art trip to Paris and a weekend study trip to St Ives in Cornwall. We make regular use of our unique location: students have recently been on a drawing trip to Seven Sisters, and they attend weekly etching classes at a nearby professional print studio in Brighton.

Students go on to a range of prestigious art and design courses, for example at Central St Martins, which is regularly ranked number one in the world for creative arts courses. This year, students took up places at Edinburgh, Leeds, Bath, and Central St Martins, studying diverse courses including Fashion and Architecture.

The School has an outstanding track record of former pupils going onto successful careers in the creative industries. As well as the inspiration provided by OR artists such as leading designer Clarissa Hulse and the ever-popular Enid Marx, the girls very much enjoyed hearing from OR Anabela Chan (who has worked on creative projects with Hermes and Jimmy Choo) at this year's International Women's Day.

Performing Arts – Dance, Drama and Music

Dance

Dance continues to be an integral part of school life, both within the curriculum and within the co-curricular programme. There are over 70 co-curricular lessons running every week, as well as GCSE Dance, and several activities. The GCSE cohort this year were able to achieve 100% 8-7 (A*-A), which were pleasing results.

All Key Stage 3 year-groups had the opportunity to take part in a Dance workshop – Mary Poppins for Year 7, Bollywood for Year 8 and Street Dance for Year 9, allowing all pupils to develop and extend their skills in Dance in a fun and stimulating environment. Dance scholars also had the opportunity to take part in numerous workshops throughout the year with professional Dance Companies, such as ZooNation and Ceyda Tanc Dance. The annual Dance Showcase saw over 80 pupils take part, with a theme of 'A Night at the Movies', showcasing pieces from beginner level, all the way to advanced levels. The annual Summer Showcase also made a return, and our audience enjoyed several inspired performances, including student choreographies and GCSE work.

Throughout the year, Dance was also heavily involved in other school Performing Arts events, creating choreography and providing musical staging for Six, Les Misérables, and Mary Poppins. Dance Students were also involved in RAD Ballet, and ISTD Modern, Jazz, and Tap examinations over the summer, as well as filmed examinations throughout the year. All pupils achieved excellent results, and several students achieved their Advanced Foundation Ballet examination, which is an incredible achievement. Overall, it has been an incredibly positive year for Dance, and the Department is looking forward to introducing even more live performances, workshops, and activities to the programme.

Drama

This has been the 'Year of the Musicals' for the Drama Department and the Performing Arts, as students were finally able to perform in Roedean's first whole school musical for five years, since Oliver was staged in 2018.

Les Misérables (February 2023) gave pupils the opportunity to act and sing through songs from Year 7 through to Year 13. Everyone was stunned by the emotional intelligence and sincerity of the performances. "Six" Teen version (November 2022) was a show-stopping extravaganza, with a smaller Key Stage 4 and 5 cast. This was a truly inspiring experience for all who came to see, especially as Roedean was only the secondary school in the world to stage it. This was Roedean's first year of two full school musicals with orchestra and band accompaniment, and has shown the strong collaboration across the Drama, Dance, and Music departments, which makes our school unique.

The Drama Department kicked the year off in the autumn with a dramatised play reading of "Emilia" to celebrate Black History Month. It was an innovative event, as a Year 12 student assisted and directed, and it was performed in Keswick House, using the full gallery and stage area. Students have also been assisting backstage in set design and sound, as well as designing costumes. The internationally acclaimed Complicitie ran a devising workshop for the Year 10s, and The Globe ran another introducing Elizabethan Theatre to the Year 7s that term.

LAMDA results were outstanding, all 70 students (bar one merit) achieving distinctions. GCSE and A Level Drama students also performed their pieces effectively throughout this term. The final performance of this academic year was Mary Poppins, which allowed the Key Stage 3 pupils to shine and create a magical rendition of this beloved tale.

This has been a tremendous year for our students to either perform on stage or behind the scenes, cementing Roedean as a centre for excellence in the Dramatic and Performing Arts.

Music

This was another exceptionally busy year for the Music Department. As well as the usual programme of events, including three major concerts, teatime recitals, evening recitals, and workshops, this year saw three significant extras. In the Autumn, the refurbishment of the main Music Classroom was completed, now equipped with 23 iMac computers, and new desks and chairs. In the Spring term, eight students and two staff visited Hamburg to select Steinway grand pianos, and not long after this we were able to hold our delivery day recital with the arrival of four new grand pianos and six uprights. This is a remarkable opportunity and resource for our musicians. Finally, in the Summer term, we were able to hold our first Music Tour in several years, taking 34 students to Prague for three successful concerts.

Our three major concerts of the year were great successes. The Natural World in the Autumn included a performance of Carnival of the Animals, with 15 pianists taking turns at the piano with the orchestra, and the whole performance was conducted by four students.

The major performance of the Spring term was the Musical Murder Mystery event, where a mysterious story unfurled over eight venues across the School, finishing with an exciting finale in the Theatre with music from Phantom of the Opera and a falling chandelier!

The Summer's Brighton Festival Fringe concert included an impressive programme of solo performances with the orchestra, as well as Roedean's first semi-staged Opera; the performance of Purcell's Dido and Aeneas was an incredible achievement for all involved.

The Music Department was also fully involved with the production of three musicals across the year, Six in the Autumn (with the band formed of students and directed by a student from Year 11), Les Misérables in the Spring term, and Mary Poppins in the summer.

We were very happy with the GCSE, A Level and graded music examination results with good uptake across the board and similar levels of achievement to previous years.

During the year, we were pleased to welcome Iain McGregor to the team as our new Academic Music Lead. He has also made a great contribution to the co-curricular music during the year. With him on board, we look forward to developing our curriculum over the coming year, as well as continuing an exciting performance programme.

Sport

Our aim has always been to nurture a Roedean girl who will leave the School having experienced a wide range of sporting opportunities, and be able to continue with confidence to engage in physical activities that she enjoys when she enters the world of work. With this in mind, we have created an extremely varied programme, including our key sports of Hockey, Netball, Cricket, and Swimming, an emerging Strength and Conditioning programme for all ages and abilities, and co-curricular sports including football, "learn to swim", and cross-country to name but a few.

In order to allow as many girls as possible to play sport at a competitive level, it has been the task of the Heads of Sport to provide more fixtures this year for more teams – we had 462 fixtures across eight sports. Along with this, every girl has had the opportunity to compete for her House in House Sporting Events, of which House Swimming and Sports Day are the most highly anticipated.

On the performance side, we have seen a real uplift in the progress of our girls, and this is telling in our results. We are now out-competing Sussex schools and are confidently taking on bigger traditional competitors like Brighton College and Hurstpierpoint.

Netball

With both performance and participation at the forefront of the department's focus, last year saw teams stretching as far as E and F in the lower age groups, allowing more girls to experience the enjoyment of competition. We were able to field 36 teams at 236 fixtures. The programme has gone from strength to strength under the leadership of Ms Hammond, and this year was our most successful to date. The U14s succeeded in taking both the Sussex Independent Schools' Title and the Sussex Cup, while the U13s and U16s were Champions in the Sussex Cup. Many of our girls are also playing for regional clubs.

Hockey

Hockey continues to grow at Roedean in participation and performance, with all girls from Years 7 to 9 playing the sport every week, and we played 154 fixtures across all age groups. Last year saw a number of the girls playing for regional talent academies, and the majority of our A team players are now linked to local clubs to support and advance them in their hockey journey.

Cricket

Women's cricket in Sussex actually started at Roedean. This year has been even more successful, and we were named by the Cricketer Magazine as one of the country's Top 20 Girls' Schools for Cricket in 2022 and 2023. All girls in the A teams and most from B teams have had the opportunity to play hard ball cricket, and those in lower groups have continued to play soft ball. The grass nets have been invaluable for training and, with the safety net installed to protect the road, fixtures will be back at Roedean in 2024. Even with a short summer term, and girls also being able to participate in tennis and athletics, we fielded 20 teams and played 48 fixtures.

Tennis and Athletics

Although cricket is our main summer sport, Tennis and Athletics are still a big part of the summer programme. We have some extremely talented tennis players, who are top-seeded in Sussex in their respective age groups. Our athletes continue to achieve not only at School but also in club and county competitions, with Sussex recognition in many of the disciplines. We got through to the regional B finals for Juniors and Inters, and won the Girls' Relay Trophy at Brighton Town Athletics.

Swimming

We have recently appointed Joint Heads of Swimming. One is an OR who is passionate about allowing girls to experience the same wonderful experience she had as part of the swim squad here, and the other will be drawing on her experiences as a GB triathlete, promoting our Sea Swimming Programme and Channel Crossing next summer.

Co-Curricular and Community links

The co-curricular programme is a huge part of the provision here at Roedean, and each term we are offering over 30 activities per week. This, alongside private lessons such as horse riding, fencing, karate, and badminton, means that girls can engage in physical activity outside the curriculum too.

We are also very excited to be launching sailing at Roedean. All Year 7 girls will be participating during their "Wild Fridays" programme and some keen sailors are taking Saturday lessons. The link between St. Mark's and Roedean has been a great success, along with the Sports Leaders' Programme, Hockey Academy, and Netball Experience Days.

Curriculum PE

This is available to all Year 7-9 girls once a week, and includes athletics and gymnastics – it is an opportunity for the younger girls to develop their core movement skills and physical literacy. Last year, we implemented a Strength and Conditioning Module, which supports the girls in developing strength using various gym equipment, a fundamental understanding of how to improve performance, and how to exercise confidently and use the gym after school. The girls are also taught swimming as part of the curriculum, which furthers our goal of every pupil leaving Roedean able to swim 25m confidently, while pushing the performance of those who are suited to the discipline.

Other Co-Curricular Activities

Roedean offers many other co-curricular activities in addition to our focus on the arts and on sport, for example:

Duke of Edinburgh's Award

Increased numbers of students undertook the Duke of Edinburgh Award Scheme ("DofE") Award last year, a significant proportion of which is obtained by 'service' to the community, alongside an expedition and other activities.

Roedean Farm

The popular Roedean Farm has been further integrated into wider school life, facilitating the co-curricular Farm Club, a 'Wild Friday' Farm Group, and parts of our Head, Hand and Heart ("HHH") Curriculum, as well as our Community Action Programme ("CAP"). It provides valuable opportunities for DofE volunteering, and offers activities and visits by our local partners, St Mark's, and Downsview Special School.

Lambing took place in the spring with the South Down Ewes, a local rare breed. The numbers of livestock (chickens, ducks, goats, and sheep) have stayed stable through good husbandry.

Enterprise

During the last academic year, Year 9 took part in an Enterprise Day to learn the essentials of running a business and develop skills in marketing, management, and sales, with students competing in groups to develop and sell a product to present to a panel of judges. Students in Year 12 also took part in the Tycoon Enterprise Competition, forming companies which ran throughout the year. Students learned the legal and financial responsibilities involved in running a business, experienced the hard work required to drive forward a project, and developed skills across all areas of business management under the guidance of their Business Studies teachers as advisors.

Partnerships

Partnerships with other community organisations form an important part of Roedean's public benefit, as well as providing numerous development opportunities for girls and staff.

St Mark's CE Primary School

Roedean has a strong connection with St Mark's, and this work enhances the children's opportunities at this local community primary. Both schools are committed to protecting the Christian ethos of St Mark's as set out in its Trust Deed, and to working within the requirements of Roedean's Royal Charter and charitable objects.

Roedean transports one year-group from St Mark's to our school site for weekly enrichment activities, with both sporting opportunities and discrete academic workshops led by Roedean staff. In addition, our students act as 'Reading Buddies' for St Mark's pupils on a weekly basis, and other Roedean students are paired with those St Mark's pupils for whom English is not their first language as 'Language Buddies'. CAP groups in Year 12 also regularly volunteer at St Mark's, leading music workshops, and there are ad hoc activities led by Roedean students to raise awareness of cultural events, such as Lunar New Year.

The partnership with St Mark's aims to ensure that both schools are able to share and celebrate expertise and resources, and to enable improved outcomes for pupils at Roedean and St Mark's. Teachers at both schools benefit from development opportunities, and there are significant volunteering opportunities for Roedean pupils.

Community Impact At A Glance

Fundraising And Support For Other Charities

Last year, the School community raised just over £40,000, smashing the previous highest total which was about £30,000. For the first time, last year each year-group supported its own discrete charity - this made their fund-raising all the more tangible, and focused the students' efforts.

The main school charities were:

- Rockinghorse
- Blind Veterans UK
- Raystede Animal Sanctuary
- Off the Fence
- RISE
- Moldova

We also support ten girls around the world through PlanUK, and other charities are supported as well.

There were a number of large-scale charitable events over the course of the year:

- every girl in Year 7 abseiled off Peacehaven Cliffs for Rockinghorse
- Year 8 pupils undertook a sponsored visual impairment for the Blind Veterans
- 30 students in Year 9 completed the 150-metre iDrop, from the iconic i360, for Raystede
- over 50 students in Year 10 slept under the stars to raise funds for the homeless charity, Off The Fence
- 10 Year 11 students ran the RISE 8K

Project 125 Moldova

Marking the 125th anniversary of Roedean moving to its current site, last year saw an exciting new and highly impactful initiative, which took twelve students in Years 11 and 12 and two members of staff to Moldova in the first week of the summer holidays. After months of planning lessons and preparing materials, the group taught English for four hours a day for five days to over 50 Ukrainian refugees and underprivileged Moldovan children.

The group was supported by the NGO Hope4 and its founder, Chris Lomas, who found us accommodation, a venue to teach, and publicised our classes in Chişinău. The venture was such a success that this will become an annual project, with a new group of students selected to travel to Moldova to teach English.

In addition to visits to the British and Ukrainian Embassies, on the last day, we travelled to an orphanage and met the children and young people there. As long as the war in Ukraine continues, we will teach English to refugee children, but the focus of the project will move to the orphanage when the war ends.

In addition to ad hoc projects benefiting this in Moldova, Roedean has pledged to cover 3% of the orphanage's annual running costs, about £5,000, each year for the next decade.

Roedean Academy

The Roedean Academy continues to be a successful initiative, and this is the sixth year it has brought together like-minded, academically-striving students in Year 10 from six local state schools. The programme of supra-curricular enrichment modules, lasting six weeks in the Spring term, is also complemented by touchpoints in the other two terms; in the Autumn term, the students from local schools come to Roedean for our annual Black History Month lecture, and they also return to Roedean in June to present the findings of their independent academic research project, which they have been conducting since the Spring.

Roedean South Africa (Established in 1903)

Roedean and Roedean South Africa, our sister school in Johannesburg, enjoy shared activities periodically, and a number of girls are still in touch with students from previous visits and also via the e-Pen Pal buddying which was reinvigorated by the two Partnership Prefects in January 2021. We welcomed students and staff from Johannesburg to Brighton in 2023, as part of their tour of the UK. The e-Pen Pals are starting again, to encourage regular and sustained connections between the two schools.

The planning the Year 9 exchange is well underway, and six students from Roedean in the UK will travel to Johannesburg in February 2025 for three weeks, and the Roedean South Africa students will return in March.

The Roedean School Mission Fund

The Mission Fund was registered as a charity in 1965 (charity registration number 244996), having been originally set up by the Old Roedeanians' Association ("ORA") and Roedean School. It provides grants to significantly underprivileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. During the year, grants of approximately £20,000 were awarded to charities helping children aged 16 and under in the UK.

Roedean St Mary's Hall Trust

The Roedean St Mary's Hall Trust (charity registration number 307063-2) ("Trust") holds funds as a permanent endowment, which are invested on a total return basis to produce a return for the Trust's objects. Funds allocated as income are used to enhance our current bursary offering, thus furthering opportunities for girls to gain access to the Roedean education. Roedean St Mary's Hall Trust has provided significant levels of support to our pupils. Roedean (as Trustee of the Trust) selects beneficiaries and, along with other bursary programmes, continues to make funds available to widen access to girls from many backgrounds.

Parents' Guild

The excellent work of the Parents' Guild (Roedean's PTA), in partnership with the School, continues to benefit the girls in a number of ways. The Christmas Fair was again hugely fruitful, and the Parents' Guild Committee generously donated all of the funds raised at the event to the School's charities.

Alumnae Relations and Development

Roedeanian Magazine readership gives access to four copies per annum to all current and former parents, ORs, former staff, and current and former Trustees.

The Roedeanian Office and the ORA have continued to work closely together, with the Roedeanian Office continuing to support with communications and moderating the Facebook group. The team has also continued to support other groups, in particular the Roedean Rocks Facebook group, and the OR Sailing Team.

The full calendar of in-person events was able to take place, and the Roedeanian Office supported the ORA in holding their hybrid AGM. The Roedeanian Office continued to support the ORA with their events, as well as hosting our own. Events this year were varied and included the London Lunch, ORA Christmas Drinks, the OR Afternoon Tea, Roedean Day, and the ORA Tennis Day. We also held the second OR vs student Netball match, and also introduced a Hockey Match. All events had good attendance and have received good feedback.

The end of the Ukrainian Bursary appeal overlapped into the 2022-23 School year. The appeal was very successful and raised over the target amount. The target was £50,000 and, including Gift Aid, nearly £70,000 was raised within the active appeal period. Since closing active fundraising, some other small donations have also been received to support our ongoing places for the Ukrainian students.

The Roedean Community Fund was also established by Mr Blond as his leaving gift to the School, with donations from an existing donor and through the Leavers' Deposit Appeal. This fund will be ring-fenced to help staff who find themselves in need of additional financial support.

Work to engage support from our community for our careers' programme has also continued this year with strong support from parents, ORs, and external supporters. The Sixth Form Pathways Lecture series was a great success, with nearly all of the speakers being either an OR or current parent. We also had one speaker through our connection with the Brighton Chamber of Commerce. Work experience and mentoring requests also continued throughout the year. The Careers' Fair returned to being an in-person event for the first time since Covid, and received very positive feedback from students, parents, and contributors. An additional virtual careers' event was also added to our programme which was open to all students in Year 10 and above, called the "In Conversation" evening, and the speakers for this nearly all came from our community.

OR visits to the School are now fully back to normal, and this year saw a remarkable number of visits, most notably including a group who returned for their 80th Birthday celebration. We continue to be grateful for the support of the OR Scholarship Fund, and for the work being undertaken by the ORA in relation to Heritage Projects.

Board Structure And Administrative Information

President of the Corporation
Mary Henderson (OR)
(appointed 29 March 2023)

Chair of Council
Anthony Millard BSc (Econ) PGCE (Oxon) Ω ∞ ± * § ~ (co-opted on 20 March 2023 to fill a casual vacancy, elected Chair of Council, 17 January 2024)

Guy Perricone Ω ≠ * ± ∞ (co-opted on 1 September 2023, resigned 11 January 2024)

Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ †, (retired as Interim Chair on 1 September 2023, continuing in capacity as a Trustee)

Vice-President
Virginia Stephen (OR)

Vice-Chair of Council
Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ †

Elected Trustees:

Spirit de la Mare FRSA (OR) ~
(retired 29 March 2023)

Frances Graham BSc PGCE MCIPD (OR)
(retired 21 February 2024)

Sarah Hinchliffe ¥
(resigned 21 January 2023)

Claire Jenkins M (Theol) (OR)
(resigned 2 February 2024)

Victoria Jenkins MA PGCE (Oxon) MEd (OR) ¥ † (re-elected 29 March 2023)

Samantha Louis BA MBA APR FCMA CGMA (SAOR) * ± ∞ Ω

Polly McGivern BSc FCA (OR) Ω ≠ *
(resigned 31 December 2022)

Karoline Molberg BA (Hons) (OR) * ¥ Ω ≠ ∞ (elected 21 February 2024)

Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ †
(co-opted 20 June 2023 to fill a casual vacancy)

Teresa Outhwaite BA PGDip (OR) Ω β ~ ≠

Kim Shamash (OR) ±
(resigned 31 March 2023)

John Cain (FCA) Ω * ± ≠
(co-opted 1 September 2023 to fill a casual vacancy)

Camilla Macpherson (Oxon) FCIArb
(elected 21 February 2024)

Natalie O'Connell BSc (Hons) PGDip
(elected 21 February 2024)

Althea Wolfe BA (Hons)
(elected 21 February 2024)

Nominated Trustees:

Nicole Chapman § # Ω (resigned 22 June 2023)

Gaelle Sullivan PGCE, PGDip (SEND) Med, § (nominated 1 September 2023)

Future appointments:
N/A

Co-opted Trustees:

Franciska Bayliss BEd Froebel, FRSA §
(co-opted 12 March 2024)

Dr Henry Fajemirokun BA Hons (Oxon) PhD Ω β (retired 31 August 2023)

Sebastian Hepher BEd Hons Ω § †
(resigned 20 November 2022)

Cornelius Medvei Ω ± ≠ (co-opted 1 September 2023, resigned 11 January 2024)

Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ † (co- opted 21 February 2024)

KEY

These committees were in place for the year ended 31 August 2023, and have been revised subsequently as a result of a review of governance arrangements.

* Member of Finance Committee, which deals with all financial and investment matters.

≠ Member of Estates Committee, which advises on maintenance and buildings provision.

∞ Member of Remuneration Committee. It determines the remuneration, and is responsible for the welfare and appraisal of senior staff.

β Member of Project (RGoS) Committee. This Committee explores future projects in relation to the School's strategy and monitors current projects.

† Member of Risk Group, which advises on and monitors key risks for the School.

± Member of Nominations & Governance Committee, which reviews those proposed for membership of Council, looks at Committee membership and provides an overview of governance matters.

§ Member of Education & Safeguarding Committee. This Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections.

Ω Member of Chair's Committee. This Committee monitors and advises on the Strategic Development Plan.

Member of Awards Group, which advises on the allocation of bursaries and awards.

~ Member of Development & Marketing Group. This Group advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations.

¥ Member of the Code Committee, which reviewed and advised on the Code of Conduct.

(OR) Old Roedeanian

(SAOR) South African Old Roedeanian

New Chair of Council

Vivien Smiley retired as Interim Chair of Council at the end of August 2023, having been in post since November 2020. During Mrs Smiley's tenure, she oversaw the continued growth of the School through the very challenging Covid years, and the appointment of the new Head, Niamh Green, in March 2023. The Trustees and School thank her very much for her service, and are delighted that she remains on Council as a Trustee.

Guy Perricone was appointed in September 2023, but resigned in January 2024 due to the demands on his time and other commitments, and we thank him for his hard work.

Anthony Millard joined the Council in March 2023 and was appointed a Chair of Council in January 2024. Anthony is a former headmaster with lengthy experience of education both in the UK and internationally. After his time in schools, he was Managing Director of the school's division of a leading educational business, before setting up his own educational consultancy. He is an experienced governor, including ten years as Chair of a prominent international school, and now as Chair of Council at Roedean. Mr Millard was educated at Solihull School, The London School of Economics, and Balliol College Oxford, and spends much of his time volunteering as a Samaritan. Mr Millard brings significant experience to the role, and emphasises his aim to bring unity of purpose to the affairs of Roedean, and consensus on the values of the School and the strategy moving forward.

Councillor Induction and Training

Every Councillor hoping to join the Board will undertake an enhanced DBS check and prohibition from management check. For Elected Councillors, the two longest serving must retire each year and special provisions deal with the situation of multiple Councillors having equal lengths of service. The two retiring Councillors can put themselves forward for re-election. Nominated and Co-opted Councillors hold office for five years, but can continue for further periods of up to five years if they are re-nominated or co-opted.

The Board looks to recruit Councillors from a wide range of backgrounds, and there is an induction procedure for all new Trustees which includes the provision of strategy documents and inspection reports, financial information, the Royal Charter, relevant Charity Commission publications and other information. Trustees are asked to commit to a minimum attendance required at meetings, sign the Code of Conduct, Conflict of Interest, Trustee Eligibility and Confidentiality documents, and to undertake training, including in relation to safeguarding.

The School also arranges for all new Trustees to receive a thorough induction in safeguarding, and in the compliance and fiduciary duties of governance, and the School arranges regular governance training for Council, incorporating the latest safeguarding legislative changes and sector updates, and external courses and online materials are also available.

Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors. The premiums are paid centrally for the whole group by Roedean School, and the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £480 for the year (2022: £458).

2023 Annual General Meeting

The Annual Report and Financial Statements for the year ended 31 August 2022 were considered at the AGM on 21 February 2024. Other business included the re-appointment of Haysmacintyre, Roedean's auditors, for a further 12 months, and the election of Trustees namely, Camilla MacPherson (OR), Karoline Molberg (OR), Natalie O'Connell and Althea Wolfe.

Management Structure

The day-to-day management of Roedean School is conducted by the School's Executive under authority delegated to it by the Council.

Niamh Green BA MA PGCE MBA
Head
(appointed 1 April 2023)

Oliver Blond BA PGCE NPQH
Executive Head
(resigned 31 March 2023)

Jane Sharp
Senior Deputy Head
(appointed 1 September 2023)

Talia Keller BSc PGCE NPQH
Head of School and DSL
(Designated Safeguarding Lead)
(resigned 31 August 2023)

Richard Poffley BA FCCA
Director of Finance & Administration

Judicium Education Ltd
Clerk to the Council

Administrative Information

Auditors

Haysmacintyre LLP
Chartered Accountants and Registered Auditors
10 Queen Street Place
LONDON EC4R 1AG

Bankers

National Westminster Bank plc
153 Preston Road
BRIGHTON
East Sussex BN1 6BE

Insurance Brokers

Marsh Limited Education Practice
Station Road
DORKING
Surrey RH4 1EB

Endsleigh Insurance Services Limited
Quadrangle
Imperial Square
CHELTENHAM GL50 1PZ

Solicitors

Veale Wasbrough Vizards LLP
Narrow Quay House
Narrow Quay
BRISTOL BS1 4QA

DAC Beachcroft LLP
25 Walbrook
LONDON EC4N 8AF

Investment Support

Integrated Financial Arrangements plc
29 Clement's Lane
LONDON EC4N 7AE

Investment Advisers

Clarity Ltd
1 Crown Square
WOKING
Surrey GU21 6HR
(service ended 31 August 2023)

Rathbones Investment Management
8 Finsbury Circus
LONDON EC2M 7AZ
(appointed 1 September 2023)

Health and Safety

Assurity Consulting Limited
26 Redkiln Way
HORSHAM
West Sussex RH13 6HR

Financial Review And Results For The Year

The consolidated statement of financial activities for the year is set out on page 39 to 41 and records the activities of Roedean School (the Charity), Roedean School Enterprises Limited ("RSEL"), Moira House School Limited, and Roedean St Mary's Hall Trust. A summary is set out below.

The Charity together with its subsidiaries returned a surplus for the academic year 2022-23 of £1,611k, before investment losses of £118k. Within the period, capital expenditure including improving the fabric of listed buildings and the grounds amounted to £1,803k mainly comprising structural re-enforcements, the Library, Roedean House, Theatre, Music Room, Centenary Hall, surveys, IT resources and telephone upgrades, and continued classroom upgrades.

The consolidated cash position as at 31 August 2023 was £15,187k being an improvement of £1,747k on £13,440k in the previous year, which reflected the funds generated by operational activities. This cash position provides the necessary liquidity for the School.

Roedean School, including RSEL, achieved total income resources of £22,035k (2022: £20,758k) and made a surplus of £1,493k after investment losses of £118k (2022: loss of £1,999k). The School's results include the impact of the cost-of-living crisis, and the continuing influence of the Russian invasion of Ukraine crisis, the downturn in international financial markets, and the delayed impact of Brexit influencing the increase in inflation.

The trading company, Roedean School Enterprises Limited, achieved a turnover of £631k compared with £486k in 2022, but no donation (2022: £0k) was made to the School by way of gift aid. The trading of the company was assisted by the summer residential lettings with Alpadia Language School making use of the facilities during the summer holidays.

The School has extended the level of support available to the trading company (RSEL) through an inter-company loan and has confirmed that it will provide such sufficient financial support to enable the company to trade and to discharge its debts and liabilities for at least 12 months from the date of signing the accounts. 'Normal' trading patterns continued in 2023, including the summer school which generates the highest net revenue of any activity within the company, and the contract is in place with Alpadia Language School through to 2025.

The Council considers that the pre-investment surplus of £1,611k and post-investment surplus of £1,493k for the year for the Group was an acceptable result, especially given the global economic market conditions. The Trustees continue to be aware of the impact of global matters on affordability and investments, and potential future changes in legislation which may impact independent schools.

The improved financials for the year were reflected in the investment and operating surplus ratios. Roedean School has an investment surplus of 13.9% (2022: 18.1%), and 13.9% (2022: 20.3%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 14.8% (2022:15.4%).

Investment Powers, Policy and Performance

For a number of years, the Council's policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short term deposit. Bank interest income and interest from investments in 2023 was £163k compared to £7k in 2022.

Based on independent advice received, the undertaking of a due diligence process and after the consideration of the Council, the assets of Roedean St Mary's Hall Trust ("Fund" as well as "Trust"), representing its permanent endowment, were invested at the end of the financial year ended 31 August 2011 in managed funds split between equities and bonds. The guide set by the Council was a return of 3% per annum or twice the Retail Price Index, whichever is the greater, to be kept under review, and the funds generated are used solely to fund bursaries. The Fund's performance was kept under review during the year via the Finance Committee and Clarity Limited, the School's independent financial advisers.

Rebalancing occurred quarterly during the year. These controls and investments of the permanent endowment and unrestricted funds have yielded an income of £278k (2022: £273k) and a decrease in capital value of £118k (2022: loss of £1,999k) over the last year. Since inception, the returns have exceeded the initial targets and relevant benchmarks, but recent market turbulence is reflected by a loss in value.

Rathbones Investment Management was appointed as new financial advisers for the School and Roedean St Mary's Hall Trust in September 2023, and they actively manage the funds

and target a return over the long term of the Consumer Price Index ("CPI") plus 4%.

The decision was taken by the Council in 2015-16, brought about by the change in regulations, and acting in its role of sole Trustee of Roedean St Mary's Hall Trust and in line with the best interests of the Trust, to have the funds managed on a total return basis. In line with this approach, the Trustees of the Fund invested permanent endowment funds to maximise the overall return without regard to a distinction between capital and income.

The total return can then be allocated in a way that best furthers the objects of the Trust. This total return approach was effective from 1 September 2015.

As part of the process, suitable financial advice was received in relation to the valuation of the Fund and the unapplied total return, investment advice in relation to the total return approach and legal advice was also received.

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries. The Trust assessed the level of Unapplied Total Return as at 31 August 2023 and, as this figure had continued in a negative position due to the turmoil in the markets, it was decided that no drawdown would be made post year end to allow for a recovery in the Unapplied Total Return figure.

Reserves policy

At the Balance Sheet date the Group held 'Unrestricted funds – other charitable funds' totaling £23,800k compared to £22,348k in 2022. The Group holds positive free reserves, defined as unrestricted funds less tangible fixed assets, totaling £2,672k (2022: £1,695k), and this was a significant improvement on the prior year. At the Balance Sheet date, the School held 'Unrestricted funds – other charitable funds' totaling £23,907k compared to £22,594k in 2022. The School holds free reserves, defined as unrestricted funds less tangible fixed assets, totaling £2,785k, compared to £1,946k in 2022, due to the improvement in the trading position.

The Council regularly reviews the level and nature of the reserve funds of the School in order to ensure there is appropriate financial security if there is a downturn in trading. This is controlled and managed by means of a rolling five-year business planning process, incorporating scenarios and sensitivity analyses.

The historical target level for free reserves was approximately one term's expenditure but this fluctuates during periods of significant capital investment. In order to reflect this fact, the policy was revised for the academic year 2022-23 to set the target level of free reserves as £1.0m - £3.5m, due to significant investment required in the fixed assets, and move to a policy where the Finance Committee will monitor the level of free reserves on a regular basis to ensure this is in line with the financial strategy.

The School has been through a significant period of capital investment over the last 10 years to improve facilities for the pupils; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, Sixth Form Centre, the Theatre, and the Library. The level of free reserves as at 31 August 2023 is at a positive level; many independent schools hold negative free reserves. Given the future investments required in fixed assets to keep the School competitive and maintain a sound infrastructure, and the continued pressures on pupil numbers, the level of free reserves will be monitored closely and target figures may need to be revised.

The School has undertaken a high level of scenario planning involving different fee levels, student numbers and fixed and variable costs. Student numbers at Roedean have remained at a good level during this period, in part due to the flexibility of the Roedean offering, the quality of the educational offer, and the availability of the hardship fund for those families in most need.

The impact of rising inflation driven by the cost-of-living crisis, the war in Ukraine, the downturn in international markets and the delayed impact of Brexit have had an effect on the finances of the School, but the financial picture for the School is positive, with cost savings and controls making a positive impact this year. The foundation of cash reserves and options for bank facilities has meant the School remains in a financially sound position moving forward.

The members of Council believe that there are no material uncertainties that call into doubt the Group's ability to continue as a going concern. On this basis, the Trustees consider that the School continues to meet all liabilities as they fall due, and have thus prepared the financial statements on a going concern basis.

Statement Of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the Group and of the incoming resources and application of resources of the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records which are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware:

- there is no relevant information of which the charity's auditor is unaware
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Council on 27 June 2024 and signed on their behalf by:

Anthony Millard
Chair of the Council

Independent Auditor's Report

Opinion

We have audited the financial statements of Roedean School for the year ended 31 August 2023, which comprise the Consolidated Statement of Financial Activities, Group and School Balance Sheets, Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2023 and of the group's net movement in funds 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 Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity; or
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 35, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity, or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Education (Independent School Standards) Regulations 2014, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their accounting estimates.

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

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

Haysmacintyre LLP

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Haysmacintyre LLP
Statutory Auditors
10 Queen Street Place
London
EC4R 1AG

Date: 28 June 2024

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2023

Income from:	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	**2023 £'000**
Charitable Activities					
School fees	4	20,148	-	-	**20,148**
Other educational income	5	613	-	-	**613**
Other activities	6	20	-	-	**20**
Other trading activities					
Non-ancillary trading income		631	-	-	**631**
Investments					
Investment income	8	285	-	243	**528**
Donations and legacies		-	95	-	**95**
Total		21,697	95	243	**22,035**
Expenditure on:					
Raising funds					
Non-ancillary trading	9	491	-	-	**491**
Financing costs	9	13	-	-	**13**
Investment management	9	10	-	68	**78**
Total		514	-	68	**582**
Charitable Activities					
School and grant making	9	19,590	252	-	**19,842**
Total		20,104	252	68	**20,424**
Net income/(expenditure) before transfers and investment gains		1,593	(157)	175	**1,611**
Loss on investments	12	(15)	-	(103)	**(118)**
Transfers between funds		(126)	126	-	**-**
NET MOVEMENT IN FUNDS		1,452	(31)	72	**1,493**
Fund balances 1 September 2022		22,348	1,134	12,822	**36,304**
Fund balances 31 August 2023		23,800	1,103	12,894	**37,797**

The notes on pages 44 to 65 form part of these financial statements.

STATEMENT OF FINANCIAL ACTIVITIES 2022

Income from:	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Discontinued Operations £'000	**2022 £'000**
Charitable Activities						
School fees	4	18,406	-	-	-	**18,406**
Other educational income	5	398	-	-	1	**399**
Other activities	6	11	-	-	-	**11**
Other trading activities						
Non-ancillary trading income		486	-	-	-	**486**
Investments						
Investment income	8	41	-	239	-	**280**
Donations and legacies		31	1,145	-	-	**1,176**
Total		19,373	1,145	239	1	**20,758**
Expenditure on:						
Raising funds						
Non-ancillary trading	9	530	-	-	-	**530**
Financing costs	9	10	-	-	-	**10**
Investment management	9	10	-	67	-	**77**
Total		550	-	67	-	**617**
Charitable Activities						
School and grant making	9	17,790	33	-	24	**17,847**
Extraordinary Expenditure	9	340	-	-	(137)	**203**
Total		18,680	33	67	(113)	**18,667**
Net (expenditure)/income before transfers and investment gains		693	1,112	172	114	**2,091**
Loss on investments	12	(263)	-	(1,736)	-	**(1,999)**
Liquidation of Subsidiary		-	-	-	(40)	**(40)**
Transfers between funds		516	(16)	(500)	-	**-**
NET MOVEMENT IN FUNDS		946	1,096	(2,064)	74	**52**
Fund balances 1 September 2021		21,402	38	14,886	(74)	**36,252**
Fund balances 31 August 2022		22,348	1,134	12,822	-	**36,304**

CONSOLIDATED AND CHARITY BALANCE SHEETS FOR THE YEAR ENDED 31 AUGUST 2023

		Group		Charity	
		2023	2022	**2023**	2022
	Notes	**£'000**	£'000	**£'000**	£'000
FIXED ASSETS					
Tangible fixed assets	11	**21,128**	20,653	**21,122**	20,648
Investments	12	**14,608**	14,527	**14,608**	14,527
		35,736	35,180	**35,730**	35,175
CURRENT ASSETS					
Stocks		**17**	15	**8**	7
Debtors	14	**569**	612	**1,212**	1,095
Cash at bank and in hand		**15,187**	13,440	**14,614**	13,158
		15,773	14,067	**15,834**	14,260
CURRENT LIABILITIES					
Creditors payable within one year	15	**(8,583)**	(7,841)	**(8,531)**	(7,783)
NET CURRENT ASSETS		**7,190**	6,226	**7,303**	6,477
TOTAL ASSETS LESS CURRENT LIABILITIES		**42,926**	41,406	**43,033**	41,652
LONG TERM LIABILITIES					
Creditors payable after one year	16	**(4,849)**	(4,822)	**(4,849)**	(4,822)
Provisions for liabilities and charges	18	**(280)**	(280)	**(280)**	(280)
NET ASSETS	19	**37,797**	36,304	**37,904**	36,550
REPRESENTED BY:					
RESTRICTED FUNDS	20	**1,103**	1,134	**1,103**	1,134
ENDOWED FUNDS	20	**12,894**	12,822	**12,894**	12,822
UNRESTRICTED FUNDS	20	**23,800**	22,348	**23,907**	22,594
		37,797	36,304	**37,904**	36,550

The financial statements were approved and authorised for issue by the Council on 27 June 2024.

Anthony Millard
Chair of the Council

The notes on pages 44 to 65 form part of these financial statements.

GROUP CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2023

		Group	
		2023	2022
	Note	**£'000**	£'000
Net cash inflow from operations			
Net cash provided/(used) by operating activities	i)	**3,400**	4,709
Net Cash flows from investing activities			
Payments for tangible fixed assets		**(1,803)**	(831)
Additions to investment portfolio		**(6,267)**	(3,607)
Withdrawals from investment portfolio		**6,068**	3,910
Bank interest and investment income received		**528**	280
Net cash (used by) investing activities		**(1,474)**	(248)
Cash flows from financing activities			
Fees in advance scheme receipts		**103**	507
Fees in advance scheme payments		**(282)**	(233)
Net cash (used by)/provided by financing activities		**(179)**	274
Increase in Cash		**1,747**	4,735
Cash and cash equivalents at beginning of period		**13,440**	8,705
Cash and cash equivalents at end of reporting period	ii)	**15,187**	13,440

GROUP CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2023

(i) Reconciliation of net cash flow from operating activities

	Group	
	2023	2022
	£'000	£'000
Net income	**1,611**	2,091
Elimination of non-operating cash flows		
Investment income	**(528)**	(280)
Fee Composition discounts	**13**	10
Depreciation charges	**1,328**	1,308
(Increase) in stocks	**(2)**	(4)
Decrease in debtors	**43**	94
Increase in creditors	**935**	1,530
Moira House liquidation	**-**	(40)
NET CASH INFLOW FROM OPERATING ACTIVITIES	**3,400**	4,709

ii) Analysis of cash and cash equivalents

	Group	
	2023	2022
	£'000	£'000
Cash at bank and in hand	**15,187**	13,440
	15,187	13,440

iii) The group has no loans as at 31 August 2023 or 31 August 2022, therefore no analysis of changes in net debt has been included.

The notes on pages 44 to 65 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

1. CHARITY INFORMATION

The School is a Public Benefit Entity registered as a charity in England and Wales and a company incorporated by Royal Charter (RC000434). It was incorporated in 1938 and registered as a charity in 1996 (charity number: 987654) and its registered office is Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ.

2. ACCOUNTING POLICIES

2.1 Financial Statements and Consolidation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and 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 (FRS 102) - effective 1 January 2019.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2016 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

2.2 Going Concern

The Trustees have considered the financial requirements of Roedean School Enterprises Limited and the current financial position of the School. The foundation of cash reserves and future options for bank facilities has meant the School remains in a financially sound position moving forward. Accordingly, the Trustees believe the School's financial resources are sufficient to ensure the School will continue as a going concern for a minimum period of 12 months from the date of signing of the financial statements, and there are no material uncertainties, and have therefore prepared the financial statements on a going concern basis.

2.3 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

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

In the view of the Trustees, no assumptions concerning the future estimation or uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

2.4 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Charity and its 100% owned subsidiary, Roedean School Enterprises Limited (company number 2921272). In accordance with a Charity Commission Scheme, the accounts of the Charity include the accounts of Roedean St Mary's Hall Trust from its date of acquisition. Moira House School Limited (company number 00437590) was liquidated on 31 May 2022. The consolidated financial statements include Moira House School's prior year results and the winding down adjustments.

2.5 School fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees, but including contributions received from restricted funds, are accounted for in the period in which the services are provided.

Amounts received under the school's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

2.6 Investments

Investments are valued at market value as at the balance sheet date. Realised and unrealised gains and losses arising on the disposal or revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the fund holding the investments. Short term holdings of cash within the investment funds at the balance sheet date are classified as current assets. Investments in subsidiaries are valued at cost less provision for impairment.

The School has adopted a 'total return' basis for the investment of its permanent endowment as permitted by the Trusts (Capital and Income) Act 2013. Under the Act, the School can invest its permanent endowments without regard to the capital/income distinctions of trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. Until this power is exercised, the total return is accumulated, as a capital supplement to the preserved ('frozen') value of the permanent endowment.

For the carrying value of the preserved (frozen) permanent capital, Council has taken its open market value as at 31 August 2012.

2.7 Donations, Legacies, Grants and Other Voluntary Income

Voluntary income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where, through the terms of an appeal or from the donor, there is a trust law restriction on the use of any voluntary income, the income is credited to the relevant restricted funds or endowment. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the School in the case of donated services or facilities.

2.8 Tangible Fixed Assets

All tangible assets over £5,000 are capitalised. Depending on asset class some other assets are capitalised over the value of £1,000.

Depreciation is calculated to write down the cost of fixed assets less residual value by equal annual instalments over their expected useful lives. The periods generally applicable are:

Freehold buildings	25-50 years
Lawrence House refurbishment	15 years
Free-standing buildings and tennis courts	10 years
Lime washing of building	6 years
Furniture, fittings and equipment	5 years
Computers	3-4 years
Motor vehicles	5 years or 25% reducing balance basis

A full year of depreciation is charged in the first year an asset is acquired.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value.

2.10 Value Added Tax

The School, as an educational body, is exempt from charging VAT on normal school income. Where appropriate, expenditure includes irrecoverable VAT paid.

2.11 Pension Contributions

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme that are attributable to the School. In accordance with FRS 102 the Scheme is accounted for as a defined contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator. Further detail is given in Note 28.

The School also contributes to personal pension schemes for non-teaching staff at 4%-6% of annual basic pay, and these contributions are accrued accordingly.

2.12 Expenditure and allocation of Costs

Cost of raising funds

The cost of raising funds comprises costs associated with raising funds from all sources and includes trading costs and investment management fees.

Charitable expenditure

- Teaching costs – includes all expenditure in connection with teaching work.
- Welfare costs – those costs supporting pupil welfare including medical support and school meals.
- Premises costs – relates to costs in connection with buildings maintenance, general maintenance and repairs, together with grounds and gardens.
- Support – expenditure incurred in providing administrative and financial services in support of the direct charitable expenditure above.
- Governance – comprises the costs of running the Charity, including strategic planning for its future development, external audit, and legal advice for the Trustees and all the costs of complying with constitutional and statutory requirements, such as the costs of Council and Committee meetings, and of preparing statutory accounts and satisfying public accountability.

Overheads are allocated to expense headings based on time spent by staff and space occupied.

Pension costs are charged to unrestricted funds and allocated between expense headings based on staff costs of employees within the scheme.

Expenditure is accounted for on an accruals' basis.

Redundancy costs and termination payments are charged to the Statement of Financial Activities in the period in which the School becomes committed to incurring the costs.

2.13 Hire Purchase Contracts and Operating Leases

Assets held under hire purchase contracts are capitalised at their fair value and depreciated over the shorter of the lease terms and their estimated useful economic lives. Future obligations under hire purchase contracts are included in creditors, net of finance charges. Payments are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest, and the capital element, which reduces the outstanding obligations.

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.14 Fund Accounting

Funds held by the Charity are:

- Unrestricted funds – these are funds which can be used in accordance with the School's objects, at the discretion of the Council.
- Restricted funds – these are funds that can be used for particular restricted purposes, within the objects of the School. Restrictions arise when specified by the donor.
- Endowed funds – these are funds where there is no power to convert the capital into income and represent the surplus funds arising following the disposal of St Mary's Hall premises. These will be used to support the School's bursary offering. The Total Return Order stipulates that any investment returns will accrue to a capital supplement (the Unapplied Total Return) to the permanent endowment.

2.15 Financial Instruments

The Charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost, with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors, amounts owed by group undertakings and accrued income. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its charity statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2023 was surplus £1,354k per final Word accounts (2022: surplus of £28k).

4. CHARITABLE ACTIVITIES – SCHOOL FEES

The School fees income comprised:

	2023 £'000 Total	2022 £'000 Continuing Operations	2022 £'000 Discontinued Operations	2022 £'000 Total
Gross fees	**23,207**	21,388	-	21,388
Less: Total bursaries, grants and allowances	**(3,311)**	(3,015)	-	(3,015)
	19,896	18,373	-	18,373
Add: Bursaries funded by restricted funds	**252**	33	-	33
	20,148	18,406	-	18,406

5. CHARITABLE ACTIVITIES – OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	2023 £'000	2022 £'000 Continuing Operations	2022 £'000 Discontinued Operations	2022 £'000 Total
School trips and disbursements	**(4)**	8	-	8
Deposits forfeited	**115**	-	-	-
Transport recharges	**416**	320	-	320
Registration fees	**68**	51	-	51
Insurance commission	**1**	8	-	8
Sundry other income	**17**	11	1	12
	613	398	1	399

6. OTHER CHARITABLE INCOME

	2023 £'000	2022 £'000
Other income	**20**	11
	20	11

7. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES

	Roedean School Enterprises Ltd	Roedean Moira House School Ltd	Roedean School Enterprises Ltd	Roedean Moira House Enterprises Ltd
	2023	2022	2022	2022
	£'000	£'000	£'000	£'000
INCOME FROM:				
Charitable Activities				
Other educational income	-	1	-	-
Other trading activities				
Non-ancillary trading income	631	-	486	-
Voluntary sources				
Total incoming resources	631	1	486	-
EXPENDITURE ON:				
Raising funds				
Non-ancillary trading	491	-	536	-
Charitable Activities				
School and grant making	-	26	-	-
Extraordinary Expenditure	-	(137)	-	-
Total resources expended	491	(111)	536	-
Net income/ (expenditure)	140	112	(50)	-
Retained net income/ expenditure	140	112	(50)	-
Fund balances brought forward	(246)	(72)	(196)	-
Fund balances carried forward	(106)	40	(246)	-
Tangible fixed assets	6	-	5	-
Net Current (Liabilities)/ Assets	(112)	40	(251)	-
NET (LIABILITIES)/ ASSETS	(106)	40	(246)	-

8. INVESTMENT INCOME (CONTINUING OPERATIONS)

	2023	2022
	£'000	£'000
Interest on listed investments	**278**	273
Bank interest	**163**	7
Interest on loan to subsidiary	**87**	-
	528	280

9. ANALYSIS OF EXPENDITURE

	Note 10 Staff Costs	Other	Note 11 Depreciation	**Total 2023**	Total 2022
	£'000	£'000	£'000	**£'000**	£'000
Costs of raising funds					
Financing costs	-	13	-	**13**	10
Investment management	-	78	-	**78**	77
Trading costs of subsidiary	56	431	4	**491**	530
Group's costs of raising funds	56	522	4	**582**	617
Charitable activities					
Teaching	8,232	542	160	**8,934**	7,665
Welfare	1,985	1,303	274	**3,562**	3,211
Premises	1,437	1,814	890	**4,141**	3,769
Support costs of schooling	1,144	1,809	-	**2,953**	3,169
Group's operating costs	12,798	5,468	1,324	**19,590**	17,814
Grants, awards and prizes	-	252	-	**252**	33
Extraordinary expenditure	-	-	-	**-**	203
Total	12,798	5,720	1,324	**19,842**	18,050
Total Expended Group	12,854	6,242	1,328	**20,424**	18,667

	Group	
	2023	2022
	£'000	£'000
Auditor's remuneration for statutory audit:		
• Haysmacintyre	**41**	40
• Crowe	**-**	9
Fees paid to the auditor in respect of taxation advice	**17**	20
Legal Fees within Governance	**173**	335

	Group	
	2023	2022
	£'000	£'000
Governance Costs included in supporting costs of Schooling:		
• Staff costs	**21**	20
• Other costs	**212**	376
Total Governance Costs	**233**	396

	Group	
	2023	2022
	£'000	£'000
Extraordinary Expenditure incurred:		
• Moira House ground dilapidation costs and closure costs	**-**	123
• Deepdene closure costs	**-**	80
Total Extraordinary Expenditure	**-**	203

COMPARATIVE ANALYSIS OF EXPENDITURE

	Group				
	Note 10 Staff Costs	Other	Note 11 Depreciation	Discontinued Operations	Total 2022
	£'000	£'000	£'000	£'000	£'000
Costs of generating funds					
Financing costs	-	10	-	-	10
Investment management	-	77	-	-	77
Trading costs of subsidiary	136	391	3	-	530
Group's costs of generating funds	136	478	3	-	617
Charitable activities					
Teaching	7,071	483	111	-	7,665
Welfare	1,686	1,212	313	-	3,211
Premises	1,175	1,690	881	23	3,769
Support costs of schooling	1,367	1,801	-	1	3,169
Group's operating costs	11,299	5,186	1,305	24	17,814
Grants awards and prizes	-	33	-	-	33
Extraordinary expenditure	-	340	-	(137)	203
Total	11,299	5,559	1,305	(113)	18,050
Group total expenditure	11,435	6,037	1,308	(113)	18,667

10. STAFF COSTS

The total staff costs were as follows:

	Group	
	2023	2022
	£'000	£'000
Wages and salaries	**10,444**	9,298
Social security costs	**985**	858
Pension contributions	**1,371**	1,203
Contractors	**54**	76
	12,854	11,435
Aggregate employee benefits of key management personnel	**1,095**	970

	2023	2022
Average number of employees in the year	**358**	348
Of which were teaching staff	**104**	101

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to members of the Council during the year was £3k (2022: £5k) for 4 members (2022: 12 members).

	2023	2022
£60,000 to £70,000	**4**	4
£70,001 to £80,000	**2**	1
£80,001 to £90,000	**1**	-
£90,001 to £100,000	**1**	1
£120,001 to £130,000	**-**	2
£130,001 to £140,000	**1**	-
£160,001 to £170,000	**1**	-
£240,001 to £250,000	**-**	1
£410,001 to £420,000	**1**	-

In addition to basic salary, the figures within the salary bands comprise bonuses, benefits in kind, termination payments, and other taxable benefits.

Contributions were made to the Teachers' Pension Defined Benefits Scheme for nine of the higher paid employees of £213,672 (2022: 8 employees - £188,798). Contributions were made to a Defined Contribution Scheme for two of the higher paid employees of £9,279 (2022: 1 employee - £7,107).

During the year there were redundancy or termination payments made which amounted to £259,176 (2022: £12,363).

Payments to certain key management personnel are reviewed annually by the Remuneration Committee, comprising Trustees, and individual rates of remuneration are awarded based on staff reviews as well as costs being benchmarked against the sector average.

Accommodation is provided to those members of staff for whom it is required given the nature of their role. The School also offers discounts to any members of staff who wish to send their children to the School, and the rate offered is competitive when compared to other schools within the sector.

11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2022	31,898	3,898	634	71	36,501
Additions	1,200	316	275	12	1,803
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	8	(8)	-	-
As at 31 August 2023	**33,098**	**4,181**	**840**	**83**	**38,202**
Accumulated depreciation					
As at 1 September 2022	11,962	3,365	455	66	15,848
Charge for the year	891	270	162	5	1,328
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	3	(3)	-	-
As at 31 August 2023	**12,853**	**3,597**	**553**	**71**	**17,074**
Net book amount at 31 August 2023	**20,245**	**584**	**287**	**12**	**21,128**
Net book amount as at 31 August 2022	19,936	533	179	5	20,653

Charity	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2022	31,898	3,860	634	71	36,463
Additions	1,200	311	275	12	1,798
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	8	(8)	-	-
As at 31 August 2023	**33,098**	**4,138**	**840**	**83**	**38,159**
Accumulated depreciation					
As at 1 September 2022	11,962	3,332	455	66	15,815
Charge for the year	891	266	162	5	1,324
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	3	(3)	-	-
As at 31 August 2023	**12,853**	**3,560**	**553**	**71**	**17,037**
Net book amount at 31 August 2023	**20,245**	**578**	**287**	**12**	**21,122**
Net book amount as at 31 August 2022	19,936	528	179	5	20,648

12. INVESTMENTS

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Valuation as at 1 September 2022	**14,122**	15,983	**14,122**	15,983
Additions at cost	**6,267**	3,607	**6,267**	3,607
Disposals proceeds	**(6,092)**	(3,469)	**(6,092)**	(3,469)
(Loss) on investments	**(118)**	(1,999)	**(118)**	(1,999)
	14,179	14,122	**14,179**	14,122
Cash	**429**	405	**429**	405
Valuation as at 31 August 2023	**14,608**	14,527	**14,608**	14,527

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Investments comprise:				
Listed Investments				
Unit trusts (Historical cost £9,617,104)	**14,179**	14,122	**14,179**	14,122
Cash	**429**	405	**429**	405

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Investments in subsidiaries	**-**	-	**1**	1

13. STATEMENT OF INVESTMENT TOTAL RETURNS

Trustees have adopted a duly authorised policy of Total Return accounting for the School's investment returns. The total investment return targeted for these funds is 3% per annum or twice the Retail Price Index, whichever is greater. On adopting the Total Return approach to the investment, the Council valued the underlying trust for the investment as at 31 August 2012 as described in Note 2.6.

Permanent Endowment

	Group
	2023
	£'000
Investment total return	
Income distributions on securities	243
Capital gains on securities	(103)
Investment management costs	(68)
Total return for the year	72
Amount applied as income for spending	-
Amount applied as capital to protect value of endowment	(1,229)
Net increase in Unapplied Total Return for year	(1,157)
Unapplied Total Return as at 1 September 2022	
• securities	(850)
• uninvested cash	158
Unapplied Total Return as at 31 August 2023	(1,849)
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	4,651
Value of permanent endowments as at 31 August 2023	14,742

Note: Uninvested cash funds are shown as net current assets in Note 19.

14. DEBTORS

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Trade debtors	**304**	335	**241**	143
Amounts owed by group undertakings	**-**	-	**706**	675
Other debtors	**131**	84	**131**	84
Prepayments and accrued income	**134**	193	**134**	193
	569	612	**1,212**	1,095

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

		Group		Charity	
		2023	2022	**2023**	2022
	Note	**£'000**	£'000	**£'000**	£'000
Trade creditors		**71**	231	**54**	217
Social security and other taxes		**284**	24	**275**	20
Other creditors		**322**	159	**310**	149
Accruals and deferred income		**911**	253	**898**	223
Deposits from parents		**782**	879	**782**	879
Amounts due to parents		**507**	1,010	**506**	1,010
Fees in advance of term		**5,452**	4,992	**5,452**	4,992
Fees in advance scheme	17	**254**	293	**254**	293
		8,583	7,841	**8,531**	7,783

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group		Charity	
		2023	2022	**2023**	2022
	Note	**£'000**	£'000	**£'000**	£'000
Deposits from parents		**4,406**	4,240	**4,406**	4,240
Fees in advance of term		**-**	14	**-**	14
Fees in advance scheme	17	**443**	568	**443**	568
		4,849	4,822	**4,849**	4,822

17. DEFERRED INCOME – FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School up to the equivalent of seven years fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. This liability has been split as follows:

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
- due in less than one year	**254**	293	**254**	293
- due 1 to 2 years	**191**	187	**191**	187
- due 2 to 3 years	**130**	146	**130**	146
- due 3 to 4 years	**98**	113	**98**	113
- due 4 to 5 years	**24**	98	**24**	98
- due after 5 years	**-**	24	**-**	24
As at 31 August 2023	**697**	861	**697**	861

Summary of movements in liability:

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2022	**861**	577	**861**	577
New contracts	**105**	507	**105**	507
Interest allowance	**13**	10	**13**	10
Amounts utilised in payment of fees	**(282)**	(233)	**(282)**	(233)
As at 31 August 2023	**697**	861	**697**	861

The total fees in advance scheme liability as at 31 August 2023, representing commitments to release amounts to the Statement of Financial Activities over the next five years is £718k (2022: £1,126k), inclusive of future interest allowances.

18. PROVISIONS FOR LIABILITIES AND CHARGES

The provision of £200k relates to providing for possible claims relating to the Harpur Trust v Brazel holiday pay court case and £80k for restoration of the Roedean School Moira House tennis courts.

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Harper Trust Provision	**200**	200	**200**	200
Moira House School Provision	**80**	80	**80**	80
	280	280	**280**	280

The provision for the Moira House tennis courts will be utilised dependent on the outcome of finding a lessee for the courts.

Summary of movements in provisions:

	Group		Charity	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2022	**280**	156	**280**	-
New provisions	**-**	332	**-**	280
Release of provisions	**-**	(208)	**-**	-
As at 31 August 2023	**280**	280	**280**	280

19. ALLOCATION OF NET ASSETS

The Group net assets are held for the funds as at 31 August 2023 is as follows:

Group	Tangible fixed assets	Investments	Net current assets	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,737	157	-	**12,894**
Restricted funds	-	-	1,103	-	**1,103**
Unrestricted funds	21,128	1,871	5,930	(5,129)	**23,800**
	21,128	14,608	7,190	(5,129)	**37,797**

The Charity net assets are held for the funds as at 31 August 2023 is as follows:

Charity	Tangible fixed assets	Investments	Net current assets	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,737	157	-	**12,894**
Restricted funds	-	-	1,103	-	**1,103**
Unrestricted funds	21,122	1,871	6,043	(5,129)	**23,907**
	21,122	14,608	7,303	(5,129)	**37,904**

20. FUNDS

Group	At 1 September 2022 £'000	Income £'000	Expenditure £'000	Transfers and Gains/(Losses) £'000	**At 31 August 2023 £'000**
Endowed Funds					
Roedean St Mary's Hall	12,822	243	(68)	(103)	**12,894**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	767	51	(252)	153	**719**
Development and Project Fund	355	16	-	(25)	**346**
Individual Bursary Fund-Trips	-	9	-	-	**9**
Community Fund	-	1	-	5	**6**
OR Heritage Projects	10	18	-	(7)	**21**
	1,134	95	(252)	126	**1,103**
Unrestricted funds					
General reserve	22,348	21,697	(20,104)	(141)	**23,800**
Total Funds	36,304	22,035	(20,424)	(118)	**37,797**

Charity	At 1 September 2022 £'000	Income £'000	Expenditure £'000	Transfers and Gains/(Losses) £'000	**At 31 August 2023 £'000**
Endowed Funds					
Roedean St Mary's Hall	12,822	243	(68)	(103)	**12,894**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	767	51	(252)	153	**719**
Development and Project Fund	355	16	-	(25)	**346**
Individual Bursary Fund-Trips	-	9	-	-	**9**
Community Fund	-	1	-	5	**6**
OR Heritage Projects	10	18	-	(7)	**21**
	1,134	95	(252)	126	**1,103**
Unrestricted funds					
General reserve	22,594	21,065	(19,611)	(141)	**23,907**
Total Funds	36,550	21,403	(19,931)	(118)	**37,904**

Endowed Funds
The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £nil (2022: £500k) has been transferred from endowed to unrestricted funds to fund bursaries (see note 13).

Restricted Funds
The Bicknell Art Prize was established for purposes of providing prizes to celebrate excellence in Art.

The Bursary Fund was established to support the education of girls who might not, without such support, be able to attend the School.

The Development and Project Fund was established by the School to provide scholarships, bursaries and undertake special projects to support the education of girls.

£126k (2022: £40k) has been transferred to restricted funds from unrestricted funds as funds have been spent on Ukrainian funding and bursaries.

21. COMPARATIVE ALLOCATION OF NET ASSETS

The group net assets held for the funds as at 31 August 2022 is as follows:

Group	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,664	158	-	**12,822**
Restricted funds	-	-	1,134	-	**1,134**
Unrestricted funds	20,653	1,863	4,934	(5,102)	**22,348**
	20,653	14,527	6,226	(5,102)	**36,304**

The Charity net assets held for the funds as at 31 August 2022 is as follows:

Charity	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	**Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,664	158	-	**12,822**
Restricted funds	-	-	1,134	-	**1,134**
Unrestricted funds	20,648	1,863	5,185	(5,102)	**22,594**
	20,648	14,527	6,477	(5,102)	**36,550**

22. COMPARATIVE MOVEMENTS OF FUNDS

Group	At 1 September 2021	Income	Expenditure	Transfers and Gains/ (Losses)	At 31 August 2022
	£'000	£'000	£'000	£'000	£'000
Endowed Funds					
Roedean St Mary's Hall Trust	14,886	239	(67)	(2,236)	**12,822**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	-	776	(33)	24	**767**
Development and Project Fund	36	329	-	-	**365**
Other (All-Weather Pitch, Take a Seat)	-	40	-	(40)	**-**
	38	1,145	(33)	(16)	**1,134**
General Reserve					
Discontinued Operations	(74)	1	113	(40)	**-**
Continuing Operations	21,402	19,373	(18,680)	253	**22,348**
Unrestricted Funds	21,328	19,374	(18,567)	213	**22,348**
Total Funds	**36,252**	**20,758**	**(18,667)**	**(2,039)**	**36,304**

Charity	At 1 September 2021	Income	Expenditure	Transfers and Gains/ (Losses)	At 31 August 2022
	£'000	£'000	£'000	£'000	£'000
Endowed Funds					
Roedean St Mary's Hall Trust	14,886	239	(67)	(2,236)	**12,822**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from parents	1	-	-	-	**1**
Bursary Fund	-	776	(33)	24	**767**
Development Fund	36	329	-	-	**365**
Other (All Weather Pitch)	-	40	-	(40)	**-**
	38	1,145	(33)	(16)	**1,134**
General Reserve					
Continuing Operations	21,598	18,893	(18,150)	253	**22,594**
Unrestricted Funds	21,598	18,893	(18,150)	253	**22,594**
Total Funds	**36,522**	**20,277**	**(18,250)**	**(1,999)**	**36,550**

24. TAXATION

Roedean School is a registered charity and under section 505 (1) of the Income and Corporation Taxes Act 1988 is exempt from taxation.

25. CAPITAL COMMITMENTS

The Group and the Charity had capital commitments of £1,052k at 31 August 2023 (2022: £nil).

26. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 August 2022 or 31 August 2023.

27. LEASING PAYMENTS AND COMMITMENTS

The future minimum lease payments under non-cancellable operating leases in respect of motor vehicles and equipment at the end of the year were:

	2023	2022
	£'000	£'000
0-1 Years	**218**	126
1-2 Years	**65**	59
2-5 Years	**160**	5
	443	190

Operating lease payments amounting to £217k (2022: £209k) were paid during the year.

28. TEACHERS' PENSION DEFINED BENEFITS SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,737k (2022: £1,545k) and at the year-end £148k (2022: £nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report, which was published in October 2023.

Following the McCloud judgement, the remedy proposed was 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 benefit, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

29. DEFINED CONTRIBUTION PENSION SCHEMES

The School operates defined contribution pension schemes through Aegon, Aviva, Clerical Medical and Scottish Widows with contributions made by both the employer and employees at variable rates. The assets of the scheme are held separately from those of Roedean School. Pension costs charged represent contributions payable by Roedean School to Aegon, Aviva, Clerical Medical and Scottish Widows.

Total pension costs amounted to:

	2023	2022
	£'000	£'000
Aegon	**7**	7
Aviva	**23**	26
* Clerical Medical	**0**	1
Scottish Widows	**111**	79
	141	113

The amount due at year end were as follows:

	2023	2022
	£'000	£'000
Aegon	**2**	2
Aviva	**3**	3
* Clerical Medical	**0**	0
Scottish Widows	**22**	20
	27	20

*Clerical Medical scheme ceased to operate from November 2022, and employees transferred to Scottish Widows scheme.

30. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Roedean School Enterprises Ltd.

The Charity owns all of the issued share capital of Roedean School Enterprises Ltd (company number 2921272), a company incorporated in England. This company carries out trading activities on behalf of the School.

In the year ended 31 August 2023, the Charity charged £171k (2022: £106k) to RSEL for the provision of staff and the administrative services and RSEL gifted £nil (2022: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2023 was £706k (2022: £675k).

Trustee Donations

In the year the Charity received donations totaling £3k from its Trustees (2022: £1k).

ROEDEAN

Principal Address and Registered Office
Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ

Charity Registration No. 307063

www.roedean.co.uk

ROEDEAN SCHOOL

England & Wales - Charity number 307063

Accounts

ROEDEAN SCHOOL

(Incorporated by Royal Charter)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

Roedean aims to inspire and challenge every student to develop her strengths and passions, to seek the highest academic and personal standards for herself, and to develop a strong foundation for her future.

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ROEDEAN SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

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MESSAGE FROM THE INTERIM CHAIR OF COUNCIL

I am delighted to introduce the Annual Report and Financial Statements for the year ended 31 August 2022. These show that Roedean is underpinned by strong financials, including no debt, and reporting an operating surplus this year.

Given the re-emergence of strong inflationary pressures in the UK, impacting all areas of Roedean's operations, and policy proposals which could impact on independent education, it is helpful that we do not face pressure arising from large loan repayments in that we are insulated from interest rate rises, and indeed will seek to capitalise further on these going forward, alongside work to manage costs and to maximise our income.

Roedean's historic estate requires significant investment in maintenance and running costs, not least given surging energy prices, from which we have been somewhat insulated due to advance purchase. This report also highlights our commitment to continually develop and improve what is on offer, including via the redevelopment of the theatre that has taken place at the start of this year and a significant investment in the School's IT infrastructure, as detailed on page 14.

Roedean is proud of its holistic education, but of course many prospective parents judge a school on their ability to help pupils to deliver strong results and added value, in other words to help pupils achieve at levels greater than would be expected elsewhere given baseline data. Our commitment is to stretch girls in and beyond the classroom, and the success of an academic approach that encourages children to pursue their own interests as well as intellectual challenge is shown in 2022's excellent exam results (71% 9-8 grades at GCSE and 71% A*-A grades at A Level in 2022).

These were the strongest results in the School's history. This is testament both to the pupils who worked so hard to achieve these results, despite the disruption of the pandemic, as well as to the talented team of staff under the leadership of Oliver Blond and his senior team, including the outstanding academic, teaching and learning leads.

Council is fully aware that examination results are of course only one part of a girl's education. The holistic education envisaged by the founding Lawrence sisters is alive and well today. Indeed, we firmly believe that where Roedean stands out is the breadth of co-curricular and enrichment programmes embedded throughout the School, from Wild Fridays, volunteering at St Mark's Primary, raising money for charity and volunteering in the local community and further afield. Numerous details of this work, which also ensures that Roedean delivers a strong public benefit to the wider community as well as through the education we provide to our pupils, are provided throughout this report.

After a sterling 10 years' service which has seen Roedean School reinvigorated, become the choice of more girls than ever before, and deliver its best-ever academic results, Oliver Blond announced that he would be stepping down in 2023. Council therefore undertook a recruitment process to find his successor and was delighted to appoint Mrs Niamh Green as Head from April 2023.

After a 20-year career in girls' boarding schools, Mrs Green impressed the panel with her experience and commitment to providing girls with an education which is strong academically but proudly holistic in its approach, committed to excellence in pastoral care as well to providing stretch - in and beyond the curriculum – to support each girl's development.

As this report highlights, Roedean's academic results rival other top schools in the country, whilst remaining deeply committed to providing a broad-based holistic education balanced alongside academics, tailoring what's on offer to help each girl achieve their potential whatever their interests and passion. Each and every member of the Roedean Council and Senior Leadership Team works relentlessly to ensure that girls are inspired by our teaching, find their passion and are challenged and supported every step of the way.

As Niamh explained shortly after her appointment: "talents and passions sparked outside the classroom in school can last a lifetime, whilst academic results will enable the girls to reach their goals, no matter if that journey is towards Oxbridge to study medicine, going to arts college or doing an apprenticeship."

As such, our goal and commitment as a school is to enable each girl to start the next phase of her journey as a confident, ambitious and compassionate young woman, ready to make her mark on a rapidly changing world, and I hope this report provides an overview of the investment made and work undertaken as a school to ensure that is the case.

Vivien Smiley
Interim Chair of Council

ROEDEAN SCHOOL
REPORT OF THE COUNCIL
FOR THE YEAR ENDED 31 AUGUST 2022

REPORT FROM THE COUNCIL

The Council ("Board") of Roedean School presents its eighty third annual report and audited financial statements for the year ended 31 August 2022 and confirms that they comply with the requirements of the Charities Act 2011, Roedean's Royal Charter (1938) and the Charities SORP 2019.

Roedean School ("Roedean" or "the School" or "the Corporation" or "the Charity") was founded by the Lawrence sisters in 1885, and moved in 1898 to its present site which provides an iconic location between the South Downs (now a National Park) and the English Channel. The School was originally incorporated under the Companies Acts 1908 and 1917. It was reincorporated by Royal Charter in 1938. It was registered as a charity in 1966 (registration number 307063).

ETHOS AND AIMS

Yesterday, Today, Tomorrow: Living Our Values

Ethos

When Roedean School was founded by the Lawrence sisters in 1885, its aim was to provide 'a thorough physical, intellectual and moral' education with 'as much liberty as is consistent with safety'.

Our trailblazing founders believed that girls deserved as good an education as boys – so Roedean was intended to challenge orthodox views. The sisters' vision was to prepare girls for a university education and future careers.

Our first prospectus outlined six key pillars:

- To encourage healthy and active living.
- To provide a strong academic foundation.
- To develop an appreciation of sport, culture and the arts.
- To build independence of thought and character.
- To develop skills and confidence for university and careers.
- To develop a strong sense of personal and moral values.

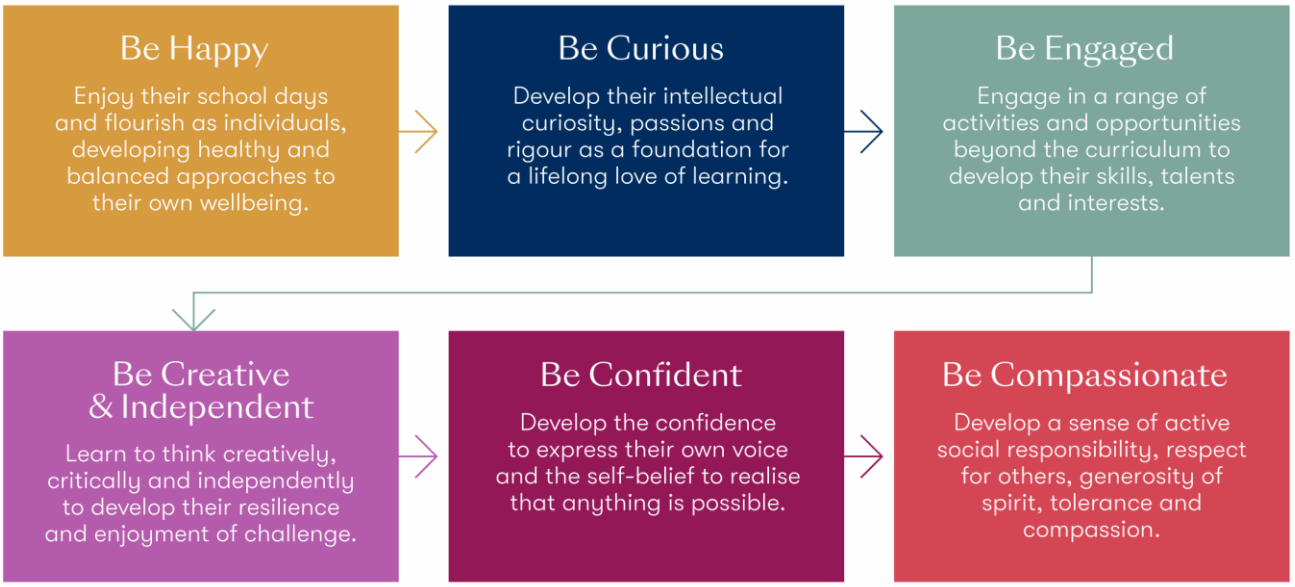
This founding ethos and these pillars remain central to the Roedean ethos and education today – where we aim to provide a distinctively academic, high-quality, all-round education, within a caring and friendly community in a wonderful coastal setting.

At the centre of everything we have done in the last year is our overriding goal of ensuring that Roedean continues to be seen as an acknowledged centre of excellence in girls' education. Underpinning this is a relentless focus on delivering a unique education for every individual, with high professional standards and expectations throughout the School.

Aims

Roedean aims to inspire and challenge every student to develop her strengths and passions, seek the highest academic and personal standards for herself, and develop a strong foundation for her future in today's fast changing world. We also seek to enable pupils to develop lifelong friendships, a strong sense of belonging to Roedean and the wider community, and a sense of pride, both in themselves and in their school.

We want every girl to:



Strong academic outcomes are of course important (see page 15), but our goals extend beyond examination results. Roedean has continued to work to achieve our six key aims during 2021-22 through a focus on the key areas of Care, Community and Challenge:

- Care – to ensure every girl is known and supported in all areas of school life to help them progress.
- Community – to ensure every girl is provided with the best teaching and pastoral departments with a strong team and open-door ethos, and exciting opportunities.
- Challenge – to ensure every girl is challenged and motivated in every subject area by fantastic and inspirational teaching.

The overall aims of the School are reviewed and evaluated annually by the Senior Leadership Team, and by Council, to ensure they tie in with current issues and strategic challenges, and this is translated into new annual priorities which are rolled out to each department at the start of the academic year. This process is of course informed by feedback, including from girls, staff and parents.

Charitable Objects, Access and Public Benefit

As a registered charity, Roedean School seeks to benefit the public through the pursuit of its objects and objectives, which are to provide a distinctively academic, high-quality, and holistic all-round education, within a caring and friendly community.

Charitable Objects

The principal objects of the Corporation of Roedean School, as laid down in the Royal Charter of 1938, are:

- To carry on at Roedean or elsewhere a school for girls in which they may receive a sound education including physical and moral training.
- To establish and carry on at any place or places which may be thought fit any subsidiary affiliated or other schools for the education of girls in connection with the above-mentioned School.
- To establish, maintain and subsidise boarding houses for mistresses, teachers, pupils and others connected with or attending such school.
- To provide in connection with any school maintained by the Corporation, means for training student teachers and students in the theory and practice of education.

Delivering Roedean's Public Benefit

In meeting its objects, Roedean's public benefit aim is to provide a first-class independent education, both through strong academic tuition, and through developing wider sporting, artistic and social skills in all its pupils. This is intended to provide an environment where pupils can develop and fulfil their potential, helping build their self-confidence and inculcating a desire to contribute to the wider community.

In the furtherance of these aims the Trustees have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 24 to 26). The Corporation delivers Roedean's public benefit through:

Delivering high-quality all-round education for girls

At the commencement of the academic year 2021-22 the number of pupils at Roedean School was 675, and as at September 2022 the number was just over 700. Around half of all pupils are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

Providing girls with financial support to enable talented girls of all backgrounds to access Roedean

As a charity, Roedean ensures that the education that it provides is not restricted to those who can afford the fees, welcoming pupils from all backgrounds and making awards to ensure that talented girls are able to attend.

Both scholarships and bursaries give financial assistance. This year, Roedean was delighted to be able to offer funded places to nine Ukranian children who moved to the Brighton area under the Homes for Ukraine programme and who started at the School in September 2022.

Employing and developing staff

Roedean is a major employer in the local community and invests in training and developing staff, including teachers, as per its charitable objects. Their development is also supported through the partnerships with local state schools, which provide opportunities for sharing best practice and developing new skills.

Supporting other charities and community organisations

Roedean is integrally linked to the local community, both by pupils and staff actively assisting in and fundraising for local, national and international charities, as well as other local community organisations. These links continued to grow and flourish this year and includes a CAP volunteering (Community Action Programme) for the Sixth Form and dynamic partnerships with local state schools. Further information is provided on pages 24 to 26 and on the Schools Together website https://www.schoolstogether.org/.

Enabling Access to the Roedean Education – Awards

Bursary Awards	The Council views bursary awards as important in helping to ensure that pupils from families who would otherwise not be able to afford the fees can access the education the School offers. Roedean's awards can be made available to all who meet our general entry requirements and are made after assessing parental means either before a girl joins the School or to relieve hardship when an existing pupil's education would be at risk, for example in the case of parental redundancy. The admissions process strives to ensure that all pupils who receive a Roedean education have the opportunity to fulfil their potential. Entrance interviews and assessments are undertaken to satisfy both the School and parents that potential pupils can cope with the pace of learning and benefit from our education. Applications made prior to a girl joining the School can be made on entry into Years 7, 9 and 12. In assessing means, the School takes a number of factors into consideration including family income, investments and other assets, as well as looking at family outgoings. Bursary awards for pupils applying to the School can, in instances, be up to 100% remission of fees. The 100% bursarial funding is part of the Brighthelm Awards Scheme, and for the girls in receipt of these awards there is also funding to assist with the costs of co-curricular activities, school trips, uniform, and travel to and from the School. Bursaries are also awarded to pupils already in the School to relieve hardship and these can be for any amount but are typically between 10% and 50% remission of fees. This year the value of means-tested awards within Roedean School totalled £1.5m (this is classified as bursaries plus all associated awards for each pupil). The School provided assistance to 356 of its pupils of whom four girls benefited from a full remission of fees, and a further 24% benefit from fee remission of 70% or over. Overall, means tested and non-means tested awards totalled £3.0m for the year. The bursary policy has been expanded using the permanently endowed funds held by Roedean St Mary's Hall Trust, of which Roedean School is the trustee. It has continued to be supported by income generated from the Charity's operations at a similar level to the previous year.
Scholarships	Roedean has a number of awards to recognise excellence in a particular field including academic, performing and visual arts (music, drama, art), and sport, and these are available to girls joining the School in Year 7, Year 9 and Year 12. There are additional accolades that are awarded to girls at the discretion of the School, who through the scholarship process show excellence is multiple areas, including academic and other areas of specialism – these are the Sussex and Lawrence Scholarships. The Newnham Scholarship is also awarded at the School's discretion and acknowledges the highest academic award at Roedean, in honour of the Founders' historic links to Newnham College, Cambridge. Each year, we attract high-calibre applicants who enrich the School not only in their specialist fields, but also in all areas of school life. Sixth Form scholarships have been increased through Old Roedeanians' Scholarship Fund donations (charity registration number 1066599), and other awards have also benefited from the generosity of individual donors. For more details of scholarships: https://roedean.co.uk/admissions/scholarships-bursaries/

STRUCTURE, GOVERNANCE AND MANAGEMENT

Group Structure

The Roedean Group of Schools was formed on 1 September 2017. Under the Charities SORP (FRS 102) it is a requirement that where Roedean School controls assets of other charities their assets, income and expenditure are consolidated within the accounts.

The Group comprises Roedean School and the following wholly owned or controlled subsidiaries:

Roedean School Enterprises Limited ("RSEL") – a private company limited by shares and incorporated in the UK (registration number 2921272). The company was incorporated on 21 April 1994, and it operates from its registered office address of Roedean School, Roedean Way, Brighton, BN2 5RQ.

Moira House School Limited ("Moira House") – a charitable company limited by guarantee (company registration number 00434590, registered charity number 307072). Its registered office is c/o Roedean School, Roedean Way, Brighton, East Sussex BN2 5RQ. This company no longer trades and is in the final stages of being wound up.

Note on Deepdene School: Roedean ceased its partnership with Deepdene during the year ended 31 August 2022 and this school closed on 1 April 2022 and was placed under voluntary liquidation on 23 June 2022.

Governing Body – The Council

The business and affairs of the Corporation are managed and administered by a governing body known as the Council which is the Board of Trustees under charity law, whose members are known as Councillors or Trustees. Council's responsibility for the strategy, and the management of the business and affairs of the Corporation is set out in the Royal Charter of 1938.

The Council has a clear strategy for maintaining the School's position in a competitive market. In addition to carefully managed use of the bursary programme and investment in improved facilities, significant resources are allocated towards activities and projects which support our pupils' development, as well as assist the broader development of and reputation of the School.

The focus on expanding the pupil numbers within current capacity and towards the Department for Education approved maximum for the site, as well as management of costs, is targeted to grow Roedean's reputation, ensure that the School's high fixed overheads are covered, and to mitigate risks to market changes, for example due to changes in the UK and international educational markets.

The Council meets at the end of each term, as a minimum, with additional meetings organised when required, with virtual meetings throughout the pandemic. Reporting into Council are individual Committees which meet regularly throughout the year and carry out activities according to the Terms of Reference of each Committee. A list of Committees can be found on page 27.

The Council's strategy is developed in partnership with the Senior Leadership Team ("SLT") of the School, and is implemented by the SLT. Roedean School's SLT during the 2021-22 academic year comprised of the Head, the Head of School, the Director of Finance & Administration, the Deputy Head Pastoral, the Deputy Head Academic, and the Deputy Head Co-Curricular and Outreach. These are the key management personnel as indicated in Note 10. The SLT provides the Council and its Committees with regular strategic updates, progress reports and statutory annual reports and documentation to enable them to support and scrutinise delivery of the School's strategy and its aims as outlined above.

Members of the Corporation

The members of the Corporation are known as Governors. The Governors of the Corporation include the President and any Vice-Presidents, and members of the Council both past and present, as well as a large number of Old Roedeanians ("ORs"). There are in the region of 3,000+ Governors around the world, mainly comprising former pupils of

Roedean.

Each year, the Governors have the right to consider the Annual Report of the Council in General Meeting, as well as to elect a number of Councillors, and to vote on any amendments to the Royal Charter or its Bye-Laws. The Corporation in General Meeting may from time to time elect to be a Governor any person whose election may be deemed likely to further the interests of the Corporation and it shall be the duty of the Corporation whenever the number of Governors falls below 50 to elect not less than five Governors at the next ensuing Annual General Meeting.

ISI Regulatory Inspection – November 2021

In November 2021, the School underwent a Regulatory Compliance and Educational Quality inspection by the Independent Schools Inspectorate ("ISI").

Following detailed scrutiny over four days, and feedback from staff, parents and pupils, the inspectors concluded that Roedean was fully compliant, meeting every one of the required standards in the different areas of regulation:

- Quality of Education.
- Spiritual, moral, social and cultural development.
- The standard of boarding accommodation, as set out in the National Minimum Standards for boarding.
- The welfare, health and safety of pupils.
- The suitability of staff, supply staff, and proprietors (in the case of Roedean, the Council).
- The provision of information.
- The handling of complaints.
- The quality of management and leadership.

These standards were deemed to have been met after the in-depth review and assessment by this external body of highly-trained specialists, who looked at 1,216 survey responses from parents, staff and pupils. In addition, they met and discussed all aspects of the School with 230 girls and staff, observed approximately 120 lessons, and reviewed all the School's records and thousands of pages of evidence.

'Excellent' - The highest possible quality rating in academic and personal development

Roedean was judged as 'excellent' (the highest rating) both for the quality of its academic outcomes and students' personal development.

The strength of pastoral care and safeguarding has been consistently acknowledged in ISI inspections over the last 10 years but, given the critical importance of this area and the focus on strong pastoral care at Roedean, it was good to see again that the School achieved the highest possible accolade for both sets of inspections.

The full report from ISI is available via the following link www.roedean.co.uk/isi-reports

Risk Management

The Trustees are aware of The Charity Governance Code published in 2020 ("Code") which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Nominations & Governance Committee, reviews its current governance arrangements against the principles within the Code and will continue to address issues raised where required in 2022-23, seeking sound external advice where necessary alongside ongoing Trustee input. The School underwent an external review of its governance arrangement to ensure best practice, and is working to implement a number of recommendations received by Council in 2022.

Although the excellent inspection outcomes provide our stakeholders with reassurance both as to the quality of the Roedean education and the systems in place to safeguard students and staff, no independent school or charity can afford to stand still or fail to take account of risks that they face.

As such, Council regularly identifies and reviews the major risks to which the School is exposed, and systems have been established to manage those risks. As the risks associated with the pandemic receded, other areas of risk

increased, for example around inflationary pressures and soaring energy prices.

The Council manages risks through the activities of its various Committees and through the SLT structure. A risk register is maintained, and reviewed regularly at Committee and Board level, which is used to ensure that appropriate effort is directed at managing the risks identified. The primary key risks that Council has identified, and the methods used to manage those risks, within the risk register are as follows:

KEY RISK	METHOD TO MANAGE RISK
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	Always continue to assess the risks and options available, while building and sustaining pupil numbers and revenue in order to provide financial capacity on the bottom line, and review the five-year model taking account of the number of variables. Further work on cost control measures and benchmarking, and forward purchase contracts where beneficial. Targeted growth in pupil numbers both day and boarding, and diversification overseas. Regular reviews of costs and fee levels together with a balanced approach to funding places through awards. Close debtor control, target increase in alternative funding sources including letting and investment income, and close monitoring of costs and benchmarking against key performance indicators.
Safeguarding failure	Regular reviews of safeguarding and pastoral support including via the Designated Safeguarding Lead ("DSL"), Council and the Trustee with responsibility for safeguarding. Training for all staff, Trustees and volunteers, scrutiny over appointments and regular reviews of the Single Central Register. Investment in strong pastoral and welfare support for pupils
Political threats to independent schools – potential changes to tax policy, charitable status, or business rates relief	Highlight and raise awareness of Roedean's public benefit and support lobbying efforts via HMC (Headmasters' and Headmistresses' Conference). ISC (Independent Schools Council) and others, as well as explore changes to current model to mitigate impact of potential changes, including via governance changes and charity/company structures. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals.
Condition of the estate and increased risk of damage arising from extreme weather events and / or health and safety ("H&S") issues	Ongoing investment and upgrades to on-site facilities, via refurbishments and ongoing planned preventative maintenance as part of an external structural survey conducted by Carter Jonas, and now updated by Stace LLP. H&S and other relevant requirements (e.g. environmental and equality) considered as part of estate works, alongside affordability, and monitored by Council, its Estates Committee and retained external consultants. H&S representative on Council and reporting on H&S to Estates Committee.
Out-of-date governance arrangements	Council commissioned an independent governance review in 2021 in order to plan and scope out how to modernise and enhance governance arrangements for the Charity. A key element of this is to ensure Trustees are working in line with current regulations and best practices. A focus area was the 1938 Royal Charter and Bye-Laws, some of which may benefit from updating in order to maximise Roedean's strategic and operational flexibility, and optimise governance for the next 100 years. Any changes to the Royal Charter will require the approval of Governors and Privy Council.

KEY RISK	METHOD TO MANAGE RISK
Ability to recruit and retain staff and pupils including due to competitor activity and damage to School's reputation	Maintain close watch on competitor environment and ensure that the Roedean 'product' (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active liaison with prep and junior schools as well as agents and key contacts in international markets. Maintain and increase diversity in international recruitment to minimise over-reliance on single markets. Internal and external recruitment to fill staff vacancies, promoting the additional benefits of working at Roedean, and active engagement with staff to address any concerns identified. Work to manage Roedean's reputation, including work to enhance the School's online presence, including via social media.

Overall risk management controls

In addition to the specific measures outlined above, the overall key controls used by the Charity include:

- formal agenda for all Committee and Council activities;
- detailed terms of reference for all Committees;
- comprehensive strategic planning, budgeting and management accounting;
- established organisational structure and lines of reporting which are reviewed on a regular basis;
- formal written policies;
- clear authorisation and approval levels for both invoices and payments;
- vetting procedures as required by law for the protection of pupils;
- independent voluntary external audits and inspections of different areas of school life;
- reviewing new estate developments against the masterplan, budget and growth in pupil numbers;
- external legal and professional advice;
- engagement with professional and regulatory bodies, including the Charity Commission; and
- regular training and continuous professional development for Trustees and staff.

Additional Governance Information

The Code of Fundraising Practice

Fundraising is only carried out internally and fundraising activities are not outsourced to professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator and is committed to adhering to the Code of Fundraising Practice, and there have been no breaches of this code.

No complaints have been received about the fundraising carried out by the Charity. The Charity has signed up to receiving suppressions under the Fundraising Preference Service. All of our fundraising and customer service staff follow best-practice guidelines for dealing with vulnerable people.

We comply with all legal requirements relating to data protection under General Data Protection Regulation ("GDPR") and do not share any data for the purposes of fundraising with third parties or data sharing schemes.

Data Protection and GDPR

In order to ensure its adherence to data protection legislation, including GDPR, the Charity has a Privacy Officer, Adrian Coomber. Its Privacy Policy is available on its website https://roedean.co.uk/https-roedean-co-uk-wp-content-uploads-2022-11-roedean-school-privacy-notice-pdf/ There is significant work each year in training and developing staff and volunteers' understanding of data protection, and investment is made in our IT infrastructure to minimise risks to data held.

Health and Safety

Roedean is also vigilant concerning its H&S responsibilities, and it contracts Assurity Limited to monitor all systems externally alongside the Risk Group (including Trustee membership), the Estates Committee and the internal Health & Safety Committee. There is also an internal Health & Safety Officer as well as a Council representative for H&S.

Gender Pay Gap Report - Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees by 5th April each year. The latest report is available on the Roedean website https://www.roedean.co.uk/policies

As an educational charity, Roedean School is committed to being inclusive as we see the diverse population of both pupils and staff as one of the School's greatest strengths. In order to ensure everyone can thrive and meet their full potential it is essential that inclusion and equality of opportunity be at the core of all the School's activities, including pay and terms and conditions.

Roedean is an equal opportunities employer and the School is committed to ensuring a working environment free from any discrimination. Training and continued professional development opportunities are provided for all staff, irrespective of gender.

Remuneration

Remuneration is decided by the Council, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding, fairly and responsibly, individual contributions to the School's success. Specifically, the remuneration levels of the Head, the Head of School and the Director of Finance & Administration are based on performance, and decided and agreed via the Remuneration Committee.

The appropriateness and relevance of the remuneration policy is reviewed regularly, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere, and maintains salary levels within appropriate boundaries.

The School continues to aim to recruit, subject to experience, at a competitive level whilst providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on the key management personnel, and staff costs are the largest single element of the charitable expenditure.

INVESTING IN ROEDEAN'S ESTATE

Roedean moved to its current site in 1898 and our unique location ensures students can enjoy the best of both worlds: proximity to one of the UK's most vibrant and dynamic cities and a sense of calm from our cliff-top setting between the edge of the South Downs National Park and the English Channel.

Alongside the high-quality learning and teaching environment, market leading boarding accommodation and excellent sports facilities, the girls have acres of space to explore and even a farm. Significant resources are invested each year in maintaining and enhancing this historic, grade 2 listed building and our estate such that the School continues to be seen as an acknowledged centre of excellence in girls' education.

Enhancing facilities at the School
The capital investment programme has been consolidated in the recent period due to the pandemic, but examples of the planned investment and expansion in our facilities over the next few years will include further boarding house upgrades, investment in our science teaching facilities, and the library upgrade which will provide additional learning and study spaces and create a hub of research and information technology resources.

Creating and maintaining excellent facilities is a priority for Roedean as part of the School's masterplan. The School's aim is to create the best possible environment for pupils, so that they can achieve as highly as possible and fulfil their potential. A full review of the estate and masterplan is underway and enhanced Science and Technology ("STEM") and sports facilities are identified priorities going forward.

As such, further developments are planned to coincide with the period between '125 Years at Roedean' (on the Roedean site) in 2023 and the School's 150th anniversary in 2035. This follows recent investment in other areas of our estate.

Theatre refurbishment
The theatre underwent a transformation in 2021 with a full refurbishment incorporating new tiers, new balustrades and 350 seats. This means there are now:

- 40% more seats facing the stage than before.
- Elegant high-density stacking chairs which can be moved to make way for wheelchairs.
- A bespoke balustrade with the School's crest at its centre.
- A remodeled balcony to offer improved sight lines for all.

The venue is now luxurious, practical and highly atmospheric and this has the potential to increase the revenue we generate from external lettings.

Boarding refurbishments
Further to the major development of boarding a few years ago, the School has committed to an ongoing refurbishment programme for its boarding houses. There were no summer lets in 2021 due to Covid, enabling significant areas to be refurbished in Houses 1-4, including bedrooms and communal spaces. Work has also been completed on parts of Keswick House, one of the Sixth Form houses.

Teaching and learning spaces
The School continued its investment in classroom upgrades with a number of areas being refurbished during the recent period, and this programme will continue in future years via a continued three-year rolling investment programme in teaching spaces, including teaching aids (manual and electronic), furniture, decoration, storage and lighting levels. Input from the pupils is key in this process, enabling the girls to learn in the best possible surroundings.

This has been accompanied by the upgrade of corridors and communal spaces; the installation of hybrid online learning classroom facilities and extension of WiFi provision to enable both high quality off-site online and on-site learning; and further investment in IT resources covering surface laptops, smartboards, firewall upgrades, server room investment and storage improvements.

As you would expect, this work sits alongside the continuation of fire and health and safety upgrades; and ongoing energy efficiency initiatives to reduce costs and minimise Roedean's environmental impact.

PROGRESS UPDATES AND OPERATIONAL REPORT

Academic Progress and Achievement

Our approach to teaching and learning

Our specialist teachers are talented, dedicated and, most importantly, infectiously passionate about their subjects. This helps ensure that lessons are purposeful, yet relaxed; with strong professional relationships between teachers and students enabling productive learning that's paced to individual needs.

"Pupils show an outstanding attitude to learning." ISI, November 2021

Roedean's pupils achieve excellent results in public examinations, including this year, which saw Roedean's strongest ever results. Our approach is to support each pupil to achieve their potential via tailored learning, stretching the very brightest as well as providing additional support to those who need it. This approach delivers added value scores, which were this year +0.57 at GCSE and +0.03 at A level.

Dynamic teaching nurtures academic curiosity, independence, and self-confidence; with Roedean girls encouraged to develop originality and creativity, both in character and thinking, something that was recognised by inspectors during the ISI inspection.

Assessment is designed to support the learning process, providing opportunities for girls to demonstrate their understanding and move on. Feedback plays a crucial role in the process and is always designed to identify key strengths and specific areas for improvement. Girls learn that making mistakes is a natural and essential part of the learning process, and they are encouraged to embrace this and learn from the feedback offered to help them to improve.

To complement learning within the classroom, we offer wide-ranging academic opportunities outside of it – benefitting studies and building a breadth and depth of understanding. Passing exams and assimilating knowledge is obviously important, but Roedean is also clear that in the long term it is more valuable to learn to think deeply, critically, and spontaneously, and to challenge and question what is learned.

"In line with the School's aim, pupils develop intellectual curiosity and a love of learning as they move through the school" ISI, November 2021

Following the return to normal schooling as the Covid pandemic subsided, the School this year introduced a series of measures to build pupil confidence and support their progress. These included, amongst others:

- A return to as many in-person experiences as possible, including parent consultation evenings, assemblies, academic lectures and presentations, as well as trips and visits to develop a collaborative ethos and return to normality.
- A focus in weekly continuing professional development ("CPD") sessions on the provision of support for individual pupils, as well as providing excellent feedback to help pupil progress.
- A programme of modular-style assessments for exam year groups.
- Clear communication to pupils and parents on the topic areas to be covered plus curriculum time given for preparation and revision.

Outstanding academic achievement

The strong programme of assessment and clear communication with students and parents together with a return to the full co-curricular holistic life of the School combined to help pupils to achieve the School's best-ever results in public examinations.

Over 29% of all grades at A Level were A with over 70% of all grades at A and above compared with the independent sector average of 58% and maintained sector average of 38%.*

At GCSE, over 47% of all grades were 9, 71% grades 9-8 and 85% of all grades at 9-7, a rise of 17% compared to the last year of public examinations in 2019.

These results were achieved by the School's largest ever Year 11 cohort, with a total of almost 1,200 individual subject grades taken by 130 pupils, of whom 88% achieved at least one grade 9 with 94% achieving grade 8 or better.

Leaver destinations and careers

The vast majority of Roedean pupils progress onto higher education, applying to universities all over the world and choosing a wide range of academic courses in line with their diverse interests and exposure to a broad-based education at Roedean which extends well beyond the curriculum – courses followed by recent leavers ranged from Medicine to War Studies, Drama to Natural Sciences, Art History to Aerospace Engineering, and Fashion Design to Earth and Planetary Science.

Of the students who took up places in September 2022 or who deferred to 2023 and for whom we hold data, 30.4% are reading Arts and Humanities subjects, 35.7% are reading Social Sciences subjects, and 33.9% are reading STEM (Science, Technology, Engineering and Mathematics) subjects. Girls at Roedean have an exceptional record at gaining places in STEM subjects, and this year was no different.

Of the 2021-22 Year 13 cohort, 7% of Roedean students moved on to courses at Oxbridge – including Medicine, Ancient and Modern History, Land Economy, History and Mathematics. 7% of the cohort went on to study Medicine, with almost 60% moving on to study at Russell Group universities. Other destinations included degrees at international universities and highly sought after Art Foundation courses, continuing Roedean's exceptional track record in the visual arts. A number of students also choose competitive degree apprenticeships.

Each year there is a significant focus on activities to ensure pupils are ready for the next steps in their education and the world of work. Examples this year included a Virtual Careers Fair, which drew in students from all year groups to listen to different contributors from our OR, parent and wider Brighton communities, as well as the Spring Pathway lecture series. These are careers focused lectures covering: STEM; Business, Economics and Enterprise; Society; and Creative and Performing Arts.

Year 12 were supported as they commenced their university preparation, attending sessions on the UCAS system, applying to international universities and starting their applications. The cohort also attended Life Skills courses, had access to a top university programme, and Oxbridge and Medic preparation also took place, including via the BioMedical Admissions Test (BMAT), the University Clinical Aptitude Test (UKAT) and the Law National Admissions Test (LNAT) training, as well as an event with Lancing College, who have partnered with Roedean in Oxbridge preparation for several years.

To develop their networking skills, students took part in events via a newly created partnership with the Brighton Chamber of Commerce, and three Business students went to the Chambers' Summit in the city, hearing from inspirational keynote speakers, and speaking to owners of many of Brighton businesses and charities.

"Pupils' communication skills are outstanding."

Roedean also hosted a popular 'Behind the Scenes' event at school for business leaders to attend, where students and members of the SLT spoke about their experiences of being part of and leading a large Brighton business, followed by the students touring the guests around the school. From this partnership, Roedean will strive to develop new work experience links for sixth formers, speakers for the Sixth Form Pathways programme and the Business GCSE and A Level courses, as well as leaders for the Year 13 'Work Readiness' programme in the Autumn Term.

Pastoral Care and Pupil Welfare

Roedean aims to provide outstanding pastoral care within a supportive and diverse community. The strength of its safeguarding and pastoral support was recognised in the November 2021 ISI inspection, as it had been in successive previous inspections.

Pastoral care and pupil welfare was an area of significant focus this year, not least as a result of the disruption arising from the Covid pandemic which had seen extraordinary measures put in place around social distancing, as well as limits on the range of co-curricular activities and in person face to face support which could be offered.

"Pupils have an exceptional knowledge of how to stay safe and understand how to be physically and mentally healthy, particularly in terms of diet, exercise and a balanced lifestyle. The proprietors have invested heavily in pastoral support, and pupils describe being supported to manage any mental health issues, praising an open culture which enables them to talk through issues without pressure in a safe and nurturing environment." ISI, November 2021

Personal, social and health education

During the year, the Personal, Social and Health Education ("PSHE") and Relationship and Sex Education ("RSE") curricula were reviewed to ensure that they were in line with reviewed Government guidance under 'Keeping Children Safe in Education' (2021 & 2022) as well as from the ISI. All schemes of work were reviewed by the Safeguarding Trustee and the curriculum was shared with all pupils and parents.

With a firm commitment to RSE already embedded across the School, the Sixth Form team responded to the 'Ofsted Review into Sexual Abuse in Schools and Colleges' by holding additional assemblies and Life Skills sessions. The *Everyone's Invited* site, and our school response to the issues it raises, was also identified as a key focus for the Student Council this year, and we were delighted to welcome Everyone's Invited founder Sara Soma to give a lecture in April 2022, with visiting pupils from other schools. Further external speakers and events also focused on online safety, relationships, well-being, identity and diversity, as well as social media and beauty standards.

"Almost all pupils completed the questionnaires, and over a quarter of pupils held focused discussions with inspectors, showing mature perspective, and an openness to both agree with and challenge each other, often drawing on their own and others' experience." ISI, November 2021

Key Stage 3 (KS3 – Years 7, 8 & 9) Pastoral Summary

Year 7 settled quickly and effectively into school life when they joined in Autumn 2021, with bi-weekly meetings with the Head of Year 7 and the Housemistresses providing support to ensure that occasional issues with homesickness and cementing friendships could be identified and dealt with quickly. The 'Big Sister' programme with Year 12 also proved invaluable.

Having had their learning interrupted by two lockdowns, Year 7 students required significant support with their organisational skills, which was provided by tutors and older pupils. After the constraints of Covid, the year group fully embraced the co-curricular opportunities presented to them e.g. the 'Wild Friday' programme launched this year proved very popular.

Year 7 pupils played an active role in Open Days, providing early opportunities to develop their leadership skills, and had numerous opportunities for group work, helping the cohesion of the cohort. Year 7 tutor groups also led their own assemblies on topics they are passionate about, such as sustainability in the local area.

Year 8 returned to school with enthusiasm, ready to learn and to embrace the co-curricular programme. The girls were very proactive in using the role of the form reps to voice suggestions and feedback. In some cases, friendship issues that had arisen against the backdrop of the constraints of Covid required support to unpick, but this was overcome through group activities and trips to help year group integration, and with staff support and care.

Year 9 was joined by 36 new students in autumn 2021. This integration went well, new girls being warmly welcomed by existing students and supported through induction. Many Year 9 girls commented on the positive impact lighter Covid restrictions had on their wellbeing and enjoyment of school, via year group socials and activities deployed to help girls develop their social networks and avoid cliques.

A new Year 9 leadership programme was launched, and leaders led assemblies to Year 7 and 8, spoke in Chapel and helped with planning for socials. After the remaining Covid restrictions eased, the Spring Term saw the reintroduction of Key Stage 3 assemblies, giving pupils the opportunity to gather as a community and hear from

speakers across the school, including Prefects, members of the SLT, and Year 9 leaders.

Throughout, pupil feedback via surveys and meetings informed pastoral support and provision, such as via the introduction of small group counselling sessions. There was also a focus on model behaviours, with recognition via the Key Stage 3 'Head of Year Award' for those girls consistently 'getting it right', or for kind behaviour and conduct. The year has also seen a focus on mental health first aid, and work to provide girls with tasks and activities to support resilience and self-help.

Key Stage 4 (KS4 – Years 10 & 11) Pastoral Summary

Year 10 students settled into their GCSE studies with focus and determination, although some pupils inevitably found the initial transition difficult in terms of workload and balance, partly due to the nature of GCSEs, but also as some had found lockdown learning particularly demanding, impacting their progress. These pupils were supported ably by the Head of Year 10, alongside the Assistant Head: Pastoral and the academic support teams.

As part of our work to encourage pupils to stay at Roedean for the Sixth Form, the Year 10s had 'taster days', including lessons, breakfasts in Keswick and opportunities to have fun with and chat to sixth formers. Effective induction, including study skills sessions and meetings with key staff ahead of arrival, helped to welcome and integrate 24 new students into Year 11 – including the Pre-A Level and One Year GCSE cohorts.

Year 11, who went on to achieve excellent results in the summer GCSE examinations, were positive about the clear, transparent, and concise messaging around assessments and exams. As the first group to sit public examinations for three years, perhaps inevitably some pupils felt overwhelmed with workload and prep, especially in the run up to assessments. The pastoral and academic teams worked together to introduce measures to minimise these challenges. For example, assemblies focused on healthy learning behaviours and this helped pupils return to good habits in the classroom, and develop academic resilience and buoyancy over the course of KS4. As noted in relation to KS3, Roedean is committed to the use of pupils' own voices to inform its approach, for example via a wellbeing survey and tutor group breakfasts.

Pupils in Key Stage 4 had a busy and positive Spring Term, working hard for their mock examinations. Following the post-Covid reintroduction of Key Stage assemblies, KS4 girls got involved by delivering musical performances and notices and sharing "fun facts" to bring lightness to the start of the day, as well as discussing LGBT+ role models as part of LGBT+ history month.

The Summer Term saw GCSEs for Year 11s and internal end of year assessments for Year 10s. The girls rose to the occasion admirably. The Year 11s were the first cohort since 2019 to sit public examinations, and several staff commented on how calm and composed their attitude had been, with a clear sense of community and support for one another.

Sixth Form Pastoral Summary (Years 12 & 13)

In September 2021, the Sixth Form pupils were able to be together in the Sixth Form Centre for the first time since March 2020. We welcomed 91 Year 12 students to the School, in addition to the 62 students returning for Year 13. Fewer Covid restrictions meant that sixth formers had more opportunities for involvement in the wider life of the School, with work to build and strengthen the Sixth Form community, for example via:

- Student-led societies, such as the academic discussion group, and the Model United Nations.
- Sixth Form recruitment events.
- Parents' evenings and events, such as the opening of the refurbished theatre.
- Community events such as the House Festival, which was led by the Prefect Team.
- Pupil involvement in staff CPD (Continuing Professional Development) including sharing their experiences as neuro-diverse students, or digital resilience.

Year 12 had experienced Covid disruption throughout KS4, including cancelled examinations. The effect of this was seen in some students feeling overwhelmed with the academic demands of A Levels. Tailored support was put in place to help all students to manage the transition, including via 1:1s with the Head of Year for every Year 12 pupil.

The staff team worked to help students ahead of mocks, beginning to reduce anxiety, alongside further support in preparation such as via revision skills sessions, as well as continuing 1:1 mentoring by tutors. The year group remained positive and focused, and a large proportion of girls signed up for the revision week offered by Roedean at the beginning of the Easter holidays. This helped them navigate the challenges for Year 13 around university applications and academic progress, particularly following the announcement that examinations would be going ahead and grade boundaries would begin to return to 2019 levels.

In line with Roedean's continued commitment to personal development, community engagement and to supporting others, the Year 13 tutor team ran an assembly series of 'Making your Mark', as a way of encouraging girls to think about their moral purpose and contributions, currently and in the future. Throughout the year, sixth formers continued to lead initiatives in the school community, including via Student Council meetings, and took advantage of the many activities on offer.

As well as celebratory events ahead of commencing study leave, including a magnificent Leavers' Chapel attended by Years 9 to 12, Year 13 enjoyed a wonderful Speech Day on 29 June 2022 and their Leavers' Ball at The Grand Hotel, where many parents and guardians joined in with the celebrations.

Boarding and the House system

Our junior boarders (Years 7, 8 & 9) enjoy shared bedrooms in separate wings of each House, providing a warm and welcoming home away from home, supervised prep and a vast range of activities. As boarders progress through the School, we encourage and support them to become increasingly independent in their studies and how they live together, with girls moving into single study bedrooms, with collaborative learning spaces also available. Boarding and day pupils alike are integrated into the same Houses, and intra-House and inter-House activities help build house spirit within and between year groups.

The restrictions associated with Covid had inevitably impacted on what was possible within the Houses and many of our boarders had been unable to attend Roedean in person for much of the previous year due to travel restrictions. As restrictions eased this year, boarding and house life was able to start to return to normal.

All boarders returned to School a day early for an induction programme that included House meetings, ice breaker activities, a celebratory boarders' barbecue, and the use of a 'buddy system' was used to enable new pupils to meet established pupils and find their way around.

The feedback from parents, pupils and staff was very positive. It was particularly rewarding to see Lawrence House open following a year of closure due to Covid. All international boarders returned to site despite Covid travel regulations and were supported in testing and completing their Covid paperwork, and we welcomed several new international boarders from a wide range of countries.

"Respect for diversity and other cultures is excellent and a strength of the school"

As well as ensuring systems were in place to allow for early identification of any issues and early intervention, where necessary, a number of innovations were introduced to help girls settle and integrate fully into school life, as well as to continue to improve our boarding offer and pastoral support. Well-being workshops were led by staff and Year 13s, and a new programme of House-wide activities were introduced from conception to completion by House Captains. From jewellery making, a dumpling masterclass, and quizzes through to more traditional inter-House sport competitions, this had a positive impact in bringing girls from different year groups together and helped our older girls develop vital leadership skills.

There were boarding socials, an activity programme put in place for the younger boarders, and new academic boarding house tutors were introduced across all the Houses, ensuring that girls had additional support and added value via mentoring, help with prep and academic 'clinics', on top of our pastoral care. There was a focus too on self-care, well-being and mindfulness, as well as a 'Peer Listening' initiative, additional support for neuro-diverse pupils and 'exam breakfasts' in House to check in with our Year 11s ahead of exams.

The weekend visit programme resumed and expanded, with activities as diverse as visits to the London Dungeons and Harrods through to Land Yachting, Ice Skating and Go Karting, alongside opportunities for boarders to join other

trips offered to all pupils such as the visits to Iceland (Geography), Spain (Art and Modern Foreign Languages), Naples (Classics), and Germany (Music).

Beyond the Classroom – Co-Curricular

The breadth of our work beyond the classroom and through co-curricular activities continues to be one of Roedean's strengths – providing wide-ranging opportunities for the girls to develop and thrive, try as many new things as possible, and enjoy their all-round school experience. The gradual ending of Covid enabled us to re-launch our full co-curricular offer, which now has over 130 activities across year groups each week. Our approach is designed to ensure that every girl can discover something she is genuinely passionate about; whether physical, creative, thinking, or expressive, these activities underline the holistic nature of our educational provision, in line with our ethos.

Art and Design

The Art Department at Roedean is a busy and energetic hub of creativity, where girls are encouraged to experiment and explore their ideas. As well as work in drawing, painting, sculpture, craft and design, girls develop knowledge of great artists and designers, as well as the historical and cultural development of art. Offering Art at GCSE and at A Level, girls have a choice between Art, Photography and Textiles, as well as an Art and Design BTEC.

Practical curricular lessons are supported by a range of workshops, courses, life drawing classes, artist-led workshops and trips, including an art trip to Barcelona. Pupils go onto a range of prestigious art and design courses, for example at Central St Martins, which is regularly ranked number one in the world for creative arts courses.

The School has an outstanding track record in former pupils going onto successful careers in the creative industries. As well as the inspiration provided by OR artists such as leading designer Clarissa Hulse, the girls very much enjoyed hearing from OR Beatrice Ong, former Creative Director for Jimmy Choo, at Speech Day this year.

Performing Arts – Dance, Drama and Music

It was wonderful to see a return to live performances this year, although the closure of the theatre to lettings due to Covid also meant we were able to bring forward the redevelopment of the theatre as part of the 'Take Your Seat' campaign. The magnificent auditorium reopened in September 2021 and enabled numerous productions to take place throughout the year, which also saw an increased focus on creating an integrated performing arts offer at Roedean – comprising dance, drama and music.

Dance

Dance continues to be an integral part of school life, both within the curriculum and in the co-curricular programme. There are over 65 co-curricular lessons running every week, as well as GCSE Dance. The GCSE cohort this year were able to achieve 100% 9-7 (A*-A), which is a very pleasing result.

All KS3 year groups had the opportunity to take part in a dance workshop – Matilda for Year 7, Bollywood for Year 8 and StreetDance for Year 9, allowing all pupils to develop and extend their skills in dance in a fun and stimulating environment. The Annual Summer Dance Showcase returned, with a theme of 'Legends, Divas and Superstars' and our audience enjoyed several inspired performances, including student choreographies. Several of these pieces were then selected to be performed at Speech Day, which provided dancers with an incredible opportunity to perform at The Brighton Dome.

Throughout the year dance was also heavily involved in other school performing arts events including, 'Take Your Seat', All Together Now, the Romance and Tragedy Concert, Romeo and Juliet, and Matilda. Overall, it has been an incredibly positive year for Dance and the department is looking forward to introducing even more live performances and workshops.

Drama

The Drama Department welcomed two new members of staff this year and worked in close collaboration with music and dance as our performing arts offer returned to face to face teaching, learning, rehearsing and performing with much excitement and energy.

The 'Take Your Seat' showcase of dance, drama and music at the start of the year raised funds towards the theatre refurbishment, soon followed by the celebratory 'All Together Now' event featuring some 200 girls and comprising a range of solo and ensemble musical numbers. Whether members of the choir, orchestra, soloists, dancers or all four, it was wonderful to see so many students able to take a bow in the newly refurbished theatre.

Demand was so high to take part in the 1930s production of Romeo and Juliet that we opted for 'double' casting, both of which demonstrated a mature ability to communicate the text's meaning and to make the language of Shakespeare their own. Pupils designed all the costumes and extracts from the play were also performed in an innovative 'Romance and Tragedy' concert which took place across different locations around Roedean.

Curriculum Drama has seen the numbers continue to improve for GCSE and both the Year 11 and Year 10 pupils performed in front of peers for their final GCSE text and Devised Pieces respectively. There were also various trips to local Brighton and London productions, and several workshops for budding thespians.

The end of year production of Matilda brought together two casts from right across the different age groups, enjoying sold-out performances attended by the School and local community which brought to an end a spectacular year of trips, workshops, visits and productions, creating a wealth of opportunities for students and pupils to experience drama on and off stage.

Music

Roedean has a strong musical tradition and the pandemic had introduced unprecedented challenges, with online teaching, exams and limited opportunities to perform publicly. There were 42 Associated Board of the Royal Schools of Music (ABRSM) and Trinity Music Exams this year, and a small number of A Level and GCSE pupils. We were also able to resume travel, with a music trip to Germany during the year.

2021-22 also saw the resumption of Roedean's performance programme, providing pupils with numerous opportunities. The year started with an exceptional Scholars' Recital, as well as a Teatime Recital for Year 7 in the Old Ref, supported by numerous friends enjoying the novelty of being able to hear live music again.

This culture of support and interest continued throughout the year and highlighted the long standing Roedean tradition of community. 'Take Your Seat' in the refurbished theatre was the first of many collaborations with drama and dance, swiftly followed by the celebratory 'All Together Now'. Roedean was delighted to have been one of 2,500 theatres around the world presenting the revue over the same weekend.

"I just wanted to say how much we enjoyed the concert last night. It was so uplifting and enjoyable, we've been talking about the show all day today. The quality of the orchestras, bands and singers were fantastic and we are so pleased that our daughter gets to be part of such a wonderful music experience at Roedean" (Parent, 2021-22)

The *Heroes and Villains* themed Autumn Gala Concert featured 150 musicians in seven different ensembles in the Chapel, the first such occasion since 2019, with Handel, Grieg and Prokofiev performed alongside Queen, the Little Mermaid and the Pink Panther! After the Carol Service finished the Christmas Term, Joy (Year7) sang solos with the Sussex Symphony Orchestra at All Saints Church in Hove.

Roedean returned to the same venue with its senior singers the next term with a performance of *Neptune* from Holst's *The Planets.* Back at Roedean, the Spring Term featured an Evening of Romantic Music in a wonderfully atmospheric Old Ref, showcasing Roedean's finest musicians.

The 'Romance and Tragedy' immersive performance event saw music interspersed with excerpts of Romeo and Juliet in venues around the School. The Summer Term also saw the welcome return of Roedean's Brighton Festival Fringe Concert, with Roedean soloists accompanied by orchestra and a large choral work, as well as the 'Music for a Summer Evening' concert in the Chapel.

The last production of the year was *Matilda* and Speech Day saw the reprise of some of the Fringe Festival pieces at The Brighton Dome. Alongside the big concerts throughout the year, there were also a number of smaller teatime recitals and a diverse range of musical workshops.

The School's rich curricular music offering includes an Instrumental Project which enables every Year 7 Roedean student to learn an instrument. This started up again, this time including a greater variety of instruments including the Bassoon, French Horn, Trumpet, Trombone, Violin and Viola. A significant number of students continue with these instruments, going on to take grade examinations and joining Roedean Orchestras and Groups. All Year 7s took part in a musical showcase at the end of the year, and the Year 8 Instrumental Project Recital also showed incredible progress.

With many of its performances open to the public, Roedean music enriches and benefits the local community. The commitment to community music also included ongoing support of co-curricular activities with local primary St Mark's CE Primary School, Brighton ("St Mark's") and a Year 12 CAP concert for the Blind Veterans.

Sport

Since its very early days, Roedean has recognised and celebrated the significant role that sport plays in the development of girls, and we aim to create a culture which leaves girls feeling empowered and confident to take part in a range of physical activities, and motivates them to stay active throughout their lives. It was therefore fantastic to see sport return to near normal this year.

Whether their aspirations are to compete internationally or to take part recreationally, the PE Department supports and encourages girls to take part and to achieve their potential, by fostering and encouraging their enjoyment and developing their skills. We have specialist teachers and coaches across the main sports of hockey, netball, cricket and swimming, and there are many other sports on offer meaning that this academic year, in total, we had 719 fixtures across 13 different sports. Every child from Year 7 to 9 has represented their House in House athletics, hockey, netball and cricket, with House swimming and House badminton also back post Covid.

"The record of achievement in a range of sports is outstanding, and pupils say they enjoy the opportunity for participation in myriad school fixtures, whatever their level of competence." ISI 2021

Performance and participation are both integral dimensions of an inclusive programme – whether supporting girls to swim 25m through to winning national events. After the disruption of the pandemic, inter-school and intra-School competitions were able to resume in a more 'normal' format. The girls reaped the rewards of our appointment of a Strength and Conditioning coach, and as a result of investment in our main sports, saw the results in these improve significantly. This has created a high-performance ethos amongst a large number of capable sportswomen, supported by tailored programmes, whilst continuing to deliver participation opportunities and high-quality outcomes for pupils of all abilities and interest levels.

Hockey

In hockey we saw a win increase of 58% from the previous year, alongside an increase in both the number of matches and the number of teams out. We enjoyed many successes in matches against local schools. Two of our U16s were selected for England hockey open trials and 13 girls were selected to play for Sussex. The all-weather pitch has transformed girls' onsite access to hockey and supported a significant boost to their skill levels as well as playing host to competitive inter-House and the hard-fought staff vs girls match.

Netball

Netball saw a 50% increase in the number of fixtures played and Roedean's win rate increased by 20%. There were six more teams playing, and 27 teams competing weekly in the season. Several teams were undefeated all year and – at 93% - the Year 7s had the highest overall win percentage across their six teams.

The U16s and U15s won the Sussex Knock-Out Cup. The U15A and U13A teams both managed to reach the National Plate Finals Birmingham, both of whom went on to take the title. The strength and depth of the squads is noteworthy and to have A-F teams in three age groups was an outstanding achievement in itself.

Cricket

Roedean has a proud history in cricket, and following investment in new nets and a refurbished pavilion (thanks to a generous OR donation) has a dynamic and growing cricket programme. We were therefore proud to be recognised by the Cricketer Magazine as one of the country's Top 20 girls' schools for cricket in 2021 and 2022.

The Summer Term saw 48 cricket fixtures with 16 cricket teams playing competitively, including four different hardball teams. Lower down the School, the U12 and U13 teams went from A-D, and all of the A and B teams played hardball cricket every week in their training sessions. A number of Year 12 girls played their first ever cricket match, and we are hoping that the growth of cricket will continue throughout the School.

Other sports news

The U15A tennis team played in the South-East Regional Division 1 Final against Eastbourne and the U13A team were one win away from winning their regional league. Our successes continued in athletics with junior and inter girls qualifying for the regional round of track and field cup. The inter girls won the Brighton & Hove Championship and we had five girls earn their places in the Roedean records' book.

As well as being a vehicle for performance and participation at Roedean, sport is also a mechanism for personal development. We had our highest number of Sports Leaders passing Level 1 and Level 2. The department has superb community links, including teaching St Mark's swimming and PE for one hour each a week. Six of our Sports Leaders and four members of staff worked with 30 children from other schools to run the Roedean Hockey Academy, and they also contribute to hockey and netball 'Experience' Days for prospective pupils.

Other co-curricular activities

Roedean offers many other co-curricular activities in addition to our focus on the arts and on sport, for example:

Duke of Edinburgh's Award

Despite the restrictions around Covid, increased numbers of students undertook the Duke of Edinburgh Award Scheme ("DofE") Award last year, a significant proportion of which is obtained by 'service' to the community, alongside an expedition and other activities.

Roedean Farm

The popular Roedean farm has been further integrated into wider school life, facilitating the co-curricular Farm Club, a 'Wild Friday' Farm Group and parts of our Head Hand and Heart ("HHH") Curriculum, as well as our Community Action Programme ("CAP"). It provides valuable opportunities for DofE volunteering and offers activities and visits by our local partners, St Mark's and Downsview Special School. The numbers of sheep increased after a successful lambing in spring 2022 which was enjoyed by all those who witnessed the birthing events, whilst other livestock numbers have stayed stable.

Enterprise

During 2021-22, students in Year 12 took part in the Tycoon Enterprise Competition, forming companies which ran throughout the year. Students learnt the legal and financial responsibilities, and hard work, that is involved with running a business, as well as skills in marketing, management, sales, organisation and finance, all under the guidance of their teacher as a Business Adviser.

Partnerships

Partnerships with other community organisations form an important part of Roedean's public benefit, as well as providing numerous development opportunities for girls and staff.

St Mark's CE Primary School

Roedean works closely with St Mark's and enhances the opportunities open to children at this local community primary. Both schools are committed to protecting the Christian ethos of St Mark's as set out in its Trust Deed, and to working within the requirements of Roedean's Royal Charter and charitable objects. St Mark's School brings children to the Roedean site for weekly enrichment activities, whether academic, sport or extra-curricular opportunities.

"Pupils contribute enthusiastically to the community and gain significant confidence and self-esteem from opportunities to share their time."

The partnership with St Mark's aims to ensure that both schools are able to share and celebrate expertise and resources, and to enable improved outcomes for pupils at Roedean and St Mark's. Both schools share and develop expertise, good practice, resources, and facilities, providing teachers with development opportunities, and there are significant volunteering opportunities for Roedean pupils. Our girls act as Reading and Listening Buddies for St Mark's pupils, and other Roedean students are 'Language Buddies' to support those St Mark's pupils for whom English is not their first language.

COMMUNITY IMPACT AT A GLANCE

VOLUNTEERING

Over the course of the year, the Roedean community contributed generously to the local community, and the students are always very keen to play an active part in making a difference. In 2021-22:

- Roedean students contributed 3,459 hours of volunteering.
- Roedean staff contributed 643 hours to activities.
- Members of the local community have benefitted from 16,768 hours of activities, split broadly 50/50 between St Mark's and other projects.

FUNDRAISING AND SUPPORT FOR OTHER CHARITIES

Our many in-school charity events are always well supported. The main School charities during the year were Off the Fence and PlanUK, but other charities are supported as well.

Plan UK - the School sponsors 10 girls around the world through PlanUK – the Roedean girls write to them every few months, and they are delighted when they receive drawings and short messages from them.

Off The Fence - a local homeless charity, Off the Fence also has a Women's Refuge arm. The girls raised £4,500 through a non-uniform day and a variety of other activities. The catering department also prepared an extra 100 meals every Thursday which were delivered to homeless people at Off the Fence.

Blind Veterans – this charity helps ex-Service men and women rebuild their lives after loss of sight. Girls volunteer to spend time each week with the veterans at Blind Veterans UK in Rottingdean, reading to them and chatting, and performing a concert.

Other charities – other national charities supported included Macmillan Cancer Support and the Poppy Appeal.

Roedean Academy

Roedean launched the Roedean Academy in January 2018, and this enrichment work with local state schools has been repeated each year and extended to additional local partners. The Academy provides academic enrichment for Year 10 pupils on a weekly basis, ordinarily over a period of eight weeks, to support and inspire students from local state schools, working alongside Roedean girls. The content provided participating students with genuine stretch and challenge far beyond the GCSE specification via a wide range of supra-curricular seminars.

After the online offering in 2021, seven schools beyond Roedean took part in the in-person programme in the Summer Term 2022, and 23 Roedean teachers were involved in delivering the different enrichment sessions on a wide range of topics.

Roedean South Africa (Established in 1903)

Roedean and Roedean South Africa, our sister school in Johannesburg, enjoy shared activities periodically, and a number of girls are still in touch with students from previous visits and also via the e-Pen Pal buddying which was reinvigorated by the two Partnership Prefects in January 2021. We welcomed students and staff from Johannesburg to Brighton in 2023, as part of their tour of the UK.

The Roedean School Mission Fund

The Mission Fund was registered as a charity in 1965 (charity registration number 244996), having been originally set up by the Old Roedeanians' Association ("ORA") and Roedean School. It provides grants to significantly under-privileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. This year grants totalling over £5,000 were awarded to charities helping children aged 16 and under in the UK.

Roedean St Mary's Hall Trust

The Roedean St Mary's Hall Trust (charity registration number 307063-2) ("Trust") holds funds as a permanent endowment, which are invested on a total return basis to produce a return for the Trust's objects. Funds allocated as income are used to enhance our current bursary offering, thus furthering opportunities for girls to gain access to the Roedean education. Roedean St Mary's Hall Trust has provided significant levels of support to our pupils. Roedean (as Trustee of the Trust) selects beneficiaries and, along with other bursary programmes, continues to make funds available to widen access to girls from many backgrounds.

The PTI (formerly The Prince's Teaching Institute)

Oliver Blond, Roedean's Executive Head until April 2023, contributed his time and expertise as Academic Director of the Professional Teaching Institute ("PTI"), a national educational charity. Its work is aimed at giving state-school teachers and headteachers access to the highest quality subject-focussed professional development, and the opportunity to develop networks to facilitate the sharing of good practice. This work is aligned with Roedean's objects, which include the development of teachers. In the course of a year, the PTI's work reaches thousands of state-school teachers and, through them, thousands of state-school pupils.

Parents' Guild

The excellent work of the Parents' Guild (Roedean's PTA) in partnership with the School continues to benefit the girls in a number of ways. Money is raised by supporting school events, such as a large contribution to the annual Christmas Fair (which also raises money for the School's nominated charities, benefitting the local community). The 2021 Christmas Fair was again a great success, and the collaboration with the Parents' Guild Committee and the School runs very well.

Roedeanian Society and the ORA (Old Roedeanians' Association)

The Roedeanian Society enables the School's Alumnae Relations and Development Department to keep in contact with current and former parents, pupils and staff, and works in close collaboration with the ORA, the School's long-standing alumnae organisation.

There are various publications and communications channels enabling Roedean's stakeholders to stay in touch with news about the School, including via the Roedeanian Magazine. The Alumnae Team continues to support the ORA with communications and their events, as well as hosting its own. ORA events this year included the traditional Christmas Drinks, the AGM and Drinks Reception, the return of the Afternoon Tea, Roedean Day and ORA Tennis Day, and a revival of the OR vs Student Netball Match. We continue to be grateful for the support of the Old Roedeanians' Scholarship Fund, especially as they have been able to increase their support, and for the work being undertaken by the ORA in relation to the Heritage Projects.

The Alumnae Team also held a well-attended fundraising event for the 'Take Your Seat' appeal which made a significant contribution to the target, both through money raised directly on the night, and through subsequent donations. The appeal overlapped the end of the last financial year. A Ukrainian Bursary appeal was also launched raising over £70,000 (£42,000 in 2022 and £28,000 post 31 August 2022). Legacy fundraising has increased and Roedean is also grateful for donations received for other projects, most notably a £1m donation for a combination of bursaries and projects, and a £75,000 donation towards establishing and supporting sailing at Roedean.

Work to engage support from our community for our careers programme and work experience requests has also continued and the Sixth Form Pathways Lecture series was a great success, with nearly all of the speakers being either an OR or current parent. The Careers' Fair was held virtually again, and received very positive feedback from students, parents and contributors.

OR visits were able to return this year, and several ORs and former staff members have visited with their families. The Alumnae Relations Team has also continued to support other more informal groups, in particular the Roedean Rocks Facebook group and the OR Sailing Team.

ROEDEAN SCHOOL
REPORT OF THE COUNCIL
FOR THE YEAR ENDED 31 AUGUST 2022

BOARD STRUCTURE AND GENERAL MEETINGS (information included up to the date of signing of the Report)

President of the Corporation Mary Henderson OR (appointed 29 March 2023)	**Interim Chair of Council** Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ †
Vice-President Virginia Stephen (OR) (appointed 7 October 2021)	**Vice-Chair of Council** Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ †
Elected Trustees: Katherine Cowell BEd MBA (OR) # (retired 7 October 2021) Spirit de la Mare FRSA (OR) ~ (retired 29 March 2023) Sarah Ellis BA Hons PGCE (resigned 21 January 2022) Frances Graham BSc PGCE MCIPD (OR) Sarah Hinchliffe ¥ (elected 7 October 2021, resigned 21 January 2023) Claire Jenkins M (Theol) (OR) Victoria Jenkins MA PGCE (Oxon) MEd (OR) ¥ † (re-elected 29 March 2023) Samantha Louis BA MBA APR FCA CGMA (SAOR) * ± ∞ Ω Anthony Millard BSc (Econ) PGCE (Oxon) § (co-opted on 20 March 2023 to fill a casual vacancy with an effective election date of 7 October 2021) Polly McGivern BSc FCA (OR) Ω ≠ * (resigned 31 December 2022) Karoline Molberg BA Hons (OR) * ¥ Ω ≠ ∞ Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ † (co-opted on 20 June 2023 to fill a casual vacancy with an effective election date of 25 November 2020) Teresa Outhwaite BA PGDip (OR) Ω β ~ ≠ Kim Shamash (OR) ± (elected 7 October 2021, resigned 31 March 2023) **Nominated Trustees:** Nicole Chapman § # Ω **Co-opted Trustees:** Dr Henry Fajemirokun BA Hons (Oxon) PhD Ω β (co-opted 20 March 2022) Sebastian Hepher BEd Hons Ω § † (resigned 20 November 2022) Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ † **Future appointments:** On 20 June 2023, Council approved the appointments of Guy Perricone (to be Chair), John Cain and Cornelius Medvei as Trustees. They will be taking up their positions on the Board during the next two months, subject to the necessary disclosure and barring service checks.	* Member of Finance Committee, which deals with all financial and investment matters. ≠ Member of Estates Committee, which advises on maintenance and buildings provision. ∞ Member of Remuneration Committee. It determines the remuneration, and is responsible for the welfare and appraisal of senior staff. β Member of Project (RGoS) Committee. This Committee explores future projects in relation to the School's strategy and monitors current projects. † Member of Risk Group, which advises on and monitors key risks for the School. ± Member of Nominations & Governance Committee, which reviews those proposed for membership of Council, looks at Committee membership and provides an overview of governance matters. § Member of Education & Safeguarding Committee. This Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections. Ω Member of Chair's Committee. This Committee monitors and advises on the Strategic Development Plan. # Member of Awards Group, which advises on the allocation of bursaries and awards. ~ Member of Development & Marketing Group. This Group advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations. ¥ Member of the Code Committee, which reviewed and advised on the Code of Conduct. (OR) Old Roedeanian (SAOR) South African Old Roedeanian

Councillor Induction and Training

Every Councillor hoping to join the Board will undertake an enhanced DBS check and prohibition from management check. For Elected Councillors, the two longest serving must retire each year and special provisions deal with the situation of multiple Councillors having equal lengths of service. The two retiring Councillors can put themselves forward for re-election. Nominated and Co-opted Councillors hold office for five years, but can continue for further periods of five years if they are re-nominated or co-opted.

The Board looks to recruit Councillors from a wide range of backgrounds, and there is an induction procedure for all new Trustees which includes the provision of strategy documents and inspection reports, financial information, the Royal Charter, relevant Charity Commission publications and other information. Trustees are asked to commit to a minimum attendance required at meetings, sign the Code of Conduct, Conflict of Interest, Trustee Eligibility and Confidentiality documents, and to undertake training, including in relation to Safeguarding.

The School also arranges for all new Trustees to receive a thorough induction in safeguarding, and in the compliance and fiduciary duties of governance and the School arranges regular governance training for Council, incorporating the latest safeguarding legislative changes and sector updates, and external courses and online materials are also available.

Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors. The premiums are paid centrally for the whole group by Roedean School, and the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £458 for the year (2021: £458).

Extraordinary General Meeting 2021

Council held an Extraordinary General Meeting ("EGM") of the Corporation on Wednesday 15 September 2021 at Roedean School. This followed receipt of a requisition from Governors dated 16 July 2021. The business of the EGM was to consider a resolution to appoint a President and three Vice-Presidents of the Corporation. The resolution was not passed and therefore the candidates for President and Vice-Presidents proposed by the five Governors were not appointed.

2021 Annual General Meeting

Governors were invited to consider a candidate for appointment as a Vice President at the 2021 Annual General Meeting of the Corporation ("AGM") held on 7 October 2021, and Virginia (Ginny) Stephen (OR) was duly appointed for a period of three years, renewable once. Other business included the consideration of the Annual Report and Financial Statements for the year ended 31 August 2020, the appointment of Roedean's auditors and the election of Trustees.

2022 Annual General Meeting

The Annual Report and Financial Statements for the year ended 31 August 2021 were considered at the AGM on 10 June 2022. However, following an adjournment, agreed by a majority of those Governors present, the remaining business was postponed until the meeting was reconvened on 29 March 2023. Mary Henderson OR was appointed President of the Corporation on that date for a period of three years, renewable once. Other business included the appointment of Roedean's auditors, and the election of Trustees and Governors.

ROEDEAN SCHOOL
REPORT OF THE COUNCIL
FOR THE YEAR ENDED 31 AUGUST 2022

MANAGEMENT STRUCTURE

The day-to-day management of Roedean School is conducted by the School's Executive under authority delegated to it by the Council.

Oliver Blond BA PGCE NPQH
Executive Head (to 31 March 2023)

Niamh Green BA MA PGCE MBA
Head (from 1 April 2023)

Talia Keller BSc PGCE NPQH
Head of School & DSL (Designated Safeguarding Lead)

Richard Poffley BA FCCA
Director of Finance & Administration

Judicium Education Ltd
Clerk to the Council

ADMINISTRATIVE INFORMATION

Auditors Haysmacintyre LLP Chartered Accountants and Registered Auditors 10 Queen Street Place LONDON EC4R 1AG	**Bankers** National Westminster Bank plc 153 Preston Road BRIGHTON East Sussex BN1 6BE
Insurance Brokers Marsh Limited Education Practice Station Road DORKING Surrey RH4 1EB Endsleigh Insurance Services Limited Quadrangle Imperial Square CHELTENHAM GL50 1PZ	**Solicitors** Veale Wasbrough Vizards LLP Narrow Quay House Narrow Quay BRISTOL BS1 4QA DAC Beachcroft LLP 25 Walbrook LONDON EC4N 8AF
Investment Support and Adviser Integrated Financial Arrangements plc Domain House 5-7 Singer Street LONDON EC2A 4BQ Clarity Ltd 1 Crown Square WOKING Surrey GU21 6HR	**Health and Safety** Assurity Consulting Limited 26 Redkiln Way HORSHAM West Sussex RH13 6HR

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The consolidated statement of financial activities for the year is set out on page 37-39 and records the activities of Roedean School (the Charity), Roedean School Enterprises Limited ("RSEL"), Moira House School Limited and Roedean St Mary's Hall Trust. A summary is set out below.

The Charity together with its subsidiaries returned a surplus for the academic year 2021-22 of £52k, after investment losses of £1,999k, compared with a profit of £2,262k in the previous year. Within the period, capital expenditure including improving the fabric of listed buildings and the grounds amounted to £831k mainly comprising structural re-enforcements, the theatre auditorium, swimming pool roof, surveys, IT resources, and continued classroom upgrades.

The consolidated cash position as at 31 August 2022 was £13,440k being an improvement on £8,705k in the previous year, which reflected the funds generated by operational activities and the receipt of some monies from Moira House following the sale of the freehold portion of its site. This cash position provides the necessary liquidity for the School.

Roedean School, including RSEL, achieved total incoming resources of £20,758k (2021: £17,058k) and made a loss of £22k after investment losses of £1,999k (2021: gain of £3,171k). The School's results include the impact of the cost-of-living crisis, the Russian invasion of Ukraine crisis, the downturn in international financial markets and the delayed impact of Brexit influencing the increase in inflation.

The trading company, Roedean School Enterprises Limited, achieved a turnover of £486k compared with £63k in 2021, but no donation (2021: £0k) was made to the School by way of gift aid. The trading of the company was assisted by the re-introduction of residential lettings with two external education companies making use of the facilities during the summer holidays.

The School has extended the level of support available to the company (RSEL) through inter-company funding and has confirmed that it will provide such sufficient financial support to enable the company to trade and to discharge its debts and liabilities for at least 12 months from the date of signing the accounts. 'Normal' trading patterns returned in 2022, including the summer school which generates the highest net revenue of any activity within the company, and a new contract has been secured with a summer school provider through to 2025.

Within the period, Moira House (discontinued operation) was liquidated (22 May 2022) and was consolidated in the financial statements for the year ended 31 August 2022 to reflect the winding down of Moira House, including the prior year comparatives.

The Council considers that the pre-investment surplus of £2,091k and post-investment surplus of £52k for the year for the Group was an acceptable result, especially given the global economic market conditions. The Trustees continue to be aware of the impact of global matters on affordability and investments, and potential future changes in legislation which may impact independent schools.

Investment Powers, Policy and Performance

For a number of years, the Council's policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short term deposit. Bank interest income and interest from investments in 2022 was £7k compared to £3k in 2021.

Based on independent advice received, the undertaking of a due diligence process and after the consideration of the Council, the assets of Roedean St Mary's Hall Trust ("Fund" as well as "Trust"), representing its permanent endowment, were invested at the end of the financial year ended 31 August 2011 in managed funds split between equities and bonds. The guide set by the Council was a return of 3% per annum, to be kept under review, and the funds generated are used solely to fund bursaries. The Fund's performance was kept under review during the year via the Finance Committee and Clarity Limited, the School's independent financial advisers.

Rebalancing currently occurs quarterly. These controls and investments of the permanent endowment and unrestricted funds have yielded an income of £273k (2021: £221k) and a decrease in capital value of £1,999k (2021: gain of £3,171k) over the last year. Since inception, the returns have exceeded the initial targets and relevant benchmarks.

The decision was taken by the Council in 2015-16, brought about by the change in regulations, and acting in its role of sole Trustee of Roedean St Mary's Hall Trust and in line with the best interests of the Trust, to have the funds managed on a total return basis. In line with this approach, the Trustees of the Fund invested permanent endowment funds to maximise the overall return without regard to a distinction between capital and income.

The total return can then be allocated in a way that best furthers the objects of the Trust. This total return approach was effective from 1 September 2015.

As part of the process, suitable financial advice was received in relation to the valuation of the Fund and the unapplied total return, investment advice in relation to the total return approach and legal advice was also received.

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries. The Trust assessed the level of Unapplied Total Return as at 31 August 2022 and, as this figure had moved to a negative position due to the turmoil in the markets, it was decided that no drawdown would be made post year end to allow for a recovery in the Unapplied Total Return figure.

Reserves policy

At the Balance Sheet date the Group held 'Unrestricted funds – other charitable funds' totaling £22,348k compared to £21,328k in 2021. The Group holds positive free reserves, defined as unrestricted funds less tangible fixed assets, totaling £1,695k (2021: £198k), and this was a significant improvement on the prior year. At the Balance Sheet date, the School held 'Unrestricted funds – other charitable funds' totaling £22,594k compared to £21,598k in 2021. The School holds free reserves, defined as unrestricted funds less tangible fixed assets, totaling £1,946k compared to £468k in 2021 due to the improvement in the trading position and the receipt of some monies from Moira House following the sale of the freehold portion of its site.

The Council regularly reviews the level and nature of the reserve funds of the School in order to ensure there is appropriate financial security if there is a downturn in trading. This is controlled and managed by means of a rolling five-year business planning process, incorporating scenarios and sensitivity analyses.

The target level for free reserves during 2021-22 was approximately one term's expenditure, currently £6.1m, and this policy has been reviewed, with a new policy to be taking effect from September 2023 given the current market conditions. The School has been through a significant period of capital investment over the last 10 years to improve facilities for the pupils; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, Sixth Form centre and the theatre. This has impacted on the level of free reserves but this is in line with many independent schools where pupil experience is the priority; in fact many schools hold negative free reserves. With the strong level of controls, positive pupil enrolment, the strength of the Balance Sheet and the popularity of the Roedean offer, the level of free reserves is at a sustainable level.

The School has undertaken a high level of scenario planning involving different fee levels, student numbers and fixed and variable costs. Student numbers at Roedean have remained robust during this period, in part due to the flexibility of the Roedean offering, the quality of the educational offer and the availability of the hardship fund for those families in most need.

The impact of rising inflation driven by the cost-of-living crisis, the Russian invasion of Ukraine crisis, the downturn in international markets and the delayed impact of Brexit has had an effect on the finances of the School, but the financial picture for the School is positive and robust and is fully accommodated within the model, with cost savings and controls making a positive impact this year. The foundation of cash reserves and options for bank facilities has meant the School remains in a financially strong position moving forward.

The members of Council believe that there are no material uncertainties that call into doubt the Group's ability to continue as a going concern. On this basis the Trustees consider that the School continues to meet all liabilities as they fall due and have thus prepared the financial statements on a going concern basis.

Roedean School and Roedean School Enterprises Limited Statement of Financial Activities is as follows:

	2022	2021
INCOME FROM:		
Charitable Activities		
School fees	**18,406**	*15,144*
Other educational income	**398**	*555*
Other trading activities		
Non-ancillary trading income	**486**	*63*
Investments		
Investment income	**280**	*224*
Voluntary Sources		
Donations and legacies	**1,176**	*424*
Other income resources	**11**	*646*
Total	**20,757**	*17,056*
EXPENDITURE ON:		
Raising funds		
Non-ancillary trading	**530**	*217*
Financing costs under		
Financing costs	**10**	*8*
Investment management	**77**	*73*
Total deductible costs	**617**	*298*
Charitable Activities		
School and grant making	**17,823**	*17,200*
Extraordinary expenditure	**340**	*442*
Total	**18,780**	*17,940*
Net income/(expenditure) before transfers and investment gains	**1,977**	*(884)*
(Loss)/gain on investments	**(1,999)**	*3,171*
NET MOVEMENT IN FUNDS	**(22)**	*2,287*
Fund balances 1 September 2021	**36,326**	34,039
Fund balances 31 August 2022	**36,304**	36,326

The above includes Roedean School Enterprises Limited, of which the School owns 100% of the issued share capital. Its principal activity is hiring out the premises of the School for various activities. The company normally donates its taxable profits to the School each year under the Gift Aid Scheme, no donation has been possible this year.

The improved financials for the year were reflected in the investment and operating surplus ratios. Roedean School has an investment surplus of 18.1% (2021: 5.6%), and this improves to a position of 20.3% (2021: 8.7%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 15.4% (2021: 5.0% or 7.9% if furlough income is included).

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the Group and of the incoming resources and application of resources of the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records which are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Council on 30 June 2023 and signed on its behalf by:

Vivien Smiley

Interim Chair of the Council

ROEDEAN SCHOOL
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

Opinion
We have audited the financial statements of Roedean School for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, Group and School Balance Sheets, Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2022 and of the group's net movement in funds 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 Charities Act 2011.

Basis for opinion
We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Annual Report from the Council. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity; or
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements
As explained more fully in the trustees' responsibilities statement set out on page 33**,** the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Education (Independent School Standards) Regulations 2014, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their accounting estimates.

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

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

ROEDEAN SCHOOL
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

Haysmacintyre LLP

Haysmacintyre LLP
Statutory Auditors
Date: 30 June 2023

10 Queen Street Place
London
EC4R 1AG

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

ROEDEAN SCHOOL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted funds £'000	Restricted Funds £'000	Endowment funds £'000	Discontinued Operations £'000	**2022 £'000**
Income from:						
Charitable activities						
School fees	4	18,406	-	-	-	**18,406**
Other educational income	5	398	-	-	1	**399**
Other activities	6	11	-	-	-	**11**
Other trading activities						
Non-ancillary trading income		486	-	-	-	**486**
Investments						
Investment income	8	41	-	239	-	**280**
Donations and legacies		31	1,145	-	-	**1,176**
Total		19,373	1,145	239	1	**20,758**
Expenditure on:						
Raising funds						
Non-ancillary trading	9	530	-	-	-	**530**
Financing costs	9	10	-	-	-	**10**
Investment management	9	10	-	67	-	**77**
Total		550	-	67	-	**617**
Charitable activities						
School and grant making	9	17,790	33	-	24	**17,847**
Extraordinary Expenditure	9	340	-	-	(137)	**203**
Total		18,680	33	67	(113)	**18,667**
Net income before transfers and investment gains		693	1,112	172	114	**2,091**
Loss on investments	12	(263)	-	(1,736)	-	**(1,999)**
Liquidation of Subsidiary		-	-	-	(40)	**(40)**
Transfers between funds		516	(16)	(500)	-	**-**
NET MOVEMENT IN FUNDS		946	1,096	(2,064)	74	**52**
Fund balances 1 September 2021		21,402	38	14,886	(74)	**36,252**
Fund balances 31 August 2022		22,348	1,134	12,822	-	**36,304**

The notes on pages 42 to 65 form part of these financial statements.

ROEDEAN SCHOOL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022

STATEMENT OF FINANCIAL ACTIVITIES 2021

	Notes	Unrestricted funds £'000	Restricted Funds £'000	Endowment funds £'000	Discontinued Operations £'000	**2021 £'000**
Income from						
Charitable activities						
School fees		15,144	-	-	-	**15,144**
Other educational income		555	-	-	1	**556**
Other activities		646	-	-		**646**
Other trading activities						
Non-ancillary trading income		63	-	-	**-**	**63**
Investments						
Investment income		30	-	194	-	**224**
Donations and legacies		2	422	-	1	**425**
Total		16,440	422	194	2	**17,058**
Expenditure on:						
Raising funds						
Non-ancillary trading		217	-	-	-	**217**
Financing costs		8	-	-	-	**8**
Investment management		9	-	64	-	**73**
Total		234	-	64	-	**298**
Charitable activities						
School and grant making		16,790	410	-	364	**17,564**
Extraordinary Expenditure		442	-	-	86	**528**
Total		17,466	410	64	450	**18,390**
Profit on disposal of fixed assets		-	-	-	423	**423**
Net (expenditure)/ income before transfers and investment gains		(1,026)	12	130	(25)	**(909)**
Gain on investments		413	-	2,758	-	**3,171**
Transfers between funds		571	(71)	(500)	-	**-**
NET MOVEMENT IN FUNDS		(42)	(59)	2,388	(25)	**2,262**
Fund balances 1 September 2020		21,444	97	12,498	(49)	**33,990**
Fund balances 31 August 2021		21,402	38	14,886	(74)	**36,252**

CONSOLIDATED AND CHARITY BALANCE SHEETS
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Group		Charity	
		2022	2021	**2022**	2021
		£'000	£'000	**£'000**	£'000
FIXED ASSETS					
Tangible fixed assets	11	**20,653**	21,130	**20,648**	21,130
Investments	12	**14,527**	16,829	**14,527**	16,829
		35,180	37,959	**35,175**	37,959
CURRENT ASSETS					
Stocks		**15**	11	**7**	6
Debtors	14	**612**	706	**1,095**	1,338
Cash at bank and in hand		**13,440**	8,705	**13,158**	8,104
		14,067	9,422	**14,260**	9,448
CURRENT LIABILITIES					
Creditors payable within one year	15	**(7,841)**	(6,245)	**(7,783)**	(6,157)
NET CURRENT ASSETS		**6,226**	3,177	**6,477**	3,291
TOTAL ASSETS LESS CURRENT LIABILITIES		**41,406**	41,136	**41,652**	41,250
LONG TERM LIABILITIES					
Creditors payable after one year	16	**(4,822)**	(4,728)	**(4,822)**	(4,728)
Provisions for liabilities and charges	18	**(280)**	(156)	**(280)**	-
NET ASSETS	19	**36,304**	36,252	**36,550**	36,522
REPRESENTED BY:					
RESTRICTED FUNDS	20	**1,134**	38	**1,134**	38
ENDOWED FUNDS	20	**12,822**	14,886	**12,822**	14,886
UNRESTRICTED FUNDS	20	**22,348**	21,328	**22,594**	21,598
		36,304	36,252	**36,550**	36,522

The financial statements were approved and authorised for issue by the Council on 30 June 2023.

Vivien Smiley
Interim Chair of the Council

The notes on pages 42 to 65 form part of these financial statements.

GROUP CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

		Group	
	Note	**2022 £'000**	2021 £'000
Net cash inflow from operations			
Net cash provided by operating activities	i)	**4,709**	603
Cash flows from investing activities			
Payments for tangible fixed assets		**(831)**	(669)
Receipts for disposals of fixed assets		**-**	5,051
Additions to investment portfolio		**(3,607)**	(4,451)
Withdrawals from investment portfolio		**3,910**	4,801
Bank interest and investment income received		**280**	224
Net cash (outflow)/inflow from investing activities		**(248)**	4,956
Cash flows from financing activities			
Fees in advance scheme receipts		**507**	350
Fees in advance scheme payments		**(233)**	(341)
Repayments of bank loan		**-**	(1,056)
Net cash inflow/(outflow) from financing activities		**274**	(1,047)
Increase in Cash		**4,735**	4,512
Cash and cash equivalents at beginning of period		**8,705**	4,193
Cash and cash equivalents at end of reporting period	ii)	**13,440**	8,705

GROUP CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

(i) Reconciliation of net cash flow from operating activities	Group	
	2022	2021
	£'000	£'000
Net income	**2,091**	(908)
Elimination of non-operating cash flows		
Investment income	**(280)**	(224)
Fee Composition discounts	**10**	8
Depreciation charges	**1,308**	1,280
(Gain) on disposal of fixed assets	**-**	(423)
(Increase)/Decrease in stocks	**(4)**	8
(Increase)/Decrease in debtors	**94**	301
Increase in creditors	**1,530**	561
Discounts granted on fees in advance scheme	**-**	-
Moira House liquidation	**(40)**	-
NET CASH INFLOW FROM OPERATING ACTIVITIES	**4,709**	603

ii) Analysis of cash and cash equivalents	Group	
	2022	2021
	£'000	£'000
Cash at bank and in hand	**13,440**	8,705
	13,440	8,705

iii) The group has no debt as at 31 August 2022 or 31 August 2021, therefore no analysis of changes in net debt has been included.

The notes on pages 42 to 65 form part of these financial statements

1. CHARITY INFORMATION

The School is a Public Benefit Entity registered as a charity in England and Wales and a company incorporated by Royal Charter (RC000434). It was incorporated in 1938 and registered as a charity in 1996 (charity number: 987654) and its registered office is Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ.

2. ACCOUNTING POLICIES

2.1 Financial statements and consolidation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and 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 (FRS 102) - effective 1 January 2019.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2016 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

2.2 Going concern

The Trustees have considered the financial requirements of Roedean School Enterprises Limited and the current financial position of the School. The foundation of cash reserves and future options for bank facilities has meant the School remains in a financially strong position moving forward. Accordingly, the Trustees believe the School's financial resources are sufficient to ensure the School will continue as a going concern for a minimum period of 12 months from the date of signing of the financial statements, and there are no material uncertainties, and have therefore prepared the financial statements on a going concern basis.

2.3 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future estimation or uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

2.4 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Charity and its 100% owned subsidiary, Roedean School Enterprises Limited (company number 2921272). In accordance with a Charity Commission Scheme, the accounts of the Charity include the accounts of Roedean St Mary's Hall Trust from its date of acquisition. Moira House School Limited (company number 00437590) was liquidated on 31 May 2022. The consolidate financial statements include Moira House School's prior year results and the winding down adjustments.

2.5 School fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the School against those fees, but including contributions received from restricted funds, are accounted for in the period in which the services are provided.

Amounts received under the school's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

2.6 Investments

Investments are valued at market value as at the balance sheet date. Realised and unrealised gains and losses arising on the disposal or revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the fund holding the investments. Short term holdings of cash within the investment funds at the balance sheet date are classified as current assets. Investments in subsidiaries are valued at cost less provision for impairment.

The School has adopted a 'total return' basis for the investment of its permanent endowment as permitted by the Trusts (Capital and Income) Act 2013. Under the Act, the School can invest its permanent endowments without regard to the capital/income distinctions of trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. Until this power is exercised, the total return is accumulated, as a capital supplement to the preserved ('frozen') value of the permanent endowment.

For the carrying value of the preserved (frozen) permanent capital, Council has taken its open market value as at 31 August 2012.

2.7 Donations, legacies, grants and other voluntary income

Voluntary income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where, through the terms of an appeal or from the donor, there is a trust law restriction on the use of any voluntary income, the income is credited to the relevant restricted funds or endowment. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the School in the case of donated services or facilities.

2.8 Government Grants

Government grants are recognised on the performance model, when the School has complied with any conditions attaching to the grant and the grant will be received. The grant in connection with the Coronavirus Job Retention Scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

2.9 Tangible Fixed Assets

All tangible assets over £5,000 are capitalised, depending on asset class some other assets are capitalised over the value of £1,000.

Depreciation is calculated to write down the cost of fixed assets less residual value by equal annual instalments over their expected useful lives. The periods generally applicable are:

Freehold buildings	25-50 years
Lawrence House refurbishment	15 years
Free-standing buildings and tennis courts	10 years
Lime washing of building	6 years
Furniture, fittings and equipment	5 years
Computers	3-4 years
Motor vehicles	5 years or 25% reducing balance basis

A full year of depreciation is charged in the first year an asset is acquired.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value.

2.11 Value Added Tax

The School, as an educational body, is exempt from charging VAT on normal school income. Where appropriate, expenditure includes irrecoverable VAT paid.

2.12 Pension Contributions

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme that are attributable to the School. In accordance with FRS 102 the Scheme is accounted for as a defined contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator. Further detail is given in Note 28.

The School also contributes to personal pension schemes for non-teaching staff at 3%-6% of annual basic pay, and these contributions are accrued accordingly.

2.13 Expenditure and allocation of costs

Cost of raising funds
The cost of raising funds comprises costs associated with raising funds from all sources and includes trading costs.

Charitable expenditure
Teaching costs - includes all expenditure in connection with teaching work.

Welfare costs – those costs supporting pupil welfare including medical support and school meals.

Premises costs - relates to costs in connection with buildings maintenance, general maintenance and repairs together with grounds and gardens.

Support - expenditure incurred in providing administrative and financial services in support of the direct charitable expenditure above.

Governance – comprises the costs of running the Charity, including strategic planning for its future development, external audit, and legal advice for the Trustees and all the costs of complying with constitutional and statutory requirements, such as the costs of Council and Committee meetings and of preparing statutory accounts and satisfying public accountability.

Overheads are allocated to expense headings based on time spent by staff and space occupied.

Pension costs are charged to unrestricted funds and allocated between expense headings based on staff costs of employees within the scheme.

Expenditure is accounted for on an accruals' basis.

Redundancy costs and termination payments are charged to the Statement of Financial Activities in the period in which the School becomes committed to incurring the costs.

2.14 Hire Purchase Contracts and Operating Leases

Assets held under hire purchase contracts are capitalised at their fair value and depreciated over the shorter of the lease terms and their estimated useful economic lives. Future obligations under hire purchase contracts are included in creditors, net of finance charges. Payments are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest, and the capital element, which reduces the outstanding obligations.

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.15 Fund Accounting

Funds held by the Charity are:

Unrestricted funds - these are funds which can be used in accordance with the School's objects, at the discretion of the Council.

Restricted funds - these are funds that can be used for particular restricted purposes, within the objects of the School. Restrictions arise when specified by the donor.

Endowed funds - these are funds where there is no power to convert the capital into income and represent the surplus funds arising following the disposal of St Mary's Hall premises. These will be used to support the School's bursary offering. The Total Return Order stipulates that any investment returns will accrue to a capital supplement (the Unapplied Total Return) to the permanent endowment.

2.16 Financial Instruments

The Charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost, with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors, amounts owed to group undertakings and accrued income. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its charity statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2022 was positive £28k (2021: positive £2,441k).

4. CHARITABLE ACTIVITIES- SCHOOL FEES

The School fees income comprised:

	2022 £'000 Continuing Operations	2022 £'000 Discontinued Operations	**2022 £'000 Total**	2021 £'000 Continuing Operations	2021 £'000 Discontinued Operations	**2021 £'000 Total**
Gross fees	21,388	-	**21,388**	17,636	-	**17,636**
Less: Total bursaries, grants and allowances	(3,015)	-	**(3,015)**	(2,902)	-	**(2,902)**
	18,373	-	**18,373**	14,734	-	**14,734**
Add: Bursaries funded by restricted funds	33	-	**33**	410	-	**410**
	18,406	-	**18,406**	15,144	-	**15,144**

5. CHARITABLE ACTIVITIES- OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	2022 £'000 Continuing operations	2022 £'000 Discontinued operations	**2022 £'000 Total**	2021 £'000 Continuing operations	2021 £'000 Discontinued operations	**2021 £'000 Total**
School trips and disbursements	8	-	**8**	192	-	**192**
Deposits forfeited	-	-	**-**	44	-	**44**
Transport recharges	320	-	**320**	202	-	**202**
Registration fees	51	-	**51**	67	-	**67**
Insurance commission	8	-	**8**	9	-	**9**
Sundry other income	11	1	**12**	41	1	**42**
	398	1	**399**	555	1	**556**

6. OTHER CHARITABLE INCOME

	2022 £'000 Continued	2022 £'000 Discontinued	**2022 £'000 Total**	**2021 £'000 Total**
Government Coronavirus Job Retention Scheme Grant	-	-	**-**	**646**
Other income	11	-	**11**	-
	11	-	**11**	**646**

7. CONTRIBUTION FROM SUBSIDARIES ACTIVITIES

	Roedean Moira House School 2022 £'000	Roedean School Enterprises Ltd 2022 £'000	Roedean Moira House Enterprises Ltd 2022 £'000	Roedean Moira House School 2021 £'000	Roedean School Enterprises Ltd 2021 £'000	Roedean Moira House Enterprises Ltd 2021 £'000
INCOME FROM:						
Charitable Activities						
School fees	-	-	-	-	-	-
Other educational income	1	-	-	1	-	-
Other activities	-	-	-	-	-	5
Other trading activities						
Non-ancillary trading income	-	486	-	-	63	-
Voluntary sources						
Donations and legacies	-	-	-	1	-	-
Total incoming resources	1	486	-	2	63	5
EXPENDITURE ON:						
Raising funds						
Non-ancillary trading	-	536	-	-	217	-
Financing costs	-	-	-	-	-	-
Charitable Activities						
School and grant making	26	-	-	351	-	17
Exceptional Expenditure	(137)	-	-	86	-	-
Total resources expended	(111)	536	-	437	217	17
Profit on disposal of fixed assets	-	-	-	423	-	-
Net income/ (expenditure)	**112**	**(50)**	**-**	(12)	(154)	(12)
Retained net income/ expenditure	112	(50)	-	(12)	(154)	(12)
Fund balances brought forward	(72)	(196)	-	(60)	(42)	12
Fund balances carried forward	**40**	**(246)**	**-**	(72)	(196)	-
Tangible fixed assets	-	5	-	-	-	-
Net current assets/(liabilities)	40	(251)	-	(72)	(196)	-
NET ASSETS/ (LIABILITIES)	**40**	**(246)**	**-**	(72)	(196)	-

8. INVESTMENT INCOME (CONTINUING OPERATIONS)

	2022 £'000	2021 £'000
Interest on listed investments	273	221
Bank interest	7	3
	280	224

9. ANALYSIS OF EXPENDITURE

	Staff Costs Note 10 £'000	Other £'000	Depreciation Note 11 £'000	Discontinued Operations £'000	**Total 2022 £'000**	Total 2021 £'000
Costs of raising funds						
Financing costs	-	10	-	-	**10**	8
Investment management	-	77	-	-	**77**	73
Trading costs of subsidiary	136	391	3	-	**530**	217
Group's costs of raising funds	136	478	3	-	**617**	298
Charitable activities						
Teaching	7,071	483	111	-	**7,665**	7,655
Welfare	1,686	1,212	313	-	**3,211**	3,045
Premises	1,175	1,690	881	23	**3,769**	3,666
Support costs of schooling	1,367	1,801	-	1	**3,169**	2,781
Group's operating costs	11,299	5,186	1,305	24	**17,814**	17,147
Grants, awards and prizes	-	33	-	-	**33**	417
Extraordinary expenditure	-	340	-	(137)	**203**	528
Total	**11,435**	**6,037**	**1,308**	**(113)**	**18,667**	18,390
Group total expenditure	**11,435**	**6,037**	**1,308**	**(113)**	**18,667**	18,390

	2022 £'000	2021 £'000
Auditor's remuneration for statutory audit		
- Haysmacintyre	**40**	-
- Crowe	**9**	61
Fees paid to the auditor in respect of taxation advice	**20**	3
Fees paid to the auditor for other services	**-**	1
Legal fees within governance	**335**	449

	2022 £'000	2021 £'000
Governance costs included in Support costs of schooling		
- Staff costs	**20**	20
- Other costs	**376**	491
- Discontinued Operations	**-**	17
Total Governance costs	**396**	528

	2022	2021
	£'000	£'000
Extraordinary Expenditure incurred:		
- Moira House ground dilapidation costs and closure costs	**123**	528
- Deepdene closure costs	**80**	-
	-	-
Total Extraordinary Expenditure	**203**	528

COMPARATIVE ANALYSIS OF EXPENDITURE

	Staff Costs Note 10	Other	Depreciation	Discontinued Operations	**2021**
	£'000	£'000	£'000	£'000	**£'000**
Costs of raising funds					
Financing costs	-	8	-	-	**8**
Investment management	-	73	-	-	**73**
Trading costs of subsidiary	11	206	-	-	**217**
Group's costs of raising funds	11	287	-	-	**298**
Charitable activities					
Teaching	6,995	585	75	-	**7,655**
Welfare	1,915	779	328	23	**3,045**
Premises	1,168	1,305	877	316	**3,666**
Support costs of schooling	1,128	1,636		17	**2,781**
Group's operating costs	11,206	4,305	1,280	356	**17,147**
Grants awards and prizes	-	417	-	-	**417**
Exceptional expenditure	-	442	-	86	**528**
Total	11,217	5,451	1,280	442	**18,390**
Re-allocation of discontinued operations	-	442	-	(442)	-
Total expended Group	11,217	5,893	1,280	-	**18,390**

10. STAFF COSTS

The total staff costs were as follows:

	Continued Operations £'000	Discontinued Operations £'000	**Total 2022 £'000**	Continued Operations £'000	Discontinued Operations £'000	Total 2021 £'000
Wages and salaries	9,298	-	**9,298**	9,129	-	9,129
Social security costs	858	-	**858**	832	-	832
Pension contributions	1,203	-	**1,203**	1,225	-	1,225
Contractors	76		**76**	31	-	31
	11,435	-	**11,435**	11,217	-	11,217
Aggregate employee benefits of key management personnel	970	-	**970**	940	-	940

	2022 Continued Operations	2022 Discontinued Operations	**2022 Total**	2021 Continued Operations	2021 Discontinued Operations	2021 Total
Average number of employees in the year	348	-	**348**	354	-	354
Of whom were teaching staff	101	-	**101**	106	-	106

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to members of the Council during the year was £5k (2021: £5k) for 12 members (2021: 10 members).

The number of employees whose emoluments exceeded

	Continued Operations	Discontinued Operations	**2022 Total**	Continued Operations	Discontinued Operations	2021 Total
£60,000 to £70,000	4	-	**4**	3	-	3
£70,001 to £80,000	1	-	**1**	1	-	1
£80,001 to £90,000	-	-	**-**	1	-	1
£90,001 to £100,000	1	-	**1**	-	-	-
£120,001 to £130,000	2	-	**2**	2	-	2
£240,001 to £250,000	1	-	**1**	-	-	-
£290,001 to £300,000				1	-	1

In addition to basic salary, the figures within the salary bands comprise bonuses, benefits in kind and other taxable benefits.

Contributions were made to the Teachers' Pension Defined Benefits Scheme for 8 of the higher paid employees of £188,798 (2021: 7 employees - £166,925). Contributions were made to a Defined Contribution Scheme for 1 of the higher paid employees of £7,107 (2021: 1 employee - £7,107).

During the year there were redundancy or termination payments made which amounted to £12,363 (2021: £51,299) No amounts were outstanding as at 31 August 2022.

Payments to certain key management personnel are reviewed annually by the Remuneration Committee, comprising Trustees, and individual rates of remuneration are awarded based on staff reviews as well as costs being benchmarked against the sector average.

Accommodation is provided to those members of staff for whom it is required given the nature of their role. The School also offers discounts to any members of staff who wish to send their children to the School, and the rate offered is competitive when compared to other schools within the sector.

11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings	Furniture, fittings and equipment	Computer equipment	Motor Vehicle	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
As at 1 September 2021	31,458	3,700	551	71	35,780
Additions	440	190	201	-	831
Disposals	-	-	(110)	-	(110)
Reclassification	-	8	(8)	-	-
As at 31 August 2022	**31,898**	**3,898**	**634**	**71**	**36,501**
Accumulated depreciation					
As at 1 September 2021	11,081	3,048	457	64	14,650
Charge for the year	881	314	111	2	1,308
Disposals	-	-	(110)	-	(110)
Reclassification	-	3	(3)	-	-
As at 31 August 2022	**11,962**	**3,365**	**455**	**66**	**15,848**
Net book amount at 31 August 2022	**19,936**	**533**	**179**	**5**	**20,653**
Net book amount as at 31 August 2021	20,377	652	94	7	21,130

Charity	Freehold land and buildings	Furniture, fittings and equipment	Computer equipment	Motor Vehicle	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
As at 1 September 2021	31,458	3,670	551	71	35,750
Additions	440	182	201	-	823
Disposals	-	-	(110)	-	(110)
Reclassification	-	8	(8)	-	-
As at 31 August 2022	**31,898**	**3,860**	**634**	**71**	**36,463**
Accumulated depreciation					
As at 1 September 2021	11,081	3,018	457	64	14,620
Charge for the year	881	311	111	2	1,305
Disposals	-	-	(110)	-	(110)
Reclassification	-	3	(3)	-	-
As at 31 August 2022	**11,962**	**3,332**	**455**	**66**	**15,815**
Net book amount at 31 August 2022	**19,936**	**528**	**179**	**5**	**20,648**
Net book amount as at 31 August 2021	20,377	652	94	7	21,130

12. INVESTMENTS

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Valuation as at 1 September 2021	**15,983**	12,780	**15,983**	12,780
Additions at cost	**3,607**	4,450	**3,607**	4,450
Disposals proceeds	**(3,469)**	(4,418)	**(3,469)**	(4,418)
(Loss)/gain on investments	**(1,999)**	3,171	**(1,999)**	3,171
	14,122	15,983	**14,122**	15,983
Cash	**405**	846	**405**	846
Valuation as at 31 August 2022	**14,527**	16,829	**14,527**	16,829

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Investments comprise:				
Listed Investments				
Unit trusts (Historical cost £9,617,104)	**14,122**	15,983	**14,122**	15,983
Cash	**405**	846	**405**	846

	Group		Charity	
	2022 £	2021 £	**2022 £**	2021 £
Investments in subsidiaries	**-**	-	**1**	1

13. STATEMENT OF INVESTMENT TOTAL RETURNS

Trustees have adopted a duly authorised policy of Total Return accounting for the School's investment returns. The total investment return targeted for these funds is 3% per annum or twice the Retail Price Index, whichever is greater. On adopting the Total Return approach to the investment, the Council valued the underlying trust for the investment as at 31 August 2012 as described in Note 2.6.

Permanent Endowment

	Group 2022 £'000
Investment total return	
Income distributions on securities	239
Capital gains on securities	(1,736)
Investment management costs	(67)
Total return for the year	(1,564)
Amount applied as income for spending	(500)
Amount applied as capital to protect value of endowment	(1,483)
Net increase in Unapplied Total Return for year	(3,547)
Unapplied Total Return as at 1 September 2021	
- securities	2,697
- uninvested cash	158
Unapplied Total Return as at 31 August 2022	(692)
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	3,422
Value of permanent endowments as at 31 August 2022	13,513

Note: Uninvested cash funds are shown as net current assets in Note 19.

14. DEBTORS

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Trade debtors	**335**	258	**143**	217
Amounts owed by group undertakings	**-**	-	**675**	509
Other debtors	**84**	243	**84**	28
Prepayments and accrued income	**193**	205	**193**	205
Intercompany loan	**-**	-	**-**	379
	612	706	**1,095**	1,338

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

		Group		Charity	
	Note	**2022 £'000**	2021 £'000	**2022 £'000**	2021 £'000
Trade creditors		**231**	119	**217**	119
Social security and other taxes		**24**	260	**20**	253
Other creditors		**159**	264	**149**	183
Accruals and deferred income		**253**	156	**223**	156
Deposits from parents		**879**	519	**879**	519
Amounts due to parents		**1,010**	371	**1,010**	371
Fees in advance of term		**4,992**	4,361	**4,992**	4,361
Fees in advance scheme	17	**293**	195	**293**	195
		7,841	6,245	**7,783**	6,157

2021 figures for 'Fees in advance scheme' have been amended to take into account interest that is calculated on fees paid in advance and offset against the capital annually. The interest of £9k calculated on amounts falling due within one year had previously been disclosed in amounts falling after more than one year.

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group		Charity	
	Note	**2022 £'000**	2021 £'000	**2022 £'000**	2021 £'000
Deposits from parents		**4,240**	4,342	**4,240**	4,342
Fees in advance of term		**14**	4	**14**	4
Fees in advance scheme	17	**568**	382	**568**	382
		4,822	4,728	**4,822**	4,728

2021 figures for 'Fees in advance scheme' have been amended to take into account interest that is calculated on fees paid in advance and offset against the capital annually. The interest of £9k calculated on amounts falling due within one year had previously been disclosed in amounts falling after more than one year.

17. DEFERRED INCOME - FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School up to the equivalent of seven years fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. This liability has been split as follows:

	Group		Charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
- due in less than one year	**293**	195	**293**	195
- due 1 to 2 years	**187**	176	**187**	176
- due 2 to 3 years	**146**	79	**146**	79
- due 3 to 4 years	**113**	39	**113**	39
- due 4 to 5 years	**98**	42	**98**	42
- due after 5 years	**24**	46	**24**	46
As at 31 August 2022	**861**	577	**861**	577

Summary of movements in liability:

	Group		Charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2021	**577**	560	**577**	560
New contracts	**507**	350	**507**	350
Interest allowance	**10**	8	**10**	8
Amounts utilised in payment of fees	**(233)**	(341)	**(233)**	(341)
As at 31 August 2022	**861**	577	**861**	577

The total fees in advance scheme liability as at 31 August 2022, representing commitments to release amounts to the Statement of Financial Activities over the next 5 years is £1,126k (2021: £598k), inclusive of future interest allowances.

18. PROVISIONS FOR LIABILITIES AND CHARGES

The provision of £200k relates to providing for possible claims relating to the Harpur Trust v Brazel holiday pay court case and £80k for restoration of the Roedean School Moira House tennis courts.

	Group		Charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Harper Trust Provision	**200**	-	**200**	-
MH School Provision	**80**	156	**80**	-
	280	156	**280**	-

The provision for the Moira House tennis courts will be utilised dependent on the outcome of finding a lessee for the courts.

Summary of movements in provisions:

	Group		Charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Balance as at 1 September 2021	**156**	93	**-**	-
New provisions	**332**	63	**280**	-
Release of provisions	**(208)**	-	**-**	-
As at 31 August 2022	**280**	156	**280**	-

Moira House was liquidated in May 2022 resulting in the release of the provisions shown in the consolidated Group reports.

19. ALLOCATION OF NET ASSETS

The Group net assets are held for the funds as at 31 August 2022 is as follows:

GROUP	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2022 Net Assets
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,664	158	-	**12,822**
Restricted funds	-	-	1,134	-	**1,134**
Unrestricted funds	20,653	1,863	4,934	(5,102)	**22,348**
	20,653	**14,527**	**6,226**	**(5,102)**	**36,304**

The Charity net assets are held for the funds as at 31 August 2022 is as follows:

CHARITY	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2022 Net Assets
	£'000	£'000	£'000	£'000	**£'000**
Endowed funds	-	12,664	158	-	**12,822**
Restricted funds	-	-	1,134	-	**1,134**
Unrestricted funds	20,648	1,863	5,185	(5,102)	**22,594**
	20,648	**14,527**	**6,477**	**(5,102)**	**36,550**

20. FUNDS

GROUP	At 1 September 2021 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers and Gains/(Losses) £'000	At 31 August 2022 **£'000**
Endowed Funds					
Roedean St Mary's Hall	14,886	239	(67)	(2,236)	**12,822**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	-	776	(33)	24	**767**
Development and Project Fund	36	329	-	-	**365**
Other (All-Weather Pitch, Take a Seat)	-	40	-	(40)	**-**
	38	1,145	(33)	(16)	**1,134**
General Reserve					
Discontinued Operations	(74)	1	113	(40)	**-**
Continuing Operations	21,402	19,373	(18,680)	253	**22,348**
Unrestricted Funds	21,328	19,374	(18,567)	213	**22,348**
Total Funds	**36,252**	**20,758**	**(18,667)**	**(2,039)**	**36,304**

CHARITY	At 1 September 2021 £'000	Incoming Resources £'000	Resources Expended £'000	Transfers and Gains/(Losses) £'000	At 31 August 2022 **£'000**
Endowed Funds					
Roedean St Mary's Hall	14,886	239	(67)	(2,236)	**12,822**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from Parents	1	-	-	-	**1**
Bursary Fund	-	776	(33)	24	**767**
Development and Project Fund	36	329	-	-	**365**
Other (All-Weather Pitch, Take a Seat)	-	40	-	(40)	**-**
	38	1,145	(33)	(16)	**1,134**
General Reserve					
Continuing Operations	21,598	18,893	(18,150)	253	**22,594**
Unrestricted Funds	21,598	18,893	(18,150)	253	**22,594**
Total Funds	**36,522**	**20,277**	**(18,250)**	**(1,999)**	**36,550**

Endowed Funds

The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £500k (2021: £500k) has been transferred from endowed to unrestricted funds to fund bursaries (see note 20).

Restricted Funds

The Bicknell Art Prize was established for purposes of providing prizes to celebrate excellence in Art.

The Bursary Fund was established to support the education of girls who might not, without such support, be able to attend the School.

The Development and Project Fund was established by the School to provide scholarships, bursaries and undertake special projects to support the education of girls.

£40k (2021: £72k) has been transferred from restricted funds to unrestricted funds as funds have been spent on the completed all-weather pitch, £5k, and £35k for theatre projects (see note 20).

21. COMPARATIVE ALLOCATION OF NET ASSETS

The group net assets held for the funds as at 31 August 2021 is as follows:

GROUP	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2021 Net Assets
	£'000	£'000	£'000	£'000	£'000
Endowed funds	-	14,728	158	-	**14,886**
Restricted funds	-	-	38	-	**38**
Unrestricted funds	21,130	2,101	2,972	(4,875)	**21,328**
	21,130	16,829	3,168	(4,875)	**36,252**

The Charity net assets held for the funds as at 31 August 2021 is as follows:

CHARITY	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2021 Net Assets
	£'000	£'000	£'000	£'000	£'000
Endowed funds	-	14,728	158	-	**14,886**
Restricted funds	-	-	38	-	**38**
Unrestricted funds	21,130	2,101	3,086	(4,719)	**21,598**
	21,130	16,829	3,282	(4,719)	**36,522**

22. COMPARATIVE MOVEMENTS OF FUNDS

GROUP	September 2020 Fund Balance	Incoming Resources	Resources Expended	Transfers and Gains/(Losses)	August 2021 Fund Balance
	£'000	£'000	£'000	£'000	**£'000**
Endowed Funds					
Roedean St Mary's Hall	12,498	194	(64)	2,258	**14,886**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from Parents	-	1	-	-	**1**
Bursary Fund	61	348	(410)	1	**-**
Development and Project Fund	35	1	-	-	**36**
Other (All-Weather Pitch)	-	13	-	(13)	**-**
Leavers Appeal	-	59	-	(59)	**-**
	97	422	(410)	(71)	**38**
Designated funds from Discontinued Operations					
Friends of Moira House	12	-	(12)	-	**-**
Old Girls' Club	3	-	(3)	-	**-**
	15	-	(15)	-	**-**
General Reserve					
Discontinued Operations	(64)	425	(435)	-	**(74)**
Continuing Operations	21,444	16,440	(17,466)	984	**21,402**
Unrestricted Funds	21,380	16,865	(17,901)	984	**21,328**
Total Funds	**33,990**	**17,481**	**(18,390)**	**3,171**	**36,252**

CHARITY	September 2020 Fund Balance	Incoming Resources	Resources Expended	Transfers and Gains/(Losses)	August 2021 Fund Balance
	£'000	£'000	£'000	£'000	**£'000**
Endowed Funds					
Roedean St Mary's Hall	12,498	194	(64)	2,258	**14,886**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from Parents	-	1	-	-	**1**
Bursary Fund	61	348	(410)	1	**-**
Development and Project Fund	35	1	-	-	**36**
Other (All-Weather Pitch)	-	13	-	(13)	**-**
Leavers Appeal	-	59	-	(59)	**-**
	97	422	(410)	(71)	**38**
General Reserve					
Continuing Operations	21,486	16,377	(17,249)	984	**21,598**
Unrestricted Funds	21,486	16,377	(17,249)	984	**21,598**
Total Funds	**34,081**	**16,993**	**(17,723)**	**3,171**	**36,522**

23. FINANCIAL INSTRUMENTS

	2022	2021
	£'000	£'000
Financial Assets measured at amortised cost (a)	**315**	705
Financial Liabilities measured at amortised cost (b)	**2,471**	1,487
Financial Assets measured at fair value through the profit and loss (c)	**14,527**	16,829

(a) Financial assets include trade and fee debtors, other debtors and accrued income
(b) Financial liabilities include trade creditors and other creditors
(c) Financial assets measured at fair value through the profit and loss comprise investments

Income received in the year from financial assets measured at amortised cost totaled £7k (2021: £2k) with impairment losses of £38k (2021: £66k). During the year total losses/gains in relation to financial assets held at fair value totaled £1,999k loss (2020: gain £3,171k) and income received totaled £273k (2021: £221k).

Interest paid in the year from financial liabilities measured at amortised cost totaled £nil (2021: £nil).

24. TAXATION

Roedean School is a registered charity and under section 505 (1) of the Income and Corporation Taxes Act 1988 is exempt from taxation.

25. CAPITAL COMMITMENTS

The Group and the Charity had capital commitments of £nil at 31 August 2022 (2021: £101k).

26. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 August 2021 or 31 August 2022.

27. LEASING PAYMENTS AND COMMITMENTS

The future minimum lease payments under non-cancellable operating leases in respect of motor vehicles and equipment at the end of the year were:

	2022	2021
	£'000	£'000
0-1 Years	**126**	256
1-2 Years	**59**	126
2-5 Years	**5**	64

Operating lease payments amounting to £209k (2021: £218k) were paid during the year.

28. TEACHERS' PENSION DEFINED BENEFITS SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,545k (2021: £1,544k) and at the year-end £nil (2021: £nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

29. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Roedean School Enterprises Ltd.
The Charity owns all of the issued share capital of Roedean School Enterprises Ltd (company number 2921272), a company incorporated in England. This company carries out trading activities on behalf of the School.

In the year ended 31 August 2022, the Charity charged £106k (2021: £32k) to RSEL for the provision of staff and the administrative services and RSEL gifted £nil (2021: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2022 was £675k (2021: £505k).

Trustee Donations
In the year the Charity received donations totaling £1,041 from its Trustees (2021: £6,553).

ROEDEAN SCHOOL

England & Wales - Charity number 307063

Accounts

ROEDEAN SCHOOL

(Incorporated by Royal Charter)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

Roedean aims to inspire and challenge every student to develop her strengths and passions, to seek the highest academic and personal standards for herself, and to develop a strong foundation for her future.

Principal Address and Registered Office
Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ

Charity Registration No. 307063

Website www.roedean.co.uk

ROEDEAN SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

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ROEDEAN SCHOOL
MESSAGE FROM THE INTERIM CHAIR OF COUNCIL
FOR YEAR ENDED 31 AUGUST 2021

MESSAGE FROM THE INTERIM CHAIR OF COUNCIL

I am delighted to report that Roedean is thriving and in a strong position, despite the considerable challenges which the current climate presented over the year 2020-21. Roedean has continued to grow, with 675 girls, as at September 2021, in the School (636 at the outset of 2020-21), and the students showed themselves to be incredibly adaptable and successful in the face of these difficulties during 2020 -21.

These have been unprecedented times, since Covid-19 closed our schools in March 2020 and public examinations were cancelled. After that first year, no-one could have imagined that another year's examination results would be based on teacher-judgement in June 2021, and the additional workload involved. Roedean reopened to pupils in September 2020 but it was far from 'normal' with many adaptations required due to Covid-19. The wearing of face-masks, social distancing, hand sanitiser, the implementation of one-way systems, and on-site testing were all introduced and adapted in response to changing and updated government guidance. The teams in School responded to these changing requirements brilliantly, especially as the second lockdown was unexpected and took us and many schools by surprise at very short notice.

Despite the huge pressures of facing the unknown, the girls in Years 11 and 13 sat several rounds of assessments, to provide the required data from which to arrive at representative examination results. The outcomes were outstanding, with 48.7% of A Level grades awarded at A*, and 75.4% of GCSE grades awarded the equivalent numbered grades of A* (8 and 9). Although they avoided the pressure of sitting the actual examinations, the girls were assessed many times along the way, and this in itself resulted in a different type of pressure. In the final analysis, they thoroughly deserved the grades achieved, and deserve to be congratulated on their successes.

During the lockdowns, our colleagues adapted everything they had ever learnt about how to teach, changing their teaching methods and techniques in order to teach from home, and they did so with great success. Once we returned in large part to school, almost every teacher was faced with the need to teach in a hybrid way, simultaneously accommodating students in front of them in the classroom, and those who were unable to return to Roedean and were learning online. Teaching staff coped admirably, often discovering techniques and strategies which they will continue to use in normal circumstances, and support and non-academic staff played a vital part too in ensuring the School was a safe and healthy place. We owe thanks to all of them.

From a pastoral perspective, there can be no doubt that the pandemic has taken its toll on students and staff alike. Not only are members of our community dealing with the situation directly themselves, but they were worrying about family and friends in other cities and countries. As part our deep commitment to welfare and pastoral care, it was very important to maintain connections and shore up the foundations of the Roedean community, and this was done through on-line meetings, virtual chapel services, virtual assemblies and House meetings, and regular one-to-one meetings.

When considering the situation in relation to the co-curriculum and partnerships, Roedean adapted very well, and many activities have been successfully adapted for a lockdown and hybrid model. In addition to musical ensembles, and outreach work with St Mark's CE Primary School, large-scale events also had to be re-created in a different format. Our annual Festival Celebrating Inspiring Women is a good example of something completely reimagined,

but equally successful; our 2021 International Women's Day and 2020 Black History Month events were completely virtual, with 18 and 11 speakers respectively. This model has in fact given us the flexibility to invite a wider range of speakers, running several hybrid events since then. The inaugural Headmaster's Lecture with Sarah Jenkins, Managing Director of Saatchi & Saatchi London, was a great success and we introduced a virtual 360 degree tour of the School in March 2021. This has been a powerful tool at a time when visitors to the site were not allowed.

There have been many student success stories, highlighting both our students' adaptability and talents, as well as the quality and breadth of Roedean's educational and co-curricular offering. Here are a few examples: Megan (Yr12) won the Stephen Spender National Poetry Competition in November 2020; our students enjoyed great success in the national Ritangle Challenge (Sixth Form Maths) and the World Chinese Writing Competition; 69 students passed their Duke of Edinburgh Bronze; 42 completed their Silver and 6 Sixth Formers their Gold expedition last summer; Liv (Yr13) won a place at Sandhurst and an Army Scholarship through university; and Merla (Yr9) was part of the National Youth Musical Theatre over the summer. As ever, there was extensive community, fundraising and charity work, and one CAP (Community Action Programme) group received handwritten congratulations from renowned children's author and former Children's Laureate Julia Donaldson CBE, for their charity book, Brighton to Bulgaria. Now that Covid-19 restrictions have eased, we have launched a programme for St Mark's CE Primary pupils to come to Roedean on a weekly basis for academic enrichment.

Sport continues to thrive, with the all-weather facilities making a big difference; drama and music performances were inevitably impacted by the pandemic but there was a huge variety of performing arts online, and once back in School, Roedean had a clean sweep of distinctions in LAMDA (London Academy of Music and Dramatic Art) examinations. The Year 7 Instrumental Project, which gives every Year 7 pupil an opportunity to learn an instrument, has diversified with French Horns, Bassoons, and Violas added to the usual list of Trumpets and Violins which are available for the girls to choose to learn. In November 2021, Roedean was one of 2,500 schools around the world which performed 'All Together Now!', a global project to celebrate a return to live performances. Roedean's long-standing strength in the visual arts continues, with pupils now having more opportunities to do photography alongside art, design and technology.

All of this, I hope, gives our stakeholders a flavour of the extraordinary diversity and strength of Roedean, and its community which was recognised externally when Roedean was shortlisted for Independent Girls' School of the Year. Much of this report, of course, focuses on the financial results of the School and the Corporation. Although Covid-19 led to lower fee and trading income, including due to the impossibility of on-site lettings, and despite additional costs for PPE and the establishment of onsite testing, we are delighted to report a surplus after investments, and an improved set of results and increased reserves position. This followed significant work to control and reduce costs wherever possible, and I would like to thank all of my fellow Trustees and the Senior Team at the School for delivering a positive set of results in the most challenging of circumstances. In short, Roedean is thriving.

ROEDEAN SCHOOL
REPORT OF THE COUNCIL
FOR YEAR ENDED 31 AUGUST 2021

REPORT FROM THE COUNCIL

The Council (Board) of Roedean School presents its eighty second annual report and audited financial statements for the year ended 31 August 2021 and confirms that they comply with the requirements of the Charities Act 2011, Roedean's Royal Charter (1938) and the Charities SORP 2019.

Roedean School ("Roedean" or "the School" or "the Corporation" or "the Charity") was founded by the Lawrence sisters in 1885, and moved in 1898 to its present site which provides an iconic location between the South Downs (now a National Park) and the English Channel. The School was originally incorporated under the Companies Acts 1908 and 1917. It was reincorporated by Royal Charter in 1938. It was registered as a charity in 1966 (registration number 307063).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Group Structure

The Roedean Group of Schools formed on 1 September 2017. Under the Charities SORP (FRS 102) it is a requirement that where Roedean School controls assets of other charities their assets, income and expenditure are consolidated within the accounts.

The Group comprises Roedean School and the following wholly owned or controlled subsidiaries:

Roedean School Enterprises Limited ("RSEL") – a private company limited by shares and incorporated in the UK (registration number 2921272). The company was incorporated on 21 April 1994, and it operates from its registered office address Roedean School, Roedean Way, Brighton, BN2 5RQ.

Moira House School Limited ("Moira House") – a charitable company limited by guarantee (company registration number 00434590, registered charity number 307072). Its registered office is c/o Roedean School, Roedean Way, Brighton, East Sussex BN2 5RQ. This company no longer trades and will be wound up in 2022.

Roedean Moira House School Enterprises Limited – a private company limited by shares and incorporated in the UK (registration number 11960353). The company was incorporated on 24 April 2019, and it operates from its registered office address Moira House School Limited, c/o Roedean School, Roedean Way, Brighton BN2 5RQ. This company no longer trades and will be wound up in 2022.

Governing Body

The business and affairs of the Corporation are managed and administered by a governing body known as the Council which is the Board of Trustees under charity law, whose members are known as Councillors or Trustees.

The Council meets at the end of each term, as a minimum, with additional meetings organised when required, with virtual meetings throughout the pandemic. Reporting into Council are individual Committees which meet regularly throughout the year and carry out activities according to the Terms of Reference of each Committee. A list of Committees can be found on page 21.

The Council's Strategy is implemented by Roedean School's Senior Team comprising the Executive Head, the Head of School, the Director of Finance and Administration, the Deputy Head Pastoral, the Deputy Head Academic, and the Deputy Head Co-Curricular and Outreach. The Senior Team provides the Council and its Committees with regular strategic updates, progress reports and statutory annual reports and documentation to achieve these aims.

Members of the Corporation

The Members of the Corporation are known as Governors. The Corporation in General Meeting may from time to time elect to be a Governor any person whose election may be deemed likely to further the interests of the Corporation and it shall be the duty of the Corporation whenever the number of Governors falls below 50 to elect not less than five Governors at the next ensuing Annual General Meeting. The Governors of the Corporation include the President and any Vice-President, and Members of the Council both past and present.

ISI Regulatory Inspection

In November 2021, the School underwent a Regulatory Compliance and Educational Quality Inspection by the Independent Schools Inspectorate [ISI] over four days. Roedean met every one of the required standards in the numerous areas of regulation after the in-depth review and assessment by this external body of highly-trained specialists.

The inspection looked at every element of the School in considerable depth. It sought views from numerous stakeholders, reading 1,216 survey responses from parents, staff and pupils, which amounted to 46,808 questions being answered. In addition, they met and discussed all aspects of the School with 230 girls and staff, observed approximately 120 lessons, and reviewed all the School's records and thousands of pages of evidence.

Roedean was judged as 'excellent' (the highest rating) both for the quality of its academic outcomes and students' personal development. In brief, the School achieved the highest possible accolade for both sets of inspections, which also included an inspection of our boarding provision and our pastoral care.

The report bristles with the energy, intellectual freedom, ambition and openness of the whole Roedean Community. The safeguarding policy and practice was considered to be outstanding, teaching to be dynamic and facilities to be excellent.

The full report from ISI is available via the following link www.roedean.co.uk/isi-reports.

Risk Management

The major risks, to which the School is exposed, as identified by the Council, have been reviewed and systems have been established to manage those risks. The Council manages risks through the activities of its various Committees and through the Senior Team structure. A risk register is maintained, which is used to ensure that appropriate effort is directed at managing the risks identified.

The five key risks that Council has identified, and the methods used to manage those risks, within the risk register are as follows:

Key Risks	Method to manage risk
Out-of-date governance arrangements.	Independent governance review commissioned by Council in order to enhance governance arrangements and ensure the Trustees are working in line with current regulations and best practice, whilst still maintaining the significant privilege of being governed under a Royal Charter.
Insufficient income from parental fees and downturn in the market, especially with the impact of the Ukrainian Crisis.	Targeted growth in pupil numbers both day and boarding, and diversification overseas. Regular reviews of costs and fee levels together with a balanced approach to funding places through awards. Close debtor control, increase in alternative funding sources including letting and investment income, and close monitoring of costs and benchmarking against KPIs.
Loss of senior staff destabilising the School and potentially leading to a loss of pupils.	Active engagement with senior staff to address any concerns identified and put in place additional resources where required.
Increase in automatic and variable cost levels, in particular Teachers' Pension Scheme contributions, auto-enrolment pension contributions and minimum wage, plus staff costs, energy, catering and building materials, much of which being impacted by Brexit and the Ukrainian Crisis.	Always continue to assess the risks and other options available, while building the pupil numbers and revenue in order to provide financial capacity on the bottom line, and review the five-year model taking account of the number of variables. Further work on cost control measures and benchmarking, and forward purchase contracts where beneficial.

Condition of the location of the estate, especially given the location of the school.	Ongoing investment and upgrades to on-site facilities, via refurbishments and ongoing planned preventative maintenance as part of an external structural survey conducted by Carter Jonas, and being updated by Stace LLP. Health and Safety at Work Act and Equality Act requirements are always considered with the estate works, alongside affordability, and monitored by Council, its Estates Committee and external consultants.

The overall key controls used by the Charity include:

- formal agenda for all Committee and Council activities;
- detailed terms of reference for all Committees;
- comprehensive strategic planning, budgeting and management accounting;
- established organisational structure and lines of reporting which are reviewed on a regular basis;
- formal written policies;
- clear authorisation and approval levels for both invoices and payments;
- vetting procedures as required by law for the protection of pupils;
- independent voluntary external audits and inspections of different areas of school life;
- reviewing new Estate developments against the masterplan, budget and growth in pupil numbers;
- external legal and professional advice;
- engagement with professional and regulatory bodies; and
- regular training and continuous professional development for Trustees and staff.

The Trustees are aware of The Charity Governance Code published in 2017 ("Code") which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Nominations & Governance Committee, reviews its current governance arrangements against the principles within the Code will continue to address issues raised where required in 2021-22, seeking sound external advice where necessary alongside ongoing Trustee input. The School is currently undergoing an external review of its governance arrangement to ensure best practice, and the initial report was received by Council in May 2022.

The Code of Fundraising Practice

Fundraising is only carried out internally and fundraising activities are not outsourced to professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator and is committed to adhering to the Code of Fundraising Practice, and there have been no breaches of this code.

No complaints have been received about the fundraising carried out by the Charity. The Charity has signed up to receiving suppressions under the Fundraising Preference Service. All of our fundraising and customer service staff follow best-practice guidelines for dealing with vulnerable people.

We comply with all legal requirements relating to data protection under General Data Protection Regulation (GDPR) and do not share any data for the purposes of fundraising with third parties or data sharing schemes. We have had no breaches of data protection laws.

Fundraising for the Take Your Seat appeal overlapped the end of the Financial Year. At that point in the appeal, the amount raised was on target. Subsequent to the end of the financial year, the target was exceeded by £10,000. The annual Leavers' Deposit Appeal also met objectives, and other fundraising exceeded expectations with one six figure donation being received to establish a Bursary.

Gender Pay Gap Report - Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees by 5th April each year. The latest report is available on the Roedean website https://www.roedean.co.uk/policies

As an educational charity, Roedean School is committed to being inclusive as we see the diverse population of both pupils and staff as one of the School's greatest strengths. In order to ensure everyone can thrive and meet their full potential it is essential that inclusion and equality of opportunity be at the core of all the School's activities,

including pay and terms and conditions.

Roedean is an equal opportunities employer and the School is committed to ensuring a working environment free from any discrimination. Training and continued professional development opportunities are provided for all staff, irrespective of gender.

Remuneration
Remuneration is decided by the Council, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding, fairly and responsibly, individual contributions to the School's success. Specifically, the remuneration levels of the Executive Head, the Head of School and the Director of Finance and Administration are based on performance, and decided and agreed via the Remuneration Committee.

The appropriateness and relevance of the remuneration policy is reviewed regularly, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere, and maintains salary levels within appropriate boundaries.

The School continues to aim to recruit, subject to experience, at a competitive level whilst providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on the key management personnel, and staff costs are the largest single element of the charitable expenditure.

Deepdene School Limited
In the year ended 31 August 2021, the Group of Schools was not a group as defined by Section 38 of the Companies Act 2006 as the relationship between Roedean School and Deepdene Schools Limited ("Deepdene") as at 31 August 2021 was restricted to loans via Roedean School Enterprises Limited. Since the period under review ended, Roedean ceased its partnership with Deepdene (and this school closed on 1 April 2022).

St Mark's CE Primary School
Roedean works closely with St Mark's CE Primary School Brighton ("St Mark's) to support the future development of St Mark's. Both schools are committed to protecting the Christian ethos of St Mark's as set out in its Trust Deed, and to working within the requirements of Roedean's Royal Charter and charitable objects.

The aim of the partnership with St Mark's is to ensure that both schools are able to share and celebrate expertise and resources, to enable improved outcomes for pupils at Roedean and St Mark's, and this is primarily undertaken by both schools working in collaboration with each other to share and develop expertise, good practice, resources, and facilities. There are significant volunteering opportunities for Roedean pupils, where allowed under the Covid-19 pandemic.

Activities include pupils and staff regularly visiting St Mark's to help with the teaching and educational enrichment of the pupils, providing minibus facilities to St Mark's to bring the children to the Roedean site and, since Covid-19 restrictions eased, weekly visits to Roedean for academia, sport and extra-curricular opportunities.

The level of support and provision for the academic year 2021-22 has returned to pre-Covid-19 times. Students from Roedean are Reading and Listening Buddies for St Mark's pupils, and other students are Language Buddies to support those for whom English is not their first language.

Roedean South Africa (Established in 1903)
Roedean and Roedean South Africa, our sister school in Johannesburg, enjoy shared activities periodically. For example, a number of girls are still in touch with students at Roedean South Africa, from previous visits to us and also via the e-Pen Pal buddying we set up for the junior years. In the current circumstances, this was reinvigorated for older girls by the two Partnership Prefects in January 2021.

Furthermore, some members of our Prefect team in Year 13 attended the virtual Girls' Leadership Summit, hosted annually by Roedean South Africa, and they relished the experience of high-level discussions with like-minded individuals from around the world.

Roedean St Mary's Hall Trust – an endowed fund
The Roedean St Mary's Hall Trust (charity registration number 307063-2) ("Trust") holds funds as a permanent

endowment, which are invested on a total return basis to produce a return for the Trust's objects. Funds allocated as income are used to enhance our current bursary offering, thus furthering opportunities for girls to gain access to the education provided by Roedean. Roedean St Mary's Hall Trust has provided significant levels of support to our pupils. Roedean (as Trustee of the Trust) selects beneficiaries and, along with other bursary programmes, continues to increase the availability to further widen access to girls from many backgrounds. Details of the bursaries and scholarships offered by Roedean available from the Admissions Office.

OBJECTS, AIMS, OBJECTIVES AND ETHOS

Charitable Objects
The principal objects of the Corporation of Roedean School, as laid down in the Royal Charter of 1938, are:

- To carry on at Roedean or elsewhere a school for girls in which they may receive a sound education including physical and moral training;
- To establish and carry on at any place or places which may be thought fit any subsidiary affiliated or other schools for the education of girls in connection with the above-mentioned School;
- To establish, maintain and subsidise boarding houses for mistresses, teachers, pupils and others connected with or attending such school; and
- To provide in connection with any school maintained by the Corporation means for training student teachers and students in the theory and practice of education.

Key Objectives
This year, the School has continued working towards a number of objectives which include the implementation of the Council's strategy to ensure that the School continues to be seen as an acknowledged centre of excellence in girls' education.

There are three main areas of focus:
- A unique education for every individual.
- High professional standards in every area of the School.
- High expectations throughout the School.

Ethos
Roedean School is a charity which seeks to benefit the public through the pursuit of its objects and objectives.

Its fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our objective of providing a sound education for girls.

Roedean welcomes pupils from all backgrounds, and makes awards to ensure that talented girls from a range of backgrounds are able to attend Roedean. The admissions process strives to ensure that all pupils who receive a Roedean education have the opportunity to fulfil their potential. Entrance interviews and assessments are undertaken to satisfy both the School and parents that potential pupils can cope with the pace of learning and benefit from the education Roedean provides.

The strength of pastoral care and safeguarding has been consistently acknowledged in ISI inspections over the last 10 years.

Parents are given regular information about their children's social and academic progress, and they also receive the weekly Head's Review, as well as a number of less formal contacts; this is further reinforced via the Parent Portal. All pupils have a Head of House, Head of Key Stage, Head of Year and Tutor responsible for pastoral care and academic development.

Roedean is also vigilant concerning its Health and Safety responsibilities, and it contracts Assurity Limited to monitor all systems externally alongside the Risk Group (including Trustee membership) and the internal Health & Safety Committee. There is also an internal Health & Safety Officer.

Roedean is also vigilant concerning its adherence to GDPR regulations and it contracts Mr Adrian Coomber to act as the School's Data Protection Officer.

Aims of the School

The School's aims continue to be developed to encapsulate the ethos, and are actively promoted in our pupils. Roedean aims to ensure that its pupils:

- Enjoy their days at school and flourish as individuals, developing healthy and balanced approaches to their own well-being.
- Develop their intellectual curiosity, passions and rigour as a foundation for a lifelong love of learning.
- Engage in a range of activities and opportunities beyond the curriculum to develop their skills, talents and interests.
- Learn to think independently, creatively and critically to develop their resilience and enjoyment of challenge.
- Develop the confidence to express their own voice and the self-belief to realise that anything is possible.
- Develop a sense of active social responsibility, respect for others, generosity of spirit, tolerance and compassion.

And to achieve this by working on the key areas of Care, Community and Challenge as follows:

- Care – to ensure every girl is known and supported in all areas of school life to help them progress.
- Community – to ensure every girl is provided with the best teaching and pastoral departments with a strong team and open-door ethos, and exciting opportunities.
- Challenge – to ensure every girl is challenged and motivated in every subject area by fantastic and inspirational teaching.

The overall aims of the School are reviewed and evaluated annually by the Senior Team, and reviewed by Council, to ensure they tie in with current issues and directions, and this is translated into new annual priorities which are rolled out to each department at the start of the academic year. This is informed by feedback, including from girls, staff and parents, and the full list of aims can be found at https://www.roedean.co.uk/about/aims

ACCESS AND PUBLIC BENEFIT

At the commencement of the academic year 2020-21 the number of pupils at Roedean School was 636, and as at September 2021 the number was 675. As a charity, Roedean ensures that the education that it provides is not restricted to those who can afford the fees. Both scholarships and bursaries give financial assistance. Scholarship awards are given on the basis of excellence; a bursary award can be given in recognition of financial need, and may also enhance the value of a scholarship award.

Public Benefit Aims and Intended Impact

In meeting its objects, Roedean's public benefit aim is to provide a first-class independent education, both through strong academic tuition, and through developing wider sporting, artistic and social skills in all its pupils. This is intended to provide an environment where pupils can develop and fulfil their potential, thus to help build self-confidence and inculcate a desire to contribute to the wider community.

In the furtherance of these aims the Trustees have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 10 to 13).

Bursary Policy

The Council views bursary awards as important in helping to ensure that pupils from families who would otherwise not be able to afford the fees can access the education the School offers. Roedean's bursary awards can be made available to all who meet our general entry requirements and are made after assessing parental means either before a girl joins the School or to relieve hardship when an existing pupil's education would be at risk, for example in the case of parental redundancy.

In assessing means, the School takes a number of factors into consideration including family income, investments and other assets as well as looking at family outgoings. Bursary awards for pupils applying to the School can be up to 100% remission of fees.

The 100% bursarial funding is part of the Brighthelm awards scheme, and for the girls in receipt of these awards there is also a fund to assist with the costs of co-curricular activities, school trips, uniform, and travel to and from the School. Bursaries are also awarded to pupils already in the School to relieve hardship and these can be for any amount but are typically between 10% and 50% remission of fees.

This year the value of means-tested awards within Roedean School totalled £1,476k (this is classified as bursaries plus all associated awards for each pupil). The School provided assistance to 339 of its pupils of whom three girls benefited from a full remission of fees, and a further 16% benefit from fee remission of 70% or over.

The bursary policy has been expanded using the permanently endowed funds held by Roedean St Mary's Hall Trust, and has continued to be supported by income generated from the Charity's operations at a similar level to the previous year.

Scholarships

Roedean has a number of awards to recognise excellence in a particular field including academic, performing arts, musical, art and sports, and these are available to girls joining the school in Year 7, Year 9, and Year 12. Each year, we attract high-calibre applicants who enrich the School not only in their specialist fields, but also in all areas of school life. Sixth form scholarships have been increased through Old Roedeanian Association ("ORA") Scholarship Fund donations for which we are grateful.

The full list of Scholarship opportunities can be found here https://www.roedean.co.uk/admissions/overseas-admissions/scholarships

Local Community Links and Public Benefit

Roedean is linked to the local community of Brighton and further afield in Sussex by the pupils actively assisting in, and making a difference to, local charitable organisations.

The School is a major employer in the local area, and the number of day girls in the School has steadily increased in recent years and now represents half of all pupils. The School is fully part of the wider community, and staff and pupils are encouraged to participate in it as fully as possible.

The School's links with both the local community and charitable organisations have continued to grow and flourish this year in a variety of ways, including CAP (Community Action Programme) for the Sixth Form. In addition, the School has continued partnerships with local primary schools, focusing on developing enrichment opportunities, and sharing academic expertise.

Partnerships continued this year with a number of charities. This includes the use of school minibuses to transport pupils from St Mark's to Roedean School and local destinations for enrichment, when this is possible.

Roedean uses the Schools Together website to record, share, and celebrate partnership work.

Local State Schools where Roedean is making an impact

Nine local state schools benefited from the time and resources of Roedean's pupils and staff over the course of the academic year 2020-21. Part of this work is provided via the CAP (Community Action Programme) where all Year 12 students spend one afternoon per week working on a community service project. Students in other year groups also join in weekly activities involving:

Downs View School, Woodingdean

Roedean students went weekly to spend time in a social (lunch time) and academic (classroom) environment to assist pupils with disabilities (24 pupils). The pupils at Downs View benefit from interacting with the wider community and building healthy relationships. The students at Roedean learn essential life skills including social responsibility and leadership skills, and were chosen after an application process to ensure they were resilient and willing to show initiative in a challenging environment.

In 2020-2021, Roedean students worked independently, preparing resources for use at Downs View, and they made a 'wishing tree' to go in the school's new Garden area. This was installed at the end of the Summer Term, and contains lovely, positive messages for the pupils to read.

Roedean Academy

Launched in 2018, each year an additional school has been added to the Academy group which now includes: Blatchington Mill School, Longhill High School, and Peacehaven Community School originally, Dorothy Stringer School, King's School Hove and Portslade and Aldrington Academy.

21 Roedean teachers are involved and this Academy provides academic enrichment for pupils in Year 10 on a weekly basis, ordinarily over a period of eight weeks, to support and inspire students (girls and boys) from local state schools, working alongside Roedean pupils.

The content of the different courses in 2021 was intended to be beyond that of GCSE specifications, and therefore provide genuine stretch and challenge for all involved.

St Mark's School, Whitehawk

Activities include pupils and staff regularly visiting St Mark's to help with the teaching and educational enrichment of the pupils, providing minibus facilities to St Mark's to bring the children to the Roedean site, and weekly visits to Roedean for academia, sport and extra-curricular opportunities.

The level of support and provision for the academic year 2021-22 has returned to pre-Covid-19 times. Students from Roedean are Reading and Listening Buddies for St Mark's pupils, and other students are Language Buddies to support those for whom English is not their first language.

Further activities increasing Roedean's impact on the local community

Our many in-school charity events are always well supported. The main School charities during the year were the homeless charity, Off the Fence, and PlanUK, but other charities are supported as well.

- The School supports 10 girls from across the continents through PlanUK – the Roedean girls write to them every few months, and they are delighted when they receive drawings and short messages from them.
- Among other projects undertaken by Year 12 students for CAP, one group decided to write and illustrate a children's story-book. They completed the project before Christmas and sold the book, raising over £1,000 – with this, they are buying educational materials which will be sent to vulnerable children in Bulgaria. This 'Bags of Education' project is run by the local Worthing-based charity, Door of Hope, and they transported the bags to Bulgaria in time for Christmas 2021.
- Off the Fence is a local homeless charity, which also has a Women's Refuge arm. The girls raised funds for it through a non-uniform day. Before the impact of the Covid-19 pandemic, Roedean provided the charity with 35 meals each week for one year.
- Blind Veterans is a Charity which helps ex-Service men and women rebuild their lives after loss of sight. Year 8 students spent time each week with the veterans at the Blind Veterans UK facility in Rottingdean, reading

to them and chatting.

- Other campaigns have also raised significant funds for national charities, including Macmillan Cancer Support, the Poppy Appeal and these have been through a range of charity events.
- The Duke of Edinburgh ("DofE") Award scheme has been restarted post lockdown. A significant proportion of this award is 'service' to the community. As residential stays were not allowed during the 2020-21 year, we put in place arrangements for the expedition elements to take place largely on the school site – as a result, 6 Sixth Formers completed their Gold Duke of Edinburgh Award expedition, 42 students in Year 10 completed their Silver DofE expedition and 69 in Year 9 completed their Bronze expedition.
- The Roedean School Mission Fund has been registered as a charity since 1965 (charity number 244996) and was originally set up by the ORA and Roedean School. The mission provides grants to significantly under privileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. This year grants totalling over £5,000 were awarded to charities helping children aged 16 and under in the UK.

Professional Teaching Institute (formerly Prince's Teaching Institute)
During the course of the year, the Executive Head contributed his time and experience as Academic Director of the Professional Teaching Institute ("PTI"), a national educational charity, aimed at giving state school teachers access to the highest quality professional development at each level of school experience, and sharing good practice.

In the course of a year, the PTI's work reaches hundreds of state school teachers and, through them, thousands of state school pupils. Evaluation of each course shows that the PTI's work has a deep and sustained impact on improving standards and opportunities across its state school partners by giving the resources, opportunity and encouragement to teachers to develop their passion for their subject and for communicating it to their pupils. The Executive Head is a founding member of the charity and has worked for it since its inception.

Throughout the pandemic, the PTI moved it courses online and was able to reach even more teachers, and, through its Headteacher Forum, even more Heads.

Pastoral and Welfare

Key Stage 3 (KS3) Summary:
KS3 pupils settled very well in September 2020 following their extended period away from school due to the first UK lockdown. Their smooth return to school was enabled by a thoughtful programme of induction and (re)integration delivered by Heads of Year over a two-day staggered programme. Students responded sensibly and flexibly to the new Covid-19 measures which greeted them on their arrival, and the entire staff played a role in ensuring the site was comfortable for pupils and that rules around mask-wearing and social distancing were explained in an accessible, calm, and reassuring manner. Opportunities were sought throughout the year for these girls (who had missed their final term of Year 6) to become fully integrated into the Roedean community, and students in Years 8 and 9 have also benefited from socials together throughout the year.

After Christmas, all pupils were once again sent home due to lockdown. KS3 girls coped admirably with the move back to online learning in January 2021. The Head of Middle School arranged for weekly pastoral one-to-one calls to be made to each girl in the Key Stage, either by their Head of Year, Housemistress, or a Pastoral Manager. This was a hugely useful tool for the pastoral team to keep a close eye on the welfare and wellbeing of each girl as she worked away from school, and several parents and girls commented on the excellent level of care and support available.

In the Summer Term all KS3 girls were able to sit their end of year assessments as usual, as well as taking part in a programme of activities in the final week of term which included a sports day and a trip, once these were able to take place.

Key Stage 4 (KS4) Summary:

Learning in Years 10 and 11 was once again significantly impacted by the Covid-19 pandemic. Year 11 pupils had their external examinations for GCSEs cancelled in the Summer Term 2021. Year 10 pupils experienced disruptions to their learning by having to return to online learning mid-year, having already suffered disruption in Year 9. Heads of Year and Heads of Department provided outstanding support for the pupils at an uncertain time, and this was greatly appreciated by pupils and parents.

In September 2020, pupils in Year 10 made a good start to their new GCSE courses, and the pastoral and academic teams focused on ways to support pupils in managing the step up to the academic expectations of KS4 and this year group had 116 pupils on roll.

Year 11 also started the year well and showed real focus and determination in the first few weeks. Academic staff worked extremely hard to support the year group through the process of understanding and awarding Teacher Assessed Grades, and all pupils in the year group responded maturely and calmly to this difficult news and to the many changes by which they have been confronted.

Key Stage 5 (KS5) Summary:
The start to the new academic year was shaped by the pandemic in many ways. Both Year 12 and Year 13 now benefitted from 6 lessons of contact time in each of their subjects, and the longer lesson times of 1 hour meant that students were able to progress through the A Level material comfortably. From the very beginning of the year, the Sixth Form Life Skills, tutorial and assembly programmes included the dual themes of wellbeing and keeping perspective in uncertain times. Employing the support of a performance psychologist this included student-led sessions on how to develop a mindset that encouraged effective study in the middle of the pandemic. Throughout the academic year, the Sixth Form remained focused on their studies and determined to be involved in the wider discussions that we saw in society such as the Black Lives Matter Movement and provisions for local foodbanks.

With the cancelling of A Level examinations, a number of Microsoft Teams webinars were held with Year 13 students, including a session for parents, which enabled them to hear about how teacher assessed grades would be created as well as offering the opportunity for questions to be asked. There has been an extremely positive response from both parents and students to the support and advice offered throughout the year. The Director of Sixth Form also led for a second year our extremely popular 4-week bridging courses for our Year 11 and Year 13 students following their assessments, giving them confidence for their next stages of education as well as a purposeful end to a very different academic year.

Taking full advantage of what Microsoft Teams is able to offer as a platform, we moved many of our in-person events online which afforded an increased range of high-quality speakers for the girls to engage with. This included our remote Careers Fair in May and our inaugural Roedean Symposium in June for students in Years 10-13. Our online parents' evenings throughout the year, and our June event for new Year 12 students arriving in September 2021, has meant that we have had increased contact with our families across the world which has been enormously beneficial for the strengthening of integration and partnership with families in the education of their daughters.

Boarding 2020/21: The challenges of boarding life during a pandemic have been significant, but both pupils and staff have risen admirably to the task of ensuring a smooth experience for our boarders this year. Quarantine was offered to boarders prior to the start of the year, in order that the maximum number of pupils could return to the school site. Some students elected to learn remotely in the Autumn Term and the boarding team as well as tutors worked hard to ensure they were met and welcomed using Microsoft Teams calls and virtual attendance at induction assemblies.

After schools closed once again in January 2021, the boarding team worked well to ensure every single one of the boarders who were unable to return to the school site continued to feel a part of the house community. Led by the Director of Boarding, the boarding team ensured all pupils stayed in touch with their house community by hosting weekly house assemblies on Microsoft Teams and carried out 1-to-1 calls for their boarders. As well as a range of evening and weekend activities, on and off-site, the boarders have marked several cultural celebrations, such as Nigerian Independence. Chinese New Year was celebrated online through the house assemblies.

Assemblies 2020/21: During this year, Heads of Year delivered assemblies both in-person and online to pupils in their year group. Topics have focused largely on welfare and wellbeing as we navigated the Covid-19 pandemic together, alongside themes around learning and mindset.

In the final weeks of term, Year 12 showed incredible bravery in leading assemblies on the theme of Diversity and Integration. The assemblies were introduced by the Headmaster and Head of School, but their focus was on the stories shared by girls in the group around their own experiences of racism or cultural insensitivity. The group spoke honestly and openly about their experiences and the student feedback on these sessions was excellent. The girls found the approach inspirational and thought-provoking. There is real appetite amongst the student body to address the prejudices and inequalities we see in the world around us, and having pupils lead these sessions ensures the focus is on their real lived experience rather than on data and statistics.

Black History Month was marked by a special student-led chapel in which girls from across the school shared their stories and aspects of their identity and culture, alongside sharing the stories of inspirational women of colour through history.

Holocaust Memorial Day was marked by a virtual Chapel service led by the Head of School and pupils from across the year groups. Through personal stories and music, the congregation was given the opportunity to reflect on the Holocaust and the impact on individual and families.

REVIEW OF ACHIEVEMENTS AND OPERATING PERFORMANCE FOR THE YEAR

Academic Progress and Achievement

In response to government guidance on the return to school, adjustments were made to the organisation of classes, the length of lessons and the layout of classrooms. The need to reduce movement around the school was balanced with the need to provide as normal a school experience as possible.

To enable progress and recover as much learning time as possible following school closure, several steps were taken to maximise pupils' access to learning, their progress and achievement.

- To provide greater contact time for pupils with their teachers following a term of remote learning, lesson length was increased by 15%, giving a total of an additional five hours' lesson time per week. In addition, the number of double lessons for examination year groups was increased to provide sustained learning time.
- To continue to develop staff use of QFT (Quality First Teaching) methods, including training of staff through CPD (Continual Professional Development) led by the Learning Support Department.
- Academic support was provided through dedicated slots in the revised co-curricular programme to enable all pupils to access bespoke sessions with their teachers.
- Cover supervisors with teaching experience were employed to ensure continuity of provision in the classroom in the event of high levels of teacher absence due to self-isolation for Covid-19.
- Individualised support plans were put in place for all pupils on the SEND register to account for any disruption to their learning.
- Additional staff were recruited to the Learning Support Department to provide tailored support to pupils individually, in small groups and within lessons.
- Classrooms were all fitted with cameras, microphones, speakers, and, where necessary, additional monitors to enable hybrid learning so that pupils unable to return from abroad could access lessons.
- The School's remote learning policy was reviewed and multiple lessons observed in Autumn Term to assess and respond to the impact of revised Covid-19 classroom layouts on learning and progress.
- The School reviewed its approach to GCSE and A Level assessment to ensure a regular schedule of assessment opportunities to prepare for the eventuality of cancelled examinations and teachers assessed grades.

Outstanding Academic Achievement

The adaptations made, coupled with high-quality teaching and a continued commitment to a genuinely holistic education helped pupils to achieve strongly at GCSE and A Level. 49% of A Level grades were A* with 81% of all grades at A and above. At GCSE, 51% of all grades were grade 9, with 90% of all grades between 7 and 9. Although the results differ from the historical, they are nevertheless an accurate reflection of the ability of the pupils and a testing regime which focused on achievements in school as opposed to in one-off end-of course examinations. These grades were the result of a highly rigorous process which prioritised cumulative learning and evidence-based grading and girls deserve congratulations for their hard work.

At GCSE, Roedean's Year 11 cohort of 89 pupils took over 900 GCSEs between them, and more than 48% of grades were Grade 9, with 83% of all girls achieving at least one Grade 9, while 96% gained at least one Grade 8 or better. Over 70% of grades were at 8 or 9, and over a third of girls achieved five or more Grade 9s, with 15% gaining seven or more Grade 9s.

Outstanding Academic Progress and Value Added

Alongside excellent raw results which provide girls with the opportunity to progress successfully to the next step of their education, the School also places great importance on the progress pupils make in their time at Roedean. At A Level, Value Added was very strong at 0.8, meaning that every pupil in every subject made on average four fifths of one grade progress over and above their baseline prediction at the beginning of the course. Pupils with SEND (Special Educational Needs) achieved over one fifth of a grade of progress above their predictions which is excellent.

At GCSE, Value Added was outstanding, with the average value added per GCSE adding 1.2 grades per pupil, meaning every pupil in every subject made on average 1.2 grade's progress above and beyond what was anticipated during the two years of study at GCSE, placing Roedean top nationally. Pupils with SEND made an outstanding 1.1 grades of Value-Added progress.

Varied and High-Quality University Destinations

Of the 2020-21 Year 13 cohort, 71% of Roedean girls move on to the highest-ranked universities in the UK (Russell Group). Other Higher Education destinations include Art Foundation and Degree Apprenticeship courses.

Three students are now studying at Cambridge University (for Anglo-Saxon, Norse and Celtic, History and Medicine), two are studying at Oxford University (Law and Information Engineering). Other popular choices continue to be UCL, Manchester, LSE, King's College London, Edinburgh, and Imperial College London.

Roedean students apply for a wide range of subjects at universities all over the world, reflecting their diversity of interests, from Medicine to Theology, Acting to Cosmetic Science, Art History to Information Engineering, and Anthropology to Actuarial Science. Of the 79 students who were expected to take up places in September 2021 or who deferred to 2022, 30 (38.0%) are reading Arts and Humanities subjects, 18 (22.8%) are reading Social Sciences subjects, and 31 (39.2%) are reading STEM (Science, Technology, Engineering and Mathematics) subjects. Girls at Roedean have an exceptional record at gaining places in STEM subjects.

Excellent Preparation for A Level and University Study

With the cancellation of public examinations, each subject department devised pre-A Level courses for Year 11 and pre-degree level courses for Year 13, to provide pupils with an opportunity to sample the content and skills needed to tackle the next steps in their learning. This provision ensured that pupils were able to maintain their focus throughout the Summer Term up to and beyond the point when they would have been taking public examinations.

High Quality Curriculum Enrichment and Academic Projects

Alongside the formal curriculum, the co-curriculum continued to provide opportunities for pupils to attend and give in-person and remote academic talks.

The appointment and training of a team of EPQ (Extended Project Qualification) co-ordinators and supervisors has resulted in a significant growth in the number of pupils studying towards the EPQ, enabling pupils to develop an area of interest and research skills.

Sport and Physical Education

The department has focused on providing for high performance whilst offering meaningful variety for all our pupils and promoting a positive culture of health and physical wellbeing. There are four main sports at the School, hockey, netball, swimming and cricket, and the programme provides high quality outcomes for all pupils of all abilities and interest levels. The School has invested in four Heads of Sport to drive our main Sports forward, a Director of Performance, four part time new specialist coaches, individual programmes and a strength and conditioning programme.

Sport continues to be a vehicle for performance at Roedean as well as a mechanism of personal development. The School had 328 girls participating in hockey, the netball was very popular and we had more girls requesting to swim than ever before.

As regards hockey, two of our pupils attended the England Under 16 trials. One pupil won the national finals with her club Knole Park HC and five of our girls managed to pick up silverware, winning the under 16 Sussex Trophy representing Brighton and Hove HC. There are currently 38 girls playing hockey outside of school.

In netball, three Year 7s gained a place in the Sussex Satellite Squad and three pupils gained a spot in a super league franchise hub, putting them in the pathway to the super league team. We are continuing to host SISNA (Sussex Independent Schools Netball Association) for U12 and U13 and run the Sussex Knock-Out Cup competition, hosting the finals here at Roedean. We have nearly 150 fixtures in the diary for next year starting with National Schools and the National Cup in the Autumn Term.

In November 2020, Roedean was named as one of the UK's Top 20 all-girls cricket schools in The Cricketer Magazine's Schools Guide. Since then, the Cricket Club has continued to thrive. Over 340 girls are now involved in training and playing, many of whom are experiencing the game for the first time and some have enjoyed it that much they have joined cricket clubs outside school. Every girl in Years 7, 8 and 9 played at least one fixture, courtesy of a vibrant House cricket competition, while 57 fixtures were planned for summer 2021. All of these increases have led to the appointment of two external cricket coaches to support the PE department in the future delivery of training sessions and fixtures.

Facilities continue to increase and improve; the pavilion has been refurbished and two astroturf wickets have been laid on the main cricket field, funded by a very generous parental donation, and were used heavily during in the Summer Term. Two new boundary ropes now frame the field, creating two equal sized pitches which allow adjacent fixtures to take place simultaneously.

The athletics season finished on a high this year with Sports Day taking place on the last day of term, and we ran numerous pre-season hockey camps over summer 2021.

Physical education through sport is not just a set of performance skills, it is a collection of attitudes and values which we see through the heartfelt 'thanks for the match' from our girls to the opposition before they leave, to the gratitude they show to the ground staff, bus drivers and caterers, to the kindness they showed to the 30 girls who attended our four week Roedean hockey academy outreach programme and the way 30 girls participated in the Sports Leaders this year.

Performing Arts – Drama, Music and Dance

Drama
The KS3 curriculum was reshaped with more opportunities for the individual, as well as the group, to develop drama skills such as voice, physical theatre skills and characterisation.

The KS4 and KS5 curriculums also allowed individuals the opportunity to explore performance techniques to develop monologue skills for practical examination. Each student had a toolkit of exercises that they could dip into to rehearse and develop their pieces at home. Year 11 students were also able to further their character analysis for the written exam as they participated in a Team's Q&A session with actor Emma Cunniffe who had appeared as Elizabeth Proctor at Regents Park, while studying The Crucible.

The co-curricular provision began in earnest in the Autumn Term rehearsing the year plays, Bright Young Thing (Year 7), The Light Burns Blue (Year 8) and Emma (Year 9), and these were performed in June 2021.

These performances were both in person and live streamed, a precedent that had been set in the Winter Showcase. The Winter Showcase was broadcast 'live' from The Roedean Theatre in December 2020, and was a fantastic evening's entertainment with a selection of co-curricular performers. The Year 7 play Bright Young Things, was a great opportunity for the Year 7s to perform on the Roedean Stage for their first time while the Year 8 drama club excelled in their workshop performance of The Light Burns Blue as the play is based on Elsie Wright's unwitting journey into fame. While the repertoire was complete with the Year 9 play, Emma, as the girls were able to handle the detailed language of Jane Austin to achieve an accomplished performance.

Pupils also participated in a professional vocal workshop with the RSC voice coach from Matilda, Liz Flint. The workshop was via Microsoft Teams and it gave the pupils a real insight into the demands on the voice when performing on the West End stage.

Music
The music department has continued to involve the school community in music-making.

The return to on-site teaching and learning in September was much anticipated after five months away from School. The return to face-to-face teaching for the majority of students, was a huge relief. It meant that we could restart the Year 7 instrumental project. Most Year 7s started the project lessons on violin and we also started one class on ukuleles and this has been a real success, even involving a debut performance in the Summer Seaside Showcase in June.

Students have continued to be entered for ABRSM (Associated Board of the Royal Schools of Music) and Trinity Laban examinations. In June we held the first live examiner examinations since autumn 2020 and in the intervening months, many students were entered for the performance examinations, where a video recording is uploaded, rather than performing live. Results have been of a high standard with many distinctions and merits.

In both curricular and co-curricular music lessons we continued to teach large numbers of students online, who were not able to return to the UK. This involved all teachers in ever-adaptable processes to engage learners remotely.

Towards the end of the Autumn Term, we performed a mini carol service to put the school community into the festive spirit. You will find the link to this event here Roedean School Carol Service 2020 - YouTube

The Spring Term 2021 brought us to lockdown two, however, with all our experience from the summer of 2020, we were able to move back quickly and seamlessly to online teaching.

We maintained the provision for co-curricular music-making during these Covid-19 times and focused on putting together shared repertoire, as in the carol service above and in our Summer Term performance projects. These involved putting together another recording of choral and instrumental music, eventually combining this with other solos and group performances in our first live music event since March 2020, the Summer Seaside Showcase in June. The concert was memorable and so positive to be able to see our musicians performing to a live audience. The link to the Grand Finale 2021 recording is here https://vimeo.com/569880859/afafa58220%20

Dance
Dance continues to be an integral part of school life, both within the curriculum and in the co-curricular programme. The development of both strands has been supported by the collaboration of the Head of Theatre Arts and Performance and the Curriculum Lead.

This academic year 2020-2021 was a challenging one, starting off the Autumn Term 2020 in school and moving to remote learning in January 2021. Curriculum lessons continued online with students learning practical routines throughout the Spring Term while extra-curricular lessons paused. GCSE Dance also continued to thrive this year, with all students achieving outstanding results despite the challenges they faced while continuing to complete their practical work through remote learning.

During remote learning in the Spring Term 2021, Year 8 dancers were given the opportunity to take part in a short dance film inspired by Anna Teresa de Keersmaeker's 'Rosas danst Rosas'. Students learnt the original choreography and then filmed themselves in their homes. The footage was then edited to create a short dance film. Although the dance department could not put on a live showcase, dance scholars and dancers throughout the School took part in a virtual showcase in the Summer Term. We saw excellent performances, demonstrating their continued development in styles ranging from tap to contemporary, with choreographies from the students themselves and from our visiting dance teachers.

Overall, it has been an incredibly positive year for dance taking into consideration the restrictions that have been in place for this highly collaborative and practical subject.

Activities
The activities ranged from sport, music and dance, to art and academic enrichment, and examples include Mathematics Society, Farm Club, Top University Programme, MedSoc, Life Drawing, Dance Fitness, and Song Writing Club. In acknowledgement of teaching time lost during school closure, the School also offered supervised prep sessions every day, as well as subject support for Year 11 and Year 13 groups to increase confidence and address knowledge gaps.

When we went back into lockdown again in January 2021, we were again able to offer a comprehensive activity programme online via Microsoft Teams. This comprised more than 40 activities per week taking place in dedicated slots at the end of the school-day. Many of the pupils' favourite activities were adapted for the online context, and we were also able to bring back some of the favourites such as Cook-Along and mindful, creative activities.

Whether the School is based on site, or off site via remote learning, Roedean makes every effort to ensure that the pupils can access as many of these activities as they wish as part of a broad-based education.

Weekends
In the academic year 2020-21, trips at the weekends were impacted by Covid-19 restrictions. The boarding houses formed their own bubbles, so trips occurred locally and in-house groups. These ranged from visits to the Pier to walks across the Downs to shopping trips when restrictions allowed. The programme also involved more on-site activities, such as crafting and lawn games.

Major Trips
There were no major trips in the academic year 2020-21 due to the restrictions of the pandemic. However, by the end of the year, we were delighted to be able to run year group trips to theme parks and adventure centres to celebrate our community being able to be back together face to face again.

Tycoon Enterprise Competition
During 2020-21, students in Years 9, 10 and 12 took part in the Tycoon Enterprise Competition. They formed companies and learnt the legal and financial responsibilities, applied a range of necessary skills, and recognised all the hard work that is involved with running a business, all under the guidance of their teacher as a business adviser. Some students raised the necessary capital by completing a business plan and submitting it to Tycoon to be awarded a loan. The process of planning the business was an invaluable experience as was the creativity shown by students to adapt their strategies to the online world.

Facilities at the School
Having exceptional facilities is a priority for Roedean as part of the School's 10-year masterplan, and the School's aim is to create the best possible environment for the pupils, so that they can achieve as highly as possible and fulfil their potential, and enhanced STEM facilities are part of this plan. Further developments to coincide with the period between '125 Years at Roedean' (on the Roedean site) in 2023 and the School's 150th anniversary in 2035 are under active consideration.

Theatre Refurbishment
The theatre underwent a transformation in 2021 with a full refurbishment incorporating new tiers, new balustrades and 350 seats. This means there are now:

- 40% more seats facing the stage than before;
- Elegant high-density stacking chairs which can be moved to make way for wheelchairs;
- A bespoke balustrade with the School's crest at its centre; and
- A remodeled balcony to offer improved sight lines for all.

The venue is now luxurious, practical and highly atmospheric.

Boarding Refurbishments
The School has committed to an ongoing refurbishment programme for its boarding houses with summer 2021 enabling the refurbishment of the Houses 1-4, including bedrooms and communal spaces.

Classroom Refurbishments
The School continued its investment in classroom upgrades with a number of areas being refurbished during summer 2021, and this programme will continue in future years.

Other areas at Roedean which have continued to be upgraded this year include:

- continued three-year rolling investment programme in teaching spaces, including teaching aids (manual and electronic), furniture, decoration, storage and lighting levels. Input from the pupils is key in this process, and each teaching area has a distinctive feel and colour scheme, enabling the girls to learn in the best surroundings;
- upgrade of corridors and communal spaces;
- installation of hybrid online learning classroom facilities and extension of the WiFi provision to enable both high quality online and on-site learning;
- further investment in IT resources covering surface laptops, smartboards, firewall upgrades, server room investment and storage improvements;
- continuation of fire and health and safety upgrades; and
- ongoing energy efficiency initiatives to reduce costs and minimise environmental impact.

Farm Developments
The farm has continued to embed itself into school life, the curriculum, and the wider community. The academic year 2021-22 has seen the introduction of 'Wild Fridays' and the farm being used as a vehicle to get Year 7 engaging with the great outdoors post lockdown. Farm club has grown exceptionally and now allows the farm prefects to mentor younger students across the year groups. During the period under review, we invited Deepdene School, St Marks Primary and Downsview pupils to come in for educational farm visits hosted by the Year 12 community action group. The School's 'HHH' (Head, Heart and Hands) programme, DofE, volunteering, and other co-curricular activities also continue to thrive on the farm.

EXTERNAL COMMUNICATIONS WITH STAKEHOLDERS

Alumnae Relations and Development
Roedeanian Magazine readership gives access to four copies per annum to all current and former parents, ORs and former staff.

The Roedeanian Office and the ORA have continued to work closely together, with the Roedeanian Office continuing to support with communications and moderating the Facebook group. With the need for virtual events this year, the Roedeanian Office has also supported the administration of the ORA's virtual Christmas Drinks and AGM. The team has also continued to support other groups, in particular the Roedean Rocks Facebook group, and the OR Sailing Team.

Our Young Roedeanians' Networking evening, and the Careers Fair were both held virtually, with fantastic feedback from both events. This year also saw the launch of the Headmaster's Lecture Series, held virtually with great attendance from our parent and OR communities for the first two lectures.

Work to engage support from our community for our careers programme has also continued this year with strong support from parents, ORs and external supporters. The new Roedean Symposium Series and our Sixth Form Pathways Lecture series were also great successes. Adhoc work experience and mentoring requests also continued throughout the year, with a focus on video mentoring sessions.

OR and Former Staff visits to school were unable to take place for most of the year, but we were able to welcome two ORs, including one major donor, for visits in the latter half of the Summer Term and OR visits are now restored. We continue to be grateful for the support of the ORA Scholarship Fund, and for the work being undertaken by the ORA in relation to Heritage Projects.

This year saw the launch of our first appeal since Pitch Perfect. The Take Your Seat appeal launched in May and at year end had raised £49,844 including Gift Aid towards the £75,000 target. Subsequent to the end of the academic year, the target was exceeded by £10,000. This year's Leavers' Deposit appeal has so far raised £16,128. Of this £950 is towards the Take Your Seat appeal, £2,620 is towards Hardship/Bursaries and £12,197 is so far unallocated.

Parents' Guild - Money is raised by supporting School events, such as a large contribution from the annual Christmas Fair (which also raises money for the School's nominated charities). With the lifting of Covid-19 restrictions, activities organised by the Parents' Guild can once again gain traction.

ROEDEAN SCHOOL
REFERENCE AND ADMINISTRATIVE INFORMATION
FOR YEAR ENDED 31 AUGUST 2021

BOARD STRUCTURE AND ADMINISTRATIVE INFORMATION

President of the Corporation	**Chair of Council**
Vacant	Roger Sanders OBE * Ω ≠ ± ∞ β (resigned 11 November 2020) Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * (appointed Interim Chair 12 November 2020)
Vice-President Mrs Virginia Stephen (OR) (appointed 7 October 2021)	**Vice-Chair of Council** Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ (appointed Interim Vice-Chair 14 February 2020, resigned 11 November 2020) Delva Patman FRICS * Ω ± ≠ ¥ (appointed Interim Vice-Chair 8 April 2021)

Elected Trustees:

Katherine Cowell BEd MBA (OR) # (retired 7 October 2021)
Spirit de la Mare FRSA (OR) ~ (co-opted 24 September 2020)
Sarah Ellis BA Hons PGCE (co-opted 28 June 2021, resigned 21 January 2022)
Toyin Fani-Kayode BSc (OR) (resigned 23 November 2020)
Sasha Glynn BSc LLB (OR) (co-opted 24 September 2020, resigned 25 November 2020)
Frances Graham BSc PGCE MCIPD (OR)
Victoria Jenkins MA PGCE (Oxon) MEd (OR) ¥ †
Claire Jenkins M (Theol) (OR)
Samantha Louis BA MBA APR FCA CGMA (SAOR) * ± ∞ (elected 25 November 2020)
Polly McGivern BSc FCA (OR) Ω≠* (elected 25 November 2020)
Karoline Molberg BA Hons (OR) * ¥ (co-opted 24 September 2020)
Camilla Nightingale BA MBA (OR) (co-opted 24 September 2020, resigned 25 November 2020)
Teresa Outhwaite BA PGDip (OR) β ~
Kim Shamash (OR) ± (elected 7 October 2021)
Sara Hinchliffe ¥ (elected 7 October 2021)

Nominated Trustees:

Roger Sanders OBE * Ω ≠ ± ∞ β (resigned 11 November 2020)
Nicole Chapman § # (nominated 28 June 2021)

Co-opted Trustees:

Joanna Clark BA Hons ± ≠ § (resigned 31 July 2021)
Dr Henry Fajemirokun BA Hons (Oxon) PhD Ω β (co-opted 23 March 2022)
Sebastian Hepher BEd Hons Ω § †
Delva Patman FRICS * Ω ≠ ¥ ±
Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠

Notes: (OR) Old Roedeanian
(SAOR) South African Old Roedeanian

*	Member of Finance Committee. This Committee deals with all financial and investment matters.
≠	Member of Estates Committee. The Estates Committee advises on maintenance and buildings provision.
∞	Member of Remuneration Committee. It determines the remuneration, and is responsible for the welfare and appraisal of senior staff.
β	Member of Project (RGoS) Committee. This Committee explores future projects in relation to the strategy of the School and the Group, and monitors current projects.
†	Member of Risk Group, which advises on and monitors key risks for the School.
±	Member of Nominations & Governance Committee. The Nominations & Governance Committee reviews those proposed for membership of Council, puts forward selected nominations with appropriate qualifications for the approval of Council, and provides an overview of governance matters.
§	Member of Education & Safeguarding Committee. The Education & Safeguarding Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections.
Ω	Member of Chair's Committee. This Committee monitors and advises on the Strategic Development Plan.
#	Member of Awards Group, which advises on the allocation of bursaries and awards.
~	Member of Development & Marketing Group. The Development & Marketing Group advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations.
¥	Member of the Code Committee, which reviews and advises on the Code of Conduct and working of Council.

Induction and Training of the Trustees of the Charity

Every Councillor hoping to join the Board will undertake an enhanced DBS check and prohibition from management check. For Elected Councillors, the two longest serving must retire each year and special provisions deal with the situation of multiple Councillors having equal lengths of service. The two retiring Councillors can put themselves forward for re- election. For Nominated and Co-opted Councillors, they shall hold office for five years, but can continue for further periods of five years if they are re-nominated or co-opted again.

The Board looks to recruit Councillors from a wide range of backgrounds, and there is an induction procedure for all new Trustees which includes the provision of strategy documents and inspection reports, financial information, the Royal Charter, relevant Charity Commission publications, minimum attendance required at meetings, signing of Conflict of Interest, Trustee Eligibility and Confidentiality documents and Councillor training requirements. All Trustees are asked to sign a Code of Conduct. The School also arranges for all new Trustees to receive a thorough induction in safeguarding, and in the compliance and fiduciary duties of governance.

The School arranges regular governance training for Council, incorporating the latest safeguarding legislative changes and sector updates, and external courses and online materials are also available.

President and Vice-Presidents of the Corporation

The Royal Charter provides that there shall be a President and one or more Vice-Presidents of the Corporation who shall from time to time be appointed in a General Meeting.

Council held an Extraordinary General Meeting (EGM) of the Corporation on Wednesday 15 September 2021 at Roedean School. This followed receipt of a requisition from Governors dated 16 July 2021. The business of the EGM was to consider a resolution to appoint a President and three Vice-Presidents of the Corporation. The resolution was not passed and therefore the candidates for President and Vice-Presidents proposed by the five Governors were not appointed.

Governors were then invited to consider a candidate for appointment as a Vice President at the AGM held on 7 October 2021, and Virginia (Ginny) Stephen (OR) was duly appointed. Further appointments will follow.

Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors, the premiums are paid centrally for the whole group by Roedean School, the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £458 (2020: £411).

MANAGEMENT STRUCTURE

The day-to-day management of Roedean School is conducted by the Executive under authority delegated to it by the Council.

Oliver Blond BA PGCE NPQH
Executive Head

Talia Keller BSc PGCE NPQH
Head of School

Richard Poffley BA FCCA
Director of Finance & Administration

Helen Mawby (resigned 8 December 2020)
Clerk to the Council and Company Secretary

Judicium Consulting Ltd (appointed 4 May 2021)
Clerk to the Council

Our Founders

Roedean School was founded in 1885, to provide 'a thorough physical, intellectual and moral' education with 'as much liberty as is consistent with safety'.

The founding Lawrence sisters believed that girls deserved an education which was at least as good as boys had. 130 years ago, this challenged perception, and this is exactly what they intended.

Their vision was to prepare girls for a university education and their future careers.

This founding vision continues in the School. Roedean provides a distinctively academic, high-quality, all-round education, within a caring and friendly community in a wonderful coastal setting.

ADMINISTRATIVE INFORMATION

Auditors Crowe U.K. LLP Chartered Accountants and Registered Auditors 55 Ludgate Hill LONDON EC4M 7JW	Bankers National Westminster Bank plc 153 Preston Road BRIGHTON East Sussex BN1 6BE
Insurance Brokers Marsh Limited Education Practice Station Road DORKING Surrey RH4 1EB	Insurance Brokers SFS Group Limited Endsleigh House Shurdington Road Shurdington CHELTENHAM GL51 4UE
Solicitors Veale Wasbrough Vizards Orchard Court Orchard Lane BRISTOL BS1 5WS	Health and Safety Assurity Consulting Limited 26 Redkiln Way HORSHAM West Sussex RH13 6HR
Investment Support Integrated Financial Arrangements plc Domain House 5-7 Singer Street LONDON EC2A 4BQ	Investment Adviser Clarity Ltd 1 Crown Square WOKING Surrey GU21 6HR

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The consolidated statement of financial activities for the year is set out on page 33 and records the activities of Roedean School (the Charity), Roedean School Enterprises Limited, Moira House School Limited, Roedean Moira House School Enterprises Limited and Roedean St Mary's Hall Trust. A summary is set out below.

The Charity together with its subsidiaries returned a surplus for the academic year 2020/21 of £2,262k, after investment gains of £3,171k, compared with a loss of £2,575k in the previous year. Within the period, capital expenditure including improving the fabric of listed buildings and the grounds amounted to £669k mainly comprising the refurbishment of boarding house accommodation (Houses 1-4), the theatre auditorium, sports hall roof, surveys, IT resources, and continued fire and health and safety upgrades. Capital expenditure levels have been reduced in the short term due to Covid-19, and an ongoing review of investments is in place, and they will be returning to standard levels in 2021-22.

The consolidated cash position as at 31 August 2021 was £8,705k (including an overdraft but excluding bank loans) being an improvement on £4,193k in the previous year, which reflected the funds generated by the sale of Moira House and cash provided by operational activities, partly offset by repayments of bank loans. This cash position provides the necessary liquidity for the School.

Roedean School, including RSEL, achieved total incoming resources of £17,056k (2020: £16,458k) and made a total surplus of £2,287k after investment gains of £3,171k (2020: loss of £833k). The School's results include the impact of the Covid-19 pandemic continuation with the need to offer fee reductions during lockdown, with the use of the Government's furloughing scheme (mainly for non-teaching staff) only partly offsetting the impact of reduced revenue.

The trading company, Roedean School Enterprises Limited, achieved a turnover of £63k compared with £167k in 2020, but no donation (2020: £0k) was made to the School by way of gift aid. The trading of the company was again impacted by the cancellation of lettings during the period of restricted site use. In addition, the directors have reviewed the recoverability of the loans with Deepdene Schools Limited and concluded that a further impairment to the balance of £106,407 is required.

The School has therefore extended the level of support available to the company (RSEL) through inter-company funding and has confirmed that it will provide such sufficient financial support to enable the company to trade and to discharge its debts and liabilities for at least 12 months from the date of signing the accounts. It is anticipated that 'normal' trading patterns will return in 2022, including the summer school which generates the highest net revenue of any activity within the company.

Within the period, Moira House (discontinued operation) made a loss of £25k (2020: loss of £1,742k). The loss in the period was due to closure costs being partly offset by the profit on the sale of fixed assets. These are disclosed within discontinued operations (Note 9).

The Council considers that the surplus for the year for the Group from continuing operations of £2,287k was an acceptable result, especially given the challenges of Covid-19 and further impact of the closure of Moira House. Further improvements in trading are expected in 2021-22, although the Trustees are aware of the impact of global matters on affordability and investments.

Investment Powers, Policy and Performance

For a number of years, the Council's policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short term deposit. Bank interest income and income from investments in 2021 was £3k compared to £23k in 2020.

With the position of strength Roedean had earlier established due to the sale of the St Mary's Hall Eastern Road site, the School has undertaken a longer-term investment strategy for the St Mary's Hall Trust Fund. The objective of the Council is a reasonable risk income combined with long term capital growth.

Based on independent advice received, the undertaking of a due diligence process and after the consideration of the Council, the assets of Roedean St Mary's Hall Trust ("Fund" or "Trust"), representing its permanent endowment, were invested at the end of the financial year ended 31 August 2011 in managed funds split between equities and bonds. The guide set by the Council was a return of 3% per annum, to be kept under review, and the funds generated are used solely to fund bursaries. The Fund's performance was kept under review during the year via the Finance Committee and Clarity Global, the School's independent financial advisers.

Rebalancing currently occurs quarterly. These controls and investments of the permanent endowment and unrestricted funds have yielded an income of £221k (2020: £333k) and an increase in capital value of £3,171k (2020: loss of £385k) over the last year. Since inception, the returns have exceeded the initial targets and relevant benchmarks.

The decision was taken by the Council in 2015-16, brought about by the change in regulations, and acting in its role of sole Trustee of Roedean St Mary's Hall Trust and in line with the best interests of the Trust, to have the funds managed on a total return basis. In line with this approach, the Trustees of the Fund invested permanent endowment funds to maximise the overall return without regard to a distinction between capital and income.

The total return can then be allocated in a way that best furthers the objects of the Trust. This total return approach was effective from 1 September 2015.

As part of the process, suitable financial advice was received in relation to the valuation of the Fund and the unapplied total return, investment advice in relation to the total return approach and legal advice was also received.

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries.

Reserves policy
At the Balance Sheet date the Group held 'Unrestricted funds – other charitable funds' totaling £21,328k compared to £21,395k in 2020. The Group holds positive free reserves, defined as unrestricted funds less tangible fixed assets, totaling £198k (2020: negative free reserves £4,974k), and this mainly reflects the sale of the Moira House site in 2021. At the Balance Sheet date, the School held 'Unrestricted funds – other charitable funds' totaling £21,598k compared to £21,486k in 2020. The School holds free reserves, defined as unrestricted funds less tangible fixed assets, totaling £468k compared to negative free reserves of £255k in 2020 due to the improvement in the trading position and the sale of the freehold portion of the Moira House site.

The Council regularly reviews the level and nature of the reserve funds of the School in order to ensure there is appropriate financial security if there is a downturn in trading. This is controlled and managed by means of a rolling five-year business planning process, incorporating scenarios and sensitivity analyses.

The target level for free reserves during 2020-21 was approximately one term's expenditure, currently £6m, and this policy is under review. The School has been through a significant period of capital investment over the last 10 years to improve facilities for the pupils; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, sixth form centre and the theatre. This has impacted on the level of free reserves but this in line with many independent schools where pupil experience is the priority, in fact many schools hold negative free reserves. With the strong level of controls, positive pupil enrolment, the strength of the balance sheet and the popularity of the Roedean offer, the level of free reserves is at a sustainable level.

The School has undertaken a high level of scenario planning involving different fee levels, student numbers and fixed and variable costs. Student numbers at Roedean have remained robust during this period, in part due to the flexibility of the Roedean offering, the quality of the online provision and the availability of the hardship fund for those families in most need.

The downturn in the market and impact on our families due to Covid-19 has had an effect on the finances of the School, but the financial picture for the School is positive and robust and the temporary reduction in fees is fully accommodated within the model, with cost savings and controls making a positive impact this year. The foundation of cash reserves and options for bank facilities has meant the School remains in a financially strong position moving forward.

The members of Council believe that there are no material uncertainties that call into doubt the Group's ability to continue as a going concern. On this basis the Trustees consider that the School continues to meet all liabilities as they fall due and has thus prepared the financial statements on a going concern basis.

ROEDEAN SCHOOL
REPORT OF THE COUNCIL
FOR THE YEAR ENDED 31 AUGUST 2021

Roedean School and Roedean School Enterprises Limited Statement of Financial Activities is as follows:

	2021	2020
INCOME FROM:	**£'000**	**£'000**
Charitable Activities		
School fees	**15,144**	14,027
Other educational income	**555**	768
Other trading activities		
Non-ancillary trading income	**63**	167
Other Activities		-
Investments		
Investment income	**224**	356
Voluntary sources		
Donations and Legacies	**424**	102
Other Incoming Resources	**646**	1,038
Total incoming resources	**17,056**	16,458
EXPENDITURE ON:		
Raising funds		
Non-ancillary trading	**217**	290
Financing costs under		
Financing costs	**8**	12
Investment management	**73**	66
Total deductible costs	**298**	368
Charitable Activities		
School and grant making	**17,200**	16,538
Exceptional Expenditure	**442**	-
Total resources expended	**17,940**	16,906
Net incoming/(outgoing) resources investments gains	**(884)**	(448)
Gain/(Loss) on investments	**3,171**	(385)
NET MOVEMENT IN FUNDS	**2,287**	(833)
Fund balances 1 September 2020	**34,039**	34,872
Fund balances 31 August 2021	**36,326**	34,039

This table is an extract from the Group Statement of Financial Activities on page 33, and is included here to highlight the performance of Roedean School and its subsidiary Roedean School Enterprises Limited.

The above includes Roedean School Enterprises Limited, of which the School owns 100% of the issued share capital. Its principal activity is hiring out the premises of the School for various activities, some of which are educational, although this was impacted by Covid-19 this year. The company normally donates its taxable profits to the School each year under the Gift Aid Scheme. With the extent of the loans to Deepdene School Limited, as well as the impact of Covid-19 and suspension of all trading activities, no donation has been possible last year or this year.

Roedean School has an investment surplus of 5.6% (2020: 7.1%), and this improves to a position of 8.7% (2020: 11.8%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 5.0% (2020: 0.7%), and this improves to a position of 7.9% (2020: 6.9%) when accounting for the funding received from the Coronavirus Job Retention Scheme.

Covid-19
The Covid-19 pandemic continued to impact the School during the academic year 2020-21 with a mixture of in-person and online learning throughout the year.

Council committed to paying the staff who were put on furlough during this period their full salaries so that all our staff and their families were equally well supported during this difficult period, and ensuring that every single job was saved.

A temporary variation to fees was also made based on the costs of providing the online educational model, and also ensuring the infrastructure and staffing required to ensure that the School was ready to function as soon as the School site reopened. This contributed to the lower levels of fee income for this financial year when compared to a standard year.

The School extended its already significant bursary programme to enable those families who had been hit the hardest by the economic downturn to still enjoy a Roedean education for the foreseeable future. The School appreciated that everyone was affected in some way by the events, and were very appreciative of those families who made donations to the hardship fund.

With the impact of Covid-19, the main trading of Roedean School Enterprises Limited was suspended due to the cancellation of the letting programme incorporating the summer schools, sports and theatre. RSEL will fully recommence these activities during financial year 2021-22.

FUTURE PLANS

The Council is determined that the School continues to be seen as an acknowledged centre of excellence in girls' education, combining traditional values and academic rigour with innovation and a holistic education. The Council has a clear strategy for maintaining the School's position in a competitive market. In addition to a carefully judged expansion of the bursary programme and investment in improved facilities, increased funds are being allocated to activities and projects which will assist the broader development of the School. There is continued focus on expanding the pupil numbers within current capacity and towards the Department for Education approved maximum for the site. This growth is targeted to grow Roedean's reputation, ensure that the School's high fixed overheads are covered, and given the need to mitigate risks to market changes, for example due to changes in the UK and international educational markets.

The capital investment programme has been consolidated in the recent period due to the pandemic, but examples of investment and expansion in our facilities over the next few years that the School is planning will include further boarding house upgrades, investment in our science teaching facilities, the library upgrade which will provide additional learning and study spaces and create a hub of literature and information technology resources, and commencement of work on a new performing arts and music facility.

The main priorities as identified within the Roedean Masterplan are to:

- Continue to provide spatial capacity linked to pupil numbers.
- Develop 'the Commons' (library and learning hub) further to continue to bring people together.
- Continue to upgrade security, parking and transport.
- Create a Science, Technology, Engineering and Mathematics (STEM) Centre.
- Create a new Performing Arts and Music Facility.
- Create a new on-site sports facility incorporating a games hall, swimming pool, sports centre, fitness studios, gym and café.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the Group and of the incoming resources and application of resources of the Group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records which are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Council on 1 June 2022 and signed on their behalf by:

Vivien Smiley
Interim Chair of the Council

Opinion

We have audited the financial statements of Roedean School for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2021 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; 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 29, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- We obtained an understanding of the legal and regulatory frameworks within which the group and parent charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. We obtained our understanding in this regard through discussions with management, sector research and application of cumulative audit knowledge and experience.

- The laws and regulations we considered in this context were the Charities Act 2011, Companies Act 2006, Financial Reporting Standard 102, and relevant employee legislation. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

- In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the company for fraud. The laws and regulations we considered in this context were UK taxation legislation.

- Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

- We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the valuation of loan debtors, accuracy and occurrence of fee income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the trustees about their own identification and assessment of the risks of irregularities, risk targeted testing on the posting of journals, reviewing accounting estimates for biases, challenging the recoverability of loan balances, substantive sample testing of fee income and reading minutes of meetings of those charged with governance.

- Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

- In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP
Statutory Auditor
London

Date: 1 June 2022

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

ROEDEAN SCHOOL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

Income from:	Notes	Unrestricted funds £'000	Restricted Funds £'000	Endowment funds £'000	Discontinued Operations £'000	**2021 £'000**
Charitable Activities						
School fees	4	15,144	-	-	-	**15,144**
Other educational income	5	555	-	-	1	**556**
Other activities	6	646	-	-	-	**646**
Other trading activities						
Non-ancillary trading income		63	-	-	-	**63**
Investments						
Investment income	8	30	-	194	-	**224**
Donations and legacies		2	422	-	1	**425**
Total		16,440	422	194	2	**17,058**
Expenditure on:						
Raising funds						
Non-ancillary trading	9	217	-	-	-	**217**
Financing costs	9	8	-	-	-	**8**
Investment management	9	9	-	64	-	**73**
Total deductible costs		234	-	64	-	**298**
Charitable Activities						
School and grant making	9	16,790	410	-	364	**17,564**
Exceptional Expenditure	9	442			86	**528**
Total		17,466	410	64	450	**18,390**
Profit on disposal of fixed assets		-	-	-	423	**423**
Net (outgoing)/ incoming resources before transfers and investment gains		(1,026)	12	130	(25)	**(909)**
Gain on investments	12	413	-	2,758	-	**3,171**
Transfers between funds		571	(71)	(500)	-	**-**
NET MOVEMENT IN FUNDS		(42)	(59)	2,388	(25)	**2,262**
Fund balances 1 September 2020		21,444	97	12,498	(49)	**33,990**
Fund balances 31 August 2021		21,402	38	14,886	(74)	**36,252**

The notes on pages 38 to 58 form part of these financial statements.

ROEDEAN SCHOOL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

STATEMENT OF FINANCIAL ACTIVITIES 2020

Income from:	Notes	Unrestricted funds £'000	Restricted Funds £'000	Endowment funds £'000	Discontinued Operations £'000	2020 £'000
Charitable Activities						
School fees		14,027	-	-	1,989	**16,016**
Other educational income		768	-	-	146	**914**
Other trading activities		1,038	-	-	138	**1,176**
Non-ancillary trading income						
Other activities		167	-	-	18	**185**
Investments						
Investment income		65	-	291	-	**356**
Voluntary sources						
Donations and legacies		-	102	-	5	**107**
Total		16,065	102	291	2,296	**18,754**
Expenditure on:						
Raising funds						
Non-ancillary trading		290	-	-	7	**297**
Financing costs		12	-	-	60	**72**
Investment management		8	-	58	-	**66**
Total deductible costs		310	-	58	67	**435**
Charitable Activities						
School and grant making		16,505	33	-	3,971	**20,509**
Total		16,815	33	58	4,038	**20,944**
Net incoming/outgoing resources before transfers and investment gains		(750)	69	233	(1,742)	**(2,190)**
Gain on investments		(51)	-	(334)	-	**(385)**
Transfers between funds		770	(20)	(750)	-	**-**
NET MOVEMENT IN FUNDS		(31)	49	(851)	(1,742)	**(2,575)**
Fund balances 1 September 2019		21,475	48	13,349	1,693	**36,565**
Fund balances 31 August 2020		21,444	97	12,498	(49)	**33,990**

CONSOLIDATED AND CHARITY BALANCE SHEETS
FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Group		Charity	
		2021	2020	**2021**	2020
		£'000	£'000	**£'000**	£'000
FIXED ASSETS					
Tangible fixed assets	11	**21,130**	26,369	**21,130**	21,741
Investments	12,13	**16,829**	14,010	**16,829**	14,010
		37,959	40,379	**37,959**	35,751
CURRENT ASSETS					
Stocks		**11**	18	**6**	14
Debtors and prepayments	14	**706**	1,007	**1,338**	3,893
Cash at bank and in hand		**8,705**	4,643	**8,104**	4,454
		9,422	5,668	**9,448**	8,361
CURRENT LIABILITIES					
Creditors payable within one year	15	**(6,254)**	(7,722)	**(6,166)**	(5,789)
NET CURRENT ASSETS/(LIABILITIES)		**3,168**	(2,054)	**3,282**	2,572
TOTAL ASSETS LESS CURRENT LIABILITIES		**41,127**	38,325	**41,241**	38,323
LONG TERM LIABILITIES					
Creditors payable after one year	16	**(4,719)**	(4,242)	**(4,719)**	(4,242)
Provisions for liabilities and charges	19	**(156)**	(93)	**-**	-
NET ASSETS	20	**36,252**	33,990	**36,522**	34,081
REPRESENTED BY:					
RESTRICTED FUNDS	21	**38**	97	**38**	97
ENDOWED FUNDS	21	**14,886**	12,498	**14,886**	12,498
UNRESTRICTED FUNDS	21	**21,328**	21,395	**21,598**	21,486
		36,252	33,990	**36,522**	34,081

The financial statements were approved and authorised for issue by the Council on 1 June 2022.

Vivien Smiley Interim Chair of the Council

The notes on pages 38 to 58 form part of these financial statements.

GROUP CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

		Group	
	Note	**2021 £'000**	2020 £'000
Net cash inflow/(outflow) from operations			
Net cash provided/(used) by operating activities	i)	**603**	(2,552)
Net Cash flows from investing activities			
Payments for tangible fixed assets		**(669)**	(2,005)
Receipts for disposals of fixed assets		**5,051**	-
Additions to investment portfolio		**(4,451)**	(76)
Withdrawals from investment portfolio		**4,801**	560
Bank interest and investment income received		**224**	356
Net cash inflow/(outflow) from investing activities		**4,956**	(1,165)
Cash flows from financing activities			
Fees in advance scheme receipts		**350**	202
Fees in advance scheme payments		**(333)**	(370)
Hire purchase contracts paid		**-**	(12)
Discounts granted on advance fee scheme		**(8)**	-
Bank interest paid			(60)
Repayments of bank loan		**(1,056)**	(10)
Net cash (outflow) from financing activities		**(1,047)**	(250)
Increase/ (Decrease) in Cash		**4,512**	(3,967)
Cash and cash equivalents at beginning of period		**4,193**	8,160
Cash and cash equivalents at end of reporting period	ii)	**8,705**	4,193

GROUP CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

(i) Reconciliation of net cash flow from operating activities	Group	
	2021	2020
	£'000	£'000
Net (outgoing) resources	**(908)**	(2,190)
Elimination of non-operating cash flows		
Investment income	**(224)**	(356)
Fee Composition discounts	**8**	-
Depreciation charges	**1,280**	1,465
Impairment loss on fixed assets	**-**	26
Bank interest paid	**-**	60
(Gain) on disposal of fixed assets	**(423)**	-
Decrease in stocks	**8**	1
Decrease in debtors	**301**	216
Increase/ (Decrease) in creditors	**561**	(1,786)
Discounts granted on fees in advance scheme	**-**	12
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	**603**	(2,552)

ii) Analysis of cash and cash equivalents	Group	
	2021	2020
	£'000	£'000
Cash at bank and in hand	**8,705**	4,643
Overdraft	**-**	(450)
	8,705	4,193

The notes on pages 38 to 58 form part of these financial statements

1. CHARITY INFORMATION

The School is a Public Benefit Entity registered as a charity in England and Wales and a company incorporated by Royal Charter (RC000434). It was incorporated in 1938 and registered as a charity in 1996 (charity number: 987654) and its registered office is Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ.

2. ACCOUNTING POLICIES

2.1 Financial statements and consolidation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011 and 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 (FRS 102) - effective 1 January 2016.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2016 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The Charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

The Covid-19 pandemic has impacted on the School and, in common with other businesses, a flexible learning environment has been created. The Trustees continue to review the Covid-19 position carefully with a view to ensuring the ongoing provision of schooling for students as well as the continuing employment of staff. The School has undertaken a high level of scenario planning involving different fee levels, student numbers and fixed and variable costs. In addition, the School was able to quickly mobilise facilities for an online provision and rescale its resource levels. Student numbers at Roedean have remained robust during this period, in part due to the flexibility of the Roedean offering and the availability of the hardship fund for those families in most need, but the Trustees recognise that numbers could drop suddenly in the current environment. The downturn in the market and impact on our families due to Covid-19 has had an effect on the finances of the School, but the financial picture for the School is positive and robust, and the temporary reduction in fees is fully accommodated within the model.

The Trustees have considered the impact of Covid-19, the financial requirements of Roedean School Enterprises Limited and the current financial position of the School. The foundation of cash reserves and future options for bank facilities has meant the School remains in a financially strong position moving forward. Accordingly, the Trustees believe the School's financial resources are sufficient to ensure the School will continue as a going concern for a minimum period of 12 months from the date of signing of the financial statements, and have therefore prepared the financial statements on a going concern basis.

2.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future estimation or uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

2.3 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Charity, its 100% owned subsidiary, Roedean School Enterprises Limited (company number 2921272), Moira House School Limited (company number 00437590, charity number 307072) of which Roedean School is the sole member, and its 100% owned subsidiary, Roedean Moira House Enterprises Limited (company number 11960353) which was incorporated on 24 April 2019. In accordance with a Charity Commission Scheme, the accounts of the Charity include the accounts of Roedean St Mary's Hall Trust from its date of acquisition.

2.4 School fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the College against those fees, but including contributions received from restricted funds, are accounted for in the period in which the services are provided.

Amounts received under the school's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

2.5 Investments

Investments are valued at market value as at the balance sheet date. Realised and unrealised gains and losses arising on the disposal or revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the fund holding the investments. Short term holdings of cash within the investment funds at the balance sheet date are classified as current assets. Investments in subsidiaries are valued at cost less provision for impairment.

The School has adopted a 'total return' basis for the investment of its permanent endowment as permitted by the Trusts (Capital and Income) Act 2013. Under the Act, the School can invest its permanent endowments without regard to the capital/income distinctions of trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. Until this power is exercised, the total return is accumulated, as a capital supplement to the preserved ('frozen') value of the permanent endowment.

For the carrying value of the preserved (frozen) permanent capital, Council has taken its open market value as at 31 August 2012.

2.6 Donations, legacies, grants and other voluntary income

Voluntary income is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

Voluntary income for the Schools general purposes is accounted for as unrestricted and is credited to the General Reserve. Where, through the terms of an appeal or from the donor, there is a trust law restriction on the use of any voluntary income, the income is credited to the relevant restricted funds or endowment. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption,
or at the value to the Schools in the case of donated services or facilities.

2.7 Government Grants

Government grants are recognised on the performance model, when the School has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

2.8 Tangible Fixed Assets

All tangible assets over £5,000 are capitalised, depending on asset class some other assets are capitalised over the value of £1,000.

Depreciation is calculated to write down the cost of fixed assets less residual value by equal annual instalments over their expected useful lives. The periods generally applicable are:

Freehold buildings	25-50 years
Lawrence House refurbishment	15 years
Free-standing buildings and tennis courts	10 years
Lime washing of building	6 years
Furniture, fittings and equipment	5 years
Computers	3-4 years
Motor vehicles	5 years or 25% reducing balance basis

A full year of depreciation is charged in the first year an asset is acquired.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value.

2.10 Value Added Tax

The School, as an educational body, is exempt from charging VAT on normal school income. Where appropriate, expenditure includes irrecoverable VAT paid.

2.11 Pension Contributions

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme that are attributable to the School. In accordance with FRS 102 the Scheme is accounted for as a defined contribution scheme and contributions are accounted for when advised as due by the Scheme Administrator. Further detail is given in Note 29.

The School also contributes to personal pension schemes for non-teaching staff at 3%-6% of annual basic pay, and these contributions are accrued accordingly.

2.12 Expenditure and allocation of Costs

Cost of generating funds
The cost of generating funds comprises costs associated with raising funds from all sources and includes trading costs.

Charitable expenditure
Teaching costs - includes all expenditure in connection with teaching work.
Welfare costs - those costs supporting pupil welfare including medical support and school meals.
Premises costs - relates to costs in connection with buildings maintenance, general maintenance and repairs together with grounds and gardens.
Support - expenditure incurred in providing administrative and financial services in support of the direct charitable expenditure above.

Governance – comprises the costs of running the Charity, including strategic planning for its future development, external audit, and legal advice for the Trustees and all the costs of complying with constitutional and statutory requirements, such as the costs of Council and Committee meetings and of preparing statutory accounts and satisfying public accountability.
Overheads are allocated to expense headings based on time spent by staff and space occupied.
Pension costs are charged to unrestricted funds and allocated between expense headings based on staff costs of employees within the scheme.
Expenditure is accounted for on an accruals basis.
Redundancy costs and termination payments are charged to the Statement of Financial Activities in the period in which the School becomes committed to incurring the costs.

2.13 Hire Purchase Contracts and Operating Leases

Assets held under hire purchase contracts are capitalised at their fair value and depreciated over the shorter of the lease terms and their estimated useful economic lives. Future obligations under hire purchase contracts are included in creditors, net of finance charges. Payments are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest, and the capital element, which reduces the outstanding obligations.

Operating leases and the payments made under them are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.14 Fund Accounting

Funds held by the Charity are:

Unrestricted funds - these are funds which can be used in accordance with the School's objects, at the discretion of the Council.

Restricted funds - these are funds that can be used for particular restricted purposes, within the objects of the School. Restrictions arise when specified by the donor.

Endowed funds - these are funds where there is no power to convert the capital into income and represent the surplus funds arising following the disposal of St Mary's Hall premises. These will be used to support the school's bursary offering. The Total Return Order stipulates that any investment returns will accrue to a capital supplement (the Unapplied Total Return) to the permanent endowment. If the donor or the terms of an appeal has restricted the purpose for which the gift or any income from it is to be used, any part of the Unapplied Total Return converted into income for spending will accrue to the appropriate restricted fund.

2.15 Financial Instruments

The Charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors, amounts owed to group undertakings and accrued income. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its unconsolidated statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2021 was positive £2,287k (2020: negative £833k).

4. CHARITABLE ACTIVITIES- SCHOOL FEES

The School fees income comprised:

	Group					
	2021 £'000 Continuing Operations	2021 £'000 Discontinued Operations	**2021 £'000 Total**	2020 £'000 Continuing Operations	2020 £'000 Discontinued Operations	**2020 £'000 Total**
Gross fees	17,636	-	**17,636**	16,744	2,562	**19,306**
Less: Total bursaries, grants and allowances	(2,902)	-	**(2,902)**	(2,751)	(573)	**(3,324)**
	14,734	-	**14,734**	13,993	1,989	**15,982**
Add: Bursaries funded by restricted funds	410	-	**410**	34	-	**34**
	15,144	-	**15,144**	14,027	1,989	**16,016**

5. CHARITABLE ACTIVITIES- OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	Group					
	2021 £'000 Continued	2021 £'000 Discontinued	**2021 £'000 Total**	2020 £'000 Continued	2020 £'000 Discontinued	**2020 £'000 Total**
School trips and disbursements	192	-	**192**	460	-	**460**
Deposits forfeited	44	-	**44**	-	29	**29**
Transport recharges	202	-	**202**	189	28	**217**
Rental income	-	-	**-**	-	17	**17**
Registration fees	67	-	**67**	77	3	**80**
Insurance commission	9	-	**9**	5	-	**5**
Sundry other income	41	1	**42**	37	69	**106**
	555	1	**556**	768	146	**914**

6. OTHER CHARITABLE INCOME

	2021 £'000 Continued	2021 £'000 Discontinued	**2021 £'000 Total**	**2020 £'000 Total**
Government Coronavirus Job Retention Scheme Grant	646	-	**646**	**1,174**
Other income	-	-	**-**	**2**
	646	-	**646**	**1,176**

7. CONTRIBUTION FROM SUBSIDARIES ACTIVITIES

	Roedean Moira House School 2021 £'000	Roedean School Enterprises Ltd 2021 £'000	Roedean Moira House Enterprises Ltd 2021 £'000	Roedean Moira House School 2020 £'000	Roedean School Enterprises Ltd 2020 £'000	Roedean Moira House Enterprises Ltd 2020 £'000
INCOME FROM:						
Charitable Activities						
School fees	-	-	-	1,989	-	-
Other educational income	1	-	-	146	-	-
Other activities	-	-	5	138	-	-
Other trading activities						
Non-ancillary trading income	-	63	-	-	167	19
Voluntary sources						
Donations and legacies	1	-	-	5	16	-
Total incoming resources	2	63	5	2,278	183	19
EXPENDITURE ON:						
Raising funds						
Non-ancillary trading	-	217	-	-	290	7
Financing costs	-	-	-	60	-	-
Charitable Activities						
School and grant making	437	-	17	3,971	-	-
Total resources expended	437	217	17	4,031	290	7
Profit on disposal of fixed assets	423	-	-	-	-	-
Net (Outgoing)/ incoming resources	**(12)**	**(154)**	**(12)**	(1,753)	(107)	12
Intra group gift aid	-	-	-	121	-	(121)
Retained net (outgoing) resources	(12)	(154)	(12)	(1,632)	(107)	(109)
Fund balances brought forward	(60)	(42)	12	1,572	64	121
Fund balances carried forward	**(72)**	**(196)**	**-**	(60)	(43)	12
Net Current (Liabilities)/ Assets	(72)	(196)	-	(60)	(43)	12
NET (LIABILITIES)/ ASSETS	**(72)**	**(196)**	**-**	(60)	(43)	12

8. INVESTMENT INCOME (CONTINUING OPERATIONS)

	Group	
	2021	**2020**
	£'000	**£'000**
Interest on listed investments	**221**	**333**
Bank interest	**3**	**23**
	224	**356**

9. ANALYSIS OF EXPENDITURE

	Staff Costs Note 10 £'000	Other £'000	Depreciation Note 11 £'000	Discontinued Operations £'000	**Total 2021 £'000**	Total 2020 £'000
Costs of generating funds						
Financing costs	-	8	-	-	**8**	72
Investment management	-	73	-	-	**73**	66
Trading costs of subsidiary	11	206	-	-	**217**	297
Group's costs of generating funds	11	287	-	-	**298**	435
Charitable activities						
Teaching	6,995	585	75	-	**7,655**	9,616
Welfare	1,915	779	328	23	**3,045**	3,237
Premises	1,168	1,305	877	316	**3,666**	3,878
Support costs of schooling	1,108	1,144	-	-	**2,252**	3,480
Governance costs	20	492	-	17	**529**	261
Group's operating costs	11,206	4,305	1,280	356	**17,147**	20,472
Grants, awards and prizes	-	417	-	-	**417**	37
Exceptional expenditure	-	442	-	86	**528**	-
Total	**11,217**	**5,451**	**1,280**	**442**	**18,390**	20,944
Reallocation of discontinued expenses	-	442	-	(442)	**-**	-
Total Expended Group	**11,217**	**5,893**	**1,280**	**-**	**18,390**	20,944

	Group **2021 £'000**	2020 £'000
Auditor's remuneration for statutory audit	**61**	70
Fees paid to the auditor in respect of taxation advice	**3**	16
Fees paid to the auditor for other services	**1**	51
Legal Fees within Governance	**449**	165

COMPARATIVE ANALYSIS OF EXPENDITURE

	Group				
	Staff Costs Note 10 £'000	Other £'000	Depreciation Note 11 £'000	Discontinued Operations £'000	**2020 £'000**
Costs of generating funds					
Financing costs	-	12	-	60	**72**
Investment management	-	66	-	-	**66**
Trading costs of subsidiary	62	226	2	7	**297**
Group's costs of generating funds	62	304	2	67	**435**
Charitable activities					
Teaching	6,597	907	62	2,050	**9,616**
Welfare	1,868	691	407	271	**3,237**
Premises	1,253	1,273	870	482	**3,878**
Support costs of schooling	1,164	1,155	-	1,161	**3,480**
Governance costs	19	235	-	7	**261**
Group's operating costs	10,901	4,261	1,339	3,971	**20,472**
Grants awards and prizes	-	37	-	-	**37**
Exceptional expenditure	-	-	-	-	**-**
Total	10,963	4,602	1,341	4,038	**20,944**
Re-allocation of discontinued operations	2,521	1,392	125	(4,038)	-
Total expended Group	13,484	5,994	1,466	-	**20,944**

10. STAFF COSTS

The total staff costs were as follows

	Continued Operations £'000	Discontinued Operations £'000	**Total 2021 £'000**	Continued Operations £'000	Discontinued Operations £'000	Total 2020 £'000
Wages and salaries	9,129	-	**9,129**	8,915	2,094	11,009
Social security costs	832	-	**832**	808	146	954
Pension contributions	1,225	-	**1,225**	1,182	281	1,463
Contractors	31		**31**	58	-	58
	11,217	-	**11,217**	10,963	2,521	13,484
Aggregate employee benefits of key management personnel	940	-	**940**	891	409	1,300

	2021 Continued Operations	2021 Discontinued Operations	**2021 Total**	2020 Continued Operations	2020 Discontinued Operations	2020 Total
Average number of employees in the year	354	-	**354**	361	95	456
Of which were teaching staff	106	-	**106**	103	36	139

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to Members of the Council of Trustees during the year was £5k (2020: £7k) for 10 members (2020: 14 members).

The number of employees whose emoluments exceeded

	Continued Operations	Discontinued Operations	**2021 Total**	Continued Operations	Discontinued Operations	2020 Total
£60,000 to £70,000	3	-	**3**	3	-	3
£70,001 to £80,000	1	-	**1**	1	-	1
£80,001 to £90,000	1	-	**1**	-	1	1
£90,001 to £100,000	-	-	**-**	2	-	2
£120,001 to £130,000	2	-	**2**	2	-	2
£220,001 to £230,000	-	-	**-**	1	-	1
£290,001 to £300,000	1	-	**1**	-	-	-

In addition to basic salary, the figures within the salary bands comprise bonuses for the prior year, benefits in kind and other taxable benefits.

Contributions were made to the Teachers' Pension Defined Benefits Scheme for seven of the higher paid employees of £166,925 (2020: nine of the higher paid employees of £212,175). Of this, £nil for 0 employees related to discontinuing operations (2020: 1 employee - £19,134 for discontinuing operations). Contributions were made to a Defined Contribution Scheme for 1 of the higher paid employees of £7,107 (2020: 1 employee - £7,107), all of which related to continuing operations. During the year there were redundancy or termination payments made which amounted to £51,299 (2020: £319,723), of which £nil (2020: £297,729) related to discontinued operations. £nil (2020: £nil) remains outstanding at year end.

Payments to certain key management personnel are reviewed annually by the Remuneration Committee, comprising Trustees, and individual rates of remuneration are awarded based on staff reviews as well as costs being benchmarked against the sector average.

Accommodation is provided to those members of staff for whom it is required given the nature of their role. The School also offers discounts to any members of staff who wish to send their children to the School, and the rate offered is competitive when compared to other schools within the sector.

11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings	Furniture, fittings and equipment	Computer equipment	Motor Vehicle	Assets held for sale	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 September 2020	31,113	3,541	457	61	5,095	40,268
Additions	344	202	113	10	-	669
Disposals	-	(43)	(19)	-	(5,095)	(5,157)
At 31 August 2021	**31,457**	**3,700**	**551**	**71**	**-**	**35,780**
Accumulated depreciation						
At 1 September 2020	10,203	2,765	402	61	468	13,899
Charge for the year	877	326	74	3	-	1,280
Disposals	-	(43)	(18)	-	(468)	(529)
Impairment	-	-	-	-	-	-
At 31 August 2021	**11,080**	**3,048**	**458**	**64**	**-**	**14,650**
Net book amount at 31 August 2021	**20,377**	**652**	**94**	**8**	**-**	**21,130**
Net book amount at 31 August 2020	20,910	775	55	-	4,628	26,368

Charity	Freehold land and buildings	Furniture, fittings and equipment	Computer equipment	Motor Vehicle	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 September 2020	31,114	3,511	457	61	35,143
Additions	344	202	113	10	669
Disposals	-	(43)	(19)	-	(61)
At 31 August 2021	**31,458**	**3,670**	**551**	**71**	**35,750**
Accumulated depreciation					
At 1 September 2020	10,204	2,735	402	61	13,402
Charge for the year	877	326	74	3	1,280
Disposals	-	(43)	(19)	-	(61)
At 31 August 2021	**11,081**	**3,018**	**457**	**64**	**14,620**
Net book amount at 31 August 2021	**20,377**	**652**	**94**	**8**	**21,130**
Net book amount at 31 August 2020	20,910	775	55	-	21,741

12. INVESTMENTS

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Valuation at 1 September 2020	**12,780**	13,160	**12,780**	13,160
Additions at cost	**4,450**	76	**4,450**	76
Disposals proceeds	**(4,418)**	(71)	**(4,418)**	(71)
Gain on investments	**3,171**	(385)	**3,171**	(385)
	15,983	12,780	**15,983**	12,780
Cash	**846**	1,230	**846**	1,230
Valuation at 31 August 2021	**16,829**	14,010	**16,829**	14,010

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Investments comprise:				
Listed Investments				
Unit trusts (Historical cost £9,617,104)	**15,983**	12,780	**15,983**	12,780
Cash	**846**	1,230	**846**	1,230

	Group		Charity	
	2021	2020	**2021**	2020
Investments in subsidiaries	**-**	-	**1**	1

13. STATEMENT OF INVESTMENT TOTAL RETURNS

Trustees have adopted a duly authorised policy of Total Return accounting for the School's investment returns. The total investment return targeted for these funds is 3% per annum or twice the Retail Price Index, whichever is greater. On adopting the Total Return approach to the investment, the Council valued the underlying trust for the investment as at 31 August 2012 as described in Note 2.5.

Permanent Endowment	**Group 2021 £'000**
Investment total return	
Income distributions on securities	194
Capital gains on securities	2,758
Investment management costs	(64)
Total return for the year	**2,888**
Amount applied as income for spending	(500)
Amount applied as capital to protect value of endowment	(554)
Net increase in Unapplied Total Return for year	**1,834**
Unapplied Total Return as at 1 September 2020	
- securities	824
- uninvested cash	158
Unapplied Total Return as at 31 August 2021	**2,816**
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	1,979
Value of permanent endowments as at 31 August 2021	**12,070**

Note: Uninvested cash funds are shown as net current assets in Note 19.

14. DEBTORS AND PREPAYMENTS

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Trade debtors	**257**	326	**217**	184
Amounts owed by group undertakings	**-**	-	**509**	669
Other debtors	**243**	448	**28**	198
Prepayments and accrued income	**205**	233	**205**	221
Intercompany loan	**-**	-	**379**	2,620
	705	1,007	**1,338**	3,893

15. CREDITORS: amounts falling due within one year

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Trade creditors	**490**	1,892	**490**	1,885
Bank loan	**-**	1,056	**-**	-
Social security and other taxes	**260**	365	**253**	221
Other creditors	**264**	384	**183**	245
Accruals and deferred income	**156**	207	**156**	70
Bank overdraft	**-**	450	**-**	-
Deposits from parents	**519**	597	**519**	597
Fees in advance of term	**4,361**	2,453	**4,361**	2,453
Fees in advance scheme	**204**	318	**204**	318
	6,254	7,722	**6,166**	5,789

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group		Charity	
	Note	**2021 £'000**	2020 £'000	**2021 £'000**	2020 £'000
Deposits from parents		**4,342**	3,978	**4,342**	3,978
Fees in advance of term		**4**	22	**4**	22
Fees in advance scheme	18	**373**	242	**373**	242
		4,719	4,242	**4,719**	4,242

17. BANK LOAN

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Within one year	**-**	**1,056**	**-**	-
After one year	**-**	**-**	**-**	-
	-	**1,056**	**-**	-

18. DEFERRED INCOME - FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School up to the equivalent of seven years fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. This liability has been split as follows:

	Group		Charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
- due in less than one year	**204**	318	**204**	318
- due in one year or more	**373**	242	**373**	242
At 31 August 2021	**577**	560	**577**	560

Summary of movements in liability:

	Group		Charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Balance at 1 September 2020	**560**	728	**560**	728
New contracts	**350**	202	**350**	202
Interest allowance	**8**	12	**8**	12
Amounts utilised in payment of fees	**(341)**	(382)	**(341)**	(382)
At 31 August 2021	**577**	560	**577**	560

The total fees in advance scheme liability at 31 August 2021, representing commitments to release amounts to the statement of financial activities over the next 5 years was £598k (2020: £570k), inclusive of future interest allowances.

19. PROVISIONS FOR LIABILITIES AND CHARGES

This provision of £156k relates to the lease of land near Moira House which includes some grass tennis courts, some hard tennis courts and a horse manege. The tennis courts have been available for use by Roedean since the date of the sale of the Moira House site. However, it is not anticipated that any benefit will be obtained from the lease of the remaining land. The provision has therefore been recognised for the element of the land which will not be utilised going forwards.

	Group		Charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Moira House Provision	**156**	93	**-**	-
	156	93	**-**	-

20. ALLOCATION OF NET ASSETS

The group net assets are held for the funds at 31 August 2021 is as follows:

	Tangible fixed assets	Investments	Net current assets	Long term liabilities	**At 31 August 2021 Net Assets**
	£'000	£'000	£'000	£'000	**£'000**
Restricted funds	-	14,728	158	-	**14,886**
Endowed funds	-	-	38	-	**38**
Unrestricted funds	21,130	2,101	2,972	(4,875)	**21,328**
	21,130	**16,829**	**3,168**	**(4,875)**	**36,252**

21. FUNDS

	September 2020 Fund Balance	Incoming Resources	Resources Expended	Transfers and Gains/(Losses)	August 2021 Fund Balance
	£'000	£'000	£'000	£'000	**£'000**
Endowed Funds					
Roedean St Mary's Hall	12,498	194	(64)	2,258	**14,886**
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	**1**
Donations from Parents	-	1	-	-	**1**
Bursary Fund	61	348	(410)	1	**-**
Development Fund	35	1	-	-	**36**
Other (All-Weather Pitch)	-	13	-	(13)	**-**
Leavers Appeal	-	59	-	(59)	**-**
	97	422	(410)	(71)	**38**
Designated funds from Discontinued Operations					
Friends of Moira House	12	-	(12)	-	**-**
Old Girls' Club	3	-	(3)	-	**-**
	15	-	(15)	-	**-**
General Reserve					
Discontinued Operations	(64)	425	(435)	-	**(74)**
Continuing Operations	21,444	16,440	(17,466)	984	**21,402**
Unrestricted Funds	21,380	16,865	(17,901)	984	**21,328**
Total Funds	**33,990**	**17,481**	**(18,390)**	**3,171**	**36,252**

Endowed Funds

The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £500k (2020: £750k) has been transferred from endowed to unrestricted funds to fund bursaries (see note 21).

Restricted Funds

The Bicknell Art Prize was established for purposes of providing prizes to celebrate excellence in Art.
The Bursary Fund was established to support the education of girls who might not, without such support, be able to attend the School.
The Development Fund was established by the School to provide scholarships and bursaries to support the education of girls.
The All-Weather Pitch Fund supported the construction of the all-weather pitch that opened in June 2018.
The Take Your Seat Appeal supported the refurbishment of the theatre in 2021.

£13k (2020: 20k) has been transferred from restricted funds to unrestricted funds as funds have been spent on the completed all-weather pitch and £58k for theatre projects (see note 21).

Designated Funds

Friends of Moira House was formed in 1975 as a development of the previous Parents' Association. As at 31 August 2021, funds of £1.6k are being held by Moira House and will be transferred to Roedean School prior to distribution to Friends of Moira House.

The Old Girls Club was established to hold events and provide periodic newsletters to keep past students in touch with each other and events that are happening within the School. These funds were donated to Eastbourne Heritage via Eastbourne Borough Council in July 2021.

22. COMPARATIVE ALLOCATION OF NET ASSETS

The group net assets are held for the funds at 31 August 2020 is as follows:

	Tangible fixed assets	Investments	Net current assets/(liabilities)	Long term liabilities	At 31 August 2020 Net Assets
	£'000	£'000	£'000	£'000	£'000
Restricted funds	-	-	97	-	**97**
Endowed funds	-	12,340	158	-	**12,498**
Designated	-	-	15	-	**15**
Unrestricted funds	26,369	1,670	(2,323)	(4,335)	**21,381**
	26,369	14,010	(2,053)	(4,335)	**33,991**

23. COMPARATIVE MOVEMENTS OF FUNDS

	At 1 Sept 2019 Fund Balance	Incoming Resources	Resources Expended	Transfers and Gains/ (Losses)	At 31 August 2020 Fund balance
		Restated	Restated		
	£'000	£'000	£'000	£'000	£'000
Endowed Funds					
Roedean St Mary's Hall Trust	13,349	292	(58)	(1,084)	**12,498**
	13,349	292	(58)	(1,084)	**12,498**
Restricted Funds					
Art Prize	1	-	-	-	**1**
Donations from parents	-	9	(9)	-	**-**
Bursary Fund	45	16	-	-	**61**
Development Fund	3	32	-	-	**35**
Other (All Weather Pitch)	-	20	-	(20)	**-**
Leavers appeal	-	25	(25)	-	-
Restricted funds from Discontinued operations					
The East Sussex County Council	2	-	(1)	(1)	-
	51	102	(34)	(21)	97
Designated funds from Discontinued Operations					
Friends of Moira House	19	5	(12)	-	**12**
Old Girls' Club	1	2	-	-	**3**
	20	7	(12)	-	**15**
General Reserve					
Discontinued Operations	1,671	2,290	(4,025)	1	**(63)**
Continuing Operations	21,475	16,065	(16,815)	719	**21,444**
Unrestricted Funds	23,146	18,355	(20,840)	720	**21,381**
Total Funds	**36,565**	**18,755**	**(20,944)**	**(385)**	**33,991**

24. FINANCIAL INSTRUMENTS

	2021	2020
	£'000	£'000
Financial Assets measured at amortised cost (a)	**705**	1,007
Financial Liabilities measured at amortised cost (b)	**1,487**	4,547
Financial Assets measured at fair value through the profit and loss (c)	**16,829**	14,010

(a) Financial assets include trade and fee debtors, other debtors and accrued income
(b) Financial liabilities include trade creditors and other creditors
(c) Financial assets measured at fair value through the profit and loss comprise investments

Income received in the year from financial assets measured at amortised cost totalled £2k (2020: £23k) with impairment losses of £66k (2020: £78k). During the year total losses/gains in relation to financial assets held at fair value totalled £3,171k (2020: loss £385k) and income received totalled £221k (2020: £333k).

Interest paid in the year from financial liabilities measured at amortised cost totaled £nil (2020: £60k).

25. TAXATION

Roedean School and Moira House School Limited are registered charities and under section 505 (1) of the Income and Corporation Taxes Act 1988 are exempt from taxation.

26. CAPITAL COMMITMENTS

The Group and the Charity had capital commitments of £101k at 31 August 2021 (2020: £nil).

27. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 August 2020 or 31 August 2021.

28. LEASING PAYMENTS AND COMMITMENTS

The future minimum lease payments under non-cancellable operating leases in respect of motor vehicles and equipment at the end of the year were:

	2021	2020
	£'000	£'000
0-1 Years	**256**	**199**
1-2 Years	**126**	**159**
2-5 Years	**64**	**177**

Operating lease payments amounting to £218k (2020: £277k) were paid during the year.

29. TEACHERS' PENSION DEFINED BENEFITS SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,544k (2020: £1,311k) and at the year-end £nil (2020: £126k) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination with younger teachers being disadvantaged as regards the 'final salary scheme' pension level. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. A consultation was launched on 24 June 2020 on proposed changes to the cost control mechanism following a review by the Government Actuary and the pause was lifted in July 2020. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and agreed an implementation plan.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the cost cap mechanism revision is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

30. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Moira House School Limited
The Charity is the sole member of Moira House School Ltd (company number 00437590) incorporated in England. Moira House School Ltd is a separate charity with its own independent Board of Governors. The registered office of Moira House School Ltd is c/o Roedean School, Roedean Way, Brighton, East Sussex BN2 5RQ.

In the year ended 31 August 2021, the Charity provided services totalling £67k (2020: £97k) to Moira House School Ltd for the provision of staff and the administrative services. These services are fully reflected in the accounts of both entities. The balance owed to the Charity at 31 August 2021 was £6k (2020: £212k). In addition, Roedean School has given a loan of £2,620k to Moira House School Ltd, £380k of which remains outstanding at 31 August 2021 following a write-down in the year of £440k.

Roedean School Enterprises Ltd.
The Charity owns all of the issued share capital of Roedean School Enterprises Ltd (company number 2921272), a company incorporated in England. This company carries out trading activities on behalf of the School.

In the year ended 31 August 2021, the Charity charged £32k (2020: £95k) to RSEL for the provision of staff and the administrative services and RSEL gifted £nil (2020: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2021 was £505k (2020: £457k).

Moira House School Enterprises Ltd.
Roedean Moira House Enterprises Ltd was incorporated on 24 April 2019. The principal activity of the company was conducting all trading activities for Moira House School.

In the year ended 31 August 2021, Moira House School Ltd charged £1k (2020: £19k) to Moira House School Enterprises Ltd for the provision of staff and administrative services. The balance owed to Moira House School Ltd at 31 August 2021 was £nil (2020: £17k).

Trustee Donations
In the year the Charity received donations totaling £6,553 from its Trustees (2020: £nil).

Settlement Payment
On 23 June 2021 a settlement was agreed which resulted in a payment of £190,803.70 to Mrs K Cowell and Miss V Jenkins, being two trustees, to cover legal costs.

31. NON-ADJUSTING POST BALANCE SHEET EVENTS

During the Easter Term 2022 Deepdene School announced it was to close, and it did so at the end of that term on 1 April 2022. Roedean had worked closely with the school over the last few years. Recoverability of the loan continues to be based on an estimated recoverable amount and the closure does not impact the figure significantly.

The proprietors had made considerable efforts to find an alternative solution, but, in the time and with the resources available, decided they had no option but to close the school. The pandemic and increasing cost pressures for schools and parents made things even harder than they were 4-5 years ago, and, in this environment and with the economic situation declining as it is, it was difficult to see a significant turnaround.

Alongside Roedean's financial investment, many staff contributed to giving Deepdene pupils a positive experience on their many visits to Roedean, and we will continue to support those with children affected.