

Charity Registration No. 307063

**ROEDEAN SCHOOL**  
(Incorporated by Royal Charter)

**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR  
THE YEAR ENDED 31 AUGUST 2020**

**ROEDEAN SCHOOL  
REFERENCE AND ADMINISTRATIVE INFORMATION  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**ROEDEAN SCHOOL**  
**REFERENCE AND ADMINISTRATIVE INFORMATION**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**President**

Vacant

**Vice-Presidents**

Sheila Fowler-Watt RG (OR) (Deceased)  
Dr Jean Peacey MB BS MRCP (OR) (Deceased)

**Chair of Council**

Roger Sanders OBE \*  $\Omega \neq \pm \infty \beta$  (resigned 11 November 2020)  
Vivien Smiley BA MA DipIPR (OR)  $\Omega \infty \pm \beta$  \* (appointed Interim Chair 12 November 2020)

**Vice-Chair of Council**

Anne-Marie Martin MBE BSc MSc  $\S \dagger$  (resigned 31 December 2019)  
Vivien Smiley BA MA DipIPR (OR)  $\Omega \infty \pm \beta$  \* (appointed Interim Vice-Chair 14  
February 2020, resigned 11 November 2020)  
Delva Patman FRICS \*  $\Omega \neq$  (appointed Interim Vice-Chair 8 April 2021)

**Elected:**

Katherine Cowell BEd MBA (OR) #  
Spirit de la Mare FRSA (OR) ~ (co-opted 24 September 2020)  
Sarah Ellis BA Hons PGCE (co-opted 28 June 2021)  
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)  $\dagger$   
Claire Jenkins M (Theol) (OR)  
Samantha Louis BA MBA APR CGMA (SAOR) \* (elected 25 November 2020)  
Polly McGivern BSc FCA (OR) \* (elected 25 November 2020)  
Karoline Molberg BA Hons (OR) \* (co-opted 24 September 2020)  
Camilla Nightingale BA MBA (co-opted 24 September 2020, resigned 25 November 2020)  
Teresa Outhwaite BA PGDip (OR)  $\beta \sim$

**Nominated:**

Anne-Marie Martin MBE BSc MSc \*  $\Omega \pm \S$  (resigned 31 December 2019)  
Cecilia Oram MA (Cantab) ACIB Dip Trans \*  $\pm \infty$  (resigned 6 December 2019)  
Roger Sanders OBE \*  $\Omega \neq \pm \infty \beta$  (resigned 11 November 2020)

**Co-opted:**

Joanna Clark BA Hons  $\pm \neq \S$   
Dr Henry Fajemirokun BA Hons (Oxon) PhD  $\Omega \beta$   
Sebastian Hopher BEd Hons  $\Omega \S$   
Delva Patman FRICS \*  $\Omega \neq$   
Vivien Smiley BA MA DipIPR (OR)  $\Omega \infty \pm \beta$  \*

**Officers**

Oliver Blond BA PGCE NPQH	Executive Head
Talia Keller BSc PGCE	Head of School
Richard Poffley BA FCCA	Director of Finance & Administration and Clerk
Dr Helen Mawby BA MPhil PhD	Clerk to the Council (appointed 15 December 2019, resigned 8 December 2020)

**Principal Address, Registered Office and Website**

Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ  
www.roedean.co.uk

**ROEDEAN SCHOOL  
REFERENCE AND ADMINISTRATIVE INFORMATION  
FOR THE YEAR ENDED 31 AUGUST 2020**

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*	Member of Finance Committee
≠	Member of Estates Committee
∞	Member of Remuneration Committee
β	Member of Project (RGoS) Committee
†	Member of Risk Group
±	Member of Nominations & Governance Committee
§	Member of Education & Safeguarding Committee
Ω	Member of Chair's Committee
#	Member of Awards Group
~	Member of Development & Marketing Group
(OR)	Old Roedeanian
(SAOR)	South African Old Roedeanian

**ROEDEAN SCHOOL  
REFERENCE AND ADMINISTRATIVE INFORMATION  
FOR THE YEAR ENDED 31 AUGUST 2020**

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**ADVISERS**

**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

**Solicitors**

Veale Wasbrough Vizards  
Orchard Court  
Orchard Lane  
BRISTOL  
BS1 5WS

**Insurance Brokers**

Marsh Limited  
Education Practice  
Capital House  
1-5 Perrymount Road  
HAYWARDS HEATH  
West Sussex  
RH16 3SY

SFS Group Limited  
Spring Court  
Station Road  
DORKING  
Surrey  
RH4 1EB

**Investment Support**

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

# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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The Council of Roedean School presents its eighty first annual report and audited financial statements for the year ended 31 August 2020 and confirms that they comply with the requirements of the Charities Act 2011, Roedean's Royal Charter and the Charities SORP 2015.

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 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:

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. The School was founded by Charles Ingham in 1875, moving to the Eastbourne site in 1887, and incorporated on 24 June 1947. Roedean School became the sole Member of Moira House School on 1 September 2017.

Since incorporation, Moira House's Memorandum of Association has been amended by special resolutions passed on 24 February 1950 and 30 June 1990 and the Articles of Association have been updated by special resolutions passed on 28 October 1953, 20 February 1959 and on 6 September 2017. The last amendment to the Articles was on 5 March 2021. The trading name of Moira House School Limited was, until it closed on 31 August 2020, Roedean Moira House School.

During the academic year 2019-20 pupil numbers did not progress as expected and Roedean Moira House School sought additional investment into the model in order to ensure sustainability in a competitive market. Although several offers were received for continued education on the site, none was acceptable to both Roedean and Moira House Boards. This meant that closure of the school at the end of the academic year 2019-20 was announced on 4 March 2020. The Governors of the school remain in place to oversee the sale of the site, and this was concluded in April 2021.

Roedean School Enterprises Limited – 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.

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 with the closure of Roedean Moira House School, so it will be wound up during 2021.

##### **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.

##### **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.

# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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Council is constituted as follows:

#### **Elected Members of Council**

Ten Members elected by the Governors. If there is a casual vacancy in the number of Elected Councillors, Council may co-opt to fill the position under Bye-Law 31 of the Royal Charter.

#### **Nominated Members of Council**

Not more than nine Council Members may be nominated as follows:

One Member by the Lord Lieutenant of East Sussex

Two Members by the University of Oxford (note: the University discontinued making appointments of school trustees in January 2016)

Two Members by the University of London

Two Members by the Council of Newnham College, Cambridge

One Member by the Council of Girton College, Cambridge

One Member by the Head and Teaching Staff (not a past or present member of staff)

Where the Nominating Bodies do not exercise their right to nominate, Council may co-opt to fill these positions under Bye-Law 32 of the Royal Charter.

#### **Co-opted Members of Council**

Not more than six persons may be co-opted by the Council, unless under Bye-Laws 31 and 32 of the Royal Charter.

The Council appoints such Committees as are deemed necessary. At present the following standing Committees report direct to the Council. In addition, there are School Groups which include Councillors as members. Membership of these Committees and Groups is shown on pages 1 and 2 of this Annual Report. Each Committee has Terms of Reference, including purpose, duties and responsibilities:

- The Finance Committee deals with all financial and investment matters.
- The Chair's Committee monitors and advises on the Strategic Development Plan.
- 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.
- The Education & Safeguarding Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections.
- The Estates Committee advises on maintenance and buildings provision.
- The Projects (RGoS) Committee explores future projects in relation to the strategy of the School and the Group, and monitors current projects.
- The Remuneration Committee determines the remuneration, and is responsible for the welfare and appraisal of senior staff.
- The Risk Group advises on and monitors key risks for the School.
- The Development & Marketing Group advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations.
- The Awards Group advises on the allocation of bursaries and awards.

The Council Members as at the date of this report are shown on page 1.

There are a number of Councillors who sit on the Board of Roedean Moira House School, and when acting for Roedean Moira House School they act entirely as a trustee of Roedean Moira House. Roedean School is the sole Member of Roedean Moira House, and a Trustee of Roedean School attends as an observer in order to ensure that the interests of Roedean School ("the member") are protected.

#### **Induction and Training of Councillors (the Trustees of the Charity)**

Every Councillor 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 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.

# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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Although not a requirement of the Royal Charter and Bye-Laws of the Corporation, as a matter of best practice, individuals who are proposed to stand for election to Council and individuals whom nominating bodies are minded to nominate to Council are invited and encouraged to submit a CV, have a meeting with the Nominations & Governance Committee, and a meeting with the Executive Head, Director of Finance and Administration, and Chair of Council. Co-opted Councillors are co-opted by Council following a selection and approval procedure which includes, as a matter of best practice, submitting a CV, having a meeting with the Nominations & Governance Committee, and having a meeting with the Executive Head, Director of Finance and Administration, and Chair of Council.

Councillors are recruited 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. New Councillors spend a day at the School in order to meet the key personnel, and to gain an insight into the curriculum. They meet other members of the School community as an ongoing process, and in order to keep in touch with developments at the School. The ability for Councillors to spend time at the School was interrupted during the year ended 31 August 2020 as a result of the Covid-19 pandemic.

As soon as circumstances allow, the School will be reinstating 'A Day in the Life of Roedean' where Trustees can visit, and sit in on lessons and see best practice being carried out in the classroom. The long-standing tradition of presentations by departments and pupils occurring before Council meetings and other visits to the School, so that Council remain in touch with key developments, will resume once the current Covid-19-related restrictions are lifted.

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.

Matters requiring Council oversight and approval include (and are part of the Council and Committee Terms of Reference, and the Royal Charter):

- Child Protection and Safeguarding
- Constitutional Responsibilities
- Appointment of the Executive Head, Head of School, and Director of Finance and Administration
- Financial Issues including agreement of fee levels
- Strategic Vision
- Development and Fundraising
- Employment Responsibilities
- Property Development and Management
- Health and Safety Management
- Legislative and Regulatory Compliance
- Curriculum Oversight
- Public Benefit
- Pastoral Oversight
- Roedean Group of Schools Related Matters.

#### **Sheila Fowler-Watt and Dr Jean Peacey**

The School and Trustees owe a huge debt of gratitude to Dr Jean Peacey and Mrs Sheila Fowler-Watt, both now deceased, for their long contribution and many years of service to the School. They were Old Roedeanians and served both as Trustees and Vice-Presidents, and their support for the School and dedication to their roles was outstanding. They will be very much missed.

#### **Implementation of Strategy**

The individual Committees meet regularly throughout the year, and the full Council meets at the end of each term, with additional meetings where required.

The Council Strategy is implemented by Roedean School's Senior Team comprising the Executive Head, the Head



# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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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 at Roedean Moira House was led by the Principal, supported by the Head of School (Deputy Principal and Seniors), Head of Teaching & Learning, Head of Junior School & Nursery and Head of Operations. Together these two Senior Teams are the key management personnel shown as part of note 10 of the Financial Statements (pages 49-50).

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.

#### **ISI Regulatory Compliance Inspection - March 2019**

In March 2019, the School underwent a Regulatory Compliance Inspection by the Independent Schools Inspectorate. 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 full report from ISI is available via the following link [www.roedean.co.uk/isi-reports](http://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 key risks that Council has identified, and the methods used to manage those risks, within the risk register are as follows:

<b>Key Risks</b>	<b>Method to manage risk</b>
Lack of effective governance and knowledge of regulatory changes	Recruitment of strong Council membership, thorough induction process and regular updates and training for Trustees. Active engagement with regulatory bodies, including the Charity Commission, and external professional advice sought. Membership of Association of Governing Bodies of Independent Schools (AGBIS).
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.
Recruitment and retention of Trustees	Active work to resolve issues impacting on Trustee recruitment and retention. Nominations & Governance Committee working to improve pipeline of suitably qualified prospective Trustees. Development and maintenance of skills matrix. Communication of skills gaps to Governors.
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.
Insufficient income from parental fees and downturn in the market	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.
Increase in automatic cost levels, in particular Teachers' Pension Scheme contributions, auto-enrolment pension contributions and minimum wage	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.

**ROEDEAN SCHOOL**  
**REPORT OF THE COUNCIL**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

Legal risks to the Charity	Manage risk via professional advisors being appointed and consulted with regular input from Trustees. Proactive work to resolve issues where they arise, and improve governance to reduce future issues.
Threat to charitable status	Continued increase in public benefit provision via partnerships and collaborations with local state schools. Consideration being given by Trustees to alternative models, and contingencies built into the financial model for increase in taxation notably Corporation Tax, Capital Gains Tax, Stamp Duty Land Tax and VAT, and removal of Gift Aid on Donations and Business Rates Relief.
Decline in take up of single sex education	Highlight the benefits of a holistic Roedean education via PR, marketing and proactive admissions. Deliver significant growth in pupil numbers at the School in line with the strategy, review the Roedean offer and strategic options and extension of the model to junior school level.
Breach of data protection and GDPR regulations	Policies and training for Trustees, staff and pupils, and using external consultants. A system is in place to break down and analyse every data process within the organisation to ensure that every process is compliant. "Privacy by Design" Risk Assessments are carried out and then approved by the Senior Team, and all data sharing agreements are regularly reviewed. Two-factor authentication for external access to the School IT system.
Safeguarding incident	Internal and external training in place for both Trustees and members of staff, and strong leadership of safeguarding within the School as noted in recent ISI inspections. Proactive work to promote mental well-being and raise awareness of potential safeguarding issues. This area is overseen by a designated Trustee responsible for safeguarding.
Capacity of the Estate to educate the increased number of pupils	The masterplan has allowed for increased capacity for classrooms, bedrooms and social spaces, and previously unused areas have been brought into use. New builds are planned over the next five years, and accessibility is reviewed.
Decrease in the level of academic results	Investment in staffing and the educational programme, as well as an increase in the breadth of co-curricular activities and pastoral care to enhance learning. Targeted interventions where necessary and extensive provision of revision opportunities.
Condition 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. 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.
Inability to deliver the educational model and collect fees due to the Covid-19 pandemic	Significant investment in online provision. Strong programme of online learning developed and delivered. The risks associated with Covid-19 have been closely monitored by the Trustees. Full details of the mitigation plans are included under the "Covid-19" section including a full assessment of pricing model, and the adaptation of costs to fit with new fee levels. Operations have been risk assessed to ensure adherence to the statutory regulations whilst providing high-quality education to the students both on-site and online.
Roedean Group of Schools and impact on the Roedean Model	Put measures in place, on advice, to protect Roedean's interests, limit financial exposure, generate returns, and mitigate risk. In the challenging all-girls school market, and as work had not resulted in the necessary growth of pupil numbers and income at Roedean Moira House and no bid for ongoing education on site was acceptable to both Roedean and Moira House Boards, the sale was completed on 30 April 2021.

# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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The overall key controls used by the Charity include:

- formal agendas 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 Councillors 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 and will continue to address issues raised where required in 2020-21, seeking sound external advice where necessary alongside ongoing Trustee input. This will link with a further review of governance arrangements, the last externally facilitated review being in autumn 2015 conducted by AGBIS.

#### **The Costs of Governance**

As shown within note 9 of the Financial Statements (pages 47-48), the costs of governance during the year have decreased to a figure of £261k (2019: £471k) meaning that £1,021k has been expended in the last three years and this is a level that is not sustainable for the Charity. The governance costs incurred for the year by Roedean were £254k and for Roedean Moira House £7k. The breakdown of Roedean’s governance costs are: audit fee £63k, financial salaries £19k, Trustees expenses £7k, and legal fees £165k (legal actions taken against Trustees £100k, insurer’s disputes £23k and the Royal Charter (including compliance) £42k).

#### **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.

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 GDPR and do not share any data for the purposes of fundraising with third parties or data sharing schemes.

#### **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<sup>th</sup> April each year. The latest report is available on the Roedean website <https://www.roedean.co.uk/policies>

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 ensure a working environment free from any discrimination. Training and continued professional development opportunities are provided for all staff, irrespective of gender.

#### **Remuneration**

Remuneration is proposed by the Senior Team and approved 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.

# ROEDEAN SCHOOL

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Specifically, the remuneration levels of the Executive Head, the Head of School and the Director of Finance and Administration are based on performance 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.

#### **Roedean Group of Schools**

The Group of Schools is 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 2019 was restricted to loans via Roedean School Enterprises Limited.

Deepdene is a "partner school". The Deepdene relationship does not take the form of a contractual joint venture and thus does not establish a partnership within the meaning of the Partnership Act 1890. The reference to "partner" is simply intended to highlight the collaborative nature of the relationship between the parties.

In order to enable other schools and educational establishments to flourish and to support their pupils' development, the Roedean Group's flexible partnership model aims to provide strategic leadership and expertise, and staff training and mentoring to schools which share a commitment to Roedean's educational vision.

Deepdene currently retains its own Board with Roedean oversight, designed to allow the school to benefit from shared experience. Their pupils and staff report that they gain from being a part of a schools' group, for example via access to a greater pool for professional development and the sharing of ideas across schools, and Roedean's facilities. Roedean in turn benefits from pupils transferring to Roedean, and greater expertise of junior education, increased understanding of the transition from Year 6 to 7 (Roedean's key entry point), and information about admissions to competitor schools.

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 Roedean Group is to increase the number of pupils who have access to Roedean's high quality educational experience, deliver long-term efficiencies through shared services, and, in the case of junior provision, to act as a feeder school to Roedean. At the heart of the Roedean Group offer is our vision of a stimulating environment in which pupils want to learn through excellent teaching, take responsibility for their own learning, both in the classroom and outside of it, and achieve the very best results of which they are capable, in the spirit of our founders.

Covid-19 has limited all direct contact as the Roedean Council would normally closely monitor developments in the Roedean Group of Schools via visits to the schools and meeting the staff, but the Trustees continue to analyse data, receive reports from the Executive Head, including via risk reports, and ensure that the resources required are not detracting from the provision at Roedean School but instead enhance further the skill sets of those Roedean staff involved.

#### **Roedean Moira House School**

During the academic year 2019-20 pupil numbers did not progress as expected and Roedean Moira House School sought additional investment into the model in order to ensure sustainability in a competitive market. Although several offers were received for continued education on the site, none was acceptable to both Roedean and Moira House Boards. This, with no other funding options being available, meant that closure of the school at the end of the academic year 2019-20 was announced on 4 March 2020. The Governors of the school remain in place to oversee the sale of the site, and this was concluded in April 2021.

A full list of the activities and developments at Roedean Moira House over the last year can be found within the

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## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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latest Moira House School Annual Report & Financial Statements, on the Charity Commission website, available at: <https://beta.charitycommission.gov.uk/charity-details/?regid=307072&subid=0>

Through the second half of 2020 to the present, Council was closely monitoring the sale of the site by the Board of Moira House. Working with external real estate professionals allowed good progress to be made, and the sale finally completed on 30 April 2021. The purchaser is committed to providing facilities for the community alongside the residential development.

#### **Deepdene School**

Roedean School provides strategic support to Deepdene to enable it to develop its provision and expand its reach in the local area. In addition, since September 2019, the support has extended to the focus on key areas of leadership and staff development, safeguarding and compliance, academic, finance, estates, admissions and marketing. This has also supported the development of Roedean staff.

The Executive Head, Head of School and Director of Finance and Administration sit on the Deepdene Advisory Board and provide expertise on strategic, educational, financial and safeguarding matters. There is scope for a Trustee appointment and this will be revisited post the Covid-19 pandemic when conditions allow.

Where allowed due to Covid-19, Deepdene continues to bring the children in the top two year-groups to Roedean on a weekly basis to undertake sporting activities, with Deepdene staff. The children also take part in a carousel of Biology, Chemistry, and Physics over three weeks in our dedicated laboratories with Roedean staff, and benefit from the use of Roedean transport. More Deepdene pupils have transferred to Roedean since the partnership began, and it is hoped that this trend will continue and grow. Services and facilities used by Deepdene are charged back to the school.

#### **St Mark's Primary School**

The aims 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, practice, resources, and facilities. There are significant volunteering opportunities for Roedean pupils, where allowed under the Covid-19 pandemic.

#### **Roedean South Africa**

Roedean and Roedean South Africa, our sister school, enjoy shared activities periodically. For example, a number of girls are still in touch with students at Roedean South Africa, both from their visit to us, and our visit there in November 2018, and also via the e-Pen Pal buddying we set up for the junior years. In the current circumstances, this is being reinvigorated for older girls by the two Partnership Prefects in January 2021.

Furthermore, during the first lockdown in the Summer Term 2020, the two schools undertook a virtual 'race' to get to the other school, recording the distances covered during exercise, as a way of motivating the students and staff to keep active and spend time outside. The two schools updated their distances on a weekly basis. Not only did Roedean make it to Roedean South Africa and back, but as a community we covered over 42,000 miles, which meant that we circumnavigated the globe around the Equator.

### **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 schools;
- 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.

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#### **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. 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 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.

#### **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.

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The School aims to provide:

- A positive environment in which every girl is valued and can flourish.
- An aspirational and challenging academic education for every girl.
- Dynamic and inspirational teaching and learning in every subject.
- An enriching all-round arts, sports and activities provision.
- Individual support, challenge and mentoring for every girl.
- Community action and partnerships at the heart of the school experience for all.
- Social opportunities, including via co-educational social and enrichment activities.
- Leadership and teamwork opportunities for all girls to develop self-confidence.
- A flexible day and boarding school model to suit all families.
- A British school with a diverse international provision.
- Opportunities for girls of all backgrounds through means-tested bursaries.

In line with the aims many new initiatives have continued to be introduced over the last year (within the constraints of the Covid-19 pandemic) to enhance the girls' academic, pastoral, boarding and co-curricular experiences at the School.

There is a holistic welfare plan, with weekly 'thinking' and 'academic' time, screen strategy and fuller supervision for every pupil, and this has been enhanced with the development of social, pastoral and academic spaces across the school similar to the Sixth Form Centre. The timetable has been further reviewed to support the pastoral and academic strategies, and part of this has been to incorporate Prep Time within the school-day. In addition, there were specific adaptations made to the timetable when all learning needed to be conducted remotely due to the Covid-19 pandemic.

Opportunities for public speaking and independent research (for example via the Extended Project Qualification) have increased and the benefits are clearly visible when you hear from the pupils and learn of their breadth of knowledge, and see them speaking at events such as Speech Day, Open Days, and multi-school events.

There continues to be a consultative forum developed for staff, as well as an increased provision for health support and pastoral managers for the pupils.

#### **ACCESS AND PUBLIC BENEFIT**

At the commencement of the academic year 2019-20 the number of pupils at Roedean School was 619, and as at September 2021 the number was 636. 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.

#### **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,

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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 bursaries within the Group (Roedean and Roedean Moira House) totalled £1,537k (see Note 4). Within the Group, financial assistance was provided to 445 pupils of whom two girls benefited from a full remission of fees, and a further 17% benefit from fee remission of 70% or over.

This year the value of means-tested bursaries within Roedean School totalled £1,318k. The School provided assistance to 326 of its pupils of whom two 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 boosted through ORA Scholarship Fund donations.

#### **UK Scholarships**

Academic, All-Rounder and Specialism (Art, Dance, Drama, Music and Sport) Scholarships worth a fee-reduction which ranges from 5% to 40% are available.

#### **Brighthelm Awards (Year 7 and Sixth Form)**

These awards are means-tested scholarship awards for exceptionally talented girls from local state schools and are worth up to and including 100% of the day fees.

#### **Newnham Scholarships (Year 9 and 12)**

The Newnham Scholarships are the most prestigious academic awards available, worth up to 40%.

#### **Lawrence Scholarships (Years 7 and 9)**

The Lawrence Scholarships are the most prestigious all-round scholarships available, worth 40%.

#### **International Scholarships**

The International Scholarships are honorary scholarships which carry a small award for scholarship-related activities, and are awarded to overseas applicants for academic excellence or musical ability. Those entering Year 12 may be awarded an academic Newnham Scholarship, worth 10%.

#### **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 education provided by Roedean. Roedean St Mary's Hall Trust has provided significant levels of support to our pupils. In selecting beneficiaries Roedean (as Trustee of the Trust) may exercise the following preferences in the following order:

- firstly, daughters (or sons) of clergy;
- secondly, daughters (or sons) of HM armed forces.

Roedean has continued to increase the availability of bursaries to further widen access. Details of the bursaries and scholarships offered by Roedean will be made available to beneficiaries in a variety of ways, and



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the new awards are funded by both Roedean and Roedean St Mary's Hall Trust. Please note that the reference to 'sons' relates to the historic rules of the Trust, but does not mean that sons of clergy or HM armed forces are admitted to Roedean.

#### **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 in 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 the 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. Roedean uses the Schools Together website to record, share, and celebrate partnership work.

Following the outbreak of the Covid-19 pandemic, Roedean also supported our local hospital, the Royal Sussex County Hospital, with a donation of 3,000 items including gloves and goggles, our onsite oxygen supply and our radio equipment. Three of our buses were also made available to them to transport staff.

#### **Local State Schools where Roedean is making an impact**

Seven local state schools benefited from the time and resources of Roedean's pupils and staff over the course of the academic year. Part of this work is provided via the Community Action Programme where all Year 12 students (when not in lockdown) spend one afternoon per week working in a community service project. When not in lockdown, students in other year groups also join in weekly activities at St Mark's and Downs View Schools.

##### ***St Mark's Primary School, Brighton***

Roedean made a difference to the experience of St Mark's pupils (approximately 190 pupils) in a number of ways: activities include Junior Choir, Creative Writing, Reading Buddies, Language Buddies, Sports Leaders, Swimming, Music Projects, Mathematics Stretch and Challenge, and ad hoc visits and activities.

The hope is that by concentrating various resources in one place, Roedean will be able to continue making a significant difference to St Mark's – this aim is highlighted by the numbers: overall, up to the March 2020 lockdown, Roedean staff and pupils contributed 778 person-hours to the St Mark's partnership, and the children at St Mark's received 2,849 pupil-hours' worth of benefit. These figures compare to 698 and 2,245 for the entirety of the previous year, demonstrating that the project is clearly building momentum.

During the lockdown, we continued this support by providing every pupil at St Mark's with a pack containing stationery, text books and reading books in order to help them continue to learn from home.

##### ***Downs View School, Woodingdean***

Before the March 2020 lockdown, three Roedean students went weekly to spend time in a social (lunch time) and academic (classroom) environment (for 24 pupils) to assist pupils with disabilities. 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.

##### ***Roedean Academy***

Roedean launched the Roedean Academy in January 2018, and this has been repeated each year since. In order to broaden the reach of the project gradually, each year an additional school has been added to the Academy group (Blatchington Mill School, Longhill High School, and Peacehaven Community School, and the new school for 2020 was Dorothy Stringer School). The total number attending the sessions each week was 75, compared to 45 the previous year. 28 Roedean teachers were involved in delivering the masterclasses and enrichment sessions.

The Academy provides academic enrichment for pupils in Year 10 on a weekly basis, over a period of eight weeks, to support and inspire students (girls and boys) from local state schools, working alongside Roedean pupils. The

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content of the different courses in 2020 was intended to be beyond that of GCSE specifications, and therefore provide genuine stretch and challenge for all involved.

It is intended that the Academy will run again next year, subject to COVID, noting that lockdown has restricted recent opportunities. Nonetheless, the participants from last year's Academy had the opportunity to attend remotely our large-scale festival to mark International Women's Day in March 2021, as they have (in person) in previous years.

#### **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 Off the Fence and PlanUK, but other charities were 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.

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. Having provided the charity with 50 meals each week for one year, before the impact of the Covid-19 pandemic (when the project was stalled by the local Council for social distancing reasons in March 2020). After this, the School's catering department prepared an extra 100 meals every Thursday, and these meals were delivered to the homeless people at Off the Fence. The girls did not want just left-overs to be delivered, but rather specially prepared meals. This project will re-start as soon as we are able.

Blind Veterans is a Charity which helps ex-Service men and women rebuild their lives after loss of sight. Prior to the first Covid-19 lockdown, Year 8 students spent time each week with the veterans at the Blind Veterans UK facility in Rottingdean, reading to them and chatting, and they also wrote letters and cards, and recorded video messages and musical items to send to the residents. Our girls continued to connect with the veterans, including via recorded messages and music, during the lockdowns.

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.

Students this year have undertaken the Duke of Edinburgh ("DofE") Award. A significant proportion of this award is 'service' to the community.

The Roedean School Mission Fund has been registered as a charity since 1965 (charity number 244996) and was originally set up by the Old Roedeanian Association 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 totaling over £5k 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.

#### **Pastoral and Welfare**

**Key Stage 3 Summary:** The girls in Key Stage 3 ("KS3") settled exceptionally well in September 2019 with few issues arising. A number of factors have influenced this, including a thoughtful and focused induction programme set up by the Head of Middle School. More responsibility has also been delegated to Form Tutors and they have been excellent in acting as the first point of contact for pupils and parents. Strong Heads of Year and highly experienced Pastoral Managers have also continued to be proactive in ensuring pupils receive early help when they encounter personal or academic problems. Tutor Groups, KS3 socials, residentials, and the Big Sister Project have all contributed to the School feeling more integrated. A combination of these factors, when coupled with an

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innovative and engaging curriculum, has led to a very positive start for KS3 pupils.

All KS3 pupils also attended a residential in the first half term, with Year 7 visiting Blacklands Farm, Year 8 going to Little Canada PGL Camp on the Isle of Wight, and Year 9 taking a 3-day tour of the First World War Battlefields in France and Belgium. The pupils were a credit to the School during their trips, and the Heads of Year were delighted with the level of engagement, considering the weather was somewhat challenging at times!

KS3 girls coped admirably with the move to online learning in March 2020, and the Heads of Year supported pupils through weekly one-to-one calls. For pupils requiring additional support, the counselling service also moved fully online.

**Key Stage 4 Summary:** In September 2019, 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 a transition from five to six periods a fortnight for many of their subjects. While allowing for greater curriculum time, this development has reduced the number of study periods, and therefore means pupils' timetables are heavier than in previous years. The new Head of Year 10 made a positive impact with the year group, and has been outstanding in managing any personal or academic issues that have arisen. They are the largest year group the School has ever seen with 127 on roll at the start of the academic year. Over 100 pupils attended a residential to Blacklands Farm, the purpose of which was to facilitate integration for new girls, encourage bonding with staff and each other, and to build resilience.

Year 11 also started the year well, and showed real focus and determination in the first few weeks. They worked hard on revision planning ahead of their trial exams. Unlike all other year groups, Year 11 stayed on-site prior to the October 2019 half-term and attended a range of bespoke 'preparing for success' sessions, run by external staff, and designed to equip them with advice and key skills, and increase their self-belief ahead of their trial exams and GCSEs.

Learning in Years 10 and 11 was significantly impacted by the Covid-19 pandemic. Year 11 pupils had their GCSEs cancelled in the Summer Term 2020, which would have been their first real experience of sitting external examinations. Year 10 pupils experienced disruptions to their learning by having to adapt to a completely different approach, whilst still learning new course content. 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.

**Key Stage 5 Summary:** The Sixth Form had a busy start to the new academic year. 79 new Year 12s joined in September 2019, making their year slightly larger than Year 13. Year 12 began the year with two days of induction, which included orientation of the School, time getting to know their tutor group, a two-hour introduction to A Level study from Elevate, a company which provides revision and learning skills sessions across Key Stages 4 and 5. Year 13 pupils have benefitted from an additional lesson in each of their subjects, increasing contact time with their teachers from five lessons a week to six lessons a week. Preparation for Oxbridge tests was even more rigorous this year, with the support of Jane Sharp in her new role as Head of Educational and Professional Guidance.

New for this academic year has been the Pathways Elective and Lecture series for the Sixth Form. With four pathways to choose from (STEM; Economics, Business and Enterprise; Society; and Creative and Performing Arts), the programme is designed to extend student knowledge and understanding beyond the curriculum in a way that is exciting, and relevant to career pathways and the development of skills. This is achieved by offering a menu of electives and lectures that students can choose to attend, either solely from one pathway, or from a combination of pathways. The programme involves a fortnightly elective for Year 12 students, with some Year 13 students opting to take part. The programme has kept the Sixth Form busy and engaged with thoughts of their own future pathways, as well as connected with the issues current in the UK and the rest of the world, and it has been a really valuable collaborative project with the Alumnae Office.

The first half term culminated in successful, inaugural residential visits for Year 12 and Year 13 to the Peak District.

As with pupils in Key Stage 4, those pupils who experienced having their A Level examinations cancelled required lots of pastoral and academic support. Our Director of Sixth Form led this and ensured that all affected pupils, and parents, could have 1-to-1 calls to talk through any concerns and have their questions answered. The post-results service to support pupils accessing higher education was exceptional and the School received glowing feedback from pupils and parents.

**Boarding 2019/20:** The Roedean boarders had an exciting start to the year in September 2019, with many new girls from Years 7-11 joining the Houses. The new boarders participated in a comprehensive induction to boarding,

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with a record number of existing girls flying back two days early in August to support new boarders in the Houses and act as buddies. The new KS3 boarders met with clinical psychologist Dr Laura Tinkl in small groups to talk about the normality of homesickness and how this can be managed. This was a great addition to the induction programme and one we will look to retain. As well as a range of evening and weekend activities, on and off-site, the boarders have marked a number of cultural celebrations, such as Nigerian Independence, where delicious food was cooked and shared in Keswick House.

In a continuation from the Autumn Term, the Heads of Year and Housemistresses have worked together to plan and deliver year group boarding socials so pupils of similar ages, from across the four houses, can come together and take part in enjoyable activities which prioritise face-to-face interaction and a break from screens. These activities arose through pupil voice (feedback) in boarding and are lovely examples of what can be achieved when House Captains play a full and active role in the leadership of the Houses. These activities have been popular and very much achieved their aim of creating happy, uplifting experiences for boarders, to run alongside their academic studies.

After schools closed in March 2020 due to the Covid-19 pandemic, the boarding team worked brilliantly to ensure every single one of the 303 boarders was able to safely return home, or had firm arrangements in place to stay with family members or guardians prior to their departure. Once the boarders were home or with guardians, the boarding team ensured all pupils stayed in touch with their house community by hosting weekly house socials on Microsoft Teams (the IT platform which the School uses for its remote learning, meeting and call requirements), and also carried out 1-to-1 calls for their boarders.

**Assemblies 2019/20:** The Pastoral Team altered the format of assemblies this year by focusing on learning and mindset and making them predominantly pupil-led. In the first half term our Prefect Team ran the assemblies, inviting all new members of staff to introduce themselves and share their sources of inspiration and academic achievements. During Anti-Bullying Week, the Pastoral Prefects showed real bravery in sharing examples of when they were bullied in previous schools and how they overcame these difficulties. Feedback from the residential trips focused on the skills and qualities learned, rather than a narrative account of the activities and events. The reflective nature of these assemblies has made them rich and inspirational.

In the Spring Term, the Pastoral Team promoted an excellent website aimed at building the self-esteem of young women and encouraging them to be ambitious. The Female Lead is a charitable incorporated organisation (CIO) dedicated to making women's stories more visible and offering alternative role models to those ever-present in popular culture. Of particular interest is the notion of girls 'disrupting their feed' by following a range of positive female role models on their social media platforms. <https://www.thefemalelead.com/transform-your-feed>

Holocaust Memorial Day was marked by a powerful and moving Chapel service led by the Head of School and pupils from across the year groups. By sharing personal stories and accounts, the congregation was given the opportunity to reflect on the Holocaust and the impact on individual and families.

**Pupil Voice and Feedback:** In the Autumn and Spring Terms, the Senior Deputy Head and the Attendance Officer met with small groups of pupils who represent different cohorts across the School. These lunchtime feedback sessions have provided the pastoral and academic teams with valuable information to inform the School's strategy. Topics included integration of overseas boarders, assemblies, PE for junior pupils, PSHE (Personal, Social and Health Education) lessons for Year 9s, the experience of Year 7 pupils, and school meals. The approach has allowed pupils to speak freely and be creative in their thinking, and as a direct result we have been able to make changes to all of these areas and plan our future strategies so they meet the needs of our pupils.

**Big Sister Project:** The Pastoral Prefects repeated last year's successful Big Sister Project at the start of the academic year with every Year 7 pupil having a Big Sister in either Year 12 or Year 13. Over the summer break, all Year 7 pupils received a welcome card containing the profile and contact details for their Big Sister. On the first day of term all the Big and Little Sisters met up and went on a tunnel walk to the beach together.

**Mobile Phones and Social Media:** The mobile phone restrictions have been further extended this year with Year 11 now handing in their phones at 8.30am in line with the rest of Key Stages 3 and 4. The purpose of this was to enable them to focus well in their study periods and maximise face to face relationships with their teachers and each other.

In addition, the mobile phone restriction has been extended from 4.30pm to 5.30pm in the evening. The purpose of this is to encourage strong participation in the co-curricular programme, and to provide pupils with a mobile-free hour after School, should they choose to complete prep during this time. The School has adopted a graduated approach to restricting mobile phone use, allowing pupils time to acclimatise to the changes. A number of parents have taken the time to write into School to express their support for the initiative.

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Social media guidance has been shared with parents this term via the Parent Bulletin. A different one-page guide has been shared each week to enable parents to support their daughters in navigating the ever-changing online world. In addition, one of our qualified Digital Leaders spoke to all Year 7 pupils at the Parent-Tutor evening – she has also just qualified as a Youth Ambassador for Childnet and will be one of only 10 ambassadors nationwide who will speak at conferences and write articles for Childnet.

#### **REVIEW OF ACHIEVEMENTS AND OPERATING PERFORMANCE FOR THE YEAR**

##### **Academic Progress and Achievement**

Thanks to investment in leadership in subject departments, the continued provision of additional teaching slots at GCSE and A Level, and bespoke, flexible, academic support, Roedean has managed to weather the global Covid-19 pandemic that has characterised this year admirably well by any measure. Prior to the School's 'lockdown' closure in March 2020 and the cancellation of examinations, Roedean was looking forward to a 10% uplift in GCSE results from 2019, with a slightly more modest uplift on 2019's A Level results also predicted. Roedean adapted quickly to the new educational landscape following the lockdown closure, and has continued to provide a full school-day, high-quality teaching and learning, and a variety of enrichment opportunities (private lessons and co-curricular activities) to the pupils.

The School enjoyed success across all academic departments, in terms of the results awarded in the Summer, the high quality of teaching and learning, and the extension and enrichment opportunities on offer. With over 70% of pupils achieving Grades 8 and 9 in the GCSEs (equivalent to A\*), and around 80% of grades at A\*-A at A Level, the School remains in a strong position academically, whilst continuing to develop a broad and enriching curriculum and co-curricular offer. Although these results were not awarded in the usual way by the examination boards, the rigorous and conservative internal grading protocols applied meant that we have a very clear and reliable data set for what the cohorts were truly capable of attaining.

Several departments registered outstanding results at A\* at A Level, including Further Mathematics (50%), Geography (50%), Spanish (50%), Latin (100%), Art and Design (75%), and Business Studies (100%). The majority of departments registered over 75% A\* to A at A Level, including Art and Design (100%), Biology (80%), Business (100%), Chinese (89%), Economics (82%), English Literature (75%), French (75%), Further Mathematics (81%), Geography (100%), Italian (100%), Latin (100%), Mathematics (82%), Music (100%), Philosophy and Ethics (100%), Politics (80%), Psychology (85%), Russian (100%), and Spanish (100%). STEM (Science, Technology, Engineering and Mathematics) subjects averaged 75% A\*-A at A Level, which is outstanding, and an 11% increase on last year. Overall, 97% of pupils achieved at least one A or A\* grade, 55% of the cohort achieved at least 3 A\* and A grades, and 76% of the cohort achieved at least 1 A\* grade.

At GCSE, Roedean's Year 11 cohort of 89 pupils took over 900 GCSEs between them, and more than 40% of all 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 all 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.

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 GCSE, this is recorded as Value Added, which continues to be very strong, with the average value added per GCSE adding 0.65 of a grade per pupil, meaning every pupil in every subject made on average almost two thirds of a grade's progress above and beyond what was anticipated during the two years of study at GCSE. Several departments added at least one grade per pupil (Business, Design and Technology, English, English Literature, Geography, Mathematics, Science, and Theatre Studies).

##### **University Destinations**

Roedean girls continue to be successful in moving on to the highest-ranked universities in the UK. 74% are now studying at Russell Group universities, and other Higher Education destinations include one Art Foundation and one Acting Foundation. In addition, one student has taken up a highly-coveted Apprenticeship with leading firm EY (Ernst & Young).

Three students are now studying at Cambridge University (for Medicine, Natural Sciences, and Veterinary Medicine), and other popular choices are UCL, Manchester, LSE, King's College London, Edinburgh, and Imperial College London.

Our extensive preparation for Medical Schools had a marked impact, and the four students who applied all won

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places. In addition, the breadth of subjects chosen for university study is clear: 33.8% chose Arts and Humanities, 27% chose Social Sciences, and 39.2% chose STEM, underlining our strength in this area.

#### **Academic Support**

This year saw the continuation of extra curriculum time at both GCSE and A Level, providing opportunities in lessons for additional individual support, as well as the chance for teachers to expand the scope of their teaching beyond the confines of the GCSE and A Level syllabus. The success of a prep period in the middle of the day to help pupils manage their homework well means that this continued to be a fixed element of the timetable.

When we adapted the school-day to address the needs of the pandemic, prep remained an option for all year groups in their activity slot. Academic support sessions were timetabled within the activity slot to allow for the widest possible access to support for all girls from their teachers. During the School's closure, these sessions were run as drop-ins online to enable pupils to continue to receive support if needed.

Continued investment in the learning support department saw the appointment of additional Teaching Assistants to support pupils with Special Educational Needs and Disabilities, both within subject lessons, as well as in small groups, with a focus on learning and coping strategies. Pupils with additional needs made very good progress throughout the School.

Pupils with English as an Additional Language ("EAL") at all levels from CEF A2/B1 to C3 received excellent support through a mixture of individual and small group lessons. Pupils with EAL continued to rank highly as a cohort in terms both of raw results and Value Added.

#### **Remote Learning and Curriculum**

With the announcement of the School's closure in March 2020 due to the Covid-19 pandemic, a new timetable was devised to reduce lesson time slightly and provide sufficient screen breaks between lessons. The timetable ensured that the curriculum could continue to be taught as normal. All teaching moved to the Teams platform, with teachers delivering live video lessons to ensure an uninterrupted delivery of curriculum content. Training was provided through a multi-layered approach including emailed fliers, live workshops, tutor sessions, and video tutorials. Options such as Class Notebook (OneNote) and breakout rooms allowed for bespoke support to be given in real time to support the pupils' learning.

Heads of Department adapted curriculum content, and teachers adapted lesson plans to suit delivery through the Teams platform, and information about the topics and skills to be taught each fortnight were shared in advance with parents, to ensure that they had the opportunity to be involved in their daughters' education.

Assessment of progress, feedback to pupils on their work, and summative assessment of attainment continued smoothly through classroom work, individual 1-to-1 meetings between pupils and teachers, as well as through the use of the assignment function in Teams.

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.

#### **Curriculum Enrichment and Academic Projects**

This year, the School continued to maintain a focus on pupils developing research skills, enabling them to investigate specific interests and present their findings to a range of audiences, from peers to teachers, to parents, and industry and professional experts. Pupils presented and attended many of the hundreds of talks and academic lectures provided throughout the year.

Following the cancellation of public examinations, pupils in Year 11 were offered the opportunity to take up the Extended Project Qualification ("EPQ"). This gave them an opportunity to focus on a specific aspect of one of their preferred subjects for Sixth Form study, and helped them to prepare in advance for the EPQ, well regarded by universities, to be completed it in Years 12 and 13.

#### **Sport**

There has been significant growth in the Physical Education (PE) offer, and the four new members of the department have brought new ideas. Following an in-depth review last academic year, this year's focus was to raise the quality of pupil experience across PE and Games, maximise the use of the new facilities, and develop a system to make the most of existing facilities and co-curricular opportunities.

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Throughout the school there are 21 hockey, 21 netball, 13 swimming, three cricket, and six other sport-specific scholars. Scholars are matched with a mentor from the PE department who is chosen based on the pupil's sporting interests, aspirations, or personality. Scholars have access to lectures each half term, which include nutrition sessions where pupils learn to make their own 'race day, raw energy bars', or visualisation sessions where they learn how to use positive visualisation to overcome fears. Each scholar has a mentor meeting to set SMART (Specific, Measurable, Achievable, Relevant and Timebound) goals and reflect on their progress.

#### **Hockey**

Hockey fixtures increased from 95 in 2018/19 season to 122 in 2019/20 season. The U16A, U14A, U14B, U13A-D and U12A-D teams' win percentages were over 50% and the U14s were runners up in the Sussex cup, which resulted in them qualifying for the South Qualifiers. 12 girls got into the County hockey squads and weekly hockey CPD (continuing professional development) sessions have meant that the whole department's hockey knowledge has greatly improved.

#### **Netball**

We played 142 netball matches, with an overall win percentage of 41.5%. Roedean fielded 21 netball teams, scoring a total of 2,076 goals. Our juniors had an excellent year winning 60.5% of fixtures played, ranging from A-E teams. 26 girls play for clubs at regional level, and three girls were selected for the U13 Sussex Satellite Academy and three in the U14 Sussex Academy. Our U13 team won SISNA and the U14 team won the Burleys tournament.

#### **Cricket**

There has been much excitement around cricket, with the Pavilion being refurbished, two astroturf wickets laid on the main field, a permanent cricket coach has been employed to run the programme, and cricket activity taking place since January 2020. This means that we can now host two games side-by-side which will allow the girls to use them for training sessions. In addition, two indoor bowling machines have been purchased, together with a Merlin ball feeding machine, and lots of coaching and playing equipment to ensure the girls have access to the best equipment available to improve their skills. This development was enabled by a generous OR gift.

Roedean has been named as one of the Top 20 girls' schools for cricket in the country by The Cricketer magazine. Each November, The Cricketer (circulation of 32,000) publishes a 'Top 100 Schools' guide, and the 2021 guide, included in the December 2020 issue of the magazine, is the first one in which it has included an all-girls' schools section.

#### **Swimming**

We had an outstanding set of results in swimming, winning all the galas we competed in. We took two junior and two intermediate teams, with 16 swimmers altogether, to the English Schools' Swimming Association Sussex County relay competition. Two of our teams made it through to the Finals for a freestyle and medley relay coming 28<sup>th</sup> and 14<sup>th</sup> overall. Two of our girls were undeterred when the Channel crossing sea swim was cancelled due to the pandemic, and decided to swim the length of the channel, despite lockdown, together over five days.

#### **Individual achievements**

There were a number of individual achievements last year with girls receiving belts in Taekwondo and Karate, making the English School's Sussex cross-country champions and being selected for the U16 and U14 Sussex Badminton club.

#### **Participation for all**

One of our focuses this year was participation in fixtures, and, in the first two terms 93% of Year 7s, 82% of Year 8s, 68% of Year 9s, 55% of Year 10s, 46% of Year 11s, and 24% of Year 12s and 13s represented Roedean in a School fixture. 20 girls completed their Sports Leaders award which saw them leading sports sessions across two year groups at St Mark's Primary.

#### **Lockdown**

The Summer Term 2020 saw live PE, games and co-curricular sessions taking place on Teams, with the girls practising their skills at home.

#### **Drama**

The Drama Department staged three major events in the Autumn Term.

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We began with the performances by the 40 Drama scholars of all ages, who wonderfully performed extracts from several Suffragette plays, including 'How The Vote Was Won'. This occasion marked the 100-year anniversary of the first female to sit in the Houses of Parliament, MP Nancy Astor. The students portrayed the passion of women from a century ago with commitment and they were able to relate to the inequality experienced by women 100 years ago.

This was followed by an outstanding array of talent in the House Drama performances which included four original plays written, directed and designed by the students based on four extraordinary women. Our visiting judge for this whole School event was Military Wives Actor, Emma Lowndes. In these and all of the productions, there were numerous opportunities for girls to get involved in non-performing roles such as lighting and sound.

The Autumn Term 2020 was completed with a production of *The Crucible* by Arthur Miller performed in The Chapel by Years 10-13 students. The students performed this historically classic text with a maturity that shone through, and an intellectual vibrancy which created an atmospheric evening.

The GCSE and A Level text performance took place before lockdown. Thankfully this meant that the accomplishments of their respective two-year courses were deservedly achieved, culminating with the A Level performance of *Find Me* and Shakespearean Monologues. The GCSE students performed *Metamorphosis*, an A Level study text.

The main production later in the academic year 2019-20 was *Hairspray* but, due to the situation with Covid-19, rehearsals and cast were affected by diminishing numbers in the month of March. This meant that two reduced audience performances took place before the lockdown measures were introduced and the closure of the School occurred. It was a testament to the resilience of the staff and students involved that the show was still able to be a resounding success.

There was also much excitement for the Key Stage 3 production of *Romeo and Juliet*, with over 100 pupils auditioning. It was with great regret that we were unable to stage this production, but we made every effort to introduce the play and Shakespeare to the Summer Term 2020 remote learning curriculum.

Throughout the early part of the year, students were able to extend their skills in workshops and co-curricular activities: a *Les Misérables*' actor came in to run a workshop with the Year 9s in the Autumn Term 2020; Emma Lowndes gave an acting masterclass to Year 11 and Year 13 students; and Drama scholars and those with an interest were also invited to a six-week mask workshop.

#### **Music**

As the lockdown approached at the end of the Spring Term 2020, Roedean's musicians maintained performance momentum at full tilt, with a delightful and well-received lunchtime concert at Our Lady of Lourdes Catholic church in Rottingdean (our first visit there) on 12 March 2020, prior to launching into the final rehearsals and curtailed performances of the ambitious joint production with the Drama department of Marc Shaiman's *Hairspray*.

Very much continuing in this vein of 'the show must go on' during lockdown, the Music department immediately switched to running our group music-making on a virtual platform. This was demanding for our musicians, who had to learn music on their own, without the beneficial support of other singers or instrumentalists around them, with their teachers guiding them from afar. Pupils recorded and refined their individual parts, which were then digitally edited to produce Roedean's first virtual Summer Term concert.

The teaching of the Key Stage 3 classes during the Summer Term 2020 also took on a completely different character, as all pupils began to learn to explore musical projects using the digital audio workstation Soundtrap. Some of our pupils' pieces were really creative and effective, and also were included in the virtual concert mentioned above.

A good number of the instrumental/singing individual lessons also continued during the Summer Term 2020 in the online format, and, after the initial teething problems, particularly with sound delay, many pupils and teachers found these lessons to be immensely worthwhile, with pupils responding so very positively to this new way of learning.

Our musical provision at Roedean includes an extensive programme of events, including visiting professional musicians for all in Key Stage 3 and also for the further enrichment of the music scholars and all studying musicians. Key Stage 3 enjoyed the experience of learning to play in a Steel Band and Samba Band. We have continued to schedule a regular programme of teatime recitals, usually held in the Old Reference Library, where all musicians (beginners to those more advanced) are able to perform in a relaxed and informal atmosphere. Many



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pupils also give musical performances as part of assemblies and Chapel services on a weekly basis.

As part of the Year 12 Community Action Programme, a small group of musicians has been involved this year (2019-2020) in bringing musical performance and learning into the local community with our link school St Mark's, and with some lovely performances for our closest neighbours to the east, at Blind Veterans, Brighton.

Large numbers of pupils continue to enjoy and develop their musical skills with our team of visiting teachers for instrumental tuition, and we continue to have termly visits from the ABRSM (Associated Board of the Royal Schools of Music) for individual examinations and now also Trinity Guildhall. There was a very successful session held at the end of the Autumn Term with many pupils achieving merits and distinctions.

Performance music continues to be at the very heart of the Roedean community, uplifting the cultural atmosphere at all the key school events and providing wide-ranging participation opportunities.

The Around the World in 80 minutes Gala Concert was an outstanding performance, with over 150 girls performing in the Choir, String Orchestra, Junior Strings, Roedean Band, and Roedean Orchestra. It really was a memorable evening for performers and audience alike, particularly as for many girls it was their first experience of performing at Roedean.

The Name that Tune Gala Concert towards the end of February showcased the wealth of talent, musical diversity, and incredibly high standards which are synonymous with the school. A packed Chapel, including 20 visitors from St Mark's Primary, thoroughly enjoyed the pupil-led concert programme, covering a wide range of musical styles inspired by the theme of names. The 160 pupils who were involved demonstrated their skills and sheer enjoyment of music, making it an evening of stunning performances.

#### **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.

The Dance Department has seen the new Dance Centre open this academic year (2019-20), with two state of the art studios, modern changing rooms equipped with showers, and a communal area for the dance teachers to collaborate.

The dance showcase featured 75 students from across the school, and we saw pieces from co-curricular ballet, tap, modern and jazz students, the Junior and Senior Dance Company, the girls' own choreography, and the debut public performance from Artemis, the new Performing Arts School.

K'z DanceUK came to Roedean to deliver an exciting Bollywood workshop to Year 8 curriculum dance students, and we had our annual visit from 3Fall Dance Company from the University of Chichester. The company performed three professional works in the Roedean Theatre and also worked with the Year 10 GCSE Dance students.

Our 18 dance scholars have had a number of exciting opportunities this year. In September, they took part in a commercial dance workshop with professional dancer Alice Rhodes, and in February 2020, they worked with professional dance company, Lila Dance.

During the Summer Term 2020 all lessons had to be taught online. Online dance lessons were achieved through recorded practical lessons that students could then follow. Dance fitness was also introduced during online learning and had 70 students sign up to attend these sessions.

#### **Co-curricular activities and trips**

##### **Activities**

Prior to the School's closure, there were over 100 different activities which took place every week, in the dedicated activity slots in the timetable, either at lunchtime or after School. These were chosen to help to develop the girls' skills and experience, or to help them to find a new passion, in a variety of areas including exertion, expression, performance, service, thinking, and more.

The activities ranged from sport, music and dance, to art and academic enrichment, and examples include Engineering Lego Club, Mathematics Society, Farm Club, Top University Programme, Sea Swimming, MedSoc, Etching, Dance Companies, Future Innovators, Song Writing Club, and even our Performing Arts School, Artemis, which benefits from using Theatre and Drama Studio.

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After lockdown began, we were able to offer a comprehensive activity programme online via 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 explore new activities such as Bingo, Cook-Along, and Knitting.

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**

At the weekends there are local trips organised for the boarders, and each term there are also a few bigger trips to which day girls are also invited. These range from the annual trip to Harry Potter World, to visits to museums and art galleries in London, as well as ice-skating at Christmas on the rink at the Brighton Pavilion.

#### **Major Trips**

There were also major trips abroad, catering for a wide variety of interests. There was a ski-trip to Killington Vermont USA, and a Geography trip to Iceland. These international trips are hugely valuable for the girls, who are able to put into practice what they have learnt in the classroom.

#### **Tycoon Enterprise Competition**

During 2019-20, students in all year groups 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. They raised the necessary capital by completing a business plan and submitting it to Tycoon to be awarded a loan. Sales were made through whole-School events, such as the Christmas Fair and different events organised by the students themselves. Whilst the trading period was cut short due to Covid-19, it was an invaluable experience for all the companies to go through the process of running a business and having feedback from industry experts.

#### **Artemis Performing Arts School**

Launched in September 2019, Artemis' aim is to provide high-quality training in acting, singing, and dance for students of all ages who either wish to spend more time enjoying their hobby or who are considering a career in the industry and would like to be pushed further, challenged more, and get an idea of what will be required of them to gain a place at drama schools and dance colleges. Students are visited regularly by West End performers and special guest tutors for workshops, and feedback and Q&A sessions. Due to Covid-19, Artemis has not been running since the Summer Term in 2020, but we aim to recommence in the Summer Term 2021.

#### **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 '125 Years at Roedean' in 2023 are under active consideration.

#### **Security Improvements**

As part of the School's ongoing commitment to the security of its staff and pupils, a controlled access system at the main entrance has been installed. This includes monitored access with physical security controls (barriers and ANPR (automatic number plate recognition)), and the addition of a security kiosk which will be operational during the day.

#### **Boarding Refurbishments**

The School has committed to an ongoing refurbishment programme for its boarding houses with the current focus being on the refurbishment of bedrooms and bathrooms in the Sixth Form boarding houses. 10 further bedrooms, and associated bathrooms and communal spaces were refurbished in Lawrence House over the spring/summer 2020 period.

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;

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- upgrade of corridors, reception, and other 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;
- investments in the theatre lighting and sound;
- continuation of fire and health and safety upgrades;
- refurbishment of the School's sports pavilions, creating exciting cricket and social spaces; and
- ongoing energy efficiency initiatives to reduce costs and minimise environmental impact.

#### **Farm Developments**

Roedean Farm continues to thrive, with five goats, 15 sheep, 17 chickens, and four Indian runner ducks. Different breeds of chicken were introduced, and we also raised chickens to reinforce the flock. The Farm continued to work with a number of Community Partners up to lockdown to help other young people from the community enjoy the environment and the educational benefit of the Farm. It has also become more embedded within the curriculum, with girls now participating through the School's 'HHH' (Head, Heart and Hands) programme, DofE, volunteering, and other co-curricular activities. Farm Prefects have continued to play a vital role and have developed their responsibilities and knowledge.

#### **Alumnae Relations and Development**

The Roedeanian Magazine readership has been extended, in line with the new Roedeanian Society offering to parents, and all four issues are now sent electronically to current and former parents. ORs and former staff also continue to receive four issues a year, either electronically (four times per year) or in hard copy (Summer and Winter issues only).

The Roedeanian Office and the ORA have continued to work closely together this year, in particular on supporting database work, revising our contact details and preferences form, and in supporting the administration of the ORA's Facebook group. The team has also continued to support other groups such as the Parents' Guild and social network Roedean Rocks.

The programme of events was severely curtailed this year due to the pandemic. However, the London Lunch, Christmas Carol Service, and Careers' Fair all proceeded as planned, and were all popular events.

As well as the Careers' Fair, there has been a further push to involve ORs and parents in the support of our careers programme, with 36 recent leavers recruited as Sixth Form Buddies, 14 ORs and four parents presenting Sixth Form Pathways Lectures, 12 ORs and 13 parents attending the Careers' Fair, and seven ORs providing interview practice for Oxbridge and Medical School applicants, as well as several requests for support in sourcing work experience and mentoring having been answered. Our thanks to all those who have contributed.

OR and former staff visits to the School continued to be fairly regular during the first half of the year (before the March 2020 lockdown), and we look forward to these picking up again in the future.

This year we focussed on building our alumnae relations programme. Stewardship of current donors continued, and there were two significant donations, as well as the continuation of monthly donations towards the Pitch Perfect Appeal, and the 2020 Leavers' Deposit Appeal. The two significant donations included a pledge to donate a full day girl bursary, and the cricket donation pledged at the end of last year, which saw the cricket facilities overhauled.

The Leavers' Deposit Appeal this year asked for donations towards supporting families who are struggling with their fees in light of the pandemic, and this received a strong response.

#### **Parents' Guild**

The work of the Parents' Guild (Roedean's PTA) 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). The 2019 Christmas Fair was again a great success, and the collaboration with the Parents' Guild Committee and the School runs very well.

Unfortunately, activities organised by the Parents' Guild have been curtailed due to the pandemic, although it does oversee communications channels through Year-Group Parent Reps, and so forth. The School has the final decision about how the funds raised are used.

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#### FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The consolidated statement of financial activities for the year is set out on page 35 and records the activities of the School (Charity), Roedean School Enterprises Limited, Roedean Moira House, 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 loss for the academic year 2019/20 of £2,574k compared with a surplus of £106k in the previous year. Within the period, capital expenditure including improving the fabric of listed buildings and the grounds amounted to £2,005k mainly comprising the refurbishment of boarding house accommodation (Laurence House Phases 2 and 3), Library Refurbishment, Theatre Auditorium, DT/Art Project, Security Upgrades and initial works on the Performing Arts Block. Capital expenditure levels have been reduced in the short term due to Covid-19, and an ongoing review of investments is in place.

The consolidated cash position at 31 August 2020 was £4,193k (including an overdraft but excluding bank loans) compared with £8,160k in the previous year, due to losses from operational activities and payments for tangible fixed assets, partly offset by withdrawals from the investment portfolio, bank interest and investment income. This cash position has improved following the sale of the vacant Moira House site in April 2021.

This cash position provides the necessary liquidity for the School and the continuation of its expansion plans.

Roedean School, including RSEL achieved total incoming resources of £16,458k (2019: £17,368k) and made a total loss of £833k (2019: £394k). The School's results were significantly adversely affected by the Covid-19 pandemic because of 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 £183k compared with £642k in 2019, but no donation (2019: £0k) was made to the School by way of gift aid. The significant reduction in trading of the company was largely due to 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 £96,318 is required.

The School has therefore extended the level of support available to the company 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 once the worst of the effects of Covid-19 are overcome and activities can begin again.

Within the period, Roedean Moira House had a total income of £2,399k (2019: £3,996k) and made a loss of £1,632k (2019: loss of £410k). The loss in the period was after incurring the costs of the closure of Moira House, which were £680k including legal fees, financial adviser fees, sales agent costs and redundancy costs. These are disclosed within discontinued operations (Note 9).

The Board of Governors of Roedean Moira House considered that the loss for the year from continuing operations of £1,632k was not a satisfactory result and represented the challenging conditions of the educational and economic climate. This opinion was also made in the context of the projections for Moira House moving forward and the investments required into the model. The Board of Governors of Roedean Moira House closely reviewed projected numbers for the next five years and, even though they believed the school could move to a profitable position within three years, the Board could not secure the necessary investment. Several offers for Roedean Moira House were received for continued education on the site, but none was acceptable to both Roedean and Moira House Boards. Without this, the Board believed that there were enough material uncertainties within the future financial performance that called into doubt Roedean Moira House's ability to continue as a going concern, and the school's closure was announced on 4 March 2020.

The Council of Roedean considers that the loss for the year for the Group from continuing operations of £833k was not a satisfactory result, but that it reflected the challenges of the closure of Roedean Moira House and the impact of the pandemic Covid-19.

#### 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

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funds, whenever possible, on short term deposit. Bank interest income and income from investments in 2020 was £23k compared to £36k in 2019.

With the position of strength Roedean had 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 Roedean 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 Roedean 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, 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 £333k (2019: £362k) and a decrease in capital value of £385k (2019: gain of £19k) 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' totalling £21,396k compared to £23,166k in 2019. The Group holds negative free reserves, defined as unrestricted funds less tangible fixed assets, totalling £4,973k, and this is mainly due to the level of negative free reserves of Roedean Moira House being £4,689k, and reflected the fact that the Moira House site had not been sold as at 31 August 2020. At the Balance Sheet date the School held 'Unrestricted funds – other charitable funds' totalling £21,486k compared to £21,411k in 2019. The School holds negative free reserves, defined as unrestricted funds less tangible fixed assets, totalling £255k compared to negative free reserves of £337k in 2019.

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 normal target level for free reserves is approximately one term's expenditure, currently £6m, but this will fluctuate during periods of significant capital development. The Group has been through a period of major investment in its offering and expansion, and the Covid-19 pandemic and closure of Roedean Moira House have impacted on reserve levels, and thus the level of free reserves is at a lower level than the Council considers to be manageable. The current low level of free reserves is viewed by the Council as a concern but a temporary position and, with the strong level of controls within the School and the sale of Moira House now complete, liabilities will be met as they fall due.

In recent years, a key strategy of the Council has been to build strong financial foundations via the growth in pupil numbers and boosting the popularity of the Roedean opportunity through investment in our offer in an increasingly competitive environment. We have very much worked as a community and will continue to do so.

**ROEDEAN SCHOOL  
REPORT OF THE COUNCIL  
FOR THE YEAR ENDED 31 AUGUST 2020**

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The School has undertaken a high level of scenario planning involving different fee levels, student numbers and fixed and variable costs. In addition, this year the School was able to quickly mobilise facilities for 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, 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. 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 2020**

Roedean School and Roedean School Enterprises Limited figures were impacted this year due to the pandemic and the Statement of Financial Activities follows below:

	2020	2019
	£'000	£'000
<b>INCOME FROM:</b>		
<b>Charitable Activities</b>		
School fees	14,027	15,363
Other educational income	768	871
<b>Other trading activities</b>		
Non-ancillary trading income	167	642
Other Activities		1
<b>Investments</b>		
Investment income	356	398
<b>Voluntary sources</b>		
Donations and Legacies	102	93
Other Incoming Resources	1,038	-
	<u>16,458</u>	<u>17,368</u>
<b>Total incoming resources</b>		
<b>EXPENDITURE</b>		
<b>ON: Raising funds</b>		
Non-ancillary trading	290	550
<b>Financing costs under</b>		
Financing costs	12	8
Investment management	66	66
	<u>368</u>	<u>624</u>
<b>Total deductible costs</b>		
<b>Charitable Activities</b>		
School and grant making	16,538	16,335
<b>Exceptional Expenditure</b>	<u>-</u>	<u>-</u>
<b>Total resources expended</b>	<u>16,906</u>	<u>16,959</u>
<b>Net incoming/(outgoing) resources investments gains</b>	<u>(448)</u>	<u>409</u>
<b>Gain/(Loss) on investments</b>	(385)	19
Tax charge		(34)
<b>NET MOVEMENT IN FUNDS</b>	<u>(833)</u>	<u>394</u>
Fund balances 1 September 2019	<u>34,872</u>	<u>34,478</u>
Fund balances 31 August 2020	<u>34,039</u>	<u>34,872</u>

# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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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 7.1% (2019: 14.4%), and this improves to a position of 11.8% (2019: 21.5%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 0.7% (2019: 11.2%), and this improves to a position of 6.8% when accounting for the funding received from the Coronavirus Job Retention Scheme.

#### **Covid-19**

On 18 March 2020, the government announcement was made that all UK schools would close on 20 March 2020, and that all summer public exams would be cancelled due to the impact of Covid-19, recognised by the World Health Organisation as a global pandemic.

Since the evacuation of Roedean during the Second World War, Roedean pupils and staff had never been away from the site for as long. At 170 days, it was almost half a year. It was also the first time in history that the entire educational model was delivered remotely, online.

For many of the students it meant that, rather than another term on site at Roedean, they now had just two more days left of their school-days. Last minute Leavers' Breakfasts, year group assemblies and a Leavers' Chapel were arranged, to enable the girls to have some celebration to mark the end of their time with the School. These were poignant and much appreciated by the girls.

When the School moved to a virtual school in late March, as well as the huge amount of work that went into ensuring we could continue to provide a full interactive timetable of lessons for all of our students, we also felt that it was important to ensure that extra-curricular activities were able to continue, along with Chapel, assemblies and cultural events.

In addition to learning how to teach online and offer a full timetable, staff were asked to submit ideas for activities they could run online, and the result was a packed and varied programme, including music, drama, dance and sport.

Academic staff continued to hold their various societies virtually, covering a wide spread of different subjects to appeal to the interests of all our students. The Classics Department even ran a bake-off competition which inspired the girls to create everything from the Leaning Tower of Pisa, to Medusa's head, made from cake. The Art Department ran art groups, and produced some fantastic wide-ranging work. The PE Department also excelled with regular sporting challenges and tournaments, online training sessions, and two school-wide competitions – a virtual Race Across the World and a virtual Sports Day. There was also a range of more unusual, and social activities, including year group quizzes, scavenger hunts, a weekly bingo competition, and a regular Monday night cook-along.

The strong pastoral care that we provide for the girls continued unabated. We engaged in hundreds of individual conversations with girls, checking their welfare and ensuring they had the support they needed. Additional care, such as support in their learning or through our counsellors, was provided virtually when needed.

And the same was true for staff, as we held individual conversations with every member of staff to ensure that they were coping during the pandemic and had the support and resources they needed. Staff also made contributions from their salaries each month to support the NHS, and provided access to school on site for the children of key workers.

The feedback from our parents and pupils during this time was fantastic, and showed that we could all be incredibly proud of our provision during such a difficult time. They were extremely grateful and impressed that the School had offered so much with so little time for planning. We were also very impressed by the resilience and independence shown by every one of our students.

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.



# ROEDEAN SCHOOL

## REPORT OF THE COUNCIL

### FOR THE YEAR ENDED 31 AUGUST 2020

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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.

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.

One of our key projects over the last few years has been our partnership with St Mark's, our local state primary school. During the lockdown, we continued this support by providing every St Mark's student with a pack containing stationery, texts books and reading books in order to help them continue to learn from home.

We were also able to support our local hospital, the Royal Sussex County Hospital, with a donation of 3,000 items including gloves and goggles, our onsite oxygen supply and our radio equipment. Three of our buses were also made available to them to transport staff, and it was wonderful to hear that when we were discussing our donations with one of the doctors, she could see the Roedean buses in the hospital car park out of her window.

With the impact of Covid-19, trading of Roedean School Enterprises Limited was suspended in March 2020 due to the cancellation of the letting programme incorporating the summer schools, sports and theatre. The School will recommence these activities as soon as the government guidelines allow and it is safe to do so.

The School returned to on-site learning in September 2020, after housing many boarders in August prior to the start of term. The girls embraced the new challenges of learning in a Covid-19-secure way. Providing strong safety measures across the School was both time-consuming and costly, but it was so important to see girls back in the corridors and classrooms, and to see the sports fields coming back to life.

Overall, the School continued to provide the best possible educational model to our pupils and will always continue to do so. We believe that every member of the Roedean Community should feel proud of the part they have played in this challenging year.

#### **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 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, the new Learning Commons 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.

**ROEDEAN SCHOOL**  
**REPORT OF THE COUNCIL**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**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 30 June 2021 and signed on their behalf by:



Vivien Smiley  
Interim Chair of Council

# ROEDEAN SCHOOL

## INDEPENDENT AUDITOR'S REPORT

### FOR THE YEAR ENDED 31 AUGUST 2020

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#### **Opinion**

We have audited the financial statements of Roedean School for the year ended 31 August 2020 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 2020 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**

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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.

**ROEDEAN SCHOOL**  
**INDEPENDENT AUDITOR'S REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**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 32, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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.

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

30 June 2021

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 2020**

**STATEMENT OF FINANCIAL ACTIVITIES 2020**

	Notes	Unrestricted funds £'000	Restricted Funds £'000	Endowment funds £'000	Discontinued Operations £'000	2020 £'000
<b>Income from:</b>						
<b>Charitable Activities</b>						
School fees	4	14,027	-	-	1,989	<b>16,016</b>
Other educational income	5	768	-	-	146	<b>914</b>
Other activities	8	1,038	-	-	138	<b>1,176</b>
<b>Other trading activities</b>						
Non-ancillary trading income	6	167	-	-	19	<b>186</b>
<b>Investments</b>						
Investment income	7	65	-	291	-	<b>356</b>
Voluntary sources						
Donations and legacies		-	102	-	5	<b>107</b>
<b>Total</b>		<b>16,065</b>	<b>102</b>	<b>291</b>	<b>2,297</b>	<b>18,755</b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Non-ancillary trading	6	290	-	-	7	<b>297</b>
Financing costs		12	-	-	60	<b>72</b>
Investment management		8	-	58	-	<b>66</b>
<b>Total deductible costs</b>		<b>310</b>	<b>-</b>	<b>58</b>	<b>67</b>	<b>435</b>
<b>Charitable Activities</b>						
School and grant making		16,505	33	-	3,971	<b>20,509</b>
<b>Total</b>	9	<b>16,815</b>	<b>33</b>	<b>58</b>	<b>4,038</b>	<b>20,944</b>
<b>Net incoming/outgoing resources before transfers and investment gains</b>						
		<b>(750)</b>	<b>69</b>	<b>233</b>	<b>(1,741)</b>	<b>(2,189)</b>
<b>Gain on investments</b>	12	<b>(51)</b>	<b>-</b>	<b>(334)</b>	<b>-</b>	<b>(385)</b>
<b>Tax charge</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers between funds</b>	21	<b>770</b>	<b>(20)</b>	<b>(750)</b>	<b>-</b>	<b>-</b>
<b>NET MOVEMENT IN FUNDS</b>						
		<b>(31)</b>	<b>49</b>	<b>(851)</b>	<b>(1,741)</b>	<b>(2,574)</b>
Fund balances						
1 September 2019	20	<b>21,475</b>	<b>48</b>	<b>13,349</b>	<b>1,693</b>	<b>36,565</b>
<b>Fund balances 31 August 2020</b>	20	<b>21,444</b>	<b>97</b>	<b>12,498</b>	<b>(48)</b>	<b>33,991</b>

The notes on pages 40-61 form part of these financial statements.

**ROEDEAN SCHOOL**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**STATEMENT OF FINANCIAL ACTIVITIES 2019**

	Notes	Unrestricted funds £'000	Restricted Funds £'000	Endowment funds £'000	Discontinued Operations £'000	2019 £'000
<b>Income from:</b>						
<b>Charitable Activities</b>						
School fees	4	15,363	-	-	3,691	<b>19,054</b>
Other educational income	5	871	-	-	294	<b>1,165</b>
<b>Other trading activities</b>						
Non-ancillary trading income	6	642	-	-	179	<b>821</b>
Other activities		1	-	-	-	<b>1</b>
<b>Investments</b>						
Investment income	7	77	-	321	-	<b>398</b>
Voluntary sources Donations and legacies	8	13	80	-	11	<b>104</b>
<b>Total</b>		<b>16,967</b>	<b>80</b>	<b>321</b>	<b>4,175</b>	<b>21,543</b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Non-ancillary trading	6	550	-	-	58	<b>608</b>
Financing costs		8	-	-	48	<b>56</b>
Investment management		7	-	59	-	<b>66</b>
<b>Total deductible costs</b>		<b>565</b>	<b>-</b>	<b>59</b>	<b>106</b>	<b>730</b>
<b>Charitable Activities</b>						
School and grant making		16,296	39	-	4,357	<b>20,692</b>
<b>Total</b>	9	<b>16,861</b>	<b>39</b>	<b>59</b>	<b>4,463</b>	<b>21,422</b>
<b>Net incoming/outgoing resources before transfers and investment gains</b>						
		106	41	262	(288)	<b>121</b>
<b>Gain on investments</b>	12	8	-	11	-	<b>19</b>
<b>Tax charge</b>		(34)	-	-	-	<b>(34)</b>
<b>Transfers between funds</b>	22	537	(37)	(500)	-	<b>-</b>
<b>NET MOVEMENT IN FUNDS</b>						
		617	4	(227)	(288)	<b>106</b>
Fund balances 1 September 2018						
	21	20,858	44	13,576	1,981	<b>36,459</b>
<b>Fund balances 31 August 2019</b>						
	21	<b>21,475</b>	<b>48</b>	<b>13,349</b>	<b>1,693</b>	<b>36,565</b>

**ROEDEAN SCHOOL**  
**CONSOLIDATED AND CHARITY BALANCE SHEETS**  
**AS AT 31 AUGUST 2020**

	Notes	Group		Charity	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
<b>FIXED ASSETS</b>					
Tangible fixed assets	11	26,369	25,855	21,741	21,074
Investments	12	14,010	14,879	14,010	14,879
		<b>40,379</b>	40,734	<b>35,751</b>	35,953
<b>CURRENT ASSETS</b>					
Stocks		19	20	14	6
Debtors and prepayments	14	1,007	1,223	3,893	915
Cash at bank and in hand		4,643	8,853	4,454	8,756
		<b>5,669</b>	10,096	<b>8,361</b>	9,677
<b>CURRENT LIABILITIES</b>					
Creditors payable within one year	15	(7,722)	(9,231)	(5,789)	(6,835)
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		<b>(2,053)</b>	865	<b>2,572</b>	2,842
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>38,326</b>	41,599	<b>38,323</b>	38,795
<b>LONG TERM LIABILITIES</b>					
Creditors payable after one year	16	(4,242)	(5,034)	(4,242)	(3,986)
Provisions for liabilities and charges	19	(93)	-	-	-
<b>NET ASSETS</b>	20	<b>33,991</b>	36,565	<b>34,081</b>	34,809
REPRESENTED BY:					
<b>RESTRICTED FUNDS</b>	21	97	50	97	49
<b>ENDOWED FUNDS</b>	21	12,498	13,349	12,498	13,349
<b>UNRESTRICTED FUNDS</b>	21	21,396	23,166	21,486	21,411
		<b>33,991</b>	36,565	<b>34,081</b>	34,809

The financial statements were approved and authorised for issue by the Council on 30 June 2021.

Vivien Smiley

Interim Chair of Council

The notes on pages 40-61 form part of these financial statements.

**ROEDEAN SCHOOL**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

		2020	Group 2019
	Note	£'000	£'000
<b>Net cash inflow from operations</b>			
Net cash provided by operating activities	i)	(2,552)	1,787
<b>Net Cash flows from investing activities</b>			
Payments for tangible fixed assets		(2,005)	(1,506)
Additions to investment portfolio		(76)	(2,164)
Withdrawals from investment portfolio		560	2,368
Bank interest and investment income received		356	398
		<u>(1,165)</u>	<u>(904)</u>
Net cash outflow from investing activities			
<b>Cash flows from financing activities</b>			
Fees in advance scheme receipts		202	443
Fees in advance scheme payments		(370)	(237)
Hire purchase contracts paid		(12)	(7)
Hire purchase interest paid		-	(1)
Increase in bank loan		-	350
Bank interest paid		(60)	(48)
Repayments of bank loan		(10)	(11)
		<u>(250)</u>	<u>489</u>
Net cash inflow from financing activities			
<b>Increase/ (Decrease) in Cash</b>		<b>(3,967)</b>	<b>1,372</b>
Cash and cash equivalents at beginning of period		<u>8,160</u>	<u>6,788</u>
Cash and cash equivalents at end of reporting period	ii)	<u>4,193</u>	<u>8,160</u>



**ROEDEAN SCHOOL**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

(i) Reconciliation of net cash flow from operating activities	Group	
	2020 £'000	2019 £'000
<b>Net incoming resources</b>	<b>(2,189)</b>	121
Elimination of non-operating cash flows		
Non-cash donation relating to gifting of Roedean Moira House	-	-
Investment income	<b>(356)</b>	(398)
Depreciation charges	<b>1,465</b>	1,551
Impairment loss on fixed assets	<b>26</b>	-
Bank interest paid	<b>60</b>	47
Loss on disposal of fixed assets	-	13
Decrease / (increase) in stocks	<b>1</b>	2
Decrease / (Increase) in debtors	<b>216</b>	(97)
(Decrease) / Increase in creditors	<b>(1,787)</b>	573
Hire purchase interest paid	-	1
Tax charge	-	(34)
Discounts granted on fees in advance scheme	<b>12</b>	8
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	<b><u>(2,552)</u></b>	<u>1,787</u>

ii) Analysis of cash and cash equivalents	Group	
	2020 £'000	2019 £'000
Cash at bank and in hand	<b>4,643</b>	8,853
Overdraft	<b>(450)</b>	(693)
	<b><u>4,193</u></b>	<u>8,160</u>

The notes on pages 40-61 form part of these financial statements

# ROEDEAN SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

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### 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.

At the time of approval of the Annual Report, the Covid-19 pandemic continues to evolve and the long-term impact on the School, in common with other businesses, is unknown. Pages 30-31 of the Trustees Report explains the current actions taken by the School in response to the crisis. The Trustees have reviewed the 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 is 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 closure of Moira House, 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

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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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), Roedean Moira House School (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 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.

### **2.5 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 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,

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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or at the value to the School 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 30.

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 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.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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Premises costs - relates to costs in connection with buildings maintenance, general maintenance and repairs together with grounds and gardens.

Support costs - expenditure incurred in providing administrative and financial services in support of the direct charitable expenditure above.

Governance costs – 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.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**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 2020 was -£727k (2019: £340k).

**4. CHARITABLE ACTIVITIES- SCHOOL FEES**

The School fees income comprised (NB 2020 figures were negatively impacted by fee discounts due to school closure linked to the Covid-19 lockdown, no boarding being possible, and the move to online learning):

	Group					
	2020 £'000	2020 £'000	<b>2020 £'000</b>	2019 £'000	2019 £'000	2019 £'000
	Continuing Operations	Discontinued Operations	<b>Total</b>	Continuing Operations	Discontinued Operations	Total
Gross fees	16,744	2,562	<b>19,306</b>	18,133	4,411	22,544
Less: Total bursaries, grants and allowances	<u>(2,751)</u>	<u>(573)</u>	<u><b>(3,324)</b></u>	<u>(2,809)</u>	<u>(720)</u>	<u>(3,529)</u>
	13,993	1,989	<b>15,982</b>	15,324	3,691	19,015
Add: Bursaries funded by restricted funds	34	-	<b>34</b>	39	-	39
	<u>14,027</u>	<u>1,989</u>	<u><b>16,016</b></u>	<u>15,363</u>	<u>3,691</u>	<u>19,054</u>

**5. CHARITABLE ACTIVITIES - OTHER EDUCATIONAL INCOME**

Other educational charitable activities comprised:

	Group					
	2020 £'000	2020 £'000	<b>2020 £'000</b>	2019 £'000	2019 £'000	2019 £'000
	Continued	Discontinued	<b>Total</b>	Continuing Operations	Discontinued Operations	Total
School trips and disbursements	460	-	<b>460</b>	537	-	537
Deposits forfeited	-	29	<b>29</b>	-	76	76
Transport recharges	189	28	<b>217</b>	249	39	288
Rental income	-	17	<b>17</b>	-	-	-
Registration fees	77	3	<b>80</b>	68	8	76
Swimming pool income	-	-	<b>-</b>	-	10	10
Insurance commission	5	-	<b>5</b>	11	-	11
Sundry other income	<u>37</u>	<u>69</u>	<u><b>106</b></u>	<u>6</u>	<u>161</u>	<u>167</u>
	768	146	<b>914</b>	871	294	1,165

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**6. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES**

	Roedean Moira House School	Roedean School Enterprises Ltd	Roedean Moira House Enterprises Ltd	Roedean Moira House School	Roedean School Enterprises Ltd	Roedean Moira House Enterprises Ltd
	2020 £'000	2020 £'000	2020 £'000	2019 £'000	2019 £'000	2019 £'000
<b>INCOME FROM:</b>						
<b>Charitable Activities</b>						
School fees	1,989	-	-	3,691	-	-
Other educational income	146	-	-	294	-	-
Other activities	138	-	-	-	-	-
<b>Other trading activities</b>						
Non ancillary trading income	-	167	19	-	642	179
<b>Voluntary sources</b>						
Donations and legacies	5	16	-	11	-	-
<b>Total incoming resources</b>	<b>2,278</b>	<b>183</b>	<b>19</b>	<b>3,996</b>	<b>642</b>	<b>179</b>
<b>EXPENDITURE ON:</b>						
<b>Raising funds</b>						
Non ancillary trading	-	290	7	-	550	58
Financing costs	60	-	-	48	-	-
<b>Charitable Activities</b>						
School and grant making	3,971	-	-	4,358	-	-
<b>Total resources expended</b>	<b>4,031</b>	<b>290</b>	<b>7</b>	<b>4,406</b>	<b>550</b>	<b>58</b>
<b>Net incoming resources</b>	<b>(1,753)</b>	<b>(107)</b>	<b>12</b>	<b>(410)</b>	<b>92</b>	<b>121</b>
Intra group gift aid	121	-	(121)	-	-	-
Tax Charge	-	-	-	-	(34)	-
<b>Retained net incoming resources</b>	<b>(1,632)</b>	<b>(107)</b>	<b>(109)</b>	<b>(410)</b>	<b>58</b>	<b>121</b>
Fund balances brought forward	1,572	64	121	1,975	6	-
<b>Fund balances carried forward</b>	<b>(60)</b>	<b>(43)</b>	<b>12</b>	<b>1,565</b>	<b>64</b>	<b>121</b>
Fixed Assets	-	-	-	4,773	2	-
Net Current Assets/(Liabilities)	(60)	(43)	12	(3,208)*	62	121
<b>NET ASSETS</b>	<b>(60)</b>	<b>(43)</b>	<b>12</b>	<b>1,565</b>	<b>64</b>	<b>121</b>

\* This includes the bank loan which is now classed as a current liability in the books of Roedean Moira House as Roedean Moira House is not a going concern. This has been reclassified as a current liability in the Group accounts – see note 17.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**7. INVESTMENT INCOME (CONTINUING OPERATIONS)**

	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Interest on listed investments	<b>333</b>	362
Bank interest	<b>23</b>	36
	<b><u>356</u></b>	<b><u>398</u></b>

**8. OTHER CHARITABLE INCOME**

	2020	2020	<b>2020</b>	2019
	£'000	£'000	<b>£'000</b>	£'000
	Continued	Discontinued	<b>Total</b>	Total
Government Coronavirus Job Retention Scheme Grant	1,036	138	<b>1,174</b>	-
Other income	<u>2</u>	<u>-</u>	<b><u>2</u></b>	<u>1</u>
	<b><u>1,038</u></b>	<b><u>138</u></b>	<b><u>1,176</u></b>	<b><u>1</u></b>

As per the statutory requirements, income received from the Government Coronavirus Job Retention Scheme Grant must be disclosed as other income rather than a credit against staff costs. Roedean School committed to topping up all staff who were furloughed to 100%, but Moira House did not pay this additional amount.



**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**9. ANALYSIS OF EXPENDITURE**

	Staff costs £'000	Other £'000	Depreciation £'000	Discontinued Operations £'000	<b>Total 2020 £'000</b>	Total 2019 £'000
<b>Costs of generating funds</b>						
Financing costs	-	12	-	60	<b>72</b>	56
Investment management	-	66	-	-	<b>66</b>	66
Trading costs of subsidiary	62	226	2	7	<b>297</b>	608
<b>Group's costs of generating funds</b>	<b>62</b>	<b>304</b>	<b>2</b>	<b>67</b>	<b>435</b>	<b>730</b>
<b>Charitable activities</b>						
Teaching	6,597	907	62	2,050	<b>9,616</b>	9,365
Welfare	1,868	691	407	271	<b>3,237</b>	3,568
Premises	1,253	1,273	870	482	<b>3,878</b>	3,929
Support costs of schooling	1,164	1,155	-	1,161	<b>3,480</b>	3,309
Governance costs	19	235	-	7	<b>261</b>	471
<b>Group's operating costs</b>	<b>10,901</b>	<b>4,261</b>	<b>1,339</b>	<b>3,971</b>	<b>20,472</b>	<b>20,642</b>
Grants, awards and prizes	-	37	-	-	<b>37</b>	50
Exceptional expenditure	-	-	-	-	-	-
<b>Total</b>	<b>10,963</b>	<b>4,602</b>	<b>1,341</b>	<b>4,038</b>	<b>20,944</b>	<b>20,692</b>
Reallocation of discontinued expenses	2,521	1,392	125	(4,038)	-	-
<b>Total Expended Group</b>	<b>13,484</b>	<b>5,994</b>	<b>1,466</b>	<b>-</b>	<b>20,944</b>	<b>21,422</b>

	Group	
	2020 £'000	2019 £'000
Auditor's remuneration for statutory audit	<b>70</b>	44
Fees paid to the auditor in respect of taxation advice	<b>16</b>	17
Fees paid to the auditor for other services	<b>51</b>	10
Legal Fees within Governance	<b>165</b>	386

The costs of closure of Moira House as included in the financials to 31 August 2020 were £680k including legal fees, financial adviser fees, sales agent costs and redundancy costs. These are disclosed within discontinued operations.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**COMPARATIVE ANALYSIS OF EXPENDITURE**

	Staff Costs Note 10 £'000	Other £'000	Group Depreciation Note 11 £'000	Discontinued Operations £'000	<b>2019</b> <b>£'000</b>
<b>Costs of generating funds</b>					
Financing costs	-	8	-	48	<b>56</b>
Investment management	-	66	-	-	<b>66</b>
Trading costs of subsidiary	189	357	4	58	<b>608</b>
<b>Group's costs of generating funds</b>	<b>189</b>	<b>431</b>	<b>4</b>	<b>106</b>	<b>730</b>
<b>Charitable activities</b>					
Teaching	5,747	1,103	58	2,457	<b>9,365</b>
Welfare	1,680	877	515	496	<b>3,568</b>
Premises	1,095	1,474	820	540	<b>3,929</b>
Support costs of schooling	1,158	1,316	-	835	<b>3,309</b>
Governance costs	16	425	-	30	<b>471</b>
<b>Group's operating costs</b>	<b>9,696</b>	<b>5,195</b>	<b>1,393</b>	<b>4,358</b>	<b>20,642</b>
Grants awards and prizes	-	50	-	-	<b>50</b>
Exceptional expenditure	-	-	-	-	<b>-</b>
<b>Total</b>	<b>9,885</b>	<b>5,676</b>	<b>1,397</b>	<b>4,464</b>	<b>21,422</b>
Re-allocation of discontinued operations	2,965	1,346	153	(4,464)	<b>-</b>
<b>Total expended Group</b>	<b>12,850</b>	<b>7,022</b>	<b>1,550</b>	<b>-</b>	<b>21,422</b>

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**10. STAFF COSTS**

The total staff costs were as follows:

	Continued Operations £'000	Discontinued Operations £'000	<b>Total 2020 £'000</b>	Continued Operations £'000	Discontinued Operations £'000	Total 2019 £'000
Wages and salaries	8,915	2,094	11,009	8,040	2,493	10,533
Social security costs	808	146	954	753	210	963
Pension contributions	1,182	281	1,463	767	262	1,029
Contractors	58	-	58	325	-	325
	<u>10,963</u>	<u>2,521</u>	<u>13,484</u>	<u>9,885</u>	<u>2,965</u>	<u>12,850</u>
Aggregate employee benefits of key management personnel	<u>891</u>	<u>353</u>	<u>1244</u>	<u>795</u>	<u>501</u>	<u>1,296</u>

	2020 Continued Operations	2020 Discontinued Operations	<b>2020 Total</b>	2019 Continued Operations	2019 Discontinued Operations	2019 Total
Average number of employees in the year	361	95	<b>456</b>	322	116	438
Of which were teaching staff	103	36	<b>139</b>	90	39	129

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 £7k (2019: £5k) for 14 members (2019: 13 members).

The number of employees whose emoluments exceeded:

	Continued Operations	Discontinued Operations	2020 Total	Continued Operations	Discontinued Operations	2019 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	2	1	3
£90,001 to £100,000	2	-	2	-	1	1
£100,001 to £110,000	-	-	-	1	-	1
£110,001 to £120,000	-	-	-	1	-	1
£120,001 to £130,000	2	-	2	-	-	-
£220,001 to £230,000	1	-	1	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 nine of the higher paid employees of £212,175. Of this £19,134 for one employee related to discontinuing operations. (2019: nine employees - £136,860, discontinuing operations two employees - £21,532). Contributions were made to a Defined Contribution Scheme for one of the higher paid employees of £7,107 (2019: two employees - £11,372), all of which related to continuing operations. During the year there were redundancy or termination payments made which amounted to £319,723 (2019: £51,767), of which £297,729 (2019: £82,666) related to discontinued operations. £nil (2019 £6k) remains outstanding at year end.

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

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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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.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**11. TANGIBLE FIXED ASSETS**

<b>Group</b>	Freehold land and buildings	Furniture, fittings and equipment	Computer equipment	Motor Vehicle	Assets held for sale	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>						
At 1 September 2019	34,357	3,412	505	80	-	38,354
Additions	1,632	317	56	-	-	2,005
Disposals	-	(7)	(84)	-	-	(91)
Reclassification to assets held for sale	(4,876)	(181)	(20)	(19)	5,096	-
<b>At August 2020</b>	<b>31,113</b>	<b>3,541</b>	<b>457</b>	<b>61</b>	<b>5,096</b>	<b>40,268</b>
<b>Accumulated depreciation</b>						
At 1 September 2019	9,515	2,462	442	80	-	12,499
Charge for the year	962	440	63	-	-	1,465
Disposals	-	(7)	(84)	-	-	(91)
Reclassification to assets held for sale	(274)	(130)	(19)	(19)	442	-
Impairment	-	-	-	-	26	26
<b>At 31 August 2020</b>	<b>10,203</b>	<b>2,765</b>	<b>402</b>	<b>61</b>	<b>468</b>	<b>13,899</b>
<b>Net book amount at 31 August 2020</b>	<b>20,910</b>	<b>776</b>	<b>55</b>	<b>-</b>	<b>4,628</b>	<b>26,369</b>
Net book amount at 31 August 2019	24,842	950	63	-	-	25,855
<b>Charity</b>						
<b>Group</b>	Freehold land and buildings	Furniture, fittings and equipment	Computer equipment	Motor Vehicle	Total	
	£'000	£'000	£'000	£'000	£'000	
<b>Cost</b>						
At 1 September 2019	29,481	3,194	485	61	33,221	
Additions	1,633	317	56	-	2,006	
Disposals	-	-	(84)	-	(84)	
<b>At August 2020</b>	<b>31,114</b>	<b>3,511</b>	<b>457</b>	<b>61</b>	<b>35,143</b>	
<b>Accumulated depreciation</b>						
At 1 September 2019	9,334	2,328	424	61	12,147	
Charge for the year	870	407	62	-	1,339	
Disposals	-	-	(84)	-	(84)	
<b>At 31 August 2020</b>	<b>10,204</b>	<b>2,735</b>	<b>402</b>	<b>61</b>	<b>13,402</b>	
<b>Net book amount at 31 August 2020</b>	<b>20,910</b>	<b>776</b>	<b>55</b>	<b>-</b>	<b>21,741</b>	
Net book amount at 31 August 2019	20,147	866	61	-	21,074	

Freehold land and buildings with a carrying amount of £4,602k (2019: £4,695k) have been pledged to secure the borrowings of Roedean Moira House. The company is not allowed to pledge these assets as security for other borrowings or to sell them to another entity without prior agreement with the lender.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**12. INVESTMENTS**

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Valuation at 1 September 2019	13,160	14,586	13,160	14,586
Additions at cost	76	923	76	923
Disposals proceeds	(71)	(2,368)	(71)	(2,368)
Gain on investments	(385)	19	(385)	19
	<b>12,780</b>	13,160	<b>12,780</b>	13,160
Cash	1,230	1,719	1,230	1,719
Valuation at 31 August 2020	<b>14,010</b>	14,879	<b>14,010</b>	14,879

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
<b>Investments comprise:</b>				
<b>Listed Investments</b>				
Unit trusts (Historical cost £9,617,104)	12,780	13,160	12,780	13,160
Cash	1,230	1,719	1,230	1,719
Holdings at the year-end comprising more than 5% of the total are				
HSBC American Index (Inc)	1,799	1,625	1,799	1,625
HSBC European Index (Inc)	1,498	1,499	1,498	1,499
HSBC FTSE All Share Index (Inc)	1,669	1,992	1,669	1,992
Schroder Income Fund (Inc)	777	1,089	777	1,089
Troy Trojan Income O (Inc)	1,049	1,177	1,049	1,177
Liontrust Special Situations I (Inc)	840	861	840	861
Marlborough UK Micro-Cap Growth P	886	791	886	791
Lindsell Train UK Equity Fund A (Inc)	865	972	865	972

	Group		Charity	
	2020	2019	2020	2019
Investments in subsidiaries	-	-	1	1

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**13. STATEMENT OF INVESTMENT TOTAL RETURNS**

The 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. An amount of 1\*RPI is added to the base value each year, and shall be allocated to capital (maximum allowable under the regulations) to ensure that the capital value is maintained for the benefit of future beneficiaries. 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.

<b>Permanent Endowment</b>	<b>Group 2020 £'000</b>
<b>Investment total return</b>	
Income distributions on securities	292
Capital gains on securities	(334)
Investment management costs	(58)
<b>Total return for the year</b>	(100)
Amount applied as income for spending	(750)
Amount applied as capital to protect value of endowment	(63)
<b>Net (decrease) in Unapplied Total Return for year</b>	(913)
Unapplied Total Return as at 1 September 2019	
- securities	1,737
- uninvested cash	158
Unapplied Total Return as at 31 August 2020	982
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	1,425
Value of permanent endowments as at 31 August 2020	11,516

Note: Uninvested cash funds are shown as net current assets in note 20.

**14. DEBTORS AND PREPAYMENTS**

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade debtors	326	459	185	222
Amounts owed by group undertakings	-	-	669	311
Other debtors	448	251	198	28
Prepayments and accrued income	233	513	221	354
Intercompany loan	-	-	2,620	-
	<u>1,007</u>	<u>1,223</u>	<u>3,893</u>	<u>915</u>

The intercompany loan £2.62m has been provided by Roedean School to Moira House School Limited and the majority of this loan has been paid off post completion of the sale of the Moira House site.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**15. CREDITORS: amounts falling due within one year**

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade creditors	1,892	1,234	1,885	1,155
Hire purchase creditor	-	1	-	1
Bank loan	1,056	18	-	-
Social security and other taxes	365	368	221	196
Other creditors	384	165	245	154
Accruals and deferred income	207	363	70	277
Bank overdraft	450	693	-	-
Deposits from parents	597	1,399	597	652
Fees in advance of term	2,453	4,647	2,453	4,057
Fees in advance scheme	318	343	318	343
	<b>7,722</b>	<b>9,231</b>	<b>5,789</b>	<b>6,835</b>

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

	Note	Group		Charity	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
Bank loan	17	-	1,048	-	-
Deposits from parents		3,978	3,567	3,978	3,567
Fees in advance of term		22	34	22	34
Fees in advance scheme	18	242	385	242	385
		<b>4,242</b>	<b>5,034</b>	<b>4,242</b>	<b>3,986</b>

**17. BANK LOAN**

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Within one year	1,056	18	-	-
After one year	-	1,048	-	-
	<b>1,056</b>	<b>1,066</b>	<b>-</b>	<b>-</b>
Amounts included above which fall due after five years	-	924	-	-

The loan, which was taken out by Moira House School Limited in 2015, was being repaid by monthly instalments over the 20-year term of the loan. Moira House School Limited, was repaying the loan and interest by monthly instalments of £1.5k and a final instalment of an amount sufficient to repay the loan and interest in full. The interest was charged at 2.25% over the base rate. This situation remained in place until the sale of the Moira House site in April 2021, the proceeds of which were used to settle the loan and interest due.

An additional bank loan of £2.2 million was taken out in 2018. The loan was to be repaid by monthly instalments over the 20-year term of the loan and was originally subject to a two-year capital repayment holiday which was extended to three years. Moira House School Limited, was to repay the loan and interest by monthly instalments of



**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

£13k and a final instalment of an amount sufficient to repay the loan and interest in full. The loan, as well as the £1.4m overdraft facility, was supported by £3m guarantee from Roedean School. The situation remained in place until the sale of the Moira House site in April 2021, the proceeds of which were used to settle the loan and interest due. The interest was charged at 2.68% over the base rate. By 31 August 2020 £842k (2019: £840k) had been drawn down on the loan.

**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	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
- due in less than one year	318	343	318	343
- due in one year or more	242	385	242	385
	<b>560</b>	<b>728</b>	<b>560</b>	<b>728</b>

Summary of movements in liability:

	Group		Charity	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Balance at 1 September 2019	728	514	728	514
New contracts	202	443	202	443
Interest allowance	12	8	12	8
Amounts utilised in payment of fees	(382)	(237)	(382)	(237)
	<b>560</b>	<b>728</b>	<b>560</b>	<b>728</b>

The total fees in advance scheme liability at 31 August 2020, representing commitments to release amounts to the statement of financial activities over the next five years was £570k (2019: £745k), inclusive of future interest allowances.

**19. PROVISIONS FOR LIABILITIES AND CHARGES**

A provision has been recognised for £93k in the year relating to leases held in Moira House. This predominantly relates to the lease of land near Moira House which includes some grass tennis courts, some hard tennis courts and a horse manege. It is anticipated that Roedean will use the tennis courts from 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 period before Roedean will start using the courts and for the element of the land which will not be utilised going forwards.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**20. 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	Long term liabilities and provisions	At 31 August 2020 Net Assets
	£'000	£'000	£'000	£'000	£'000
Restricted funds	-	-	97	-	97
Endowed funds	-	12,340	158	-	12,498
Designated funds	-	-	15	-	15
Unrestricted funds	26,369	1,670	(2,323)	(4,335)	21,381
	<b>26,369</b>	<b>14,010</b>	<b>(2,053)</b>	<b>(4,335)</b>	<b>33,991</b>

**21. FUNDS**

	September 2019 Fund Balance	Incoming Resources	Resources Expended	Transfers and Gains/Losses	August 2020 Fund Balance
	£'000	£'000	£'000	£'000	£'000
<b>Endowed Funds</b>					
Roedean St Mary's Hall	13,349	292	(58)	(1,084)	12,498
	13,349	292	(58)	(1,084)	12,498
<b>Restricted Funds from Continuing Operations</b>					
Art Prize	1	-	-	-	1
Donations from Parents	-	9	(9)	-	-
Bursary Fund	44	17	-	-	61
Development Fund	3	32	-	-	35
Other (All-Weather Pitch)	-	20	-	(20)	-
Leavers Appeal	-	24	(24)	-	-
<b>Restricted funds from Discontinued Operations</b>					
The East Sussex County Council	2	-	(1)	(1)	-
	50	102	(34)	(21)	97
<b>Designated funds from Discontinued Operations</b>					
Friends of Roedean Moira House	19	5	(12)	-	12
Old Girls' Club	1	2	-	-	3
	20	7	(12)	-	15
<b>General Reserve</b>					
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
<b>Total Funds</b>	<b>36,565</b>	<b>18,755</b>	<b>(20,944)</b>	<b>(385)</b>	<b>33,991</b>

The designated funds have been allocated as follows since 1 September 2020: the Old Girls' Club funds have been paid to Eastbourne Heritage Society to maintain the archive, and part of the Friends of Roedean Moira House funds have been donated to local charities with the remaining amount to be held for a future Moira House event.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**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.

In the financial year ended 31 August 2020, £750k (2019: £500k) has been transferred from endowed to unrestricted funds to fund bursaries (see the table above).

**Restricted Funds**

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

The MW Scholarship Award was established by McMillan Williams Solicitors to support the education of girls who might not, without such support, be able to attend the School.

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 all-weather pitch that opened in June 2018.

The East Sussex County Council Fund was established to raise money for improvements in the Nursery at Roedean Moira House.

£20k (2019: £37k) has been transferred from restricted funds to unrestricted funds as funds have been spent on the all-weather pitch (see note 22).

**Designated Funds**

Friends of Roedean Moira House was formed in 1975 as a development of the previous Parents' Association. It consisted of a Steering Committee of parents, staff and Sixth Formers and its function was to co-ordinate fundraising and social events within the school. There was a termly (voluntary) subscription. All local parents were encouraged to take an active part in the Association. The income generated by the Association was channeled into the school. Items were purchased for all areas of the school, submissions from staff having been considered by the Steering Committee. In addition, bursaries were awarded to individual pupils to help them pursue courses that they had identified as helpful to their future career or current academic programme. Following the closure of the school, part of the Friends of Roedean Moira House funds have been donated to local charities with the remaining amount to be held for a future Moira House event.

The Old Girls Club was established to hold events and provided periodic newsletters to keep past students in touch with each other and events that happened within the school. Following the closure of the school, these funds have been paid to Eastbourne Heritage Society to maintain the archive.

**22. TRANSFERS AND GAINS/LOSSES**

	Restricted £'000	Endowed £'000	Unrestricted £'000	<b>2020 £'000</b>
Gains/(Losses) on investment	(51)	(334)		<b>(385)</b>
Transfer to County Council	(1)		1	-
Transfer to fund all weather pitch	(20)	-	20	-
Transfer total return order to School	-	(750)	750	-
	<u>(72)</u>	<u>(1,084)</u>	<u>771</u>	<b><u>(385)</u></b>

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**23. COMPARATIVE ALLOCATION OF NET ASSETS**

The group net assets are held for the funds at 31 August 2019 as follows:

	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2019 Net Assets
	£'000	£'000	£'000	£'000	£'000
Restricted funds	-	-	50	-	50
Endowed funds	-	13,191	158	-	13,349
Designated	-	-	20	-	20
Unrestricted funds	25,855	1,688	637	(5,034)	23,146
	<u>25,855</u>	<u>14,879</u>	<u>865</u>	<u>(5,034)</u>	<u>36,565</u>

**24. COMPARATIVE MOVEMENTS OF FUNDS**

	At 1 Sept 2018 Fund Balance £'000	Incoming Resources <i>Restated</i> £'000	Resources Expended <i>Restated</i> £'000	Transfers and Gains/ Losses £'000	At 31 August 2019 Fund balance £'000
<b>Endowed Funds</b>					
Roedean St Mary's Hall Trust	13,576	321	(59)	(489)	13,349
<b>Restricted Funds</b>					
Art Prize	1	-	-	-	1
MW Scholarship Award	-	39	(39)	-	-
Bursary Fund	42	2	-	-	44
Development Fund	1	2	-	-	3
Other (All Weather Pitch)	-	37	-	(37)	-
The East Sussex County Council Fund	2	-	-	-	2
P.E. Donation Fund	2	-	(2)	-	-
	<u>48</u>	<u>80</u>	<u>(41)</u>	<u>(37)</u>	<u>50</u>
<b>Designated Funds</b>					
Friends of Roedean Moira House	15	10	(6)	-	19
Old Girls' Club	-	1	-	-	1
	<u>15</u>	<u>11</u>	<u>(6)</u>	<u>-</u>	<u>20</u>
<b>Unrestricted Funds</b>	<u>22,820</u>	<u>21,131</u>	<u>(21,350)</u>	<u>545</u>	<u>23,146</u>
<b>Total Funds</b>	<u>36,459</u>	<u>21,543</u>	<u>(21,456)</u>	<u>19</u>	<u>36,565</u>

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**25. FINANCIAL INSTRUMENTS**

	<b>2020</b>	2019
	<b>£'000</b>	£'000
Financial Assets measured at amortised cost (a)	<b>5,435</b>	9,912
Financial Liabilities measured at amortised cost (b)	<b>4,547</b>	4,207
Financial Assets measured at fair value through the profit and loss (c)	<b>14,010</b>	14,879

- (a) Financial assets include cash, 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 investment

Income received in the year from financial assets measured at amortised cost totalled £23k (2019: £36k) with impairment losses of £78k (2019: £67k). During the year total losses/gains in relation to financial assets held at fair value totalled -£385k (2019: £19k) and income received totalled £332k (2019: £362k).

Interest paid in the year from financial liabilities measured at amortised cost totalled £60k (2019: £42k).

**26. TAXATION**

Roedean School and Roedean Moira House School are registered charities and under section 505 (1) of the Income and Corporation Taxes Act 1988 are exempt from taxation.

**27. CAPITAL COMMITMENTS**

The Group and the Charity had capital commitments of £nil at 31 August 2020 (2019: £702k).

**28. CONTINGENT LIABILITIES**

There were no contingent liabilities at 31 August 2019 or 31 August 2020.

**29. 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:

	<b>2020</b>	2019
	<b>£'000</b>	£'000
0-1 Years	<b>238</b>	259
1-2 Years	<b>223</b>	202
2-5 Years	<b>177</b>	334

Operating lease payments amounting to £277k (2019: £266k) were paid during the year.

**30. 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 £1,311k (2019: £873k) and at the year-end £126k (2019: £86k) 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.

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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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 TPS.

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. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

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 the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

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 a remedy to the discrimination conclusion has been determined by the Employment Tribunal 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.

### **31. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS**

#### *Roedean Moira House School*

The Charity is the sole member of Moira House School Limited (company registration number 00437590), a school incorporated in England. Moira House School Limited which traded as Roedean Moira House School, and is a separate charity with its own independent Board of Governors. The registered office of Roedean Moira House School is c/o Roedean School, Roedean Way, Brighton BN2 5RQ. On 4 March 2020 the Governors of Moira House School Limited announced the closure of Roedean Moira House at the end of the 2019-20 academic year.

In the year ended 31 August 2020, the Charity provided services totalling £97k (2019: £71k) to Roedean Moira House 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 2020 was £212k (2019: £24k). In addition, Roedean School has given a loan of £2,620k to Moira House School, all of which remains outstanding at the year end 31 August 2020.

#### *Roedean School Enterprises Limited*

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

In the year ended 31 August 2020, the Charity charged £95k (2019: £170k) to Enterprises for the provision of staff and the administrative services and Enterprises gifted £nil (2019: £nil) to the Charity under the Gift Aid scheme. The Charity has an intercompany debtor balance with Enterprises to enable the company to continue trading in the absence of rental income due to Covid-19, and to meet its loan commitments to Deepdene School. The balance owed to the Charity at 31 August 2020 was £457k (2019: £311k).

**ROEDEAN SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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*Moira House School Enterprises Limited*

Roedean Moira House Enterprises Limited was incorporated on 24 April 2019. The principal activity of the company was conducting all trading activities for Roedean Moira House School.

In the year ended 31 August 2020, Roedean Moira House charged £19k (2019: £54) to Moira House School Enterprises Limited for the provision of staff and administrative services. The balance owed to Roedean Moira House at 31 August 2020 was £17k (2019: £35k).

**32. CLOSURE COSTS OF MOIRA HOUSE SCHOOL**

The costs of closure of Moira House School as included in the financials to 31 August 2020 were £680k including legal fees, financial adviser fees, sales agent costs and redundancy costs. These are disclosed within discontinued operations. Further costs will be incurred after 1 September 2020 until the sale of site for legal fees and sales agent fees.

**33. NON-ADJUSTING POST BALANCE SHEET EVENTS**

On 4 March 2020 the Governors announced the closure of Roedean Moira House at the end of the 2019-20 academic year. This has resulted in a reclassification of long-term liabilities to current liabilities. The sale of the Moira House site completed on 30 April 2021, and the sale proceeds were used towards these liabilities.

On 23 June 2021 a settlement was agreed which will result in a post-balance sheet payment in the amount of £190,803.70 being made to two trustees to cover legal costs.