



ROEDEAN

**ANNUAL REPORT &  
FINANCIAL STATEMENTS**  
Year Ended 31 August 2022



ROEDEAN

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





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## Message From The Interim Chair Of Council

**I am delighted to introduce the Annual Report and Financial Statements for the year ended 31 August 2022. These show that Roedean is underpinned by strong financials, including no debt, and reporting an operating surplus this year.**

Given the re-emergence of strong inflationary pressures in the UK, impacting all areas of Roedean's operations, and policy proposals which could impact on independent education, it is helpful that we do not face pressure arising from large loan repayments, in that we are protected from interest rate rises, and indeed will seek to capitalise further on these going forward, alongside work to manage costs and to maximise our income.

Roedean's historic estate requires significant investment in maintenance and running costs, not least given surging energy prices, from which we have been somewhat insulated due to advance purchase. This report also highlights our commitment to develop and improve what is on offer continually, including through the redevelopment of the Theatre that has taken place at the start of this year and a significant investment in the School's IT infrastructure, as detailed on page 15.

Roedean is proud of its holistic education, but of course many prospective parents judge a school on its ability to help pupils to deliver strong results and added value, in other words to help pupils achieve at levels greater than would be expected elsewhere given baseline data. Our commitment is to stretch girls in and beyond the classroom, and the success of an

academic approach that encourages children to pursue their own interests, as well as intellectual challenge, is shown in last year's excellent exam results (71% 9-8 grades at GCSE and 71% A\*-A grades at A Level in 2022).

These were the strongest results in the School's history. This is testament both to the pupils who worked so hard to achieve these results, despite the disruption of the pandemic, as well as to the talented team of staff under the leadership of Oliver Blond and his senior team, including the outstanding Academics, and Teaching and Learning Leads.

Council is fully aware that examination results are of course only one part of a girl's education. The holistic education envisaged by the founding Lawrence sisters is alive and well today. Indeed, we firmly believe that where Roedean stands out is the breadth of co-curricular and enrichment programmes embedded throughout the School, from Wild Fridays, volunteering at St Mark's Primary, raising money for charity, and volunteering in the local community and further afield. Numerous details of this work, which also ensures that Roedean delivers a strong public benefit to the wider community as well as through the education we provide to our pupils, are evidenced throughout this report.

After a sterling 10 years' service which has seen Roedean School reinvigorated, become the choice of more girls than ever before, and deliver its best-ever academic results, Oliver Blond announced that he would be stepping down in 2023. Council therefore undertook a recruitment process to find his successor and was delighted to appoint Mrs Niamh Green as Head from April 2023.

After a 20-year career in girls' boarding schools, Niamh impressed the panel with her experience and commitment to providing girls with an education which is strong academically but proudly holistic in its approach, and committed to excellence in pastoral care as well as providing stretch, in and beyond the curriculum, to support each girl's development.

As this report highlights, Roedean's academic results rival other top schools in the country, whilst remaining deeply committed to providing a broad-based holistic education balanced alongside academics, tailoring what's on offer to help each girl achieve her potential, whatever her interests and passions. Each and every member of the Roedean Council and Senior Leadership Team works relentlessly to ensure that girls are inspired by our teaching, find their passion, and are challenged and supported every step of the way.







As Niamh explained shortly after her appointment: “talents and passions sparked outside the classroom in school can last a lifetime, whilst academic results will enable the girls to reach their goals, no matter if that journey is towards Oxbridge to study medicine, going to arts college, or doing an apprenticeship.”

As such, our goal and commitment as a school is to enable each girl to start the next phase of her journey as a confident, ambitious, and compassionate young woman, ready to make her mark on a rapidly changing world, and I hope this report provides an overview of the investment made and work undertaken as a school to ensure that is the case.

**Vivien Smiley**  
Interim Chair of Council



# Report from the Council

The Council (“Board”) of Roedean School presents its eighty-third annual report and audited financial statements for the year ended 31 August 2022 and confirms that they comply with the requirements of the Charities Act 2011, Roedean’s Royal Charter (1938), and the Charities SORP 2019.

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

## Ethos and Aims

*Yesterday, Today, Tomorrow:  
Living Our Values*

### Ethos

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

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

Our first prospectus outlined six key pillars:

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

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

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

### Aims

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





Strong academic outcomes are, of course, important (see page 16), but our goals extend beyond examination results. Roedean has continued to work to achieve our six key aims during 2021-22 through a focus on the key areas of Care, Community, and Challenge:

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

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



## Charitable Objects, Access and Public Benefit

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

### Charitable Objects

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

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

### Delivering Roedean's Public Benefit

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

In the furtherance of these aims, the Trustees have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 27 to 29). The Corporation delivers Roedean's public benefit through:

### Delivering high-quality all-round education for girls

At the commencement of the academic year 2021-22, the number of pupils at Roedean School was 675, and as at September 2022 the number was just over 700. Around half of all pupils are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school, we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

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

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

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

### Employing and developing staff

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

### Supporting other charities and community organisations

Roedean is integrally linked to the local community, both by pupils and staff actively assisting in and fundraising for local, national and international charities, as well as other local community organisations. These links continued to grow and flourish this year, and included a CAP volunteering (Community Action Programme) for the Sixth Form and dynamic partnerships with local state schools. Further information is provided on pages 24 to 26 and on the Schools Together website [www.schoolstogether.org](http://www.schoolstogether.org)



## Enabling Access to the Roedean Education – Awards

### Bursary Policy

The Council views bursary awards as important in helping to ensure that pupils from families who would otherwise not be able to afford the fees can access the education the School offers. Roedean’s awards can be made available to all who meet our general entry requirements and are made after assessing parental means, either before a girl joins the School or to relieve hardship when an existing pupil’s education would be at risk, for example in the case of parental redundancy.

The admissions process strives to ensure that all pupils who receive a Roedean education have the opportunity to fulfil their potential. Entrance interviews and assessments are undertaken to satisfy both the School and parents that potential pupils can cope with the pace of learning and benefit from our education. Applications made prior to a girl joining the School can be made on entry into Years 7, 9, and 12. In assessing means, the School takes a number of factors into consideration including family income, investments and other assets, as well as looking at family outgoings.

Bursary awards for pupils applying to the School can, in instances, be up to 100% remission of fees. The 100% bursarial funding is part of the Brighthelm Awards Scheme, and for the girls in receipt of these awards there is also funding to assist with the costs of co-curricular activities, school trips, uniform, and travel to and from the School.

Bursaries are also awarded to pupils already in the School to relieve hardship and these can be for any amount, but are typically between 10% and 50% remission of fees. This year the value of means-tested awards within Roedean School totalled £1.5m (this is classified as bursaries plus all associated awards for each pupil). The School provided assistance to 356 of its pupils of whom four girls benefited from a full remission of fees, and a further 24% benefit from fee remission of 70% or over. Overall, awards totalled £3.0m for the year.

The bursary policy has been expanded using the permanently endowed funds held by Roedean St Mary’s Hall Trust, of which Roedean School is the trustee. It has continued to be supported by income generated from the Charity’s operations at a similar level to the previous year.

### Scholarships

Roedean has a number of awards to recognise excellence in a particular field, including academic, performing and visual arts (music, drama, art), and sport, and these are available to girls joining the School in Year 7, Year 9, and Year 12.

There are additional accolades that are awarded at the discretion of the School to girls who, through the scholarship process, show excellence in multiple areas, including academic and other areas of specialism – these are the Sussex and Lawrence Scholarships. The Newnham Scholarships are awarded at the School’s discretion and acknowledges the highest academic award at Roedean, in honour of the Founders’ historic links to Newnham College, Cambridge.

Each year, we attract high-calibre applicants who enrich the School not only in their specialist fields, but also in all areas of school life. Sixth Form scholarships have been increased through Old Roedeanians’ Association (“ORA”) Scholarship Fund donations, and other awards have also benefited from the generosity of individual donors. For more details of scholarships: <https://roedean.co.uk/admissions/scholarships-bursaries/>

# Structure, Governance And Risk Management

## Group Structure

The Roedean Group of Schools was formed on 1 September 2017. Under the Charities SORP (FRS 102) it is a requirement that where Roedean School controls assets of other charities their assets, income and expenditure are consolidated within the accounts.

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

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

Moira House School Limited (“Moira House”) – a charitable company limited by guarantee (company registration number 00434590, registered charity number 307072). Its registered office is c/o Roedean School, Roedean Way, Brighton, BN2 5RQ. This company no longer trades and is in the final stages of being wound up.

Note on Deepdene School: Roedean ceased its partnership with Deepdene during the year ended 31 August 2022 and this school closed on 1 April 2022 and was placed under voluntary liquidation on 23 June 2022.



## Governing Body – The Council

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

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

The focus on expanding the pupil numbers within current capacity and towards the Department for Education approved maximum for the site, as well as management of costs, is targeted to grow Roedean’s reputation, ensure that the School’s high fixed overheads are covered, and to mitigate risks to market changes, for example due to changes in the UK and international educational markets.

The Council meets at the end of each term, as a minimum, with additional meetings organised when required, with virtual meetings throughout the pandemic. Reporting into Council are individual Committees which meet regularly throughout the year and carry out activities according to the Terms of Reference of each Committee. A list of Committees can be found on page 30.

The Council’s strategy is developed in partnership with the Senior Leadership Team (“SLT”) of the School, and is implemented by the SLT. Roedean School’s SLT during the 2021-22 academic year comprised of the Head, the Head of School, the Director of Finance & Administration, the Deputy Head Pastoral, the Deputy Head Academic, and the Deputy Head Co-Curricular and Outreach. These are the key management personnel as indicated in Note 10. The SLT provides the Council and its Committees with regular strategic updates, progress reports and statutory annual reports, and documentation to enable them to support and scrutinise delivery of the School’s strategy and its aims as outlined above.



## Members of the Corporation

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

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

## ISI Regulatory Inspection – November 2021

In November 2021, the School underwent a Regulatory Compliance and Educational Quality inspection by the Independent Schools Inspectorate (“ISI”).

Following detailed scrutiny over four days, and feedback from staff, parents, and pupils, the inspectors concluded that Roedean was fully compliant, meeting every one of the required standards in the different areas of regulation:

- Quality of Education.
- Spiritual, moral, social and cultural development.
- The standard of boarding accommodation, as set out in the National Minimum Standards (NMS) for boarding.
- The Welfare, health and safety of pupils.
- The suitability of staff, supply staff, and proprietors (in the case of Roedean, the Council).
- The provision of information.
- The handling of complaints.
- The quality of management and leadership.

These standards were deemed to have been met after the in-depth review and assessment by this external body of highly-trained specialists, who looked at 1,216 survey responses from parents, staff, and pupils. In addition, they met and discussed all aspects of the School with 230 girls and staff, observed approximately 120 lessons, and reviewed all the School’s records and thousands of pages of evidence.

*‘Excellent’ - The highest possible quality rating in academic and personal development*

Roedean was judged as ‘excellent’ (the highest rating) both for the quality of its academic outcomes and students’ personal development.

The strength of pastoral care and safeguarding has been consistently acknowledged in ISI inspections over the last 10 years, but, given the critical importance of this area and the focus on strong pastoral care at Roedean, it was good to see again that the School achieves the highest possible accolade for both sets of inspections.

The full report from ISI is available via the following link [www.roedean.co.uk/isi-reports](http://www.roedean.co.uk/isi-reports)



## Risk Management

The Trustees are aware of The Charity Governance Code published in 2020 (“Code”) which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Nominations & Governance Committee, reviews its current governance arrangements against the principles within the Code and will continue to address issues raised where required in 2022-23, seeking sound external advice where necessary alongside ongoing Trustee input. The School underwent an external review of its governance arrangement to ensure best practice, and is working to implement a number of recommendations received by Council in 2022.

Although the excellent inspection outcomes provide our stakeholders with reassurance both as to the quality of the Roedean education and the systems in place to safeguard

students and staff, no independent school or charity can afford to stand still or fail to take account of risks that they face.

As such, Council regularly identifies and reviews the major risks to which the School is exposed, and systems have been established to manage those risks. As the risks associated with the pandemic receded, other areas of risk increased, for example around inflationary pressures and soaring energy prices.

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

KEY RISK	METHOD TO MANAGE RISK
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	<ul style="list-style-type: none"> <li>Always continue to assess the risks and options available, while building and sustaining pupil numbers and revenue, in order to provide financial capacity on the bottom line, and review the five-year model taking account of the number of variables. Further work on cost control measures and benchmarking, and forward purchase contracts where beneficial.</li> <li>Targeted growth in pupil numbers both day and boarding, and diversification overseas. Regular reviews of costs and fee levels together with a balanced approach to funding places through awards. Close debtor control, target increase in alternative funding sources including letting and investment income, and close monitoring of costs and benchmarking against key performance indicators.</li> </ul>
Safeguarding failure	<ul style="list-style-type: none"> <li>Regular reviews of safeguarding and pastoral support including via the Designated Safeguarding Lead (“DSL”), Council and the Trustee with responsibility for safeguarding. Training for all staff, Trustees and volunteers, scrutiny over appointments and regular reviews of the Single Central Register (“SCR”). Investment in strong pastoral and welfare support for pupils.</li> </ul>
Political threats to independent schools – potential changes to tax policy, charitable status, or business rates relief	<ul style="list-style-type: none"> <li>Highlight and raise awareness of Roedean’s public benefit and support lobbying efforts via HMC (Headmasters and Headmistresses’ Conference), ISC (Independent Schools Council) and others, as well as explore changes to current model to mitigate impact of potential changes, including via governance changes. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals.</li> </ul>



<p>Condition of the estate and increased risk of damage arising from extreme weather events and / or health and safety (“H&amp;S”) issue</p>	<ul style="list-style-type: none"> <li>• Ongoing investment and upgrades to on-site facilities, via refurbishments and ongoing planned preventative maintenance, as part of an external structural survey conducted by Carter Jonas, and now updated by Stace LLP.</li> <li>• H&amp;S and equality requirements considered as part of estate works, alongside affordability, and monitored by Council, its Estates Committee, and retained external consultants. H&amp;S representative on Council and reporting on H&amp;S to Estates Committee.</li> </ul>
<p>Out-of-date governance arrangements</p>	<ul style="list-style-type: none"> <li>• Council commissioned an independent governance review in 2021 in order to plan and scope out how to modernise and enhance governance arrangements for the Charity. A key element of this is to ensure Trustees are working in line with current regulations and best practices. A focus area was the 1938 Royal Charter and Bye-Laws, some of which may benefit from updating in order to maximise Roedean’s strategic and operational flexibility, and optimise governance for the next 100 years. Any changes to the Royal Charter will require the approval of Governors and Privy Council.</li> </ul>
<p>Ability to recruit and retain staff and pupils including due to competitor activity and damage to School’s reputation</p>	<ul style="list-style-type: none"> <li>• Maintain close watch on competitor environment and ensure that the Roedean ‘product’ (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active liaison with prep and junior schools, as well as agents and key contacts in international markets. Maintain and increase diversity in international recruitment to minimise over-reliance on single markets.</li> <li>• Internal and external recruitment to fill staff vacancies, and active engagement with staff to address any concerns identified. Work to manage Roedean’s reputation, including work to enhance the School’s online presence, including via social media.</li> </ul>

## Overall risk management controls

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

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

## Additional Governance Information

### The Code of Fundraising Practice

Fundraising is only carried out internally and fundraising activities are not outsourced to professional fundraisers or commercial participators. The Charity is registered with the Fundraising Regulator and is committed to adhering to the Code of Fundraising Practice, and there have been no breaches of this code.

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

We comply with all legal requirements relating to data protection under General Data Protection Regulation (“GDPR”) and do not share any data for the purposes of fundraising with third parties or data sharing schemes.

### Data Protection and GDPR

In order to ensure its adherence to data protection legislation, including GDPR, the Charity has a Privacy Officer, Adrian Coomber. Its Privacy Policy is available on its website <https://roedean.co.uk/wp-content/uploads/2022/11/Roedean-School-Privacy-Notice.pdf>. There is significant work each year in training and developing staff and volunteers’ understanding of data protection, and investment is made in our IT infrastructure to minimise risks to data held.

### Health and Safety

Roedean is also vigilant concerning its H&S responsibilities, and it contracts Assurity Limited to monitor all systems externally alongside the Risk Group (including Trustee membership), the Estates Committee and the internal Health & Safety Committee. There is also an internal Health & Safety Officer as well as a Council representative for H&S.

### Gender Pay Gap Report - Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees by 5th April each year. The latest report is available on the Roedean website <https://www.roedean.co.uk/policies>.

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

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

### Remuneration

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

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

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



## Investing In Roedean’s Estate

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

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

### Enhancing facilities at the School

The capital investment programme has been consolidated in the recent period due to the pandemic, but examples of the planned investment and expansion in our facilities over the next few years will include further boarding house upgrades, investment in our science teaching facilities, and the library upgrade, which will provide additional learning and study spaces and create a hub of research and information technology resources.

Creating and maintaining excellent facilities is a priority for Roedean as part of the School’s masterplan. The School’s aim is to create the best possible environment for the pupils, so that they can achieve as highly as possible and fulfil their potential. A full review of the estate and masterplan is underway and enhanced Science and Technology (“STEM”) and sports facilities are identified priorities going forward.

As such, further developments are planned to coincide with the period between ‘125 Years at Roedean’ (on the Roedean site) in 2023 and the School’s 150th anniversary in 2035. This follows recent investment in other areas of our estate.

### Theatre Refurbishment

The Theatre underwent a transformation in 2021, with a full refurbishment incorporating new tiers, new balustrades, and 350 seats. This means there are now:

- 40% more seats facing the stage than before.
- Elegant high-density stacking chairs which can be moved to make way for wheelchairs.
- A bespoke balustrade with the School’s crest at its centre.
- A remodelled balcony to offer improved sight lines for all.

The venue is now luxurious, practical, and highly atmospheric, and this has the potential to increase the revenue we generate from external lettings.

### Boarding Refurbishments

Further to the major development of boarding a few years ago, the School has committed to an ongoing refurbishment programme for its boarding houses. There were no summer lets in 2021 due to Covid, enabling significant areas to be refurbished in Houses 1-4, including bedrooms and communal spaces. Work has also been completed on parts of Keswick House, one of the Sixth Form houses.

### Teaching and learning spaces

The School continued its investment in classroom upgrades, with a number of areas being refurbished during the recent period, and this programme will continue in future years via a continued three-year rolling investment programme in teaching spaces, including teaching aids (manual and electronic), furniture, decoration, storage, and lighting levels. Input from the pupils is key in this process, enabling the girls to learn in the best possible surroundings.

This has been accompanied by the upgrade of corridors and communal spaces, the installation of hybrid online learning classroom facilities and extension of WiFi provision to enable both high-quality online and on-site learning, and further investment in IT resources covering surface laptops, smartboards, firewall upgrades, server room investment and storage improvements.

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

# Progress Updates And Operational Report

## Academic Progress and Achievement

### Our approach to teaching and learning

Our specialist teachers are talented, dedicated, and, most importantly, infectiously passionate about their subjects. This helps ensure that lessons are purposeful, yet relaxed, with strong professional relationships between teachers and students enabling productive learning that is tailored to individual needs.

*“Pupils show an outstanding attitude to learning.”*  
ISI, November 2021

Roedean’s pupils achieve excellent results in public examinations, including this year, which saw Roedean’s strongest ever results. Our approach is to support each pupil to achieve her potential via tailored learning, stretching the very brightest, as well as providing additional support to those who need it. This approach delivers strong added value scores, which were this year +0.57 at GCSE and +0.03 at A level.

Dynamic teaching nurtures academic curiosity, independence, and self-confidence. Roedean girls are encouraged to develop originality and creativity, both in character and thinking, something that was recognised by inspectors during the ISI inspection.

Assessment is designed to support the learning process, providing opportunities for girls to demonstrate their understanding and move on. Feedback plays a crucial role in the process and is always designed to identify key strengths and specific areas for improvement. Girls learn that making mistakes is a natural and essential part of the learning process, and they are encouraged to embrace this and learn from the feedback offered to help them to improve.

To complement learning within the classroom, we offer wide-ranging academic opportunities outside of it – these benefit studies and build a breadth and depth of understanding. Passing exams and assimilating knowledge is obviously important, but Roedean is also clear that, in the long-term, it is more valuable to learn to think deeply, critically, and spontaneously, and to challenge and question what is learned.

*“In line with the School’s aim, pupils develop intellectual curiosity and a love of learning as they move through the school”*

ISI, November 2021

Following the return to normal schooling as the Covid pandemic subsided, the School this year introduced a series of measures to build pupil confidence and support their progress. These included, amongst others:

- A return to as many in-person experiences as possible, including parent consultation evenings, assemblies, academic lectures and presentations, as well as trips and visits, to develop a collaborative ethos and return to normality.
- A focus in weekly continuing professional development (“CPD”) sessions on the provision of support for individual pupils, as well as providing excellent feedback to help pupil progress.
- A programme of modular-style assessments for public exam year groups.
- Clear communication to pupils and parents on the topic areas to be covered, plus curriculum time given for preparation and revision.

### Outstanding Academic Achievement

The strong programme of assessment and clear communication with students and parents, together with a return to the full co-curricular holistic life of the School, combined to help pupils to achieve the School’s best-ever results in public examinations.

**Over 29% of all grades at A Level were A\*, with over 70% of all grades at A and above, compared with the independent sector average of 58% and maintained sector average of 38%.**

**At GCSE, over 47% of all grades were 9, 71% grades 9-8, and 85% of all grades at 9-7, a rise of 17% compared to the last year of public examinations in 2019.**

These results were achieved by the School’s largest ever Year 11 cohort, with a total of almost 1,200 individual subject grades taken by 130 pupils, of whom 88% achieved at least one Grade 9, with 94% achieving Grade 8 or better.

## Leaver Destinations and Careers

The vast majority of Roedean pupils progress onto higher education, applying to universities all over the world and choosing a wide range of academic courses. This is in line with their diverse interests and exposure to a broad-based education at Roedean which extends well beyond the curriculum – courses followed by recent leavers ranged from Medicine to War Studies, Drama to Natural Sciences, Art History to Aerospace Engineering, and Fashion Design to Earth and Planetary Science.

Of the students who took up places in September 2022 or who deferred to 2023, 30.4% are reading Arts and Humanities subjects, 35.7% are reading Social Sciences subjects, and 33.9% are reading STEM (Science, Technology, Engineering and Mathematics) subjects. Girls at Roedean have an exceptional record at gaining places in STEM subjects, and this year was no exception.

Of the 2021-22 Year 13 cohort, 7% of Roedean students moved on to courses at Oxbridge – including Medicine, Ancient and Modern History, Land Economy, History, and Mathematics. 7% of the cohort went on to study Medicine, with almost 60% moving on to study at Russell Group universities. Other destinations included degrees at international universities and highly sought after Art Foundation courses, continuing Roedean's exceptional track record in the visual arts. A number of students also choose competitive degree apprenticeships.

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

Year 12 were supported as they commenced their university preparation, attending sessions on the UCAS system, applying to international universities, and starting their applications. The cohort also attended Life Skills courses, had access to a top university programme, and Oxbridge and Medic preparation also took place. This included training for the BioMedical Admissions Test (BMAT), the University Clinical Aptitude Test (UKAT), and the Law National Admissions Test (LNAT), as well as an interview forum with Lancing College, who have partnered with Roedean in Oxbridge preparation for several years.

To develop their networking skills, students took part in events via a newly created partnership with the Brighton Chamber of Commerce, and three Business students went to the Chambers' Summit in the city, hearing from inspirational keynote speakers, and speaking to owners of many of Brighton businesses and charities.

*“Pupils’ communication skills are outstanding.”*

Roedean also hosted a popular ‘Behind the Scenes’ event at school for business leaders to attend, where students and members of the SLT spoke about their experiences of being part of and leading a large Brighton business, followed by the students touring the guests around the School. From this partnership, Roedean will strive to develop new work experience links for Sixth Formers, speakers for the Sixth Form Pathways programme and the Business GCSE and A Level courses, as well as leaders for the Year 13 ‘Work Readiness’ programme in the Autumn Term.





## Pastoral Care and Pupil Welfare

Roedean aims to provide outstanding pastoral care within a supportive and diverse community. The strength of its safeguarding and pastoral support was recognised in the November 2021 ISI inspection, as it had been in successive previous inspections.

Pastoral care and pupil welfare was an area of significant focus this year, not least as a result of the disruption arising from the Covid pandemic, which had seen extraordinary measures put in place around social distancing, as well as limits on the range of co-curricular activities and in-person for face-to-face support which could be offered.

*“Pupils have an exceptional knowledge of how to stay safe and understand how to be physically and mentally healthy, particularly in terms of diet, exercise and a balanced lifestyle. The proprietors have invested heavily in pastoral support, and pupils describe being supported to manage any mental health issues, praising an open culture which enables them to talk through issues without pressure in a safe and nurturing environment.”*

ISI, November 2021

### Personal, Social, and Health Education

During the year, the Personal, Social, and Health Education (“PSHE”) and Relationship and Sex Education (“RSE”) curricula were reviewed to ensure that they were in line with government guidance under ‘Keeping Children Safe in Education’ (2021 & 2022) as well as from the ISI. All schemes of work were reviewed by the Safeguarding Trustee, and the curriculum was shared with all pupils and parents.

With a firm commitment to RSE already embedded across the School, the Sixth Form team responded to the ‘Ofsted Review into Sexual Abuse in Schools and Colleges’ by holding additional assemblies and Life Skills sessions. The Everyone’s Invited site, and our school response to the issues it raises, was also identified as a key focus for the Student Council this year, and we were delighted to welcome Everyone’s Invited founder, Sara Soma, to give a lecture in April 2022, with visiting pupils from other schools. Further external speakers and events also focused on online safety, relationships, well-being, identity and diversity, as well as social media and beauty standards.

*“Almost all pupils completed the questionnaires, and over a quarter of pupils held focused discussions with inspectors, showing mature perspective, and an openness to both agree with and challenge each other, often drawing on their own and others’ experience.”*

ISI, November 2021

### Key Stage 3 (KS3 – Years 7, 8, & 9) Pastoral Summary

Year 7 settled quickly and effectively into school life when they joined in Autumn 2021, with bi-weekly meetings with the Head of Year 7 and the Housemistresses providing support to ensure that occasional issues with homesickness and cementing friendships could be identified and dealt with quickly. The ‘Big Sister’ programme with Year 12 also proved invaluable.

Having had their learning interrupted by two lockdowns, Year 7 students required significant support with their organisational skills, which was provided by tutors and older pupils. After the constraints of Covid, the year group fully embraced the co-curricular opportunities presented to them, such as the ‘Wild Friday’ programme launched this year which proved very popular, and all students responded well to the curriculum offered to them.

Year 7 pupils played an active role in Open Days, providing early opportunities to develop their leadership skills, and they had numerous opportunities for group work, helping the cohesion of the cohort. Year 7 tutor groups also led their own assemblies on topics they are passionate about, such as sustainability in the local area.

Year 8 returned to school with enthusiasm, ready to learn and to embrace the co-curricular programme. The girls were very proactive in using the role of the form reps to voice suggestions and feedback. In some cases, friendship issues that had arisen against the backdrop of the constraints of Covid required support to unpick, but this was overcome through group activities and trips to help year group integration, and with staff support and care.

Year 9 was joined by 36 new students in Autumn 2021. This integration went well, new girls being warmly welcomed by existing students and supported through induction. Many Year 9 girls commented on the positive impact lighter Covid restrictions had on their wellbeing and enjoyment of school, via year group socials and activities deployed to help girls develop their social networks and avoid cliques.

A new Year 9 leadership programme was launched, and leaders led assemblies to Year 7 and 8, spoke in Chapel, and helped with planning for socials. After the remaining Covid restrictions eased, the Spring Term saw the reintroduction of Key Stage 3 assemblies, giving pupils the opportunity to gather as a community and hear from speakers across the School, including Prefects, members of the SLT, and Year 9 leaders.

Throughout, pupil feedback via surveys and meetings informed pastoral support and provision, such as via the introduction of small group counselling sessions. There was also a focus on model behaviours, with recognition via the Key Stage 3 ‘Head of Year Award’ for those girls consistently ‘getting it right’, or for kind behaviour and conduct. The year has also seen a focus on mental health first aid, and work to provide girls with tasks and activities to support resilience and self-help.



### **Key Stage 4 (KS4 – Years 10 & 11) Pastoral Summary**

Year 10 students settled into their GCSE studies with focus and determination, although some pupils inevitably found the initial transition difficult in terms of workload and balance, partly due to the nature of GCSEs, but also as some had found lockdown learning particularly demanding, impacting their progress. These pupils were supported ably by the Head of Year 10, alongside the Assistant Head: Pastoral and the academic support teams.

As part of our work to encourage pupils to stay at Roedean for the Sixth Form, the Year 10s had ‘taster days’, including lessons, breakfasts in Keswick, and opportunities to have fun with and chat to Sixth Formers. Effective induction, including study skills sessions and meetings with key staff ahead of arrival, helped to welcome and integrate 24 new students into Year 11, including the Pre-A Level and One Year GCSE cohorts.

Year 11, who went on to achieve excellent results in the summer GCSE examinations, were positive about the clear, transparent, and concise messaging around assessments and exams. As the first group to sit public examinations for three years, perhaps inevitably some pupils felt overwhelmed with workload and prep, especially in the run up to assessments.

The pastoral and academic teams worked together to introduce measures to minimise these challenges. For example, assemblies focused on healthy learning behaviours and this helped pupils return to good habits in the classroom, and develop academic resilience and buoyancy over the course of KS4. As noted in relation to KS3, Roedean is committed to the use of pupil voice to inform its approach, for example via a wellbeing survey and tutor group breakfasts.

Pupils in Key Stage 4 had a busy and positive Spring Term, working hard for their trial examinations. Following the post-Covid reintroduction of Key Stage assemblies, KS4 girls got involved by delivering musical performances and notices, and sharing “fun facts” to bring lightness to the start of the day, as well as discussing LGBT+ role models as part of LGBT+ History Month.

The Summer Term saw GCSEs for Year 11s and internal end of year assessments for Year 10s. The girls rose to the occasion admirably. Several members of staff commented on how calm and composed the Year 11s’ attitude had been, with a clear sense of community and support for one another.



### Sixth Form Pastoral Summary (Years 12 & 13)

In September 2021, the Sixth Form pupils were able to be together in the Sixth Form Centre for the first time since March 2020. We welcomed 91 Year 12 students to the School, in addition to the 62 students returning for Year 13. Fewer Covid restrictions meant that Sixth Form pupils had more opportunities for involvement in the wider life of the School, with work to build and strengthen the Sixth Form community, for example via:

- Student-led societies, such as the academic discussion group, and the Model United Nations.
- Sixth Form recruitment events.
- Parents' evenings and events, such as the opening of the refurbished Theatre.
- Community events such as the House Festival, which was led by the Prefect Team.
- Pupil involvement in staff CPD including sharing their experiences as neuro-diverse students, or digital resilience.

Year 12 had experienced Covid disruption throughout KS4, including cancelled examinations. The effect of this was seen in some students feeling overwhelmed with the academic demands of A Levels. Tailored support was put in place to help all students to manage the transition, including via 1:1s with the Head of Year for every Year 12.

The staff team worked to help students ahead of mocks, beginning to reduce anxiety, alongside further support in preparation, such as revision skills sessions, as well as continuing 1:1 mentoring by tutors. The year group remained positive and focused, and a large proportion of girls signed up for the revision week offered by Roedean at the beginning of the Easter holidays. This helped them navigate the challenges for Year 13 around university applications and academic progress, particularly following the announcement that examinations would be going ahead and grade boundaries would begin to return to 2019 levels.

In line with Roedean's continued commitment to personal development, community engagement, and to supporting others, the Year 13 tutor team ran an assembly series of 'Making your Mark', as a way of encouraging girls to think about their moral purpose and contributions, currently and in the future. Throughout the year, Sixth Formers continued to lead initiatives in the school community, including via Student Council meetings, and took advantage of the many activities on offer.

As well as celebratory events ahead of commencing study leave, including a magnificent Leavers' Chapel attended by Years 9 to 12, Year 13 enjoyed a wonderful Speech Day on 29 June 2022 and their Leavers' Ball at The Grand Hotel, where many parents and guardians joined in with the celebrations.





## Boarding and the House System

Our junior boarders (Years 7, 8, & 9) enjoy shared bedrooms in separate wings of each House, providing a warm and welcoming home away from home, supervised prep, and a vast range of activities. As boarders progress through the School, we encourage and support them to become increasingly independent in their studies and how they live together, with girls moving into single study bedrooms, with collaborative learning spaces also available. Boarding and day pupils alike are integrated into the same Houses, and intra-House and inter-House activities help build house spirit within and between year groups.

The restrictions associated with Covid had inevitably impacted what was possible within the Houses and many of our boarders had been unable to attend Roedean in person for much of the previous year due to travel restrictions. As restrictions eased this year, boarding and house life was able to start to return to normal.

All boarders returned to School a day early for an induction programme that included House meetings, ice breaker activities, a celebratory boarders' barbecue, and the use of a 'buddy system' was used to enable new pupils to meet established pupils and find their way around.

The feedback from parents, pupils, and staff was very positive. It was particularly rewarding to see Lawrence House open following a year of closure due to Covid. All international boarders returned to site despite Covid travel regulations, and then were supported in testing and completing their Covid paperwork, and we also welcomed several new international boarders from a wide range of countries.

*“Respect for diversity and other cultures is excellent and a strength of the school”*

ISI, November 2021

As well as ensuring systems were in place to allow for early identification of any issues and early intervention, where necessary, a number of innovations were introduced to help girls settle and integrate fully into school life, as well as to continue to improve our boarding offer and pastoral support. Well-being workshops were led by staff and Year 13s, and a new programme of House-wide activities were introduced from conception to completion by House Captains. From jewellery making, a dumpling masterclass, and quizzes, through to more traditional inter-House sport competitions, this had a positive

impact in bringing girls from different year groups together and helped our older girls develop vital leadership skills.

There were boarding socials, an activity programme put in place for the younger boarders, and new academic boarding house tutors were introduced across all the Houses, ensuring that girls had additional support and added value via mentoring, help with prep, and academic 'clinics', on top of our pastoral care. There was a focus too on self-care, well-being and mindfulness, as well as a 'Peer Listening' initiative, additional support for neuro-diverse pupils and 'exam breakfasts' in House to check in with our Year 11s ahead of exams.

The weekend visit programme resumed and expanded, with activities as diverse as visits to the London Dungeons and Harrods through to Land Yachting, Ice Skating and Go Karting. This sat alongside opportunities for boarders to join other trips offered to all pupils, such as the visits to Iceland (Geography), Spain (Art and Modern Foreign Languages), Naples (Classics), and Germany (Music).



## Beyond The Classroom - Co-Curricular

The breadth of our work beyond the classroom and through co-curricular activities continues to be one of Roedean's strengths – it provides wide-ranging opportunities for the girls to develop and thrive, try as many new things as possible, and enjoy their all-round school experience. The gradual ending of Covid enabled us to re-launch our full co-curricular offer, which now has over 130 activities across year groups each week. Our approach is designed to ensure that every girl can discover something she is genuinely passionate about; whether physical, creative, thinking, or expressive, these activities underline the holistic nature of our educational provision, in line with our ethos.

### Art and Design

The Art Department at Roedean is a busy and energetic hub of creativity, where girls are encouraged to experiment and explore their ideas. As well as work in drawing, painting, sculpture, craft, and design, girls develop knowledge of great artists and designers, as well as the historical and cultural development of art. Offering Art at GCSE and at A Level, girls have a choice between Art, Photography, and Textiles, as well as an Art and Design BTEC.

Practical curricular lessons are supported by a range of workshops, courses, life drawing classes, artist-led workshops and trips, including an art trip to Barcelona. Pupils go onto a range of prestigious art and design courses, for example at Central St Martin's, which is regularly ranked number one in the world for creative arts courses.

The School has an outstanding track record in former pupils going onto successful careers in the creative industries. As well as the inspiration provided by OR artists such as leading designer Clarissa Hulse, the girls very much enjoyed hearing from OR Beatrice Ong, former Creative Director for Jimmy Choo, at Speech Day this year.

### Performing Arts – Dance, Drama and Music

It was wonderful to see a return to live performances this year, although the closure of the Theatre to lettings due to Covid also meant we were able to bring forward its redevelopment as part of the 'Take Your Seat' campaign. The magnificent auditorium reopened in September 2021 and enabled numerous productions to take place throughout the year. There has also been an increased focus on creating an integrated performing arts offer at Roedean – comprising dance, drama, and music.

#### Dance

Dance continues to be an integral part of school life, both within the curriculum and in the co-curricular programme. There are over 65 co-curricular lessons running every week, as well as GCSE Dance. The GCSE cohort achieved 100% 9-7 (A\*-A), which is very pleasing.

All KS3 year groups had the opportunity to take part in a dance workshop – Matilda for Year 7, Bollywood for Year 8, and StreetDance for Year 9, allowing all pupils to develop and extend their skills in dance in a fun and stimulating environment. The annual Summer Dance Showcase returned, with a theme of 'Legends, Divas and Superstars' and our audience enjoyed several inspired performances, including student choreographies. Several of these pieces were then selected to perform at Speech Day, which provided dancers with an incredible opportunity to perform at The Brighton Dome.

Throughout the year dance was also heavily involved in other school performing arts events, including, 'Take Your Seat', All Together Now, the Romance and Tragedy Concert, Romeo and Juliet, and Matilda. Overall, it has been an incredibly positive year for Dance, and the department is looking forward to introducing even more live performances and workshops.

## Drama

The Drama Department welcomed two new members of staff this year, and worked in close collaboration with music and dance as our performing arts offer returned to face to face teaching, learning, rehearsing, and performing with much excitement and energy.

The “Take Your Seat” showcase of dance, drama and music at the start of the year raised funds towards the Theatre refurbishment, soon followed by the celebratory ‘All Together Now’ event, featuring some 200 girls and comprising a range of solo and ensemble musical numbers. Whether members of the choir, orchestra, soloists, dancers, or all four, it was wonderful to see so many students able to take a bow in the newly refurbished Theatre.

Demand was so high to take part in the 1930s production of Romeo and Juliet that we opted for ‘double casting’, both of which demonstrated a mature ability to communicate the text’s meaning and to make the language of Shakespeare their own. Pupils designed all the costumes, and extracts from the play were also performed in an innovative ‘Romance and Tragedy’ concert which took place across different locations around Roedean.

Curriculum Drama has seen the numbers continue to improve for GCSE, and both the Year 11 and Year 10 pupils performed in front of peers for their final GCSE text and Devised Pieces respectively. There were also various trips to local Brighton and London productions, and several workshops for budding thespians.

The end of year production of Matilda brought together two casts from right across the different age groups, enjoying sold-out performances attended by the School and local community, which brought to an end a spectacular year of trips, workshops, visits, and productions, creating a wealth of opportunities for students to experience drama on and off stage.





## Music

Roedean has a strong musical tradition and the pandemic had introduced unprecedented challenges, with online teaching, exams, and limited opportunities to perform publicly. There were 42 Associated Board of the Royal Schools of Music (ABRSM) and Trinity Music Exams this year, and a small number of A Level and GCSE pupils. We were also able to resume travel, with a music trip to Germany during the year.

2021-22 also saw the resumption of Roedean’s performance programme, providing pupils with numerous opportunities. The year started with an exceptional Scholars’ Recital, as well as a Teatime Recital for Year 7 in the Old Ref, supported by numerous friends enjoying the novelty of being able to hear live music again.

This culture of support and interest continued throughout the year and highlighted the long-standing Roedean tradition of community. ‘Take Your Seat’ in the refurbished Theatre was the first of many collaborations with Drama and Dance, swiftly followed by the celebratory ‘All Together Now’. Roedean was delighted to have been one of 2,500 theatres around the world presenting the revue over the same weekend.

*“I just wanted to say how much we enjoyed the concert last night. It was so uplifting and enjoyable, we’ve been talking about the show all day today. The quality of the orchestras, bands and singers were fantastic and we are so pleased that our daughter gets to be part of such a wonderful music experience at Roedean”*

(Parent, 2021-22)

The ‘Heroes and Villains’ themed Autumn Gala Concert featured 150 musicians in seven different ensembles in the Chapel, the first such occasion since 2019, with Handel, Grieg, and Prokofiev performed alongside Queen, the Little Mermaid, and the Pink Panther! After the Carol Service finished the Christmas Term, Joy (Year 7) sang solos with the Sussex Symphony Orchestra at All Saints’ Church in Hove.

Roedean returned to the same venue with its senior singers the next term with a performance of Neptune from Holst’s The Planets. Back at Roedean, the Spring Term featured an Evening of Romantic Music in a wonderfully atmospheric Old Ref, showcasing Roedean’s finest musicians.

The ‘Romance and Tragedy’ immersive promenade performance event saw music interspersed with excerpts of

Shakespeare’s Romeo and Juliet in venues around the School. The Summer Term also saw the welcome return of Roedean’s Brighton Festival Fringe Concert, with Roedean soloists accompanied by orchestra and a large choral work, as well as the ‘Music for a Summer Evening’ concert in the Chapel.

The last production of the year was Matilda, and Speech Day saw the reprisal of some of the Fringe Festival pieces at The Brighton Dome. Alongside the big concerts throughout the year, there were also a number of smaller teatime recitals and a diverse range of musical workshops.

The School’s rich curricular music offering includes an Instrumental Project which enables every Year 7 Roedean student to learn an instrument. This started up again, this time including a greater variety of instruments, including the Bassoon, French Horn, Trumpet, Trombone, Violin and Viola. A significant number of students continue with these instruments, going on to take grade examinations and joining Roedean Orchestras and ensembles. All Year 7s took part in a musical showcase at the end of the year, and the Year 8 Instrumental Project Recital also showed incredible progress.

With many of its performances open to the public, Roedean music enriches and benefits the local community. The commitment to community music also included ongoing support of co-curricular activities with St Mark’s Primary (“St Mark’s”) and a Year 12 CAP concert for the Blind Veterans.





## Sport

Since its very early days, Roedean has recognised and celebrated the significant role that sport plays in the development of girls. This continues today and we aim to create a culture which leaves girls feeling empowered and confident to take part in a range of physical activities, and motivates them to stay active throughout their lives. It was therefore fantastic to see sport return to near normal this year.

Whether their aspirations are to compete internationally or to enjoy sport recreationally, the PE Department supports and encourages girls to take part and to achieve their potential, by fostering and encouraging their enjoyment and developing their skills. We have specialist teachers and coaches across the main sports of hockey, netball, cricket, and swimming, and there are many other sports on offer. This academic year, in total, we had 719 fixtures across 13 different sports. Every student from Year 7 to 9 has represented her House in House athletics, hockey, netball, and cricket, with House swimming and House badminton also back post Covid.

*“The record of achievement in a range of sports is outstanding, and pupils say they enjoy the opportunity for participation in myriad school fixtures, whatever their level of competence.”*  
ISI 2021

Performance and participation are both integral dimensions of an inclusive programme, whether supporting girls to swim 25m through to winning national events. After the disruption of the pandemic, inter-school and intra-School competitions were able to resume in a more ‘normal’ format. The girls reaped the rewards of the appointment of a Strength and Conditioning coach, and, as a result of investment in our main sports, saw the results in these improve significantly. This has created a high-performance ethos amongst a large number of capable sportswomen, supported by tailored programmes, whilst continuing to deliver participation opportunities and high-quality outcomes for pupils of all abilities and interest levels.

## Hockey

In hockey we saw a win increase of 58% from the previous year, alongside an increase in both the number of matches and the number of teams out. We enjoyed many successes in matches against local schools. Two of our U16s were selected for England hockey open trials and 13 girls were selected to play for Sussex. The all-weather pitch has transformed girls' onsite access to hockey, and supported a significant boost to their skill levels, as well as playing host to competitive inter-House and the hard-fought staff versus girls match.

## Netball

Netball saw a 50% increase in the number of fixtures played and Roedean's win rate increased by 20%. There were six more teams playing, and 27 teams competing weekly in the season. Several teams were undefeated all year and, at 93%, the Year 7s had the highest overall win percentage across their six teams.

The U16s and U15s won the Sussex Knock-Out Cup. The U15A and U13A teams both managed to reach the National Plate Finals in Birmingham and both went on to take the title. The strength and depth of the squads is noteworthy and to have A-F teams in three age groups was an outstanding achievement in itself.

## Cricket

Roedean has a proud history in cricket, and, following investment in new nets and a refurbished pavilion (thanks to a generous OR donation), there is a dynamic and growing cricket programme. We were therefore proud to be recognised by the Cricketer Magazine as one of the country's Top 20 girls' schools for cricket in 2021 and 2022.

The Summer Term saw 48 cricket fixtures with 16 cricket teams playing competitively, including four different hardball teams. Lower down the School, the U12 and U13 teams went from A-D, and all of the A and B teams played hardball cricket every week in their training sessions. A number of Year 12 girls played their first ever cricket match, and we are hoping that the growth of cricket will continue throughout the School.

## Other sports news

The U15A tennis team played in the South-East Regional Division 1 Final against Eastbourne, and the U13A team were one win away from winning their regional league. Our successes continued in athletics, with junior and inter girls qualifying for the regional round of track and field cup. The

inter girls won the Brighton & Hove Championship and we had five girls earn their places in the Roedean records' book.

As well as being a vehicle for performance and participation at Roedean, sport is also a mechanism for personal development. We had our highest number of Sports Leaders passing Level 1 and Level 2. The department has superb community links, including teaching St Mark's swimming and PE for one hour a week. Six of our Sports Leaders and four members of staff worked with 30 children from other schools to run the Roedean Hockey Academy, and they also contribute to hockey and netball 'experience days' for prospective pupils.

## Other Co-Curricular Activities

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

### Duke of Edinburgh's Award

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

### Roedean Farm

The popular Roedean Farm has been further integrated into wider school life, facilitating the co-curricular Farm Club, a 'Wild Friday' Farm group, and parts of our Head Hand and Heart ("HHH") Curriculum, as well as our Community Action Programme ("CAP"). It provides valuable opportunities for DofE volunteering, and offers activities and visits by our local partners, St Mark's and Downsview Special School. The numbers of sheep increased after a successful lambing in Spring 2022 which was enjoyed by all those who witnessed it, whilst other livestock numbers have stayed stable.

### Enterprise

During 2021-22, students in Year 12 took part in the Tycoon Enterprise Competition, forming companies that ran throughout the year. Students learnt the legal and financial responsibilities, and hard work involved with running a business, as well as skills in marketing, management, sales, organisation, and finance, all under the guidance of their teacher as a Business Adviser.



## Partnerships

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

### St Mark’s CE Primary School

Roedean works closely with St Mark’s and enhances the opportunities open to children at this local community primary. Both schools are committed to protecting the Christian ethos of St Mark’s as set out in its Trust Deed, and to working within the requirements of Roedean’s Royal Charter and charitable objects. St Mark’s bring children to the Roedean site for weekly academic and sporting enrichment activities.

*“Pupils contribute enthusiastically to the community and gain significant confidence and self-esteem from opportunities to share their time.”*

The partnership with St Mark’s aims to ensure that both schools are able to share and celebrate expertise and resources, and to enable improved outcomes for pupils at Roedean and St Mark’s. Both schools share and develop expertise, good practice, resources, and facilities, providing teachers with development opportunities, and there are significant volunteering opportunities for Roedean pupils. Our girls act as Reading Buddies for St Mark’s pupils, and other students are ‘Language Buddies’ to support those for whom English is not their first language.



## Community Impact At A Glance

### Volunteering

Over the course of the year, the Roedean community contributed generously to the local community, and the students are always very keen to play an active part in making a difference. In 2021-22:

- Roedean students contributed 3,459 hours of volunteering
- Roedean staff contributed 643 hours to activities
- Members of the local community have benefitted from 16,768 hours of activities, split broadly 50/50 between St Mark’s and other projects.

### Fundraising And Support For Other Charities

Our many in-school charity events are always well supported. The main school charities during the year were Off the Fence and PlanUK, but other charities are supported as well.

**Plan UK** – the School sponsors 10 girls around the world through PlanUK – the Roedean girls write to them every few months, and they are delighted when they receive drawings and short messages from them.

**Off The Fence** – a local homeless charity, Off the Fence also has a Women’s Refuge arm. The girls raised £4,500 through a non-uniform day and a variety of other activities. The catering department also prepared a weekly selection of sandwiches and fruit which were delivered to homeless people at Off the Fence.

**Blind Veterans** – this charity helps ex-Service men and women rebuild their lives after a loss of sight. Girls volunteer to spend time each week with the veterans at Blind Veterans UK in Rottingdean, reading to them and chatting, and performing a concert.

**Other charities** – other national charities supported included Macmillan Cancer Support and the Poppy Appeal.

## Roedean Academy

Roedean launched the Roedean Academy in January 2018, and this enrichment work with local state schools has been repeated each year and extended to additional local partners. The Academy provides academic enrichment for Year 10 pupils on a weekly basis, ordinarily over a period of eight weeks, to support and inspire students from local state schools, working alongside Roedean girls. The content provided participating students with genuine stretch and challenge far beyond GCSE specifications through a wide range of supra-curricular seminars.

After the online offering in 2021, seven schools beyond Roedean took part in the in-person programme in the Summer Term 2022, and 23 Roedean teachers were involved in delivering the different enrichment sessions on a wide range of topics.

## Roedean South Africa (Established in 1903)

Roedean and Roedean South Africa, our sister school in Johannesburg, enjoy shared activities periodically, and a number of girls are still in touch with students from previous visits and also via the e-Pen Pal buddying which was reinvigorated by the two Partnership Prefects in January 2021. We welcomed students and staff from Johannesburg to Brighton in 2023, as part of their tour of the UK.

## The Roedean School Mission Fund

The Mission Fund was registered as a charity in 1965 (charity number 244996), having been originally set up by the ORA and Roedean School. It provides grants to significantly under-privileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. This year, grants totalling over £5,000 were awarded to charities helping children aged 16 and under in the UK.

## Roedean St Mary's Hall Trust

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

## The PTI (formerly The Prince's Teaching Institute)

Oliver Blond, Roedean's Executive Head until April 2023, contributed his time and expertise as Academic Director of the Professional Teaching Institute ("PTI"), a national educational charity. Its work is aimed at giving state-school teachers and headteachers access to the highest quality subject-focussed professional development, and the opportunity to develop networks to facilitate the sharing of good practice. This work is aligned with Roedean's objects, which include the development of teachers. In the course of a year, the PTI's work reaches thousands of state-school teachers and, through them, many thousands of state-school pupils.

## Parents' Guild

The excellent work of the Parents' Guild (Roedean's PTA), in partnership with the School, continues to benefit the girls in a number of ways. Money is raised by supporting school events, and it makes a large contribution to the annual Christmas Fair (which also raises money for the School's nominated charities, benefitting the local community). The 2021 Christmas Fair was again a great success, and the collaboration with the Parents' Guild Committee and the School runs very well.

## Roedeanian Society and the ORA (Old Roedeanians' Association)

The Roedeanian Society enables the School's Alumnae Relations and Development Department to keep in contact with current and former parents, pupils, and staff, and works in close collaboration with the ORA, the School's long-standing alumnae organisation.

There are various publications and communications channels enabling Roedean's stakeholders to stay in touch with news about the School, including the Roedeanian Magazine. The Roedeanian Office continues to support the ORA with communications and their events, as well as hosting its own. OR events this year included the traditional ORA Christmas Drinks, the return of the OR Afternoon Tea, Roedean Day and ORA Tennis Day, and a revival of the OR versus Student Netball Match. We continue to be grateful for the support of the ORA Scholarship Fund, especially as they have been able to increase their support, and for the work being undertaken by the ORA in relation to Heritage Projects.

The Alumnae Team also held a well-attended fundraising event for the 'Take Your Seat' appeal, which made a significant contribution to the target, both through money raised directly on the night, and through subsequent donations. The appeal overlapped the end of the last financial year. A Ukrainian Bursary appeal was also launched raising over £70,000 (£42,000 in 2022 and £28,000 post 31 August 2022). Legacy fundraising has increased and Roedean is also grateful for donations received for other projects, most notably a £1m donation for a combination of bursaries and projects, and a £75,000 donation towards establishing sailing at Roedean.

Work to engage support from our community for our careers programme and work experience requests has also continued, and the Sixth Form Pathways Lecture series was a great success, with nearly all of the speakers being either an OR or current parent. The Careers' Fair was held virtually again, and received very positive feedback from students, parents, and contributors.

OR visits were able to return this year, and several ORs and former staff members have visited with their families. The Alumnae Relations team has also continued to support other more informal groups, in particular the Roedean Rocks Facebook group and the OR Sailing Team.

<https://roedean.co.uk/about-roedeanian-society/>





# Board Structure And Administrative Information

<p><b>President of the Corporation</b> Mrs Mary Henderson OR (appointed 29 March 2023)</p>	<p><b>Interim Chair of Council</b> Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ †</p>
<p><b>Vice-President</b> Mrs Virginia Stephen (OR) (appointed 7 October 2021)</p>	<p><b>Vice-Chair of Council</b> Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ †</p>
<p><b>Elected Trustees:</b> Katherine Cowell BEd MBA (OR) # (retired 7 October 2021) Spirit de la Mare FRSA (OR) ~ (retired 29 March 2023) Sarah Ellis BA Hons PGCE (resigned 21 January 2022) Frances Graham BSc PGCE MCIPD (OR) Sarah Hinchliffe ¥ (elected 7 October 2021, resigned 21 January 2023) Claire Jenkins M(Theol) (OR) Victoria Jenkins MA PGCE (Oxon) MEd (OR) ¥ † (re-elected 29 March 2023) Samantha Louis BA MBA APR FCA CGMA (SAOR) * ± ∞ Ω Anthony Millard BSc (Econ) PGCE (Oxon) § (co-opted on 20 March 2023 to fill a casual vacancy with an effective election date of 7 October 2021) Polly McGivern BSc FCA (OR) Ω≠* (resigned 31 December 2022) Karoline Molberg BA Hons (OR) * ¥ Ω ≠ ∞ Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ † (co-opted on 20 June 2023 to fill a casual vacancy with an effective election date of 25 November 2020) Teresa Outhwaite BA PGDip (OR) Ω β ~ ≠ Kim Shamash (OR) ± (elected 7 October 2021, resigned 31 March 2023)</p>	<p>* Member of Finance Committee. This Committee deals with all financial and investment matters.</p> <p>≠ Member of Estates Committee. The Estates Committee advises on maintenance and buildings provision.</p> <p>∞ Member of Remuneration Committee. It determines the remuneration, and is responsible for the welfare and appraisal of senior staff.</p> <p>β Member of Project (RGoS) Committee. This Committee explores future projects in relation to the School's strategy and monitors current projects.</p> <p>† Member of Risk Group, which advises on and monitors key risks for the School.</p> <p>± Member of Nominations &amp; Governance Committee. The Nominations &amp; Governance Committee reviews those proposed for membership of Council, looks at Committee membership and provides an overview of governance matters.</p> <p>§ Member of Education &amp; Safeguarding Committee. The Education &amp; Safeguarding Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections.</p> <p>Ω Member of Chair's Committee. This Committee monitors and advises on the Strategic Development Plan.</p> <p># Member of Awards Group, which advises on the allocation of bursaries and awards.</p> <p>~ Member of Development &amp; Marketing Group. This Group advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations.</p> <p>¥ Member of the Code Committee, which reviewed and advised on the Code of Conduct.</p>
<p><b>Nominated Trustees:</b> Nicole Chapman § # Ω</p> <p><b>Co-opted Trustees:</b> Dr Henry Fajemirokun BA Hons (Oxon) PhD Ω β (co-opted 20 March 2022) Sebastian Hepher Bed Hons Ω § † (resigned 20 November 2022) Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ †</p> <p><b>Notes:</b> (OR) Old Roedeanian (SAOR) South African Old Roedeanian</p>	
<p><b>Nominated Trustees:</b> On 20 June 2023, Council approved the appointments of Guy Perricone (to be Chair), John Cain and Cornelius Medvei as Trustees. They will be taking up their positions on the Board during the next two months, subject to the necessary disclosure and barring service checks.</p>	<p>(OR) Old Roedeanian (SAOR) South African Old Roedeanian</p>

### Trustee Induction and Training

Every Councillor hoping to join the Board will undertake an enhanced DBS check and prohibition from management check. For Elected Councillors, the two longest serving must retire each year and special provisions deal with the situation of multiple Councillors having equal lengths of service. The two retiring Councillors can put themselves forward for re-election. Nominated and Co-opted Councillors hold office for five years, but can continue for further periods of five years if they are re-nominated or co-opted.

The Board looks to recruit Councillors from a wide range of backgrounds, and there is an induction procedure for all new Trustees which includes the provision of strategy documents and inspection reports, financial information, the Royal Charter, relevant Charity Commission publications and other information. Trustees are asked to commit to a minimum attendance required at meetings, sign the Code of Conduct, Conflict of Interest, Trustee Eligibility and Confidentiality documents, and to undertake training, including in relation to Safeguarding.

The School also arranges for all new Trustees to receive a thorough induction in safeguarding, and in the compliance and fiduciary duties of governance and the School arranges regular governance training for Council, incorporating the latest safeguarding legislative changes and sector updates, and external courses and online materials are also available.

### Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors. The premiums are paid centrally for the whole group by Roedean School, and the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £458 for the year (2021: £458).

### Extraordinary General Meeting (EGM) 2021

Council held an Extraordinary General Meeting (“EGM”) of the Corporation on Wednesday 15 September 2021 at Roedean School. This followed receipt of a requisition from Governors dated 16 July 2021. The business of the EGM was to consider a resolution to appoint a President and three Vice-Presidents of the Corporation. The resolution was not passed and therefore the candidates for President and Vice-Presidents proposed by the five Governors were not appointed.

### 2021 Annual General Meeting

Governors were invited to consider a candidate for appointment as a Vice President at the 2021 Annual General Meeting of the Corporation (“AGM”) held on 7 October 2021, and Virginia (Ginny) Stephen (OR) was duly appointed for a period of three years, renewable once. Other business included the consideration of the Annual Report and Financial Statements for the year ended 31 August 2020, the appointment of Roedean’s auditors and the election of Trustees.

### 2022 Annual General Meeting

The Annual Report and Financial Statements for the year ended 31 August 2021 were considered at the AGM on 10 June 2022. However, following an adjournment, agreed by a majority of those Governors present, the remaining business was postponed until the meeting was reconvened on 29 March 2023. Mary Henderson OR was appointed President of the Corporation on that date for a period of three years, renewable once. Other business included the appointment of Roedean’s auditors, and the election of Trustees and Governors.



## Management Structure

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

Oliver Blond BA PGCE NPQH  
**Executive Head (to 31 March 2023)**

Niamh Green BA MA PGCE MBA  
**Head (from 1 April 2023)**

Talia Keller BSc PGCE NPQH  
**Head of School & DSL (Designated Safeguarding Lead)**

Richard Poffley BA FCCA  
**Director of Finance & Administration**

Judicium Education Ltd  
**Clerk to the Council**

## Administrative Information

### Auditors

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

### Bankers

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

### Insurance Brokers

Marsh Limited Education Practice Station Road DORKING Surrey RH4 1EB	Endsleigh Insurance Services Limited Quadrangle Imperial Square CHELTENHAM GL50 1PZ
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### Solicitors

Veale Wasbrough Vizards LLP Narrow Quay House Narrow Quay BRISTOL BS1 4QA	DAC Beachcroft LLP 25 Walbrook LONDON EC4N 8AF
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### Health and Safety

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

### Investment Support

Integrated Financial Arrangements plc  
 Domain House  
 5-7 Singer Street  
 LONDON EC2A 4BQ

### Investment Adviser

Clarity Ltd  
 1 Crown Square  
 WOKING  
 Surrey GU21 6HR



# Financial Review And Results For The Year

The consolidated statement of financial activities for the year is set out on page 40-42 and records the activities of Roedean School (the Charity), Roedean School Enterprises Limited, Moira House School Limited and Roedean St Mary's Hall Trust. A summary is set out below.

The Charity, together with its subsidiaries, returned a surplus for the academic year 2021-22 of £52k, after investment losses of £1,999k, compared with a profit of £2,262k in the previous year. Within the period, capital expenditure, including improving the fabric of listed buildings and the grounds, amounted to £831k, mainly comprising structural re-enforcements, the theatre auditorium, swimming pool roof, surveys, IT resources, and continued classroom upgrades.

The consolidated cash position as at 31 August 2022 was £13,440k being an improvement on £8,705k in the previous year, which reflected the funds generated by operational activities and the receipt of some monies from Moira House following the sale of the freehold portion of its site. This cash position provides the necessary liquidity for the School.

Roedean School, including RSEL, achieved total incoming resources of £20,758k (2021: £17,058k) and made a loss of (£22k) after investment losses of £1,999k (2021: gain of £3,171k). The School's results include the impact of the cost-of-living crisis, the Russian invasion of Ukraine crisis, the downturn in international financial markets, and the delayed impact of Brexit influencing the increase in inflation.

The trading company, Roedean School Enterprises Limited, achieved a turnover of £486k compared with £63k in 2021, but no donation (2021: £0k) was made to the School by way of gift aid. The trading of the company was assisted by the re-introduction of residential lettings, with two external education companies making use of the facilities during the summer holidays.

The School has therefore extended the level of support available to the company (RSEL) through inter-company funding and has confirmed that it will provide such sufficient financial support to enable the company to trade and to discharge its debts and liabilities for at least 12 months from the date of signing the accounts. 'Normal' trading patterns returned in 2022, including the summer school which generates the highest net revenue of any activity within the company, and a new contract has been secured with a summer school provider through to 2025.

Within the period, Moira House (discontinued operation) was liquidated (22 May 2022) and will be consolidated in the financial statements for the year ended 31 August 2022 to reflect the winding down of Moira House, including the prior year comparatives.

The Council considers that the pre-investment surplus of £2,091k and post-investment surplus of £52k for the year for the Group was an acceptable result, especially given the global economic market conditions. The Trustees continue to be aware of the impact of global matters on affordability and investments, and potential future changes in legislation which may impact independent schools.

## Investment Powers, Policy and Performance

For a number of years, the Council's policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short term deposit. Bank interest income and interest from investments in 2022 was £7k, compared to £3k in 2021.

Based on independent advice received, the undertaking of a due diligence process, and, after the consideration of the Council, the assets of Roedean St Mary's Hall Trust ("Fund" as well as "Trust"), representing its permanent endowment, were invested at the end of the financial year ended 31 August 2011 in managed funds split between equities and bonds. The guide set by the Council was a return of 3% per annum, to be kept under review, and the funds generated are used solely to fund bursaries. The Fund's performance was kept under review during the year via the Finance Committee and Clarity Limited, the School's independent financial advisers.

Rebalancing currently occurs quarterly. These controls and investments of the permanent endowment and unrestricted funds have yielded an income of £273k (2021: £221k) and a decrease in capital value of £1,999k (2021: gain of £3,171k) over the last year. Since inception, the returns have exceeded the initial targets and relevant benchmarks.

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, the decision was taken by the Council in 2015-16, to have the funds managed on a total return basis. In line with this approach, the Trustees of the Fund invested permanent endowment funds to maximise the overall return without regard to a distinction between capital and income.

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

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

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries. The Trust assessed the level of Unapplied Total Return as at 31 August 2022, and, as this figure had moved to a negative position due to the turmoil in the markets, it was decided that no drawdown would be made post year end to allow for a recovery in the Unapplied Total Return figure.

## Reserves policy

At the Balance Sheet date, the Group held 'Unrestricted funds – other charitable funds' totalling £22,348k compared to £21,328k in 2021. The Group holds positive free reserves, defined as unrestricted funds less tangible fixed assets, totalling £1,695k (2021: £198k), and this was a significant improvement on the prior year. At the Balance Sheet date, the School held 'Unrestricted funds – other charitable funds' totalling £22,594k compared to £21,598k in 2021. The School holds free reserves, defined as unrestricted funds less tangible fixed assets, totalling £1,946k compared to £468k in 2021 due to the improvement in the trading position and the receipt of some monies from Moira House, following the sale of the freehold portion of its site.

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

The target level for free reserves during 2021-22 was approximately one term's expenditure, currently £6.1m, and this policy has been reviewed, with a new policy to be taking effect from September 2023, given the current market conditions. The School has been through a significant period of capital investment over the last 10 years to improve facilities for the pupils; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, Sixth Form centre, and the Theatre. This has impacted on the level of free reserves but this is in line with many independent schools where pupil experience is the priority, in fact many schools hold negative free reserves. With the strong level of controls, positive pupil enrolment, the strength of the balance sheet and the popularity of the Roedean offer, the level of free reserves is at a sustainable level.

The School has undertaken a high level of scenario planning involving different fee levels, student numbers and fixed and variable costs. Student numbers at Roedean have remained robust during this period, in part due to the flexibility of the Roedean offering, the quality of the educational offer, and the availability of the hardship fund for those families in greatest need.

The impact of rising inflation driven by the cost-of-living crisis, the Russian invasion of Ukraine crisis, the downturn in international markets and the delayed impact of Brexit has had an effect on the finances of the School, but the financial picture for the School is positive and robust and is fully accommodated within the model, with cost savings and controls making a positive impact this year. The foundation of cash reserves and options for bank facilities has meant the School remains in a financially strong position moving forward.

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

Roedean School and Roedean School Enterprises Limited Statement of Financial Activities is as follows:

	2022 £'000	2021 £'000
<b>INCOME FROM:</b>		
<b>Charitable Activities</b>		
School fees	18,406	15,144
Other educational income	398	555
<b>Other trading activities</b>		
Non-ancillary trading income	486	63
<b>Investments</b>		
Investment income	280	224
<b>Voluntary Sources</b>		
Donations and legacies	1,176	424
Other income resources	11	646
<b>Total</b>	<b>20,757</b>	17,056
<b>EXPENDITURE ON:</b>		
<b>Raising funds</b>		
Non-ancillary trading	530	217
<b>Financing costs under</b>		
Financing costs	10	8
Investment management	77	73
<b>Total deductible costs</b>	<b>617</b>	298
<b>Charitable Activities</b>		
School and grant making	17,823	17,200
Extraordinary Expenditure	340	442
<b>Total</b>	<b>18,780</b>	17,940
<b>Net income/(expenditure) before transfers and investment gains</b>	<b>1,977</b>	(884)
(Loss)/gain on investments	(1,999)	3,171
<b>NET MOVEMENT IN FUNDS</b>	<b>(22)</b>	2,287
Fund balances 1 September 2021	36,326	34,039
<b>Fund balances 31 August 2022</b>	<b>36,304</b>	36,326

The above includes Roedean School Enterprises Limited, of which the School owns 100% of the issued share capital. Its principal activity is hiring out the premises of the School for various activities. The company normally donates its taxable profits to the School each year under the Gift Aid Scheme, no donation has been possible this year.

There improved financials for the year were reflected in the investment and operating surplus ratios. Roedean School has an investment surplus of 18.1% (2021: 5.6%), and this improves to a position of 20.3% (2021: 8.7%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 15.4% (2021: 5.0% or 7.9% if furlough income is included).



## Statement Of Trustees' Responsibilities

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

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

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

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

Approved by the Council on 30 June 2023 and signed on their behalf by:



**Vivien Smiley**

Interim Chair of the Council

# Independent Auditor's Report

## Opinion

We have audited the financial statements of Roedean School for the year ended 31 August 2022, which comprise the Consolidated Statement of Financial Activities, Group and School Balance Sheets, Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2022 and of the group's net movement in funds for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Charities Act 2011

## Basis for opinion

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

## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that,

individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## Other information

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

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

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

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

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

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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

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

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

consider other factors such as payroll tax.

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

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

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

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



*Haysmacintyre LLP*

### Use of our report

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

### Haysmacintyre LLP

Statutory Auditors  
10 Queen Street Place  
London  
EC4R 1AG

Date: 30 June 2023

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



## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2022

<b>Income from:</b>	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Discontinued Operations £'000	<b>2022 £'000</b>
<b>Charitable Activities</b>						
School fees	4	18,406	-	-	-	<b>18,406</b>
Other educational income	5	398	-	-	1	<b>399</b>
Other activities	6	11	-	-	-	<b>11</b>
<b>Other trading activities</b>						
Non-ancillary trading income		486	-	-	-	<b>486</b>
<b>Investments</b>						
Investment income	8	41	-	239	-	<b>280</b>
Donations and legacies		31	1,145	-	-	<b>1,176</b>
<b>Total</b>		<b>19,373</b>	<b>1,145</b>	<b>239</b>	<b>1</b>	<b>20,758</b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Non-ancillary trading	9	530	-	-	-	<b>530</b>
Financing costs	9	10	-	-	-	<b>10</b>
Investment management	9	10	-	67	-	<b>77</b>
<b>Total</b>		<b>550</b>	<b>-</b>	<b>67</b>	<b>-</b>	<b>617</b>
<b>Charitable Activities</b>						
School and grant making	9	17,790	33	-	24	<b>17,847</b>
Extraordinary Expenditure	9	340	-	-	(137)	<b>203</b>
<b>Total</b>		<b>18,680</b>	<b>33</b>	<b>67</b>	<b>(113)</b>	<b>18,667</b>
<b>Net income before transfers and investment gains</b>						
		<b>693</b>	<b>1,112</b>	<b>172</b>	<b>114</b>	<b>2,091</b>
Loss on investments	12	(263)	-	(1,736)	-	<b>(1,999)</b>
Liquidation of Subsidiary		-	-	-	(40)	<b>(40)</b>
Transfers between funds		516	(16)	(500)	-	<b>-</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>946</b>	<b>1,096</b>	<b>(2,064)</b>	<b>74</b>	<b>52</b>
Fund balances						
1 September 2021		21,402	38	14,886	(74)	<b>36,252</b>
<b>Fund balances 31 August 2022</b>		<b>22,348</b>	<b>1,134</b>	<b>12,822</b>	<b>-</b>	<b>36,304</b>

The notes on pages 45 to 67 form part of these financial statements.

## STATEMENT OF FINANCIAL ACTIVITIES 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Discontinued Operations £'000	2021 £'000
<b>Income from:</b>						
<b>Charitable Activities</b>						
School fees		15,144	-	-	-	15,144
Other educational income		555	-	-	1	556
Other activities		646	-	-	-	646
<b>Other trading activities</b>						
Non-ancillary trading income		63	-	-	-	63
<b>Investments</b>						
Investment income		30	-	194	-	224
Donations and legacies		2	422	-	1	425
<b>Total</b>		<b>16,440</b>	<b>422</b>	<b>194</b>	<b>2</b>	<b>17,058</b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Non-ancillary trading		217	-	-	-	217
Financing costs		8	-	-	-	8
Investment management		9	-	64	-	73
<b>Total</b>		<b>234</b>	<b>-</b>	<b>64</b>	<b>-</b>	<b>298</b>
<b>Charitable Activities</b>						
School and grant making		16,790	410	-	364	17,564
Extraordinary Expenditure		442	-	-	86	528
<b>Total</b>		<b>17,466</b>	<b>410</b>	<b>64</b>	<b>450</b>	<b>18,390</b>
Profit on disposal of fixed assets					423	423
<b>Net (expenditure)/income before transfers and investment gains</b>						
		(1,026)	12	130	(25)	(909)
Gain on investments		413	-	2,758	-	3,171
Transfers between funds		571	(71)	(500)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>(42)</b>	<b>(59)</b>	<b>2,388</b>	<b>(25)</b>	<b>2,262</b>
Fund balances						
1 September 2020		21,444	97	12,498	(49)	33,990
<b>Fund balances</b>						
<b>31 August 2021</b>		<b>21,402</b>	<b>38</b>	<b>14,886</b>	<b>(74)</b>	<b>36,252</b>



## CONSOLIDATED AND CHARITY BALANCE SHEETS FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Group		Charity	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
<b>FIXED ASSETS</b>					
Tangible fixed assets	11	20,653	21,130	20,648	21,130
Investments	12	14,527	16,829	14,527	16,829
		<b>35,180</b>	37,959	<b>35,175</b>	37,959
<b>CURRENT ASSETS</b>					
Stocks		15	11	7	6
Debtors	14	612	706	1,095	1,338
Cash at bank and in hand		13,440	8,705	13,158	8,104
		<b>14,067</b>	9,422	<b>14,260</b>	9,448
<b>CURRENT LIABILITIES</b>					
Creditors payable within one year	15	(7,841)	(6,245)	(7,783)	(6,157)
<b>NET CURRENT ASSETS</b>		<b>6,226</b>	3,177	<b>6,477</b>	3,291
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<b>41,406</b>	41,136	<b>41,652</b>	41,250
<b>LONG TERM LIABILITIES</b>					
Creditors payable after one year	16	(4,822)	(4,728)	(4,822)	(4,728)
Provisions for liabilities and charges	18	(280)	(156)	(280)	-
<b>NET ASSETS</b>	19	<b>36,304</b>	36,252	<b>36,550</b>	36,522
REPRESENTED BY:					
<b>RESTRICTED FUNDS</b>	20	<b>1,134</b>	38	<b>1,134</b>	38
<b>ENDOWED FUNDS</b>	20	<b>12,822</b>	14,886	<b>12,822</b>	14,886
<b>UNRESTRICTED FUNDS</b>	20	<b>22,348</b>	21,328	<b>22,594</b>	21,598
		<b>36,304</b>	36,252	<b>36,550</b>	36,522

The financial statements were approved and authorised for issue by the Council on 30 June 2023.

**Vivien Smiley**

Interim Chair of the Council

The notes on pages 45 to 67 form part of these financial statements.

## GROUP CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2022

		Group	
	Note	2022 £'000	2021 £'000
<b>Net cash inflow/(outflow) from operations</b>			
Net cash provided/(used) by operating activities	i)	4,709	603
<b>Net Cash flows from investing activities</b>			
Payments for tangible fixed assets		(831)	(669)
Receipts for disposals of fixed assets		-	5,051
Additions to investment portfolio		(3,607)	(4,451)
Withdrawals from investment portfolio		3,910	4,801
Bank interest and investment income received		280	224
Net cash inflow/(outflow) from investing activities		(248)	4,956
<b>Cash flows from financing activities</b>			
Fees in advance scheme receipts		507	350
Fees in advance scheme payments		(233)	(341)
Repayments of bank loan		-	(1,056)
Net cash (outflow) from financing activities		274	(1,047)
<b>Increase in Cash</b>		<b>4,735</b>	<b>4,512</b>
Cash and cash equivalents at beginning of period		8,705	4,193
Cash and cash equivalents at end of reporting period	ii)	13,440	8,705

## GROUP CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2022

### (i) Reconciliation of net cash flow from operating activities

	Group	
	2022	2021
	£'000	£'000
<b>Net incoming</b>	<b>2,091</b>	(908)
Elimination of non-operating cash flows		
Investment income	<b>(280)</b>	(224)
Fee Composition discounts	<b>10</b>	8
Depreciation charges	<b>1,308</b>	1,280
(Gain) on disposal of fixed assets	-	(423)
(Increase)/Decrease in stocks	<b>(4)</b>	8
(Increase)/Decrease in debtors	<b>94</b>	301
Increase in creditors	<b>1,530</b>	561
Discounts granted on fees in advance scheme	-	-
Moira House liquidation	<b>(40)</b>	-
<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>4,709</b>	603

### ii) Analysis of cash and cash equivalents

	Group	
	2022	2021
	£'000	£'000
Cash at bank and in hand	<b>13,440</b>	8,705
	<b>13,440</b>	8,705

iii) The group has no debt as at 31 August 2022 or 31 August 2021, therefore no analysis of changes in net debt has been included.

The notes on pages 45 to 67 form part of these financial statements



# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

## 1. CHARITY INFORMATION

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

## 2. ACCOUNTING POLICIES

### 2.1 Financial statements and consolidation

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

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

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

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

### 2.2 Going concern

The Trustees have considered the financial requirements of Roedean School Enterprises Limited and the current financial position of the School. The foundation of cash reserves and future options for bank facilities has meant the School remains in a financially strong position moving forward. Accordingly, the Trustees believe the School's financial resources are sufficient to ensure the School will continue as a going concern for a minimum period of 12 months from the date of signing of the financial statements, and there are no material uncertainties, and have therefore prepared the financial statements on a going concern basis.

### 2.3 Critical accounting judgements and key sources of estimation uncertainty

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

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

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

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

### 2.4 Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Charity and its 100% owned subsidiary, Roedean School Enterprises Limited (company number 2921272). In accordance with a Charity Commission Scheme, the accounts of the Charity include the accounts of Roedean St Mary's Hall Trust from its date of acquisition. Moira House School Limited (company number 00437590) was liquidated on 31 May 2022. The consolidated financial statements include Moira House School's prior year results and the winding down adjustments.

### 2.5 School fees and similar earned income

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

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

## 2.6 Investments

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

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

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

## 2.7 Donations, legacies, grants and other voluntary income

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

Voluntary income for the School’s general purposes is accounted for as unrestricted and is credited to the General Reserve. Where, through the terms of an appeal or from the donor, there is a trust law restriction on the use of any voluntary income, the income is credited to the relevant restricted funds or endowment. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption,

or at the value to the School in the case of donated services or facilities.

## 2.8 Government Grants

Government grants are recognised on the performance model, when the School has complied with any conditions attaching to the grant and the grant will be received. The grant in connection with the Coronavirus Job Retention Scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

## 2.9 Tangible Fixed Assets

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

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

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

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

## 2.10 Stocks

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

## 2.11 Value Added Tax

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

## 2.12 Pension Contributions

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

The School also contributes to personal pension schemes for non-teaching staff at 3 %-6 % of annual basic pay, and these contributions are accrued accordingly.

## 2.13 Expenditure and allocation of Costs

### Cost of raising funds

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

### Charitable expenditure

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

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

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

Expenditure is accounted for on an accruals' basis.

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

## 2.14 Hire Purchase Contracts and Operating Leases

Assets held under hire purchase contracts are capitalised at their fair value and depreciated over the shorter of the lease terms and their estimated useful economic lives. Future obligations under hire purchase contracts are included in creditors, net of finance charges. Payments are apportioned between the finance element, which is charged to the Statement of Financial Activities as interest, and the capital element, which reduces the outstanding obligations.

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

## 2.15 Fund Accounting

Funds held by the Charity are:

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

## 2.16 Financial Instruments

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

### 3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its charity statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2022 was positive £28k (2021: positive £2,441k).

### 4. CHARITABLE ACTIVITIES- SCHOOL FEES

The School fees income comprised:

	2022 £'000	2022 £'000	Group 2022 £'000 Total	2021 £'000	2021 £'000	2021 £'000
	Continuing Operations	Discontinued Operations		Continuing Operations	Discontinued Operations	Total
Gross fees	21,388	-	<b>21,388</b>	17,636	-	17,636
Less: Total bursaries, grants and allowances	(3,015)	-	<b>(3,015)</b>	(2,902)	-	(2,902)
	18,373	-	<b>18,373</b>	14,734	-	14,734
Add: Bursaries funded by restricted funds	33	-	<b>33</b>	410	-	410
	18,406	-	<b>18,406</b>	15,144	-	15,144

### 5. CHARITABLE ACTIVITIES- OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	2022 £'000	2022 £'000	2022 £'000 Total	2021 £'000	2021 £'000	2021 £'000
Group	Continued	Discontinued		Continued	Discontinued	Total
School trips and disbursements	8	-	<b>8</b>	192	-	192
Deposits forfeited	-	-	<b>-</b>	44	-	44
Transport recharges	320	-	<b>320</b>	202	-	202
Registration fees	51	-	<b>51</b>	67	-	67
Insurance commission	8	-	<b>8</b>	9	-	9
Sundry other income	11	1	<b>12</b>	41	1	42
	398	1	<b>399</b>	555	1	556

### 6. OTHER CHARITABLE INCOME

	2022 £'000	2022 £'000	2022 £'000 Total	2021 £'000
	Continued	Discontinued		Total
Government Coronavirus Job Retention Scheme Grant	-	-	<b>-</b>	646
Other income	11	-	<b>11</b>	-
	11	-	<b>11</b>	646



**7. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES**

	Roedean Maira House School Ltd	Roedean School Enterprises Ltd	Roedean Maira House Enterprises Ltd	Roedean Maira House School Ltd	Roedean School Enterprises Ltd	Roedean Maira House Enterprises Ltd
	2022 £'000	2022 £'000	2022 £'000	2021 £'000	2021 £'000	2021 £'000
<b>INCOME FROM:</b>						
<b>Charitable Activities</b>						
School fees	-	-	-	-	-	-
Other educational income	1	-	-	1	-	-
Other activities	-	-	-	-	-	5
<b>Other trading activities</b>						
Non-ancillary trading income	-	486	-	-	63	-
<b>Voluntary sources</b>						
Donations and legacies	-	-	-	1	-	-
<b>Total incoming resources</b>	<b>1</b>	<b>486</b>	<b>-</b>	<b>2</b>	<b>63</b>	<b>5</b>
<b>EXPENDITURE ON:</b>						
<b>Raising funds</b>						
Non-ancillary trading	-	536	-	-	217	-
Financing costs	-	-	-	-	-	-
<b>Charitable Activities</b>						
School and grant making	26	-	-	351	-	17
Extraordinary Expenditure	(137)	-	-	86	-	-
<b>Total resources expended</b>	<b>(111)</b>	<b>536</b>	<b>-</b>	<b>437</b>	<b>217</b>	<b>17</b>
Profit on disposal of fixed assets	-	-	-	423	-	-
<b>Net income/ (expenditure)</b>	<b>112</b>	<b>(50)</b>	<b>-</b>	<b>(12)</b>	<b>(154)</b>	<b>(12)</b>
<b>Retained net income/ expenditure</b>	<b>112</b>	<b>(50)</b>	<b>-</b>	<b>(12)</b>	<b>(154)</b>	<b>(12)</b>
Fund balances brought forward	(72)	(196)	-	(60)	(42)	12
<b>Fund balances carried forward</b>	<b>40</b>	<b>(246)</b>	<b>-</b>	<b>(72)</b>	<b>(196)</b>	<b>-</b>
Tangible fixed assets		5				
Net Current (Liabilities)/ Assets	40	(251)	-	(72)	(196)	-
<b>NET (LIABILITIES)/ ASSETS</b>	<b>40</b>	<b>(246)</b>	<b>-</b>	<b>(72)</b>	<b>(196)</b>	<b>-</b>

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

	<b>2022</b>	2021
	<b>£'000</b>	£'000
Group		
Interest on listed investments	<b>273</b>	221
Bank interest	<b>7</b>	3
	<b>280</b>	224

**9. ANALYSIS OF EXPENDITURE**

	Staff Costs		Depreciation	Discontinued	<b>Total</b>	Total
	Note 10	Other	Note 11	Operations	<b>2022</b>	2021
	£'000	£'000	£'000	£'000	<b>£'000</b>	£'000
<b>Costs of raising funds</b>						
Financing costs	-	10	-	-	<b>10</b>	8
Investment management	-	77	-	-	<b>77</b>	73
Trading costs of subsidiary	136	391	3	-	<b>530</b>	217
<b>Group's costs of generating funds</b>	136	478	3	-	<b>617</b>	298
<b>Charitable activities</b>						
Teaching	7,071	483	111	-	<b>7,665</b>	7,655
Welfare	1,686	1,212	313	-	<b>3,211</b>	3,045
Premises	1,175	1,690	881	23	<b>3,769</b>	3,666
Support costs of schooling	1,367	1,801	-	1	<b>3,169</b>	2,781
<b>Group's operating costs</b>	11,299	5,186	1,305	24	<b>17,814</b>	17,147
Grants, awards and prizes	-	33	-	-	<b>33</b>	417
Extraordinary expenditure	-	340	-	(137)	<b>203</b>	528
<b>Total</b>	11,435	6,037	1,308	(113)	<b>18,667</b>	18,390
<b>Total Expended Group</b>	11,435	6,037	1,308	(113)	<b>18,667</b>	18,390

	Group	
	2022	2021
	£'000	£'000
Auditor's remuneration for statutory audit:		
• Haysmacintyre	40	-
• Crowe	9	61
Fees paid to the auditor in respect of taxation advice	20	3
Fees paid to the auditor for other services	-	1
Legal Fees within Governance	335	449

	Group	
	2022	2021
	£'000	£'000
Governance Costs included in Supporting costs of Schooling:		
• Staff costs	20	20
• Other costs	376	491
• Discontinued Operations	-	17
Total Governance Costs	396	528

	Group	
	2022	2021
	£'000	£'000
Extraordinary Expenditure incurred:		
• Moira House ground dilapidation costs and closure costs	123	528
• Deepdene closure costs	80	-
Total Extraordinary Expenditure	203	528

**COMPARATIVE ANALYSIS OF EXPENDITURE**

	Staff Costs Note 10 £'000	Other £'000	Group Depreciation Note 11 £'000	Discontinued Operations £'000	2021 £'000
<b>Costs of generating funds</b>					
Financing costs	-	8	-	-	8
Investment management	-	73	-	-	73
Trading costs of subsidiary	11	206	-	-	217
<b>Group's costs of generating funds</b>	11	287	-	-	298
<b>Charitable activities</b>					
Teaching	6,995	585	75	-	7,655
Welfare	1,915	779	328	23	3,045
Premises	1,168	1,305	877	316	3,666
Support costs of schooling	1,128	1,636	-	17	2,781
<b>Group's operating costs</b>	11,206	4,305	1,280	356	17,147
Grants awards and prizes	-	417	-	-	417
Extraordinary expenditure	-	442	-	86	528
<b>Total</b>	11,217	5,451	1,280	442	18,390
Re-allocation of discontinued operations	-	442	-	(442)	-
<b>Total expended Group</b>	11,217	5,893	1,280	-	18,390



## 10. STAFF COSTS

The total staff costs were as follows:

	Continued Operations	Discontinued Operations	<b>Total 2022</b>	Continued Operations	Discontinued Operations	Total 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Wages and salaries	9,298	-	<b>9,298</b>	9,129	-	9,129
Social security costs	858	-	<b>858</b>	832	-	832
Pension contributions	1,203	-	<b>1,203</b>	1,225	-	1,225
Contractors	76	-	<b>76</b>	31	-	31
	11,435	-	<b>11,435</b>	11,217	-	11,217
Aggregate employee benefits of key management personnel	970	-	<b>970</b>	940	-	940

	Continued Operations	Discontinued Operations	<b>Total 2022</b>	Continued Operations	Discontinued Operations	Total 2021
Average number of employees in the year	348	-	<b>348</b>	354	-	354
Of which were teaching staff	101	-	<b>101</b>	106	-	106

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to members of the Council of Trustees during the year was £5k (2021: £5k) for 12 members (2021: 10 members).

The number of employees whose emoluments exceeded

	Continued Operations	Discontinued Operations	<b>Total 2022</b>	Continued Operations	Discontinued Operations	Total 2021
£60,000 to £70,000	4	-	<b>4</b>	3	-	3
£70,001 to £80,000	1	-	<b>1</b>	1	-	1
£80,001 to £90,000	-	-	<b>-</b>	1	-	1
£90,001 to £100,000	1	-	<b>1</b>	-	-	-
£120,001 to £130,000	2	-	<b>2</b>	2	-	2
£240,001 to £250,000	1	-	<b>1</b>	-	-	-
£290,001 to £300,000	-	-	<b>-</b>	1	-	1

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

Contributions were made to the Teachers' Pension Defined Benefits Scheme for 8 of the higher paid employees of £188,798 (2021: 7 employees- £166,925). Contributions were made to a Defined Contribution Scheme for 1 of the higher paid employees of £7,107 (2021: 1 employee - £7,107).

During the year there were redundancy or termination payments made which amounted to £12,363 (2021: £51,299). No amounts were outstanding as at 31 August 2022.

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

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



**11. TANGIBLE FIXED ASSETS**

Group	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
<b>Cost</b>					
As at 1 September 2021	31,458	3,700	551	71	35,780
Additions	440	190	201	-	831
Disposals	-	-	(110)	-	(110)
Reclassification	-	8	(8)	-	-
<b>As at 31 August 2022</b>	<b>31,898</b>	<b>3,898</b>	<b>634</b>	<b>71</b>	<b>36,501</b>
<b>Accumulated depreciation</b>					
As at 1 September 2021	11,081	3,048	457	64	14,650
Charge for the year	881	314	111	2	1,308
Disposals	-	-	(110)	-	(110)
Reclassification	-	3	(3)	-	-
<b>As at 31 August 2022</b>	<b>11,962</b>	<b>3,365</b>	<b>455</b>	<b>66</b>	<b>15,848</b>
<b>Net book amount at 31 August 2022</b>					
	<b>19,936</b>	<b>533</b>	<b>179</b>	<b>5</b>	<b>20,653</b>
Net book amount as at 31 August 2021	20,377	652	94	7	21,130
<b>Charity</b>					
Charity	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
<b>Cost</b>					
As at 1 September 2021	31,458	3,670	551	71	35,750
Additions	440	182	201	-	823
Disposals	-	-	(110)	-	(110)
Reclassification	-	8	(8)	-	-
<b>As at 31 August 2022</b>	<b>31,898</b>	<b>3,860</b>	<b>634</b>	<b>71</b>	<b>36,463</b>
<b>Accumulated depreciation</b>					
As at 1 September 2021	11,081	3,018	457	64	14,620
Charge for the year	881	311	111	2	1,305
Disposals	-	-	(110)	-	(110)
Reclassification	-	3	(3)	-	-
<b>As at 31 August 2022</b>	<b>11,962</b>	<b>3,332</b>	<b>455</b>	<b>66</b>	<b>15,815</b>
<b>Net book amount at 31 August 2022</b>					
	<b>19,936</b>	<b>528</b>	<b>179</b>	<b>5</b>	<b>20,648</b>
Net book amount as at 31 August 2021	20,377	652	94	7	21,130

**12. INVESTMENTS**

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Valuation as at 1 September 2021	<b>15,983</b>	12,780	<b>15,983</b>	12,780
Additions at cost	<b>3,607</b>	4,450	<b>3,607</b>	4,450
Disposals proceeds	<b>(3,469)</b>	(4,418)	<b>(3,469)</b>	(4,418)
(Loss)/gain on investments	<b>(1,999)</b>	3,171	<b>(1,999)</b>	3,171
	<b>14,122</b>	15,983	<b>14,122</b>	15,983
Cash	<b>405</b>	846	<b>405</b>	846
Valuation as at 31 August 2022	<b>14,527</b>	16,829	<b>14,527</b>	16,829

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000

**Investments comprise:****Listed Investments**

Unit trusts (Historical cost £9,617,104)	<b>14,122</b>	15,983	<b>14,122</b>	15,983
Cash	<b>405</b>	846	<b>405</b>	846

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£

Investments in subsidiaries	-	-	<b>1</b>	1
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### 13. STATEMENT OF INVESTMENT TOTAL RETURNS

Trustees have adopted a duly authorised policy of Total Return accounting for the School's investment returns. The total investment return targeted for these funds is 3% per annum or twice the Retail Price Index, whichever is greater. On adopting the Total Return approach to the investment, the Council valued the underlying trust for the investment as at 31 August 2022 as described in Note 2.6.

#### Permanent Endowment

	Group <b>2022</b> <b>£'000</b>
<b>Investment total return</b>	
Income distributions on securities	239
Capital gains on securities	(1,736)
Investment management costs	(67)
<b>Total return for the year</b>	(1,564)
Amount applied as income for spending	(500)
Amount applied as capital to protect value of endowment	(1,483)
<b>Net increase in Unapplied Total Return for year</b>	(3,547)
Unapplied Total Return as at 1 September 2021	
• securities	2,697
• uninvested cash	158
Unapplied Total Return as at 31 August 2022	(692)
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	3,422
Value of permanent endowments as at 31 August 2022	13,513

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

**14. DEBTORS**

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade debtors	335	258	143	217
Amounts owed by group undertakings	-	-	675	509
Other debtors	84	243	84	28
Prepayments and accrued income	193	205	193	205
Intercompany loan	-	-	-	379
	<b>612</b>	<b>706</b>	<b>1,095</b>	<b>1,338</b>

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Note	Group		Charity	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors		231	119	217	119
Social security and other taxes		24	260	20	253
Other creditors		159	264	149	183
Accruals and deferred income		253	156	223	156
Deposits from parents		879	519	879	519
Amounts due to parents		1,010	371	1,010	371
Fees in advance of term		4,992	4,361	4,992	4,361
Fees in advance scheme	17	293	195	293	195
		<b>7,841</b>	<b>6,245</b>	<b>7,783</b>	<b>6,157</b>

2021 figures for 'Fees in advance scheme' have been amended to take into account interest that is calculated on fees paid in advance and offset against the capital annually. The interest of £9k calculated on amounts falling due within one year had previously been disclosed in amounts falling after more than one year.

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

	Note	Group		Charity	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
Deposits from parents		4,240	4,342	4,240	4,342
Fees in advance of term		14	4	14	4
Fees in advance scheme	17	568	382	568	382
		<b>4,822</b>	<b>4,728</b>	<b>4,822</b>	<b>4,728</b>

2021 figures for 'Fees in advance scheme' have been amended to take into account interest that is calculated on fees paid in advance and offset against the capital annually. The interest of £9k calculated on amounts falling due within one year had previously been disclosed in amounts falling after more than one year.

**17. DEFERRED INCOME - FEES IN ADVANCE SCHEME**

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

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
- due in less than one year	293	195	293	195
- due 1 to 2 years	187	176	187	176
- due 2 to 3 years	146	79	146	79
- due 3 to 4 years	113	39	113	39
- due 4 to 5 years	98	42	98	42
- due after 5 years	24	46	24	46
As at 31 August 2022	<b>861</b>	577	<b>861</b>	577

Summary of movements in liability:

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Balance as at 1 September 2021	577	560	577	560
New contracts	507	350	507	350
Interest allowance	10	8	10	8
Amounts utilised in payment of fees	(233)	(341)	(233)	(341)
As at 31 August 2022	<b>861</b>	577	<b>861</b>	577

The total fees in advance scheme liability as at 31 August 2022, representing commitments to release amounts to the Statement of Financial Activities over the next 5 years is £1,126k (2021: £598k), inclusive of future interest allowances.

**18. PROVISIONS FOR LIABILITIES AND CHARGES**

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

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Harper Trust Provision	200	-	200	-
MH School Provision	80	156	80	-
	<b>280</b>	156	<b>280</b>	-

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

Summary of movements in provisions:

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Balance as at 1 September	156	93	-	-
New provisions	332	63	280	-
Release of provisions	(208)	-	-	-
As at 31 August	<b>280</b>	156	<b>280</b>	-

Moira House was liquidated in May 2022 resulting in the release of the provisions shown in the consolidated Group reports.



**19. ALLOCATION OF NET ASSETS**

The Group net assets are held for the funds as at 31 August 2022 is as follows:

Group	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2022 Net Assets
	£'000	£'000	£'000	£'000	£'000
Endowed funds	-	12,664	158	-	<b>12,822</b>
Restricted funds	-	-	1,134	-	<b>1,134</b>
Unrestricted funds	20,653	1,863	4,934	(5,102)	<b>22,348</b>
	<u>20,653</u>	<u>14,527</u>	<u>6,226</u>	<u>(5,102)</u>	<b><u>36,304</u></b>

The Charity net assets are held for the funds as at 31 August 2022 is as follows:

Charity	Tangible fixed assets	Investments	Net current assets	Long term liabilities	At 31 August 2022 Net Assets
	£'000	£'000	£'000	£'000	£'000
Endowed funds	-	12,664	158	-	<b>12,822</b>
Restricted funds	-	-	1,134	-	<b>1,134</b>
Unrestricted funds	20,648	1,863	5,185	(5,102)	<b>22,595</b>
	<u>20,648</u>	<u>14,527</u>	<u>6,477</u>	<u>(5,102)</u>	<b><u>36,551</u></b>

**20. FUNDS**

Group	At 1 September 2021 Fund Balance £'000	Incoming Resources £'000	Resources Expended £'000	Transfers and Gains/(Losses) £'000	At 31 August 2022 Fund Balance £'000
<b>Endowed Funds</b>					
Roedean St Mary's Hall	14,886	239	(67)	(2,236)	<b>12,822</b>
<b>Restricted Funds from Continuing Operations</b>					
Art Prize	1	-	-	-	<b>1</b>
Donations from Parents	1	-	-	-	<b>1</b>
Bursary Fund	-	776	(33)	24	<b>767</b>
Development Fund	36	329	-	-	<b>365</b>
Other (All-Weather Pitch, Take a Seat)	-	40	-	(40)	-
	38	1,145	(33)	(40)	<b>1,134</b>
<b>General Reserve</b>					
Discontinued Operations	(74)	1	113	(40)	-
Continuing Operations	21,402	19,373	(18,680)	253	<b>22,348</b>
Unrestricted Funds	21,328	19,374	(18,567)	213	<b>22,348</b>
<b>Total Funds</b>	36,252	20,758	(18,667)	(2,039)	<b>36,304</b>
<b>Charity</b>					
	At 1 September 2021 Fund Balance £'000	Incoming Resources £'000	Resources Expended £'000	Transfers and Gains/(Losses) £'000	At 31 August 2022 Fund Balance £'000
<b>Endowed Funds</b>					
Roedean St Mary's Hall	14,886	239	(67)	(2,236)	<b>12,822</b>
<b>Restricted Funds from Continuing Operations</b>					
Art Prize	1	-	-	-	<b>1</b>
Donations from Parents	1	-	-	-	<b>1</b>
Bursary Fund	-	776	(33)	24	<b>767</b>
Development Fund	36	329	-	-	<b>365</b>
Other (All-Weather Pitch, Take a Seat)	-	40	-	(40)	-
	38	1,145	(33)	(40)	<b>1,134</b>
<b>General Reserve</b>					
Continuing Operations	21,598	18,893	(18,150)	253	<b>22,594</b>
Unrestricted Funds	21,598	18,893	(18,150)	253	<b>22,594</b>
<b>Total Funds</b>	36,522	20,277	(18,250)	(1,999)	<b>36,550</b>

### Endowed Funds

The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £500k (2021: £500k) has been transferred from endowed to unrestricted funds to fund bursaries (see note 20).

### Restricted Funds

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

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

The Development Fund was established by the School to provide scholarships and bursaries to support the education of girls.

£40k (2021: £72k) has been transferred from restricted funds to unrestricted funds as funds have been spent on the completed all-weather pitch, £5k, and £35k for theatre projects (see note 20).

## 21. COMPARATIVE ALLOCATION OF NET ASSETS

The group net assets held for the funds as at 31 August 2021 is as follows:

Group	Tangible fixed assets £'000	Investments £'000	Net current assets/ (liabilities) £'000	Long term liabilities £'000	<b>At 31 August 2021</b> <b>Net Assets</b> <b>£'000</b>
Endowed funds	-	14,728	158	-	<b>14,886</b>
Restricted funds	-	-	38	-	<b>38</b>
Unrestricted funds	21,130	2,101	2,972	(4,875)	<b>21,328</b>
	<b>21,130</b>	<b>16,829</b>	<b>3,168</b>	<b>(4,875)</b>	<b>36,252</b>

The Charity net assets held for the funds as at 31 August 2021 is as follows:

Charity	Tangible fixed assets £'000	Investments £'000	Net current assets/ (liabilities) £'000	Long term liabilities £'000	<b>At 31 August 2021</b> <b>Net Assets</b> <b>£'000</b>
Endowed funds	-	14,728	158	-	<b>14,886</b>
Restricted funds	-	-	38	-	<b>38</b>
Unrestricted funds	21,130	2,101	3,086	(4,719)	<b>21,598</b>
	<b>21,130</b>	<b>16,829</b>	<b>3,282</b>	<b>(4,719)</b>	<b>36,252</b>

**22. COMPARATIVE MOVEMENTS OF FUNDS**

Group	At 1 September 2020 Fund Balance £'000	Incoming Resources Restated £'000	Resources Expended Restated £'000	Transfers and Gains/ (Losses) £'000	At 31 August 2021 Fund balance £'000
<b>Endowed Funds</b>					
Roedean St Mary's Hall Trust	12,498	194	(64)	2,258	<b>14,886</b>
<b>Restricted Funds from Continuing Operations</b>					
Art Prize	1	-	-	-	<b>1</b>
Donations from parents	-	1	-	-	<b>1</b>
Bursary Fund	61	348	(410)	1	-
Development Fund	35	1	-	-	<b>36</b>
Other (All Weather Pitch)	-	13	-	(13)	-
Leavers' appeal	-	59	-	(59)	-
	97	422	(410)	(71)	<b>38</b>
<b>Designated funds from Discontinued Operations</b>					
Friends of Moira House	12	-	(12)	-	-
Old Girls' Club	3	-	(3)	-	-
	15	-	(15)	-	-
<b>General Reserve</b>					
Discontinued Operations	(64)	425	(435)	-	<b>(74)</b>
Continuing Operations	21,444	16,440	(17,466)	984	<b>21,402</b>
Unrestricted Funds	21,380	16,865	(17,901)	984	<b>21,328</b>
<b>Total Funds</b>	<b>33,990</b>	<b>17,481</b>	<b>(18,390)</b>	<b>3,171</b>	<b>36,252</b>



Charity	At 1 September 2020 Fund Balance £'000	Incoming Resources Restated £'000	Resources Expended Restated £'000	Transfers and Gains/ (Losses) £'000	At 31 August 2021 Fund balance £'000
<b>Endowed Funds</b>					
Roedean St Mary's Hall Trust	12,498	194	(64)	2,258	<b>14,886</b>
<b>Restricted Funds from Continuing Operations</b>					
Art Prize	1	-	-	-	<b>1</b>
Donations from parents	-	1	-	-	<b>1</b>
Bursary Fund	61	348	(410)	1	-
Development Fund	35	1	-	-	<b>36</b>
Other (All Weather Pitch)	-	13	-	(13)	-
Leavers' appeal	-	59	-	(59)	-
	97	422	(410)	(71)	<b>38</b>
<b>General Reserve</b>					
Continuing Operations	21,486	16,377	(17,249)	984	<b>21,598</b>
Unrestricted Funds	21,486	16,377	(17,249)	984	<b>21,598</b>
<b>Total Funds</b>	<b>34,081</b>	<b>16,993</b>	<b>(17,723)</b>	<b>3,171</b>	<b>36,522</b>

## 23. FINANCIAL INSTRUMENTS

	<b>2022</b>	2021
	<b>£'000</b>	£'000
Financial Assets measured at amortised cost (a)	<b>315</b>	705
Financial Liabilities measured at amortised cost (b)	<b>2,471</b>	1,487
Financial Assets measured at fair value through the profit and loss (c)	<b>14,527</b>	16,829

(a) Financial assets include trade and fee debtors, other debtors and accrued income

(b) Financial liabilities include trade creditors and other creditors

(c) Financial assets measured at fair value through the profit and loss comprise investments

Income received in the year from financial assets measured at amortised cost totaled £7k (2021: £2k) with impairment losses of £38k (2021: £66k). During the year total losses/gains in relation to financial assets held at fair value totaled £1,999k loss (2020: gain £3,171k) and income received totaled £273k (2021: £221k).

Interest paid in the year from financial liabilities measured at amortised cost totaled £nil (2021: £nil).

**24. TAXATION**

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

**25. CAPITAL COMMITMENTS**

The Group and the Charity had capital commitments of £nil at 31 August 2022 (2021: £101k).

**26. CONTINGENT LIABILITIES**

There were no contingent liabilities at 31 August 2021 or 31 August 2022.

**27. LEASING PAYMENTS AND COMMITMENTS**

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

	<b>2022</b>	2021
	<b>£'000</b>	£'000
0-1 Years	<b>126</b>	256
1-2 Years	<b>59</b>	126
2-5 Years	<b>5</b>	64

Operating lease payments amounting to £209k (2021: £218k) were paid during the year.

**28. TEACHERS' PENSION DEFINED BENEFITS SCHEME**

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,545k (2021: £1,544k) and at the year-end £nil (2021: £nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their

service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

## 29. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

### Roedean School Enterprises Ltd.

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

In the year ended 31 August 2022, the Charity charged £106k (2021: £32k) to RSEL for the provision of staff and the administrative services and RSEL gifted £nil (2021: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2022 was £675k (2021: £505k).

### Trustee Donations

In the year the Charity received donations totaling £1,041 from its Trustees (2021: £6,553).





# ROEDEAN

Principal Address and Registered Office  
Roedean School, Roedean Way, Brighton, East Sussex, BN2 5RQ

Charity Registration No. 307063

[www.roedean.co.uk](http://www.roedean.co.uk)

