



ROEDEAN

**ANNUAL REPORT &
FINANCIAL STATEMENTS**
Year Ended 31 August 2023



ROEDEAN

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



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Message From The Chair Of Council

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

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

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

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



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

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

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

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

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

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

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

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

Anthony Millard

Anthony Millard
Chair of Council



Report from the Council

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

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

Ethos and Aims

*Yesterday, Today, Tomorrow:
Living Our Values*

Ethos

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

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

Our first prospectus outlined six key pillars:

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

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

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

Aims

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



Strong academic outcomes are of course important (see page 19), but our goals extend beyond examination results. Roedean has continued to work to achieve our six key aims during 2022-23 through a focus on the key areas of Care, Community and Challenge:

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

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



Charitable Objects, Access and Public Benefit

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

Charitable Objects

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

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

Delivering Roedean's Public Benefit

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

In the furtherance of these aims the Trustees (who are the members of Council) have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under the Act (see pages 22 to 29). The Corporation delivers Roedean's public benefit through:

Delivering high-quality all-round education for girls

At the commencement of the academic year 2022-23 the number of pupils at Roedean School was 695, and as at September 2023 the number was just over 690. Around half of all pupils are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school, we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

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

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

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

Employing and developing staff

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

Supporting other charities and community organisations

Roedean is integrally linked to the local community, both by pupils and staff actively assisting in and fundraising for local, national, and international charities, as well as other local community organisations. These links continued to grow and flourish this year and includes a CAP volunteering (Community Action Programme) for the Sixth Form and dynamic partnerships with local state schools. Further information is provided on pages 27 to 29 and on the Schools Together website www.schoolstogether.org

Enabling Access to the Roedean Education – Awards

Bursary Policy

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

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

Bursary awards for pupils applying to the School can, in instances, be up to 100% remission of fees. The 100% bursarial funding is part of the Brighthelm Awards Scheme, and, for the girls in receipt of these awards, there is also funding to assist with the costs of co-curricular activities, school trips, uniform, and travel to and from the School. Bursaries are also awarded to pupils already in the School to relieve hardship, and these can be for any amount but are typically between 10% and 50% remission of fees. This year the value of means-tested awards at Roedean School totalled £1.7m (this is classified as bursaries plus all associated awards for each pupil). The School provided assistance to 378 of its pupils, of whom 17 girls benefited from a full remission of fees, and 7% benefited from fee remission of 70% or over.

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

Scholarships

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

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

Each year, we attract high-calibre applicants who enrich the School not only in their specialist fields, but also in all areas of school life. Sixth Form scholarships have been increased through Old Roedeanians' Scholarship Fund donations (charity registration number 1066599), and other awards have also benefited from the generosity of individual donors. For more details of scholarships: <https://roedean.co.uk/admissions/scholarships-bursaries/>

Structure, Governance And Risk Management

Group Structure

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

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

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

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



Governing Body – The Council

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

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

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

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

The Council’s strategy is developed in partnership with the Senior Leadership Team (“SLT”) of the School, and is implemented by the SLT. Roedean School’s SLT during the 2022-23 academic year comprised the Head, the Head of School/the Senior Deputy Head, the Director of Finance & Administration, the Deputy Head Pastoral, the Deputy Head Academic, and the Deputy Head Co-Curriculum and Partnerships. These are the key management personnel as indicated in [Note 10](#). The SLT provides the Council and its Committees with regular strategic updates, progress reports, and statutory annual reports and documentation to enable them to support and scrutinise delivery of the School’s strategy and its aims as outlined above.

Members of the Corporation

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

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



ISI Regulatory Inspection – November 2021

The Independent Schools Inspectorate conducted their Regulatory Compliance and Educational Quality inspection in November 2021.

Following detailed scrutiny over four days, and feedback from 230 students, staff, and parents, Roedean was judged as ‘excellent’ (the highest rating) both for the quality of its academic outcomes and students’ personal development. Particular acknowledgement was given to outstanding pastoral care and safeguarding.

The School was fully compliant in all areas of regulation:

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

The full report from ISI is available via the following link

www.roedean.co.uk/isi-reports



Risk Management

The Trustees are aware of The Charity Governance Code, published in 2020 (“Code”), which sets out the principles and recommended practice for good governance within the sector. The Charity, via the Nominations & Governance Committee, reviews its current governance arrangements against the principles within the Code, and will continue to address issues raised where required in 2023-24, seeking sound external advice where necessary alongside ongoing Trustee input. The School underwent an external review of its governance arrangement to ensure best practice, and is working to implement a number of recommendations received by Council in 2022.

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

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

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

KEY RISK	METHOD TO MANAGE RISK
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	<ul style="list-style-type: none"> Always continue to assess the risks and options available, while building and sustaining pupil numbers and revenue in order to provide financial capacity on the bottom line, and review the five-year model, taking account of the number of variables. Further work on cost control measures and benchmarking, driving efficiencies, comprehensive tendering processes, and forward purchase contracts where beneficial. Targeted growth in pupil numbers, both day and boarding, and diversification overseas. Regular reviews of costs and fee levels together with a balanced approach to funding places through awards. Close debtor control, target increase in alternative funding sources including letting and investment income, and close monitoring of costs and benchmarking against key performance indicators.
Safeguarding failure	<ul style="list-style-type: none"> Regular reviews of safeguarding and pastoral support, including via the Designated Safeguarding Lead (“DSL”), Council, and the Trustee with responsibility for safeguarding. Training for all staff, Trustees, and volunteers, scrutiny over appointments, and regular reviews of the Single Central Register. Investment in strong pastoral and welfare support for pupils.

Tax and regulatory policy changes towards independent schools – potential changes to tax policy, charitable status, or business rates relief	<ul style="list-style-type: none"> Highlight and raise awareness of Roedean’s public benefit to the local MP and wider public, and support lobbying efforts via HMC (Heads’ Conference), ISC (Independent Schools Council), and others. Also, run different financials models and sensitivity analyses, as well as explore changes to current model to mitigate impact of potential changes, including via governance changes and charity/ company structures. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals. Participate in industry bodies, including ISBA (Independent Schools’ Bursars Association), attend roundtable discussions and obtain external professional advice on regulatory and legal matters.
Condition of the estate and increased risk of damage arising from extreme weather events and / or health and safety (“H&S”) issues	<ul style="list-style-type: none"> Ongoing investment and upgrades to on-site facilities, via refurbishments and ongoing planned preventative maintenance, as part of an external structural survey conducted by Carter Jonas, and updated by Stace LLP. H&S and other relevant requirements (e.g. environmental and equality) considered as part of estate works, alongside affordability, and monitored by Council, its Estates Committee, and retained external consultants. H&S representative on Council and reporting on H&S to Estates Committee.
Out-of-date governance arrangements	<ul style="list-style-type: none"> Council commissioned an independent governance review in 2021, and one focus area was the 1938 Royal Charter and Bye-Laws, some of which may benefit from updating, in order to maximise Roedean’s strategic and operational flexibility, and optimise governance for the next 100 years. Any changes to the Royal Charter will be the result of working together with all relevant stakeholders, and will require approval of Governors and Privy Council.
Ability to recruit and retain pupils, including due to the cost of living crisis and competitor activity	<ul style="list-style-type: none"> Maintain close watch on competitor environment and ensure that the Roedean ‘product’ (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active targeted recruitment programme from prep and junior schools, as well as agents and key contacts in the international markets. Maintain and increase diversity in international recruitment to minimise over-reliance on single markets. Continue to manage Roedean’s reputation, including work to enhance the School’s online presence, including via social media.

Overall risk management controls

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

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

Additional Governance Information

The Code of Fundraising Practice

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

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

We comply with all legal requirements relating to data protection under General Data Protection Regulation (“GDPR”) and do not share any data for the purposes of fundraising with third parties or data sharing schemes. We have had no breaches of data protection laws.

Data Protection and GDPR

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

Health and Safety (H&S)

Roedean is also vigilant concerning its H&S responsibilities, and it contracts Assurity Limited to monitor all systems externally, alongside the Risk Group (including Trustee membership), the Estates Committee, and the internal Health & Safety Committee. There is also an internal Health & Safety Officer, as well as a Council representative for H&S. The latest report from Assurity, as at May 2024, shows the School to be 92% fully compliant and 8% partially compliant, a very high rating.

Gender Pay Gap Report – Roedean

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all organisations with more than 250 employees are required to publish the difference in pay between their male and female employees by 5 April each year.

The latest report is available on the Roedean website <https://www.roedean.co.uk/policies>

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

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

Remuneration

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

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

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

Investing In Roedean’s Estate

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

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

Enhancing facilities at the School

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

Library

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

Boarding Refurbishments

Further to the major development of boarding a few years ago, the School has committed to an ongoing refurbishment programme for its boarding houses. Work has also continued on parts of Keswick House, one of the Sixth Form houses, and a full investment in another, Lawrence House, is planned for summer 2024.

Teaching and learning spaces

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

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

Preserving the Heritage

The School continued with its significant building and infrastructure survey programme, which re-commenced in 2020, together with its property consultants, Stace LLP. This plan means the School can focus on preservation of the historic buildings and future proofing them for years to come, with the main focus being on stonework, roofs, and utilities.

Information Technology (IT) Investments

The School continued to invest in its IT resources both from a security perspective and to enhance the experience of the students. The major investments were in replacement and upgrade of the server room and storage facilities, a complete overhaul of the telephone network, continued WiFi improvements, firewall upgrades, and the continued roll out of surface laptops and SmartScreens to the community.

Moving Forward

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

As such, further developments are planned to coincide with the period between '125 Years at Roedean' (on the Roedean site) in 2023, and the School's 150th anniversary in 2035. This follows recent investment in other areas of our estate, the theatre in 2021-22 and the library in 2022-24.

Economic Impact

Alongside all the work we do to serve the local community, we are proud to be economic contributors, both through our employment and through our supply chain:

- The School's total financial contribution to the local economy is £18m
- 407 jobs are supported by the School and £9.7m is the value in tax, either via direct tax contribution, indirect tax contribution or induced tax contribution
- Roedean saves the taxpayer £2.9m as a result of state school places not being taken up.

This data is based on the Economic Impact Assessment Tool as developed by the Independent Schools Council (ISC). The tool allows individual schools to calculate the impact of their school on their local economies.

The School is in contact with the local MP, Lloyd Russell-Moyle, and will develop further opportunities to impact the local area.



Streamlined Energy and Carbon Reporting (SECR)

The School engaged its utility consultants, Auditel (UK) Ltd, to review its greenhouse gas emissions and energy use data to compile a report to meet the SECR reporting requirements.

The report covered the period 1 September 2022 to 31 August 2023, and was produced using interval meter data, full year billing data, travel expense claims, fuel cards and vehicle fuel data. The table below summarises the energy use in the year relating to electricity, gas combustion and transport.

Energy and Carbon Calculation (Green House Gas Emissions)

Type of emission	Activity	2022/23			2021/22		
		kWh	tCO ₂ e	% of total	kWh	tCO ₂ e	% of total
Scope 1	Natural gas	4,589,038	839.47	69.18%	4,763,833	869.59	71.08%
	Vehicle fleet	460,485	110.04	9.07%	429,488	103.53	8.46%
	Sub-total	5,049,523	949.51	78.25%	5,193,321	973.12	79.54%
Scope 2	Electricity	1,256,222	260.13	21.44%	1,282,659	248.04	20.27%
	Sub-total	1,256,222	260.13	21.44%	1,282,659	248.04	20.27%
Scope 3	Grey fleet	16,712	3.81	0.31%	9,588	2.23	0.18%
	Sub-total	16,712	3.81	0.31%	9,588	2.23	0.18%
Total gross consumption and emissions		6,322,457	1,213.44	100.00%	6,485,568	1,223.39	100.00%
Metric used:							
Average number of pupils			705			676	
Intensity ratio:							
tonnes of CO ₂ e per Average number of pupils			1.72			1.81	
Emissions reduction from purchase of renewable electricity			260.13			207.87	
Resulting reduced emissions total			953.31			1,015.52	
Resulting reduced intensity ratio:							
tonnes of CO ₂ e per Average number of pupils			1.352			1.502	

The above data covers the periods 1 September 2021 to 31 August 2022 for the 2021/22 academic year and 1 September 2022 to 31 August 2023 for the 2022/23 academic year.

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

Intensity ratio

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

Efficiency narrative

A number of market-based measures have been undertaken to improve energy efficiency in the last financial year as detailed below:

- Replaced Single Glazed Lead Lights with Double Glazed Windows.
- Flushed heating systems, removing sludge and increasing efficiency.
- Installed pipe insulation.
- Installed LED lighting and fitted sensors to external lighting.
- Introduced an energy awareness campaign to instil behavioural change amongst staff.

Quantification and Reporting Methodology

The methodology we have used is The GHG Protocol Corporate Accounting and Reporting Standard.

We have followed the 2013 UK Government Environmental Reporting Guidelines (updated March 2019).

We have used the 2023 UK Government's Conversion Factors for Company Reporting.

The energy efficiency narrative methodology has been created based on energy management best practice.

Organisational boundary

We have used the financial control approach.



Progress Updates And Operational Report

Academic Progress and Achievement

Outstanding Academic Achievement

Roedean is renowned for providing a genuinely holistic education, whilst ensuring students excel academically. Lessons are based on a rigorous academic approach with all learning targeted towards A grade performance, and support and differentiation for those individuals who require this. Learning is highly collaborative, both between students and between students and teachers. Clear communication of the learning pathway and feedback which focuses on the process of learning is fundamental to our educational approach.

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

This educational approach, together with hard work and dedication on the part of every student, has led to outstanding academic achievement for students, enabling them to pursue their ambitions in the world through higher education and beyond.

A Level

A programme of 3 modular assessment weeks, undertaken in examination conditions together with clear communication with students and parents of timetable and topic information, have helped students to achieve outstanding results. A* was the most common grade achieved, with 28% of all grades at A*. 56% of all entries were awarded A* or A.

GCSE

At GCSE, Grade 9 was the most common grade, with 32% of all entries awarded the top grade, 58% of all entries awarded grades 9-8 (A* equivalent), and 74% were graded 9-7 (A*A equivalent). Value Added at GCSE across the School was outstanding, with students achieving on average more than one grade of value added in every subject.

High Quality University Destinations and a Variety of Courses

Of the 2022-2023 Year 13 cohort, 6% of Roedean students moved on to courses at Oxbridge, 4% of the cohort went on to study Medicine, with almost 60% moving on to study at Russell Group universities. Other destinations included degrees at international universities and Art Foundation courses.

Roedean students apply for a wide range of subjects at universities all over the world, reflecting their diversity of interests and they continue to maintain their exceptional record at gaining places on undergraduate courses in STEM subjects.



Pastoral Care and Pupil Welfare

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

Roedean welcomed nine students from Ukraine, on 110% scholarships. These students have been fully integrated in school life, for example leading a reflective chapel service in February 2023 to mark the anniversary of the invasion of their country. A commitment has been made to enable these individual students to finish their public examinations at school.

Personal, Social and Health Education

During the year, the Personal, Social and Health Education (“PSHE”) and Relationship and Sex Education (“RSE”) curricula were reviewed to ensure that they were in line with reviewed Government guidance under ‘Keeping Children Safe in Education’ (2022 and 2023), as well as from the ISI and the updated National Minimum Standards for boarding Schools (2022). All schemes of work were reviewed by the Safeguarding Trustee, and the curriculum was shared with all students and parents.

With a firm commitment to PSHE and RSE already embedded across the School, it was excellent to welcome Dr Pooky Knightsmith to Roedean to give a lecture to Key Stage 4 and 5 students in April 2023. She spoke to students on the topic of ‘Exams! How to cope before, during and after’, while the parents’ session was titled ‘Supporting your child through revision and exams’. Further external speakers and events also focused on online safety, relationships, identity and diversity, as well as social media.

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

Year 7 girls settled quickly and effectively into school life when they joined in autumn 2022, with bi-weekly meetings with the Head of Year and the Housemistresses providing support to ensure that occasional issues with homesickness and cementing friendships could be identified and dealt with quickly. The year group fully embraced the co-curricular opportunities presented to them, such as the ‘Wild Fridays’ programme, which proved very popular.

Year 8 returned to school with enthusiasm, ready to learn and to embrace the co-curricular programme. In some cases, friendship issues had arisen and required support to unpick, but this was overcome through use of the Girls on Board approach, which has been adopted by students, parents, and staff, so that a universal language is used, and students are encouraged to enact their own solutions to friendship difficulties.

Year 9 was joined by 30 new students in Autumn 2022. This integration went well, with new girls being warmly welcomed by existing students and supported through induction and a buddy system. The year group really came together in their efforts to raise funds for the Raystede Centre for Animal Welfare, their year-group charity, completing a sponsored 138m drop from the i360 in Brighton.

There was also a focus on model behaviours, with recognition via the Key Stage 3 ‘Head of Year Award’ for those girls consistently ‘getting it right’, or for kind behaviour and conduct. The year has also seen a focus on mental health first aid, and work to provide girls with tasks and activities to support resilience and self-help.

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

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

Year 11, who went on to achieve excellent results in the summer GCSE examinations, were positive about the clear, transparent, and concise messaging around assessments and exams. The pastoral and academic teams worked together to continue measures to minimise pressures on these pupils. For example, assemblies focused on healthy learning behaviours, and this helped pupils to gain good habits in the classroom, and to develop academic resilience and buoyancy over the course of KS4.

Sixth Form Pastoral Summary (Years 12 & 13)

Having sat the first public examinations for three years in the summer of 2022, Year 12 entered the Sixth Form in September 2022 with confidence following the success of their GCSE results that summer. They had weekly Monday slots with subject specialists to support their preparation for university assessments, and to discuss their individual subject research, and they had an additional weekly Wednesday slot with a teacher to guide them in their personal statement writing.

Year 13 had experienced Covid disruption throughout KS4, including cancelled examinations. The effect of this was seen in some students feeling overwhelmed with the academic demands of A Levels. Tailored support was put in place to help all students to manage the transition, including via 1:1s with the Head of Year for every Year 13 pupil ahead of the public examinations in 2023.

The staff team worked to help students ahead of mocks, beginning to reduce anxiety, alongside further support in preparation such as through revision skills sessions, as well as continuing 1:1 mentoring by tutors. The year group remained positive and focused, and a large proportion of girls signed up for the residential revision week offered by Roedean at the beginning of the Easter holidays.

Throughout the year, Sixth Formers continued to lead initiatives in the school community, including via Student Council meetings, and took advantage of the many activities on offer.

Boarding and the House system

Our junior boarders (Years 7, 8, and 9) enjoy shared bedrooms in separate wings of each House, providing a warm and welcoming home away from home, supervised prep, and a vast range of activities. As boarders progress through the School, we encourage and support them to become increasingly independent in their studies and how they live together, with girls moving into single study bedrooms, with collaborative learning spaces also available.

Boarding assemblies enabled the community to build identity across Houses, and to showcase talents among boarders and boarding staff. The introduction of a Junior and Senior Boarding Council also enabled a focus on pupil voice, with particular focus on house and social events.

Boarding and day pupils alike are integrated into the same Houses, and House Team competitions were reestablished this year to help build House spirit within and between year groups.

There were boarding socials, an activity programme put in place for the younger boarders, and additional academic boarding house tutors, ensuring that girls had additional support and added value through mentoring, help with prep and academic ‘clinics’, on top of our pastoral care. The weekend trips’ programme continues to be popular with students, with activities as diverse as visits to the London Dungeons and Harrods, through to Land Yachting, Ice Skating, and Go Karting.

Beyond The Classroom – Co-Curricular

At Roedean, the incredible breadth of our work beyond the classroom and through co-curricular activities continues to be one of its key strengths. The co-curricular programme, which included 160 weekly activities this year, provides wide-ranging opportunities for the girls to develop and thrive, try as many new things as they wish, and enjoy their all-round school experience.

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

Art and Design

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

Practical curricular lessons are supported by a range of workshops, courses, life-drawing classes, and artist-led masterclasses. Students particularly enjoyed a Fashion Photography masterclass, and the very dramatic Drawing Circus, which gave students the opportunity to draw from costumed models in dynamic poses. Several residential trips took place, including an art trip to Paris and a weekend study trip to St Ives in Cornwall. We make regular use of our unique location: students have recently been on a drawing trip to Seven Sisters, and they attend weekly etching classes at a nearby professional print studio in Brighton.

Students go on to a range of prestigious art and design courses, for example at Central St Martins, which is regularly ranked number one in the world for creative arts courses. This year, students took up places at Edinburgh, Leeds, Bath, and Central St Martins, studying diverse courses including Fashion and Architecture.

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

Performing Arts – Dance, Drama and Music

Dance

Dance continues to be an integral part of school life, both within the curriculum and within the co-curricular programme. There are over 70 co-curricular lessons running every week, as well as GCSE Dance, and several activities. The GCSE cohort this year were able to achieve 100% 8-7 (A*-A), which were pleasing results.

All Key Stage 3 year-groups had the opportunity to take part in a Dance workshop – Mary Poppins for Year 7, Bollywood for Year 8 and Street Dance for Year 9, allowing all pupils to develop and extend their skills in Dance in a fun and stimulating environment. Dance scholars also had the opportunity to take part in numerous workshops throughout the year with professional Dance Companies, such as ZooNation and Ceyda Tanc Dance. The annual Dance Showcase saw over 80 pupils take part, with a theme of 'A Night at the Movies', showcasing pieces from beginner level, all the way to advanced levels. The annual Summer Showcase also made a return, and our audience enjoyed several inspired performances, including student choreographies and GCSE work.

Throughout the year, Dance was also heavily involved in other school Performing Arts events, creating choreography and providing musical staging for Six, Les Misérables, and Mary Poppins. Dance Students were also involved in RAD Ballet, and ISTD Modern, Jazz, and Tap examinations over the summer, as well as filmed examinations throughout the year. All pupils achieved excellent results, and several students achieved their Advanced Foundation Ballet examination, which is an incredible achievement. Overall, it has been an incredibly positive year for Dance, and the Department is looking forward to introducing even more live performances, workshops, and activities to the programme.

Drama

This has been the ‘Year of the Musicals’ for the Drama Department and the Performing Arts, as students were finally able to perform in Roedean’s first whole school musical for five years, since *Oliver* was staged in 2018.

Les Misérables (February 2023) gave pupils the opportunity to act and sing through songs from Year 7 through to Year 13. Everyone was stunned by the emotional intelligence and sincerity of the performances. “Six” Teen version (November 2022) was a show-stopping extravaganza, with a smaller Key Stage 4 and 5 cast. This was a truly inspiring experience for all who came to see, especially as Roedean was only the secondary school in the world to stage it. This was Roedean’s first year of two full school musicals with orchestra and band accompaniment, and has shown the strong collaboration across the Drama, Dance, and Music departments, which makes our school unique.

The Drama Department kicked the year off in the autumn with a dramatised play reading of “Emilia” to celebrate Black History Month. It was an innovative event, as a Year 12 student assisted and directed, and it was performed in Keswick House, using the full gallery and stage area. Students have also

been assisting backstage in set design and sound, as well as designing costumes. The internationally acclaimed Complicité ran a devising workshop for the Year 10s, and *The Globe* ran another introducing Elizabethan Theatre to the Year 7s that term.

LAMDA results were outstanding, all 70 students (bar one merit) achieving distinctions. GCSE and A Level Drama students also performed their pieces effectively throughout this term. The final performance of this academic year was *Mary Poppins*, which allowed the Key Stage 3 pupils to shine and create a magical rendition of this beloved tale.

This has been a tremendous year for our students to either perform on stage or behind the scenes, cementing Roedean as a centre for excellence in the Dramatic and Performing Arts.



Music

This was another exceptionally busy year for the Music Department. As well as the usual programme of events, including three major concerts, teatime recitals, evening recitals, and workshops, this year saw three significant extras. In the Autumn, the refurbishment of the main Music Classroom was completed, now equipped with 23 iMac computers, and new desks and chairs. In the Spring term, eight students and two staff visited Hamburg to select Steinway grand pianos, and not long after this we were able to hold our delivery day recital with the arrival of four new grand pianos and six uprights. This is a remarkable opportunity and resource for our musicians. Finally, in the Summer term, we were able to hold our first Music Tour in several years, taking 34 students to Prague for three successful concerts.

Our three major concerts of the year were great successes. The Natural World in the Autumn included a performance of Carnival of the Animals, with 15 pianists taking turns at the piano with the orchestra, and the whole performance was conducted by four students.

The major performance of the Spring term was the Musical Murder Mystery event, where a mysterious story unfurled over eight venues across the School, finishing with an exciting finale in the Theatre with music from Phantom of the Opera and a falling chandelier!

The Summer's Brighton Festival Fringe concert included an impressive programme of solo performances with the orchestra, as well as Roedean's first semi-staged Opera; the performance of Purcell's Dido and Aeneas was an incredible achievement for all involved.

The Music Department was also fully involved with the production of three musicals across the year, Six in the Autumn (with the band formed of students and directed by a student from Year 11), Les Misérables in the Spring term, and Mary Poppins in the summer.

We were very happy with the GCSE, A Level and graded music examination results with good uptake across the board and similar levels of achievement to previous years.

During the year, we were pleased to welcome Iain McGregor to the team as our new Academic Music Lead. He has also made a great contribution to the co-curricular music during the year. With him on board, we look forward to developing our curriculum over the coming year, as well as continuing an exciting performance programme.



Sport

Our aim has always been to nurture a Roedean girl who will leave the School having experienced a wide range of sporting opportunities, and be able to continue with confidence to engage in physical activities that she enjoys when she enters the world of work. With this in mind, we have created an extremely varied programme, including our key sports of Hockey, Netball, Cricket, and Swimming, an emerging Strength and Conditioning programme for all ages and abilities, and co-curricular sports including football, “learn to swim”, and cross-country to name but a few.

In order to allow as many girls as possible to play sport at a competitive level, it has been the task of the Heads of Sport to provide more fixtures this year for more teams – we had 462 fixtures across eight sports. Along with this, every girl has had the opportunity to compete for her House in House Sporting Events, of which House Swimming and Sports Day are the most highly anticipated.

On the performance side, we have seen a real uplift in the progress of our girls, and this is telling in our results. We are now out-competing Sussex schools and are confidently taking on bigger traditional competitors like Brighton College and Hurstpierpoint.

Netball

With both performance and participation at the forefront of the department’s focus, last year saw teams stretching as far as E and F in the lower age groups, allowing more girls to experience the enjoyment of competition. We were able to field 36 teams at 236 fixtures. The programme has gone from strength to strength under the leadership of Ms Hammond, and this year was our most successful to date. The U14s succeeded in taking both the Sussex Independent Schools’ Title and the Sussex Cup, while the U13s and U16s were Champions in the Sussex Cup. Many of our girls are also playing for regional clubs.

Hockey

Hockey continues to grow at Roedean in participation and performance, with all girls from Years 7 to 9 playing the sport every week, and we played 154 fixtures across all age groups. Last year saw a number of the girls playing for regional talent academies, and the majority of our A team players are now linked to local clubs to support and advance them in their hockey journey.

Cricket

Women’s cricket in Sussex actually started at Roedean. This year has been even more successful, and we were named by the Cricketer Magazine as one of the country’s Top 20 Girls’ Schools for Cricket in 2022 and 2023. All girls in the A teams and most from B teams have had the opportunity to play hard ball cricket, and those in lower groups have continued to play soft ball. The grass nets have been invaluable for training and, with the safety net installed to protect the road, fixtures will be back at Roedean in 2024. Even with a short summer term, and girls also being able to participate in tennis and athletics, we fielded 20 teams and played 48 fixtures.

Tennis and Athletics

Although cricket is our main summer sport, Tennis and Athletics are still a big part of the summer programme. We have some extremely talented tennis players, who are top-seeded in Sussex in their respective age groups. Our athletes continue to achieve not only at School but also in club and county competitions, with Sussex recognition in many of the disciplines. We got through to the regional B finals for Juniors and Inters, and won the Girls’ Relay Trophy at Brighton Town Athletics.

Swimming

We have recently appointed Joint Heads of Swimming. One is an OR who is passionate about allowing girls to experience the same wonderful experience she had as part of the swim squad here, and the other will be drawing on her experiences as a GB triathlete, promoting our Sea Swimming Programme and Channel Crossing next summer.

Co-Curricular and Community links

The co-curricular programme is a huge part of the provision here at Roedean, and each term we are offering over 30 activities per week. This, alongside private lessons such as horse riding, fencing, karate, and badminton, means that girls can engage in physical activity outside the curriculum too.

We are also very excited to be launching sailing at Roedean. All Year 7 girls will be participating during their “Wild Fridays” programme and some keen sailors are taking Saturday lessons. The link between St. Mark’s and Roedean has been a great success, along with the Sports Leaders’ Programme, Hockey Academy, and Netball Experience Days.

Curriculum PE

This is available to all Year 7-9 girls once a week, and includes athletics and gymnastics – it is an opportunity for the younger girls to develop their core movement skills and physical literacy. Last year, we implemented a Strength and Conditioning Module, which supports the girls in developing strength using various gym equipment, a fundamental understanding of how to improve performance, and how to exercise confidently and use the gym after school. The girls are also taught swimming as part of the curriculum, which furthers our goal of every pupil leaving Roedean able to swim 25m confidently, while pushing the performance of those who are suited to the discipline.

Other Co-Curricular Activities

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

Duke of Edinburgh’s Award

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

Roedean Farm

The popular Roedean Farm has been further integrated into wider school life, facilitating the co-curricular Farm Club, a ‘Wild Friday’ Farm Group, and parts of our Head, Hand and Heart (“HHH”) Curriculum, as well as our Community Action Programme (“CAP”). It provides valuable opportunities for DofE volunteering, and offers activities and visits by our local partners, St Mark’s, and Downsview Special School.

Lambing took place in the spring with the South Down Ewes, a local rare breed. The numbers of livestock (chickens, ducks, goats, and sheep) have stayed stable through good husbandry.

Enterprise

During the last academic year, Year 9 took part in an Enterprise Day to learn the essentials of running a business and develop skills in marketing, management, and sales, with students competing in groups to develop and sell a product to present to a panel of judges. Students in Year 12 also took part in the Tycoon Enterprise Competition, forming companies which ran throughout the year. Students learned the legal and financial responsibilities involved in running a business, experienced the hard work required to drive forward a project, and developed skills across all areas of business management under the guidance of their Business Studies teachers as advisors.



Partnerships

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

St Mark’s CE Primary School

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

Roedean transports one year-group from St Mark’s to our school site for weekly enrichment activities, with both sporting

opportunities and discrete academic workshops led by Roedean staff. In addition, our students act as ‘Reading Buddies’ for St Mark’s pupils on a weekly basis, and other Roedean students are paired with those St Mark’s pupils for whom English is not their first language as ‘Language Buddies’. CAP groups in Year 12 also regularly volunteer at St Mark’s, leading music workshops, and there are ad hoc activities led by Roedean students to raise awareness of cultural events, such as Lunar New Year.

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

Community Impact At A Glance

Fundraising And Support For Other Charities

Last year, the School community raised just over £40,000, smashing the previous highest total which was about £30,000. For the first time, last year each year-group supported its own discrete charity - this made their fund-raising all the more tangible, and focused the students’ efforts.

The main school charities were:

- Rockinghorse
- Blind Veterans UK
- Raystede Animal Sanctuary
- Off the Fence
- RISE
- Moldova

We also support ten girls around the world through PlanUK, and other charities are supported as well.

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

- every girl in Year 7 abseiled off Peacehaven Cliffs for Rockinghorse

- Year 8 pupils undertook a sponsored visual impairment for the Blind Veterans
- 30 students in Year 9 completed the 150-metre iDrop, from the iconic i360, for Raystede
- over 50 students in Year 10 slept under the stars to raise funds for the homeless charity, Off The Fence
- 10 Year 11 students ran the RISE 8K

Project 125 Moldova

Marking the 125th anniversary of Roedean moving to its current site, last year saw an exciting new and highly impactful initiative, which took twelve students in Years 11 and 12 and two members of staff to Moldova in the first week of the summer holidays. After months of planning lessons and preparing materials, the group taught English for four hours a day for five days to over 50 Ukrainian refugees and underprivileged Moldovan children.

The group was supported by the NGO Hope4 and its founder, Chris Lomas, who found us accommodation, a venue to teach, and publicised our classes in Chişinău. The venture was such a success that this will become an annual project, with a new group of students selected to travel to Moldova to teach English.

In addition to visits to the British and Ukrainian Embassies, on the last day, we travelled to an orphanage and met the children and young people there. As long as the war in Ukraine continues, we will teach English to refugee children, but the focus of the project will move to the orphanage when the war ends.

In addition to ad hoc projects benefiting this in Moldova, Roedean has pledged to cover 3% of the orphanage’s annual running costs, about £5,000, each year for the next decade.

Roedean Academy

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

Roedean South Africa (Established in 1903)

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

The planning the Year 9 exchange is well underway, and six students from Roedean in the UK will travel to Johannesburg in February 2025 for three weeks, and the Roedean South Africa students will return in March.

The Roedean School Mission Fund

The Mission Fund was registered as a charity in 1965 (charity registration number 244996), having been originally set up by the Old Roedeanians' Association ("ORA") and Roedean School. It provides grants to significantly underprivileged children, often focusing its awards to groups which give restorative holidays to abused and emotionally deprived children. During the year, grants of approximately £20,000 were awarded to charities helping children aged 16 and under in the UK.

Roedean St Mary's Hall Trust

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

Parents' Guild

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

Alumnae Relations and Development

Roedeanian Magazine readership gives access to four copies per annum to all current and former parents, ORs, former staff, and current and former Trustees.

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

The full calendar of in-person events was able to take place, and the Roedeanian Office supported the ORA in holding their hybrid AGM. The Roedeanian Office continued to support the ORA with their events, as well as hosting our own. Events this year were varied and included the London Lunch, ORA Christmas Drinks, the OR Afternoon Tea, Roedean Day, and the ORA Tennis Day. We also held the second OR vs student Netball match, and also introduced a Hockey Match. All events had good attendance and have received good feedback.

The end of the Ukrainian Bursary appeal overlapped into the 2022-23 School year. The appeal was very successful and raised over the target amount. The target was £50,000 and, including Gift Aid, nearly £70,000 was raised within the active appeal period. Since closing active fundraising, some other small donations have also been received to support our ongoing places for the Ukrainian students.

The Roedean Community Fund was also established by Mr Blond as his leaving gift to the School, with donations from an existing donor and through the Leavers' Deposit Appeal. This fund will be ring-fenced to help staff who find themselves in need of additional financial support.

Work to engage support from our community for our careers' programme has also continued this year with strong support from parents, ORs, and external supporters. The Sixth Form Pathways Lecture series was a great success, with nearly all of the speakers being either an OR or current parent. We also had one speaker through our connection with the Brighton Chamber of Commerce. Work experience and mentoring requests also continued throughout the year. The Careers' Fair returned to being an in-person event for the first time since Covid, and received very positive feedback from students, parents, and contributors. An additional virtual careers' event was also added to our programme which was open to all students in Year 10 and above, called the "In Conversation" evening, and the speakers for this nearly all came from our community.

OR visits to the School are now fully back to normal, and this year saw a remarkable number of visits, most notably including a group who returned for their 80th Birthday celebration. We continue to be grateful for the support of the OR Scholarship Fund, and for the work being undertaken by the ORA in relation to Heritage Projects.



Board Structure And Administrative Information

<p>President of the Corporation Mary Henderson (OR) (appointed 29 March 2023)</p>	<p>Chair of Council Anthony Millard BSc (Econ) PGCE (Oxon) Ω ∞ ± * § ~ (co-opted on 20 March 2023 to fill a casual vacancy, elected Chair of Council, 17 January 2024) Guy Perricone Ω ≠ * ± ∞ (co-opted on 1 September 2023, resigned 11 January 2024) Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ †, (retired as Interim Chair on 1 September 2023, continuing in capacity as a Trustee)</p>	
<p>Vice-President Virginia Stephen (OR)</p>	<p>Vice-Chair of Council Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ †</p>	<p>KEY These committees were in place for the year ended 31 August 2023, and have been revised subsequently as a result of a review of governance arrangements.</p>
<p>Elected Trustees:</p> <p>Spirit de la Mare FRSA (OR) ~ (retired 29 March 2023)</p> <p>Frances Graham BSc PGCE MCIPD (OR) (retired 21 February 2024)</p> <p>Sarah Hinchliffe ¥ (resigned 21 January 2023)</p> <p>Claire Jenkins M (Theol) (OR) (resigned 2 February 2024)</p> <p>Victoria Jenkins MA PGCE (Oxon) MEd (OR) ¥ † (re-elected 29 March 2023)</p> <p>Samantha Louis BA MBA APR FCMA CGMA (SAOR) * ± ∞ Ω</p> <p>Polly McGivern BSc FCA (OR) Ω ≠ * (resigned 31 December 2022)</p> <p>Karoline Molberg BA (Hons) (OR) * ¥ Ω ≠ ∞ (elected 21 February 2024)</p> <p>Delva Patman FRICS * Ω ± ≠ ¥ # § ∞ † (co-opted 20 June 2023 to fill a casual vacancy)</p> <p>Teresa Outhwaite BA PGDip (OR) Ω β ~ ≠</p> <p>Kim Shamash (OR) ± (resigned 31 March 2023)</p> <p>John Cain (FCA) Ω * ± ≠ (co-opted 1 September 2023 to fill a casual vacancy)</p> <p>Camilla Macpherson (Oxon) FCIArb (elected 21 February 2024)</p> <p>Natalie O’Connell BSc (Hons) PGDip (elected 21 February 2024)</p> <p>Althea Wolfe BA (Hons) (elected 21 February 2024)</p>		
<p>Nominated Trustees: Nicole Chapman § # Ω (resigned 22 June 2023)</p> <p>Gaelle Sullivan PGCE, PGDip (SEND) Med, § (nominated 1 September 2023)</p>	<p>Co-opted Trustees: Franciska Bayliss BEd Froebel, FRSA § (co-opted 12 March 2024)</p> <p>Dr Henry Fajemirokun BA Hons (Oxon) PhD Ω β (retired 31 August 2023)</p> <p>Sebastian Hepher BEd Hons Ω § † (resigned 20 November 2022)</p> <p>Cornelius Medvei Ω ± ≠ (co-opted 1 September 2023, resigned 11 January 2024)</p>	
<p>Future appointments: N/A</p>	<p>Vivien Smiley BA MA DipIPR (OR) Ω ∞ ± β * § ≠ ~ † (co-opted 21 February 2024)</p> <p>(OR) Old Roedeonian (SAOR) South African Old Roedeonian</p>	

New Chair of Council

Vivien Smiley retired as Interim Chair of Council at the end of August 2023, having been in post since November 2020. During Mrs Smiley's tenure, she oversaw the continued growth of the School through the very challenging Covid years, and the appointment of the new Head, Niamh Green, in March 2023. The Trustees and School thank her very much for her service, and are delighted that she remains on Council as a Trustee.

Guy Perricone was appointed in September 2023, but resigned in January 2024 due to the demands on his time and other commitments, and we thank him for his hard work.

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



Councillor Induction and Training

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

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

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

Insurance

Indemnity insurance up to the value of £5 million is provided for the Trustees and RSEL Directors. The premiums are paid centrally for the whole group by Roedean School, and the total indemnity insurance paid by Roedean School in relation to the Trustees and RSEL Directors was £480 for the year (2022: £458).

2023 Annual General Meeting

The Annual Report and Financial Statements for the year ended 31 August 2022 were considered at the AGM on 21 February 2024. Other business included the re-appointment of Haysmacintyre, Roedean's auditors, for a further 12 months, and the election of Trustees namely, Camilla MacPherson (OR), Karoline Molberg (OR), Natalie O'Connell and Althea Wolfe.

Management Structure

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

Niamh Green BA MA PGCE MBA

Head
(appointed 1 April 2023)

Jane Sharp

Senior Deputy Head
(appointed 1 September 2023)

Richard Poffley BA FCCA

Director of Finance & Administration

Oliver Blond BA PGCE NPQH

Executive Head
(resigned 31 March 2023)

Talia Keller BSc PGCE NPQH

Head of School and DSL
(Designated Safeguarding Lead)
(resigned 31 August 2023)

Judicium Education Ltd

Clerk to the Council

Administrative Information

Auditors

Haysmacintyre LLP

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

Bankers

National Westminster Bank plc

153 Preston Road
BRIGHTON
East Sussex BN1 6BE

Insurance Brokers

Marsh Limited Education Practice

Station Road
DORKING
Surrey RH4 1EB

Endsleigh Insurance Services Limited

Quadrangle
Imperial Square
CHELTENHAM GL50 1PZ

Solicitors

Veale Wasbrough Vizards LLP

Narrow Quay House
Narrow Quay
BRISTOL BS1 4QA

DAC Beachcroft LLP

25 Walbrook
LONDON EC4N 8AF

Investment Support

Integrated Financial Arrangements plc

29 Clement's Lane
LONDON EC4N 7AE

Investment Advisers

Clarity Ltd

1 Crown Square
WOKING
Surrey GU21 6HR
(service ended 31 August
2023)

Rathbones Investment Management

8 Finsbury Circus
LONDON EC2M 7AZ
(appointed 1 September
2023)

Health and Safety

Assurity Consulting Limited

26 Redkilyn Way
HORSHAM
West Sussex RH13 6HR

Financial Review And Results For The Year

The consolidated statement of financial activities for the year is set out on page 39 to 41 and records the activities of Roedean School (the Charity), Roedean School Enterprises Limited (“RSEL”), Moira House School Limited, and Roedean St Mary’s Hall Trust. A summary is set out below.

The Charity together with its subsidiaries returned a surplus for the academic year 2022-23 of £1,611k, before investment losses of £118k. Within the period, capital expenditure including improving the fabric of listed buildings and the grounds amounted to £1,803k mainly comprising structural re-enforcements, the Library, Roedean House, Theatre, Music Room, Centenary Hall, surveys, IT resources and telephone upgrades, and continued classroom upgrades.

The consolidated cash position as at 31 August 2023 was £15,187k being an improvement of £1,747k on £13,440k in the previous year, which reflected the funds generated by operational activities. This cash position provides the necessary liquidity for the School.

Roedean School, including RSEL, achieved total income resources of £22,035k (2022: £20,758k) and made a surplus of £1,493k after investment losses of £118k (2022: loss of £1,999k). The School’s results include the impact of the cost-of-living crisis, and the continuing influence of the Russian invasion of Ukraine crisis, the downturn in international financial markets, and the delayed impact of Brexit influencing the increase in inflation.

The trading company, Roedean School Enterprises Limited, achieved a turnover of £631k compared with £486k in 2022, but no donation (2022: £0k) was made to the School by way of gift aid. The trading of the company was assisted by the summer residential lettings with Alpadia Language School making use of the facilities during the summer holidays.

The School has extended the level of support available to the trading company (RSEL) through an inter-company loan and has confirmed that it will provide such sufficient financial support to enable the company to trade and to discharge its debts and liabilities for at least 12 months from the date of signing the accounts. ‘Normal’ trading patterns continued in 2023, including the summer school which generates the highest net revenue of any activity within the company, and the contract is in place with Alpadia Language School through to 2025.

The Council considers that the pre-investment surplus of £1,611k and post-investment surplus of £1,493k for the year for the Group was an acceptable result, especially given the global economic market conditions. The Trustees continue to be aware of the impact of global matters on affordability and investments, and potential future changes in legislation which may impact independent schools.

The improved financials for the year were reflected in the investment and operating surplus ratios. Roedean School has an investment surplus of 13.9% (2022: 18.1%), and 13.9% (2022: 20.3%) when removing the cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 14.8% (2022:15.4%).

Investment Powers, Policy and Performance

For a number of years, the Council’s policy has been to invest surplus cash from both restricted and unrestricted funds, whenever possible, on short term deposit. Bank interest income and interest from investments in 2023 was £163k compared to £7k in 2022.

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

Rebalancing occurred quarterly during the year. These controls and investments of the permanent endowment and unrestricted funds have yielded an income of £278k (2022: £273k) and a decrease in capital value of £118k (2022: loss of £1,999k) over the last year. Since inception, the returns have exceeded the initial targets and relevant benchmarks, but recent market turbulence is reflected by a loss in value.

Rathbones Investment Management was appointed as new financial advisers for the School and Roedean St Mary’s Hall Trust in September 2023, and they actively manage the funds

and target a return over the long term of the Consumer Price Index (“CPI”) plus 4%.

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

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

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

It is the policy of the Trust to maintain a positive unapplied total return, and in applying the Unapplied Total Return Policy, the Trustees will always balance the needs of the current and future beneficiaries. The Trust assessed the level of Unapplied Total Return as at 31 August 2023 and, as this figure had continued in a negative position due to the turmoil in the markets, it was decided that no drawdown would be made post year end to allow for a recovery in the Unapplied Total Return figure.

Reserves policy

At the Balance Sheet date the Group held ‘Unrestricted funds – other charitable funds’ totaling £23,800k compared to £22,348k in 2022. The Group holds positive free reserves, defined as unrestricted funds less tangible fixed assets, totaling £2,672k (2022: £1,695k), and this was a significant improvement on the prior year. At the Balance Sheet date, the School held ‘Unrestricted funds – other charitable funds’ totaling £23,907k compared to £22,594k in 2022. The School holds free reserves, defined as unrestricted funds less tangible fixed assets, totaling £2,785k, compared to £1,946k in 2022, due to the improvement in the trading position.

The Council regularly reviews the level and nature of the reserve funds of the School in order to ensure there is appropriate financial security if there is a downturn in trading. This is

controlled and managed by means of a rolling five-year business planning process, incorporating scenarios and sensitivity analyses.

The historical target level for free reserves was approximately one term’s expenditure but this fluctuates during periods of significant capital investment. In order to reflect this fact, the policy was revised for the academic year 2022-23 to set the target level of free reserves as £1.0m - £3.5m, due to significant investment required in the fixed assets, and move to a policy where the Finance Committee will monitor the level of free reserves on a regular basis to ensure this is in line with the financial strategy.

The School has been through a significant period of capital investment over the last 10 years to improve facilities for the pupils; this is an ongoing programme to ensure Roedean remains competitive in the current educational environment. The improvements have focused on boarding accommodation, teaching facilities, the all-weather pitch, Sixth Form Centre, the Theatre, and the Library. The level of free reserves as at 31 August 2023 is at a positive level; many independent schools hold negative free reserves. Given the future investments required in fixed assets to keep the School competitive and maintain a sound infrastructure, and the continued pressures on pupil numbers, the level of free reserves will be monitored closely and target figures may need to be revised.

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

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

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

Statement Of Trustees' Responsibilities

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

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

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

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

So far as each of the Trustees is aware:

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

Approved by the Council on 27 June 2024 and signed on their behalf by:



Anthony Millard
Chair of the Council

Independent Auditor's Report

Opinion

We have audited the financial statements of Roedean School for the year ended 31 August 2023, which comprise the Consolidated Statement of Financial Activities, Group and School Balance Sheets, Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2023 and of the group's net movement in funds for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

Other information

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 35, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

of the financial statements such as the Charities Act 2011 and consider other factors such as payroll tax.

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

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

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

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

Haysmacintyre LLP

Use of our report

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

Haysmacintyre LLP

Statutory Auditors
10 Queen Street Place
London
EC4R 1AG

Date: 28 June 2024

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



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

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

The notes on pages 44 to 65 form part of these financial statements.

STATEMENT OF FINANCIAL ACTIVITIES 2022

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

CONSOLIDATED AND CHARITY BALANCE SHEETS FOR THE YEAR ENDED 31 AUGUST 2023

		Group		Charity	
	Notes	2023 £'000	2022 £'000	2023 £'000	2022 £'000
FIXED ASSETS					
Tangible fixed assets	11	21,128	20,653	21,122	20,648
Investments	12	14,608	14,527	14,608	14,527
		35,736	35,180	35,730	35,175
CURRENT ASSETS					
Stocks		17	15	8	7
Debtors	14	569	612	1,212	1,095
Cash at bank and in hand		15,187	13,440	14,614	13,158
		15,773	14,067	15,834	14,260
CURRENT LIABILITIES					
Creditors payable within one year	15	(8,583)	(7,841)	(8,531)	(7,783)
NET CURRENT ASSETS					
		7,190	6,226	7,303	6,477
TOTAL ASSETS LESS CURRENT LIABILITIES					
		42,926	41,406	43,033	41,652
LONG TERM LIABILITIES					
Creditors payable after one year	16	(4,849)	(4,822)	(4,849)	(4,822)
Provisions for liabilities and charges	18	(280)	(280)	(280)	(280)
NET ASSETS					
	19	37,797	36,304	37,904	36,550
REPRESENTED BY:					
RESTRICTED FUNDS	20	1,103	1,134	1,103	1,134
ENDOWED FUNDS	20	12,894	12,822	12,894	12,822
UNRESTRICTED FUNDS	20	23,800	22,348	23,907	22,594
		37,797	36,304	37,904	36,550

The financial statements were approved and authorised for issue by the Council on 27 June 2024.



Anthony Millard
Chair of the Council

The notes on pages 44 to 65 form part of these financial statements.

GROUP CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2023

		Group	
	Note	2023 £'000	2022 £'000
Net cash inflow from operations			
Net cash provided/(used) by operating activities	i)	3,400	4,709
Net Cash flows from investing activities			
Payments for tangible fixed assets		(1,803)	(831)
Additions to investment portfolio		(6,267)	(3,607)
Withdrawals from investment portfolio		6,068	3,910
Bank interest and investment income received		528	280
Net cash (used by) investing activities		(1,474)	(248)
Cash flows from financing activities			
Fees in advance scheme receipts		103	507
Fees in advance scheme payments		(282)	(233)
Net cash (used by)/provided by financing activities		(179)	274
Increase in Cash		1,747	4,735
Cash and cash equivalents at beginning of period		13,440	8,705
Cash and cash equivalents at end of reporting period	ii)	15,187	13,440

GROUP CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2023

(i) Reconciliation of net cash flow from operating activities

	Group	
	2023	2022
	£'000	£'000
Net income	1,611	2,091
Elimination of non-operating cash flows		
Investment income	(528)	(280)
Fee Composition discounts	13	10
Depreciation charges	1,328	1,308
(Increase) in stocks	(2)	(4)
Decrease in debtors	43	94
Increase in creditors	935	1,530
Moira House liquidation	-	(40)
NET CASH INFLOW FROM OPERATING ACTIVITIES	3,400	4,709

ii) Analysis of cash and cash equivalents

	Group	
	2023	2022
	£'000	£'000
Cash at bank and in hand	15,187	13,440
	15,187	13,440

iii) The group has no loans as at 31 August 2023 or 31 August 2022, therefore no analysis of changes in net debt has been included.

The notes on pages 44 to 65 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

1. CHARITY INFORMATION

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

2. ACCOUNTING POLICIES

2.1 Financial Statements and Consolidation

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

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

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

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

2.2 Going Concern

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

2.3 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

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

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

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

2.4 Basis of Consolidation

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

2.5 School fees and similar earned income

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

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

2.6 Investments

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

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

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

2.7 Donations, Legacies, Grants and Other Voluntary Income

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

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

2.8 Tangible Fixed Assets

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

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

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

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

2.9 Stocks

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

2.10 Value Added Tax

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

2.11 Pension Contributions

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

The School also contributes to personal pension schemes for non-teaching staff at 4%-6% of annual basic pay, and these contributions are accrued accordingly.

2.12 Expenditure and allocation of Costs

Cost of raising funds

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

Charitable expenditure

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

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

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

Expenditure is accounted for on an accruals' basis.

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

2.13 Hire Purchase Contracts and Operating Leases

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

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

2.14 Fund Accounting

Funds held by the Charity are:

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

2.15 Financial Instruments

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

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

The School has taken the exemption from presenting its charity statement of financial activities under section 408 of the Companies Act 2006. The net movement in funds of the School in 2023 was surplus £1,354k per final Word accounts (2022: surplus of £28k).

4. CHARITABLE ACTIVITIES – SCHOOL FEES

The School fees income comprised:

	2023	2022	2022	2022
	£'000	£'000	£'000	£'000
	Total	Continuing	Discontinued	Total
		Operations	Operations	
Gross fees	23,207	21,388	-	21,388
Less: Total bursaries, grants and allowances	(3,311)	(3,015)	-	(3,015)
	19,896	18,373	-	18,373
Add: Bursaries funded by restricted funds	252	33	-	33
	20,148	18,406	-	18,406

5. CHARITABLE ACTIVITIES – OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

	2023	2022	2022	2022
	£'000	£'000	£'000	£'000
		Continuing	Discontinued	Total
		Operations	Operations	
School trips and disbursements	(4)	8	-	8
Deposits forfeited	115	-	-	-
Transport recharges	416	320	-	320
Registration fees	68	51	-	51
Insurance commission	1	8	-	8
Sundry other income	17	11	1	12
	613	398	1	399

6. OTHER CHARITABLE INCOME

	2023	2022
	£'000	£'000
Other income	20	11
	20	11

7. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES

	Roedean School Enterprises Ltd	Roedean Moira House School Ltd	Roedean School Enterprises Ltd	Roedean Moira House Enterprises Ltd
	2023 £'000	2022 £'000	2022 £'000	2022 £'000
INCOME FROM:				
Charitable Activities				
Other educational income	-	1	-	-
Other trading activities				
Non-ancillary trading income	631	-	486	-
Voluntary sources				
Total incoming resources	631	1	486	-
EXPENDITURE ON:				
Raising funds				
Non-ancillary trading	491	-	536	-
Charitable Activities				
School and grant making	-	26	-	-
Extraordinary Expenditure	-	(137)	-	-
Total resources expended	491	(111)	536	-
Net income/ (expenditure)	140	112	(50)	-
Retained net income/ expenditure	140	112	(50)	-
Fund balances brought forward	(246)	(72)	(196)	-
Fund balances carried forward	(106)	40	(246)	-
Tangible fixed assets	6	-	5	-
Net Current (Liabilities)/ Assets	(112)	40	(251)	-
NET (LIABILITIES)/ ASSETS	(106)	40	(246)	-

8. INVESTMENT INCOME (CONTINUING OPERATIONS)

	2023	2022
	£'000	£'000
Interest on listed investments	278	273
Bank interest	163	7
Interest on loan to subsidiary	87	-
	528	280

9. ANALYSIS OF EXPENDITURE

	Note 10 Staff Costs £'000	Other £'000	Note 11 Depreciation £'000	Total 2023 £'000	Total 2022 £'000
Costs of raising funds					
Financing costs	-	13	-	13	10
Investment management	-	78	-	78	77
Trading costs of subsidiary	56	431	4	491	530
Group's costs of raising funds	56	522	4	582	617
Charitable activities					
Teaching	8,232	542	160	8,934	7,665
Welfare	1,985	1,303	274	3,562	3,211
Premises	1,437	1,814	890	4,141	3,769
Support costs of schooling	1,144	1,809	-	2,953	3,169
Group's operating costs	12,798	5,468	1,324	19,590	17,814
Grants, awards and prizes	-	252	-	252	33
Extraordinary expenditure	-	-	-	-	203
Total	12,798	5,720	1,324	19,842	18,050
Total Expended Group	12,854	6,242	1,328	20,424	18,667

	Group	
	2023	2022
	£'000	£'000
Auditor's remuneration for statutory audit:		
• Haysmacintyre	41	40
• Crowe	-	9
Fees paid to the auditor in respect of taxation advice	17	20
Legal Fees within Governance	173	335

	Group	
	2023	2022
	£'000	£'000
Governance Costs included in supporting costs of Schooling:		
• Staff costs	21	20
• Other costs	212	376
Total Governance Costs	233	396

	Group	
	2023	2022
	£'000	£'000
Extraordinary Expenditure incurred:		
• Moira House ground dilapidation costs and closure costs	-	123
• Deepdene closure costs	-	80
Total Extraordinary Expenditure	-	203

COMPARATIVE ANALYSIS OF EXPENDITURE

	Note 10 Staff Costs £'000	Other £'000	Group Note 11 Depreciation £'000	Discontinued Operations £'000	Total 2022 £'000
Costs of generating funds					
Financing costs	-	10	-	-	10
Investment management	-	77	-	-	77
Trading costs of subsidiary	136	391	3	-	530
Group's costs of generating funds	136	478	3	-	617
Charitable activities					
Teaching	7,071	483	111	-	7,665
Welfare	1,686	1,212	313	-	3,211
Premises	1,175	1,690	881	23	3,769
Support costs of schooling	1,367	1,801	-	1	3,169
Group's operating costs	11,299	5,186	1,305	24	17,814
Grants awards and prizes	-	33	-	-	33
Extraordinary expenditure	-	340	-	(137)	203
Total	11,299	5,559	1,305	(113)	18,050
Group total expenditure	11,435	6,037	1,308	(113)	18,667

10. STAFF COSTS

The total staff costs were as follows:

	Group	
	2023	2022
	£'000	£'000
Wages and salaries	10,444	9,298
Social security costs	985	858
Pension contributions	1,371	1,203
Contractors	54	76
	12,854	11,435
Aggregate employee benefits of key management personnel	1,095	970

	2023	2022
Average number of employees in the year	358	348
Of which were teaching staff	104	101

Neither members of the Council nor persons connected with them received any remuneration or other benefit other than reimbursement of expenses from the School. The total amount reimbursed for travel and subsistence to members of the Council during the year was £3k (2022: £5k) for 4 members (2022: 12 members).

	2023	2022
£60,000 to £70,000	4	4
£70,001 to £80,000	2	1
£80,001 to £90,000	1	-
£90,001 to £100,000	1	1
£120,001 to £130,000	-	2
£130,001 to £140,000	1	-
£160,001 to £170,000	1	-
£240,001 to £250,000	-	1
£410,001 to £420,000	1	-

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

Contributions were made to the Teachers' Pension Defined Benefits Scheme for nine of the higher paid employees of £213,672 (2022: 8 employees - £188,798). Contributions were made to a Defined Contribution Scheme for two of the higher paid employees of £9,279 (2022: 1 employee - £7,107).

During the year there were redundancy or termination payments made which amounted to £259,176 (2022: £12,363).

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

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



11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2022	31,898	3,898	634	71	36,501
Additions	1,200	316	275	12	1,803
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	8	(8)	-	-
As at 31 August 2023	33,098	4,181	840	83	38,202
Accumulated depreciation					
As at 1 September 2022	11,962	3,365	455	66	15,848
Charge for the year	891	270	162	5	1,328
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	3	(3)	-	-
As at 31 August 2023	12,853	3,597	553	71	17,074
Net book amount at 31 August 2023	20,245	584	287	12	21,128
Net book amount as at 31 August 2022	19,936	533	179	5	20,653
Charity					
Charity	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2022	31,898	3,860	634	71	36,463
Additions	1,200	311	275	12	1,798
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	8	(8)	-	-
As at 31 August 2023	33,098	4,138	840	83	38,159
Accumulated depreciation					
As at 1 September 2022	11,962	3,332	455	66	15,815
Charge for the year	891	266	162	5	1,324
Disposals	-	(41)	(61)	-	(102)
Reclassification	-	3	(3)	-	-
As at 31 August 2023	12,853	3,560	553	71	17,037
Net book amount at 31 August 2023	20,245	578	287	12	21,122
Net book amount as at 31 August 2022	19,936	528	179	5	20,648

12. INVESTMENTS

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Valuation as at 1 September 2022	14,122	15,983	14,122	15,983
Additions at cost	6,267	3,607	6,267	3,607
Disposals proceeds	(6,092)	(3,469)	(6,092)	(3,469)
(Loss) on investments	(118)	(1,999)	(118)	(1,999)
	14,179	14,122	14,179	14,122
Cash	429	405	429	405
Valuation as at 31 August 2023	14,608	14,527	14,608	14,527

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Investments comprise:				
Listed Investments				
Unit trusts (Historical cost £9,617,104)	14,179	14,122	14,179	14,122
Cash	429	405	429	405

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Investments in subsidiaries	-	-	1	1

13. STATEMENT OF INVESTMENT TOTAL RETURNS

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

Permanent Endowment

	Group 2023 £'000
Investment total return	
Income distributions on securities	243
Capital gains on securities	(103)
Investment management costs	(68)
Total return for the year	72
Amount applied as income for spending	-
Amount applied as capital to protect value of endowment	(1,229)
Net increase in Unapplied Total Return for year	(1,157)
Unapplied Total Return as at 1 September 2022	
• securities	(850)
• uninvested cash	158
Unapplied Total Return as at 31 August 2023	(1,849)
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	4,651
Value of permanent endowments as at 31 August 2023	14,742

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

14. DEBTORS

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade debtors	304	335	241	143
Amounts owed by group undertakings	-	-	706	675
Other debtors	131	84	131	84
Prepayments and accrued income	134	193	134	193
	569	612	1,212	1,095

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Note	Group		Charity	
		2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors		71	231	54	217
Social security and other taxes		284	24	275	20
Other creditors		322	159	310	149
Accruals and deferred income		911	253	898	223
Deposits from parents		782	879	782	879
Amounts due to parents		507	1,010	506	1,010
Fees in advance of term		5,452	4,992	5,452	4,992
Fees in advance scheme	17	254	293	254	293
		8,583	7,841	8,531	7,783

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

	Note	Group		Charity	
		2023 £'000	2022 £'000	2023 £'000	2022 £'000
Deposits from parents		4,406	4,240	4,406	4,240
Fees in advance of term		-	14	-	14
Fees in advance scheme	17	443	568	443	568
		4,849	4,822	4,849	4,822

17. DEFERRED INCOME – FEES IN ADVANCE SCHEME

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

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
- due in less than one year	254	293	254	293
- due 1 to 2 years	191	187	191	187
- due 2 to 3 years	130	146	130	146
- due 3 to 4 years	98	113	98	113
- due 4 to 5 years	24	98	24	98
- due after 5 years	-	24	-	24
As at 31 August 2023	697	861	697	861

Summary of movements in liability:

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Balance as at 1 September 2022	861	577	861	577
New contracts	105	507	105	507
Interest allowance	13	10	13	10
Amounts utilised in payment of fees	(282)	(233)	(282)	(233)
As at 31 August 2023	697	861	697	861

The total fees in advance scheme liability as at 31 August 2023, representing commitments to release amounts to the Statement of Financial Activities over the next five years is £718k (2022: £1,126k), inclusive of future interest allowances.

18. PROVISIONS FOR LIABILITIES AND CHARGES

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

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Harper Trust Provision	200	200	200	200
Moira House School Provision	80	80	80	80
	280	280	280	280

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

Summary of movements in provisions:

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Balance as at 1 September 2022	280	156	280	-
New provisions	-	332	-	280
Release of provisions	-	(208)	-	-
As at 31 August 2023	280	280	280	280

19. ALLOCATION OF NET ASSETS

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

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

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

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

20. FUNDS

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

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

Endowed Funds

The endowment fund was established on the sale of the Junior School premises at St Mary's Hall and has been invested to produce both capital growth and income to enhance the School's bursary offering. £nil (2022: £500k) has been transferred from endowed to unrestricted funds to fund bursaries (see note 13).

Restricted Funds

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

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

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

£126k (2022: £40k) has been transferred to restricted funds from unrestricted funds as funds have been spent on Ukrainian funding and bursaries.

21. COMPARATIVE ALLOCATION OF NET ASSETS

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

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

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

Charity	Tangible fixed assets £'000	Investments £'000	Net current assets/(liabilities) £'000	Long term liabilities £'000	Net Assets £'000
Endowed funds	-	12,664	158	-	12,822
Restricted funds	-	-	1,134	-	1,134
Unrestricted funds	20,648	1,863	5,185	(5,102)	22,594
	20,648	14,527	6,477	(5,102)	36,550

22. COMPARATIVE MOVEMENTS OF FUNDS

Group	At 1 September	Income	Expenditure	Transfers and	At 31 August
	2021			Gains/ (Losses)	2022
	£'000	£'000	£'000	£'000	£'000
Endowed Funds					
Roedean St Mary's Hall Trust	14,886	239	(67)	(2,236)	12,822
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	1
Donations from Parents	1	-	-	-	1
Bursary Fund	-	776	(33)	24	767
Development and Project Fund	36	329	-	-	365
Other (All-Weather Pitch, Take a Seat)	-	40	-	(40)	-
	38	1,145	(33)	(16)	1,134
General Reserve					
Discontinued Operations	(74)	1	113	(40)	-
Continuing Operations	21,402	19,373	(18,680)	253	22,348
Unrestricted Funds	21,328	19,374	(18,567)	213	22,348
Total Funds	36,252	20,758	(18,667)	(2,039)	36,304

Charity	At 1 September	Income	Expenditure	Transfers and	At 31 August
	2021			Gains/ (Losses)	2022
	£'000	£'000	£'000	£'000	£'000
Endowed Funds					
Roedean St Mary's Hall Trust	14,886	239	(67)	(2,236)	12,822
Restricted Funds from Continuing Operations					
Art Prize	1	-	-	-	1
Donations from parents	1	-	-	-	1
Bursary Fund	-	776	(33)	24	767
Development Fund	36	329	-	-	365
Other (All Weather Pitch)	-	40	-	(40)	-
	38	1,145	(33)	(16)	1,134
General Reserve					
Continuing Operations	21,598	18,893	(18,150)	253	22,594
Unrestricted Funds	21,598	18,893	(18,150)	253	22,594
Total Funds	36,522	20,277	(18,250)	(1,999)	36,550

24. TAXATION

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

25. CAPITAL COMMITMENTS

The Group and the Charity had capital commitments of £1,052k at 31 August 2023 (2022: £nil).

26. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 August 2022 or 31 August 2023.

27. LEASING PAYMENTS AND COMMITMENTS

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

	2023	2022
	£'000	£'000
0-1 Years	218	126
1-2 Years	65	59
2-5 Years	160	5
	443	190

Operating lease payments amounting to £217k (2022: £209k) were paid during the year.

28. TEACHERS' PENSION DEFINED BENEFITS SCHEME

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,737k (2022: £1,545k) and at the year-end £148k (2022: £nil) was accrued in respect of contributions to this scheme.

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

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

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

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

29. DEFINED CONTRIBUTION PENSION SCHEMES

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

Total pension costs amounted to:

	2023 £'000	2022 £'000
Aegon	7	7
Aviva	23	26
* Clerical Medical	0	1
Scottish Widows	111	79
	141	113

The amount due at year end were as follows:

	2023 £'000	2022 £'000
Aegon	2	2
Aviva	3	3
* Clerical Medical	0	0
Scottish Widows	22	20
	27	20

*Clerical Medical scheme ceased to operate from November 2022, and employees transferred to Scottish Widows scheme.

30. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS

Roedean School Enterprises Ltd.

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

In the year ended 31 August 2023, the Charity charged £171k (2022: £106k) to RSEL for the provision of staff and the administrative services and RSEL gifted £nil (2022: £nil) to the Charity under the Gift Aid scheme. The balance owed by RSEL to the Charity at 31 August 2023 was £706k (2022: £675k).

Trustee Donations

In the year the Charity received donations totaling £3k from its Trustees (2022: £1k).





ROEDEAN



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

Charity Registration No. 307063

www.roedean.co.uk