



ROEDEAN

ANNUAL REPORT &
FINANCIAL STATEMENTS
Year Ended 31 August 2025



ROEDEAN

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



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Message From The Interim Chair of Council

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

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

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

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

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

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

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

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

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

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



Delva Patman
Interim Chair of Council

Report from the Council

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

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

Ethos and Aims

Yesterday, Today, Tomorrow: Living Our Values

Ethos

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

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

Our first prospectus outlined six key pillars:

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

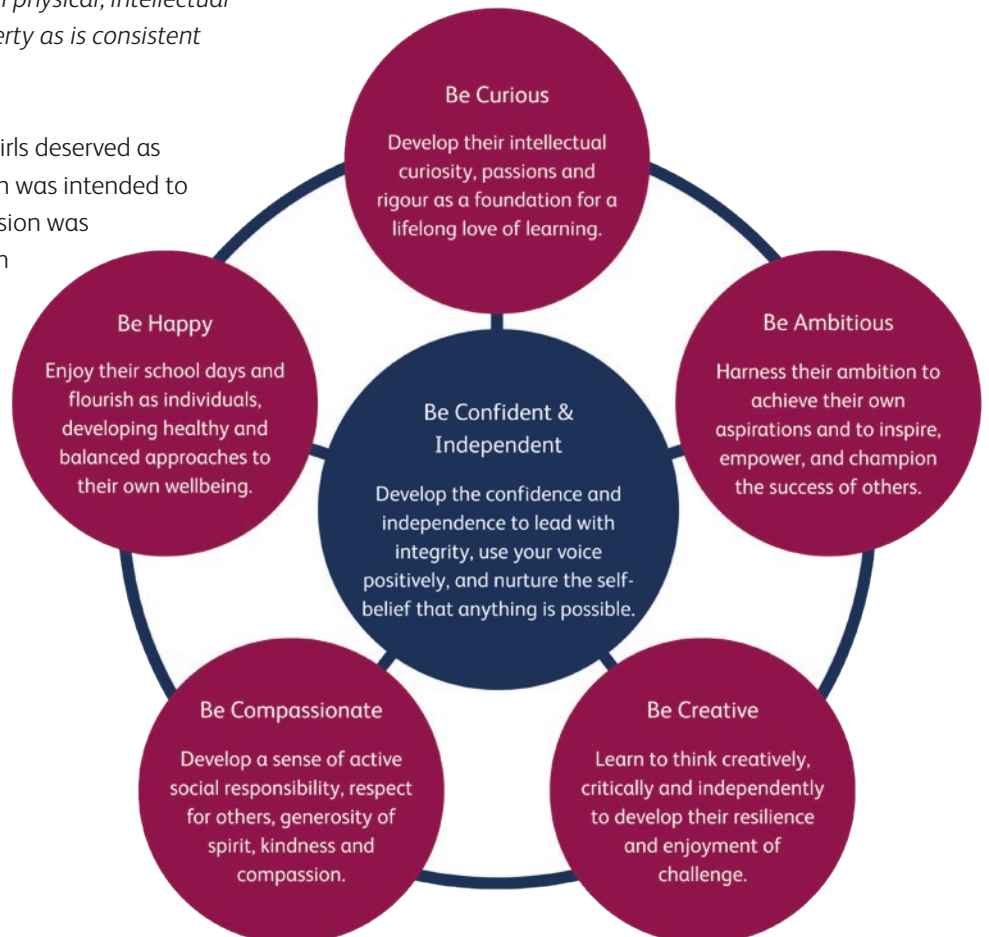
This founding ethos and these pillars remain central to the Roedean ethos and education today – we aim to provide a distinctively academic, high-quality, all-round education, within a caring and friendly community, in a wonderful coastal setting.

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

Aims

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

We want every girl to:



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

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

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



Charitable Objects, Access and Public Benefit

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

Charitable Objects

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

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

Delivering Roedean's Public Benefit

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

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

Delivering a high-quality all-round education for girls

At the commencement of the academic year 2024-25, the number of students at Roedean School was 621, and, as at September 2025, the number was just over 520. Around half

of all students are day girls, with the remainder boarders, who benefit from the School's excellent boarding facilities. As a school, we invest significant resources in ensuring that our high-quality education is as accessible as possible. Fees are set at a level to ensure the financial viability of the School, and at a level that is consistent with our aims and objectives.

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

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

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

Employing and developing staff

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

Supporting other charities and community organisations

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

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

Enabling Access to the Roedean Education – Awards

Bursary Policy

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

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

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

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

All bursary awards are reviewed annually.

Scholarships

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

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

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

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

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

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

Structure, Governance And Risk Management

Group Structure

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

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

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



Governing Body – The Council

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

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

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

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

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

Members of the Corporation

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

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



ISI inspection, January 2025

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

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

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

Summary of inspections findings

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

Section 1: Leadership and management and governance

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

Section 2: Quality of education, training and recreation

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

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

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

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

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

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



Risk Management

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

Although the excellent inspection outcomes provide our stakeholders with reassurance both of the quality of the

Roedean education and of the systems in place to safeguard students and staff, no independent school or charity can afford to stand still or fail to take account of the risks that they face.

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

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

KEY RISK	METHOD TO MANAGE RISK
Impact on student numbers as a result of industry factors and fee affordability	<ul style="list-style-type: none"> Review parent body and background and consider new markets. Revise awards structure, including a reduction in the financial awards tied to scholarships, with a move to a greater focus on bursaries. Focus on Year 11 retention. Additional resources for the Marketing and Admissions Department. Promotion of offer and continued programme of taster and experience days; targeted marketing for Open Days. Increased campaign for meeting local Prep Heads and investment in online marketing tools to improve entry into Roedean at Year 9.
Tax and regulatory policy changes towards independent schools – changes to tax policy, employers' NI and business rates relief	<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 financial models and sensitivity analyses, as well as explore changes to current model to mitigate the impact of the introduction of VAT from 1 January 2025, including via governance changes and charity/company structures. Maintain a close watch on other competitor activities in this area, as well as tracking policy proposals. Renewed look at the governance structure and methods to reduce the impact of the removal of tax reliefs, as well as the fee payment structures. Participate in industry bodies, including ISBA (Independent Schools' Bursars Association), attend roundtable discussions and obtain external professional advice on regulatory and legal matters.

KEY RISK	METHOD TO MANAGE RISK
Safeguarding failure	<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. The DSL now has the support of a Director of Safeguarding, which frees her up to focus on her substantive role.
Increased costs of running the School due to inflationary pressures including insurance, energy, food, wages, pensions alongside pressure on parental ability to pay	<ul style="list-style-type: none"> Always continue to assess the risks and options available in order to provide financial capacity on the bottom line, and review the forecasts, taking account of the number of variables. Further work on cost control measures and benchmarking, driving efficiencies, comprehensive tendering processes, and forward purchase contracts where beneficial.
Condition of the estate and increased risk of damage arising from extreme weather events and/or health and safety (H&S) issues	<ul style="list-style-type: none"> Ongoing investment and upgrades to on-site facilities via refurbishments and ongoing planned preventative maintenance, as part of the comprehensive structural survey conducted by Stace LLP, and interim stone surveys bi-annually. H&S and other relevant requirements (e.g. environmental and equality) considered as part of estate works, alongside affordability, and monitored by Council, its Estates & Operations Committee, and retained external consultants. H&S representative on Council and reporting on H&S to Estates & Operations Committee.
Out-of-date governance arrangements	<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. Obtain external legal and professional advice and engage with regulatory bodies such as the Charity Commission.
Student recruitment and retention, including as a result of the cost-of-living crisis and competitor activity	<ul style="list-style-type: none"> Maintain focus to ensure that the Roedean 'product' (academics, co-curricular, quality of boarding) continues to appeal to the marketplace; active targeted recruitment programme from prep and junior schools, as well as agents and key contacts in the international markets. Continue to manage Roedean's reputation, including work to enhance the School's online presence, including via social media.

Overall risk management controls

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

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

Additional Governance Information

The Code of Fundraising Practice

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

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

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

Data Protection and GDPR

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

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

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

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

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

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

Health and Safety (H&S)

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

Gender Pay Gap Report – Roedean

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

<https://www.roedean.co.uk/policies>

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

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

Remuneration

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

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

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



Investing In Roedean’s Estate

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

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

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

Enhancing facilities at the School

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

Chapel

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

Boarding Refurbishments

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

Teaching and learning spaces

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

Preserving the Heritage

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

Information Technology (IT) Investments

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

Moving Forward

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

Streamlined Energy and Carbon Reporting (SECR)

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

Type of emission	Activity	2024/25			2023/24	
		kWh	tCO ₂ e	% of total	kWh	tCO ₂ e
Scope 1	Natural gas	4,393,828	803.89	71.91 %	4,434,462	811.06
	Vehicle fleet	426,609	104.07	9.31 %	451,091	107.76
	Sub-total	4,820,437	907.96	81.22%	4,885,553	918.82
Scope 2	Purchased electricity (location-based)	1,162,626	205.78	18.41 %	1,213,671	251.29
	Sub-total	1,162,626	205.78	18.41%	1,213,671	251.29
Scope 3	Grey fleet	16,878	4.11	0.37 %	13,832	3.06
	Sub-total	16,878	4.11	0.37%	13,832	3.06
Total Gross consumption and emissions		5,999,941	1,117.85	100%	6,113,056	1,173.17
Metric used:						
Average number of pupils		618		687		
Intensity Ratio:						
tonned of CO ₂ e per Average number of pupils		1.809		1.708		
Optional market-based reporting:						
Purchased electricity (market-based)		0.00		0.00		
Total gross emissions (market-based)		912.07		921.88		

Intensity ratio

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

Efficiency narrative

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

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

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

Progress Updates And Operational Report

Outstanding Academic Achievement

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

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

Examination Results

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

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

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

achieved only Grades 9 or 8. Over three quarters of the cohort was awarded at least one 9.

Leaver destinations and careers

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

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

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

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

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

Pastoral Care and Pupil Welfare

Safeguarding

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

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

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

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

Policy Update

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

Remarks from Safeguarding Trustee

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

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

Pastoral

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

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

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

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

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

Staffing and Training

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

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

Boarding

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

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

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



Beyond The Classroom – Co-Curriculum

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

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

Art and Design

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

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

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

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

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

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

Dance

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

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

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

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

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

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

Drama

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

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

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

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

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

Music

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

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

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

French composer Lili Boulanger, with extended vocal solos by Candis (Yr12) and Ella (Yr13), and a duet between Ellen (Yr12) and guest soloist Oliver Futcher.

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

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



Sport

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

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

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



Co-Curricular and Community links

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

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

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

Duke of Edinburgh's Award

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

CCF

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

Roedean Farm

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

Enterprise

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

Partnerships

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

Community Impact At A Glance

Fundraising And Support For Other Charities

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

Project 125 Moldova

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

St Mark’s CE Primary School

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

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

Roedean Academy

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

Roedean South Africa (Established in 1903)

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

The Roedean School Mission Fund

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

Roedean St Mary's Hall Trust

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

Parents' Guild

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

Alumnae Relations and Development

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

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

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

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

Board Structure And General Meetings

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

President of the Corporation Mary Henderson (OR)	Chair of Council Delva Patman FRICS (coopted 4 December 2024), FGP, SRC, E&O, ESG, GRemCo, Awards, ISC
Vice-President Virginia Stephen (OR)	Vice-Chair of Council Vacant
Elected Trustees: Nick Addyman, BA (elected 4 December 2024, – resigned 17 April 2025), S&R Franciska Bayliss BEd Froebel, FRSA (12 March 2024), ESG John Cain FCA (co-opted 1 September 2023 to fill a casual vacancy-retired 6 December 2025), FGP, S&R, E&O, ISC Genevieve Howell, BA (Oxon), LLM (OR) (elected 6 December 2025) Sophie Hammond, BA, PGCE (OR), (elected 4 December 2024), M&D, ESG Victoria Jenkins MA PGCE (Oxon) MEd (OR) (elected 29 March 2023) Karoline Molberg BA (Hons) (OR) (elected 21 February 2024), FGP, S&R, E&O, M&D, ISC Anthony Millard BSc (Econ) PGCE (Oxon) (elected Chair of Council, 17 January 2024 to 31 August 2025-resigned 22 December 2025), FGP, S&R, ESG, GRemCo, M&D, E&O Teresa Outhwaite BA PGDip (OR), (elected 7 October 2021 -retired 6 December 2025) E&O, M&D Camilla Macpherson (Oxon) FCI Arb (OR) (elected 21 February 2024) GRemCo (resigned 1 April 2025) Natalie O’Connell BSc (Hons) PGDip (elected 21 February 2024), S&R, EOC Althea Wolfe BA (Hons) (elected 21 February 2024) ESG, M&D	Nominated Trustees: Gaelle Sullivan PGCE, PGDip (SEND) MEd (nominated 1 September 2023), S&R, ESG, Awards Co-opted Trustees: Catherine Kirchmann (appointed 9 September 2025-resigned 24 February 2026) Trevor Rowell, BA BPhil MA (Oxon) PGCE FIOD (10 December 2024-resigned 31 July 2025) S&R Vivien Smiley BA MA DipIPR (OR) (21 February 2024 – resigned 31 December 2025) S&R, GRemCo
	KEY Committees were as follows: <ul style="list-style-type: none"> • FGP: Finance and General Purposes Committee, which deals with all financial and investment matters. • E&O: Estates and Operations Committee, which advises on maintenance and buildings provision. • S&R: Strategy and Risk Committee. This Committee monitors and advises on Strategic Development and monitors key risks for the School. • GRemCo: Governance & Remuneration Committee, which reviews those proposed for membership of Council, looks at Committee membership and provides an overview of governance matters. • ESG: Education & Safeguarding Committee. This Committee advises on and monitors safeguarding and educational matters and oversees readiness for inspections. • Awards: Awards Group, which advises on the allocation of bursaries and awards, now reports into Education and Safeguarding with Finance. • M&D: Marketing & Development Committee. This Committee advises on and monitors marketing of, and fundraising for, the School, and considers the strategy for alumnae relations. • ISC: Investment Subcommittee – manages and implements the School’s investment policies • (OR) Old Roedeanian

Interim Chair of Council

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

Trustee Induction and Training

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

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

Insurance

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

2025 Annual General Meeting

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



Management Structure

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

Niamh Green BA MA PGCE MBA

Head

Richard Poffley BA FCCA (resigned 31 December 2025)

Director of Finance & Administration

Administrative Information

Auditors

HaysMac LLP

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

Bankers

National Westminster Bank plc

153 Preston Road
BRIGHTON
East Sussex BN1 6BE

Insurance Brokers

**Marsh Limited
Education Practice**

Station Road
DORKING
Surrey RH4 1EB

Investment Support and Advisers

Rathbones Investment Management

30 Gresham Street
LONDON EC2V 7QN

Solicitors

Stone King

Boundary House
91 Charterhouse Street
London
EC1M 6HR

**Veale Wasbrough Vizards
LLP**

Narrow Quay House
Narrow Quay
BRISTOL BS1 4QA

Health and Safety

Assurity Consulting Limited

26 Redkiln Way
HORSHAM
West Sussex RH13 6HR

Financial Review And Results For The Year

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

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

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

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

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

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

The financial performance for the year is reflected in the investment and operating surplus ratios. Roedean School achieved an investment surplus of 7.6% (2024: 14.9%), and 13.6% (2024: 14.9%) respectively when removing the

cost of bursaries funded by the endowment. The operating surplus, after removing bursaries funded by the endowment is 7.6% (2024: 12.2%). Investment Surplus is defined as "Net income before investment gains and losses, and excluding depreciation, as a percentage of Net Fee income". Operating Surplus is defined as "Net income (excluding bursaries) as a percentage of Net Fee Income before bursaries".

Investment Powers, Policy and Performance

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

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

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

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

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

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

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

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

Reserves policy

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

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

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

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

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



Statement Of Trustees' Responsibilities

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

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

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

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

So far as each of the Trustees is aware:

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

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



Delva Patman
Interim Chair of Council

Independent Auditor's Report

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2025 and of the group's net movement in funds for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

Other information

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of Trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on [page 30](#), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

Use of our report

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

HaysMac LLP

Statutory Auditors
10 Queen Street Place
London
EC4R 1AG

Date: 2 March 2026

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



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

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

The notes on pages [39- 58](#) form part of these financial statements.

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

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

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

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

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

Delva Patman
Interim Chair of Council

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

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2025

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

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2025

(i) Reconciliation of net cash flow from operating activities

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

ii) Analysis of cash and cash equivalents

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

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

The notes on pages [39- 58](#) form part of these financial statements

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

1. CHARITY INFORMATION

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

2. ACCOUNTING POLICIES

2.1 Financial Statements and Consolidation

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

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

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

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

2.2 Going Concern

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

2.3 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

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

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

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

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

2.4 Basis of Consolidation

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

2.5 School fees and similar earned income

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

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

2.6 Investments

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

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

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

2.7 Donations, Legacies, Grants and Other Voluntary Income

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

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

2.8 Tangible Fixed Assets

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

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

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

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

2.9 Stocks

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

2.10 Value Added Tax

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

2.11 Pension Contributions

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

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

2.12 Expenditure and allocation of Costs

Cost of raising funds

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

Charitable expenditure

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

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

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

Expenditure is accounted for on an accruals' basis.

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

2.13 Hire Purchase Contracts and Operating Leases

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

2.14 Fund Accounting

Funds held by the Charity are:

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

2.15 Financial Instruments

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

3. CHARITIES STATEMENT OF FINANCIAL ACTIVITIES

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

4. CHARITABLE ACTIVITIES – SCHOOL FEES

The School fees income comprised:

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

5. CHARITABLE ACTIVITIES – OTHER EDUCATIONAL INCOME

Other educational charitable activities comprised:

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

6. OTHER CHARITABLE INCOME

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

7. CONTRIBUTION FROM SUBSIDIARIES ACTIVITIES

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

8. INVESTMENT INCOME

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

9. ANALYSIS OF EXPENDITURE

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

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

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

COMPARATIVE ANALYSIS OF EXPENDITURE

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

10. STAFF COSTS

The total staff costs were as follows:

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

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

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

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

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

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

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

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

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



11. TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2024	36,656	4,147	1,063	126	41,992
Additions	1,079	247	91	14	1,431
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	37,735	4,135	1,098	140	43,108
Accumulated depreciation					
As at 1 September 2024	13,958	3,534	636	85	18,213
Charge for the year	993	266	258	16	1,533
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	14,951	3,541	838	101	19,431
Net book amount at 31 August 2025	22,784	594	260	39	23,677
Net book amount as at 31 August 2024	22,700	622	417	39	23,778
Charity					
Charity	Freehold land and buildings £'000	Furniture, fittings and equipment £'000	Computer equipment £'000	Motor Vehicle £'000	Total £'000
Cost					
As at 1 September 2024	36,656	4,104	1,063	126	41,949
Additions	1,079	247	91	14	1,431
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	37,735	4,092	1,098	140	43,065
Accumulated depreciation					
As at 1 September 2024	13,957	3,489	639	87	18,172
Charge for the year	993	264	258	16	1,531
Disposals	-	(259)	(56)	-	(315)
As at 31 August 2025	14,950	3,494	841	103	19,388
Net book amount at 31 August 2025	22,785	598	257	37	23,677
Net book amount as at 31 August 2024	22,700	620	417	39	23,777

12. INVESTMENTS

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

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

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

13. STATEMENT OF INVESTMENT TOTAL RETURNS

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

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

Permanent Endowment

	Group 2025 £'000
Investment total return	
Income distributions on securities	220
Capital gains on securities	236
Investment management costs	(66)
Total return for the year	390
Amount applied as income for spending	(1,400)
Amount applied as capital to protect value of endowment	(465)
	(1,475)
Unapplied Total Return as at 1 September 2024	
• securities	1,702
• uninvested cash	158
	385
	2025 £'000
Preserved value of original permanent endowments	10,091
Amount applied as capital to protect value of endowment	2,870
Value of permanent endowments as at 31 August	12,961

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

14. DEBTORS

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

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

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

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

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

17. DEFERRED INCOME – FEES IN ADVANCE SCHEME

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

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

Summary of movements in liability:

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

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

18. PROVISIONS FOR LIABILITIES AND CHARGES

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

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

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

Summary of movements in provisions:

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

19. ALLOCATION OF NET ASSETS

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

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

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

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

20. FUNDS

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

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

Endowed Funds

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

Restricted Funds

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

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

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

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

21. COMPARATIVE ALLOCATION OF NET ASSETS

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

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

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

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

22. COMPARATIVE MOVEMENTS OF FUNDS

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

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

23. TAXATION

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

24. CAPITAL COMMITMENTS

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

25. CONTINGENT LIABILITIES

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

26. LEASING PAYMENTS AND COMMITMENTS

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

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

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



27. TEACHERS’ PENSION DEFINED BENEFITS SCHEME

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

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

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

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

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

28. DEFINED CONTRIBUTION PENSION SCHEMES

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

Total pension costs amounted to:

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

The amount due at year end were as follows:

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

29. SUBSIDIARIES AND RELATED PARTY TRANSACTIONS**Roedean School Enterprises Ltd.**

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

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

Trustee Donations

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







ROEDEAN

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