



Dulwich College Financial Statements

For the year ended 31 July 2019

DULWICH COLLEGE

FINANCIAL STATEMENTS

YEAR ENDED 31 JULY 2019

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DULWICH COLLEGE

REPORT OF THE GOVERNORS

YEAR ENDED 31 JULY 2019

REFERENCE AND ADMINISTRATIVE DETAILS

Governors

Governors who served during the year and to the date the report and accounts were signed were:

	Date appointed as a Governor	Term	Date retired as a Governor
Chairman			
The Rt Hon P J R Riddell CBE MA FRHistS *# ^Ø ^D	1 August 2009	Second	
Vice Chair			
J M Hill MA #	1 August 2009	Second	
Sir Brian Bender KCB #	1 August 2009	Second	31 July 2019
Dr I Bishop CBE BEd MA LLD ^Ø ^S	1 August 2012	Second	
Dr A J Carr PhD ^D	1 August 2019	First	
K J Elborn BA FCA *	1 August 2019	First	
V Flind BA ^Ø ^S	1 August 2009	Second	31 July 2019
R J Foster BEd ^Ø	28 March 2011	Second	31 December 2018
K Fowler MA S ^Ø	1 January 2019	First	
S Ghosh BA MA * ^D	1 August 2011	Second	
R Hanna BA AA dipl RIBA #	1 August 2018	First	
H R Kerr MA MBA *	1 August 2019	First	
Dr A H Köttering BSc MSc DPhil *	1 April 2013	Second	
D J Parfitt # ^D	1 January 2018	First	
Professor R J Parish MA DPhil ^Ø	1 November 2016	First	
T J Pethybridge* ^D	1 December 2015	First	
C H Polli LLB ^Ø ^S	1 August 2019	First	
Dr M Ramadhan OBE ^S	1 August 2019	First	
P M Thompson RD MB BS FRCS ^Ø ^S	1 April 2013	First	31 December 2018
G N C Ward CBE MA FCA*	1 August 2008	Second	31 July 2019

The Governors' terms of office stated above include their service as Governors of Dulwich College Trust. The Governors of Dulwich College Trust became the Governors of Dulwich College on its incorporation.

- * member of the Finance Committee.
- # member of the Property & Operations Committee.
- ^Ø member of the Education Committee.
- ^D member of the Development Committee.
- ^S member of the Safeguarding Committee.

DULWICH COLLEGE

REPORT OF THE GOVERNORS (continued)

YEAR ENDED 31 JULY 2019

REFERENCE AND ADMINISTRATIVE DETAILS (continued)

Officers

Master	Dr J A F Spence BA PhD
Chief Operating Officer	S J Yiend MA
Clerk to the Governors	K Jones LLB
Deputy Master (Academic)	D A P King MA
Deputy Master (Pastoral)	F M Angel BA
Director of Finance	N J Prout BA ACA
Deputy Master (External Relations)	Dr C S B Pyke MA MMus PhD
Deputy Master (Co-curricular)	I L H Scarisbrick BSc
Director of Communications	J M Scott MA MBA

Other

Registered Charity Number 1150064

Company Number 8208764

Address Dulwich College
Dulwich Common
London
SE21 7LD

Advisers

Auditors Haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

Bankers Barclays Bank plc
1 Churchill Place
London E14 5HP

Investment Advisers BlackRock Investment Management (UK) Limited
33 King William Street
London EC4R 9AS

Veritas Investment Management LLP
Elizabeth House
39 York Road
London SE1 7NQ

Ruffer Investment Management
80 Victoria Street
London SW1E 5JL

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London EC4M 8BU

DULWICH COLLEGE

REPORT OF THE GOVERNORS (continued)

YEAR ENDED 31 JULY 2019

Dulwich College is descended from the College of God's Gift founded at Dulwich in 1619 by Edward Alleyn.

The College is a company limited by guarantee and a registered charity. It operates under a scheme made by the Charity Commission on 30 January 2013, which regulates the College as a charity, defines its charitable object and specifies the constitution, powers and duties of the Governors.

The College is the corporate trustee of Dulwich College Trust, which administers certain endowment assets and funds. Dulwich College Trust is a subsidiary charity of the College which is subject to a uniting direction and has a charity registration number 1150064-1. The College is also the corporate trustee of the Dulwich College Awards Fund, which is also subject to a uniting direction and has a charity registration number 1150064-13. Neither Dulwich College Trust nor Dulwich College Awards Fund is required to prepare separate financial statements.

Organisation

The College has a governing body consisting of not less than nine and not more than fourteen Governors, who are the directors of the company and the trustees of the charity.

The full Board of Governors meets at least three times a year.

- The Finance Committee of the Board meets three times a year and advises the Board on financial matters.
- The Property & Operations Committee meets three times a year and advises the Board on property and operations matters.
- The Education Committee meets three times a year to consider the curriculum and other academic matters and advises the Board on education matters.
- The Safeguarding Committee meets twice a year to consider safeguarding matters.
- The Development Committee meets termly to consider fundraising matters.
- A Chairs group (comprising the Chair and Vice-Chair of Governors, the Master, the Chief Operating Officer and the chair of each committee and subsidiary board) meets at the beginning of each term to review the key matters and projects for the College that term and to ensure that matters requiring the attention of Governors that term are duly considered.
- The Nominations Committee (comprising the Chair and Vice-Chair of Governors and the Master as ex officio members plus at least two co-opted Governors) meets termly and assists the Board with the recruitment of new Governors.

The Master is the chief executive of the College and is responsible for the implementation of the strategy and policy approved by Governors. He is assisted by the College Leadership Team (which consists of the Master, the four Deputy Masters, the Chief Operating Officer, the Director of Finance, the Clerk to the Governors and the Director of Communications), the Senior Management Team (which consists of the nine previously mentioned executives, the five Heads of School and the Director of Development) and the Education Leadership Team (which consists of the Master, the Deputy Master Academic and the five Heads of School). The College aims to provide salaries and allowances for senior managers and other staff that are in line with peer schools and similar organisations. These are benchmarked against surveys and other relevant market data from time to time.

The College provides information to its employees on the staff intranet (MyDulwich). Communication with staff is also conducted through mid-morning whole staff announcements from the Master and senior colleagues (twice a week, with key messages repeated by e-mail), at regular but less frequent intervals through committees of teaching and operational staff and through the Master's addresses to all staff.

The College provides employment, training and development to disabled persons on the same basis as to its other employees.

Recruitment and Training of Governors

Governors are appointed by the Board in accordance with the College's Articles of Association. They are normally appointed for a five year term of office and most Governors serve two such terms. No fee or other remuneration is payable to Governors, other than reimbursement, if claimed, of reasonable costs incurred in attending meetings. A Governor who is disqualified from acting under the Charities Act 2011, or is absent without good cause from all meetings of the Governors for twelve consecutive months, or notifies the Governors in writing of a wish to resign, ceases to be a Governor.

In appointing new Governors the Nominations Committee first reviews the skills and experience available among serving Governors. Having identified the skills and experience required, the committee recommends to the governing body suitable candidates for appointment. The Board looks to have a diversity of Governors and to have among the Governors Old Alleynians (former pupils of the College), parents or former parents and local residents.

All new Governors are invited to spend an induction day at the College, which includes meetings with Senior Management Team members. Newly appointed Governors are given written briefing material on the duties of a Governor and on the College and its operations and are briefed on the College's financial position by the Chair of the Finance Committee and the Director of Finance. Each Governor is invited at least once a year to spend a half-day visiting departments within the College (both academic and operational) in order to extend their knowledge of the College and its staff.

All Governors are encouraged to undergo relevant training (including safeguarding training). Training is provided to the full Board on their strategy days.

The College has taken out trustee indemnity insurance. This covers claims made against the College in respect of Governors' liability arising from any negligent act, error or omission committed in good faith. The premium for the insurance is included in the College's public liability premium.

Group Structure and connected charities

Dulwich College is one of the beneficiaries of The Dulwich Estate. The Estate's charitable purpose is to enable education, sheltered homes for the elderly and provide a place of worship in the community. The other beneficiaries include Alleyn's School and James Allen's Girls' School (JAGS). Each beneficiary is managerially and financially independent. The Estate's charitable scheme sets out that two of its trustees are nominated by the College. All three Dulwich schools receive an income distribution from The Dulwich Estate each year in proportion to the number of pupils in each school. The Estate also owns the freehold of some of the College's operational properties for which the College pays rent. Other than in its role as landlord the Estate does not have any influence on the operations of the College.

The College has two wholly owned trading subsidiaries, Dulwich College Enterprises Limited (DCE) and Dulwich College Enterprises Overseas Limited (DCEO). There is more information about DCE and DCEO later in this report.

OBJECT, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Object

The charitable object of the College is the advancement of education of children for the benefit of the public by:

- (a) the conduct at Dulwich of a day and boarding school for boys (called Dulwich College), in which there shall be provided a practical, liberal and religious education and which may include a preparatory department and, if thought fit, the provision of a pre-preparatory school for boys and girls; and
- (b) the provision and support of other educational institutions and activities in Dulwich and elsewhere in the United Kingdom.

Aims

The College's principal aims, as enunciated in the Strategic Development Plan, 2018-2022 (SDP) are:

- to ensure that all our pupils feel equally secure and valued;
- to offer academic challenges that enable each pupil to realise his potential;
- to provide sporting, cultural, charitable and adventurous engagement for all our pupils to enjoy and through which they can learn to work co-operatively and to lead; and
- to nurture a supportive community that encourages a sense of social responsibility.

It is also the College's responsibility to enable Alleynians to be thoroughly well prepared for the challenges of the 2020s.

OBJECT, AIMS, OBJECTIVES AND ACTIVITIES (continued)

Objectives for the year

The Governors' objectives for the year under review were:

- to maintain and improve the academic standards of the College;
- to ensure that the College upholds best practice with regard to pastoral care and safeguarding;
- to fund all necessary works on the College's campus and be able to fund development, while at the same time keeping fees at an appropriate level and ensuring a proper level of reward for employees;
- to promote open access to the College by maintaining and where possible increasing the availability of bursaries;
- to ensure that all the College's facilities were properly maintained, notably with regard to standards of Health and Safety and compliance;
- to continue to undertake building and maintenance work in accordance with the Master Plan for the site;
- to ensure the improvement of the provision of education over the course of the coming decade, in line with the aims expressed in the SDP;
- to promote partnerships between the College and the local community, particularly the community of schools in Southwark and Lambeth;
- to assist central and local government partners by lending the College's expertise to academies; and
- to provide necessary support to the College's associated international schools, run independently in the Far East.

Strategies to achieve the year's objectives

The Governors' strategies for achieving these objectives during the year have been:

- to monitor the academic achievements of the College and to engage with the Master and his colleagues on developments in the curriculum;
- to monitor the embedding of best practice in pastoral care and safeguarding;
- to monitor the financial performance of the College;
- to approve a budget for the year which balances expenditure (particularly proper rewards for staff, the need to fund the necessary works on the campus and the need for a surplus sufficient to support the SDP, including the Master Plan for the site) against the pressure that fee increases can put on some fee payers in the difficult economic climate;
- to build the Bursary Appeal Fund and thereby increase the College's bursary provision;
- to generate additional income through DCE's commercial activities and DCEO's overseas operations;
- to continue to upgrade the College's infrastructure and services identified as being a high priority, with a focus on Health and Safety and teaching and learning;
- to support the Master and his colleagues in their work with the local community;
- to build relationships with major players in the development of new initiatives in education; and
- to support the work being done by the Master and Deputy Master External to develop educational links with the local community of schools in Southwark and Lambeth, notably the Southwark Schools Learning Partnership (SSLP) and with our associated independently run international schools.

Principal activities for the year

Education - The education of pupils in the broadest sense has been the principal activity during the year. In addition to its core academic activities the College has provided a wide range of sporting, musical, dramatic, artistic, supra-curricular¹ and co-curricular pursuits. The College has sought to attract pupils from a variety of backgrounds and has made grants in the form of bursaries to this end. The Educational Leadership Team (ELT) has maintained its programme of regular lesson observations and the checking of Schemes of Work of all academic departments and has provided extensive feedback. The College has led and contributed to a significant number of educational initiatives outside the College, both locally and more widely.

¹ Supra-curricular is the exploration of a pupil's chosen subject through wider reading and other related activities beyond their GCSE and A Level curricula

OBJECT, AIMS, OBJECTIVES AND ACTIVITIES (continued)

Principal activities for the year (continued)

Free Learning - An integral part of a Dulwich College education, aims to develop the natural talents and abilities of each boy, giving them the opportunity to excel in every aspect of life and become confident, courteous and responsible individuals at ease with themselves and ready for their next challenges. Free Learning encompasses pupil-led independent learning, free from a syllabus and free to challenge pupils to thinking for its own sake. It is fed by intellectual curiosity, often supported by the interest and enthusiasm of a teacher, and takes place both within subject lessons and without. In a secure yet challenging environment, Free Learning supports the development of independent, creative thinking based on practical knowledge and conceptual understanding, and which encourages participation, curiosity and enquiry. Three prime examples of **Free Learning** initiatives at Dulwich are the **Upper School Symposium**; **A Level Plus**; **Dulwich Creative**.

- **Upper School Symposium** - This annual event comprises high-level interdisciplinary enquiry for all Upper School students who are given a day off-timetable to attend intellectually stimulating talks, workshops and seminars. In addition to attending the key note address, students choose from around 30 workshops and seminars given by teachers and contributors from the worlds of theatre, art and technology. 2018's theme was Tradition and Innovation. Keynote speakers Annie Brookman-Byrne and Richard Edwards-Earl explored the technological innovations which have revolutionized their respective fields (educational neuroscience and film) in the past decade, as well as reflecting on enduring traditions in science and cinema. Pupils were joined by students from partnership schools The Charter School and St Thomas the Apostle School and Sixth Form College. As one Year 13 boy said: 'I feel as if I have attended a whole term of Liberal Studies in one day. My brain is buzzing!'
- **A Level Plus** - In addition to their A level subjects, Year 12s follow an A Level Plus programme of two courses over three terms, providing an opportunity for them to fire their enthusiasm and become connoisseurs in areas that lie just beyond the reach of the normal curriculum. The programme offers exciting, cross-curricular courses which frequently straddle multiple subject areas in their explorations of knowledge, culture and invention. They are unexamined, and their independence from defined syllabuses allows teachers' personal subject enthusiasms and expertise to connect with pupils' own academic interests, stretching their intellectual horizons. The courses are varied: some culminate in essay responses, whilst others invite pupils to produce mechanical, technological or cultural artefacts and, in some enter external competitions; all, though, are showcased in an evening for parents, other students and staff for pupils to present inventions, artefacts, experiments and mini-lectures which demonstrate their intellectual journeys. A Level Plus gives pupils *depth*: their choice of courses complements their A level choices and *deepens* their knowledge beyond syllabuses, often to near-undergraduate standard.
- **Dulwich Creative** - Dulwich Creative weeks offer opportunities to learn free of examination and syllabus, beyond and within the classroom. Each year a team of departments takes the lead and encourages others to collaborate and forge links between disciplines with subjects 'hijacking' the school with a series of events designed to engage, challenge and enthuse pupils from the Early Years to the Upper School. The programmes include whole-school activities and opportunities to learn in large and small groups and with pupils from the same and mixed year groups. Typically the weeks include talks, creative pursuits, lectures, lesson hijacks, installations, visits and visitors, with each subject area feeding into the week's theme. In 2018 Dulwich Creative was integrated into Dulwich Olympiad 2019.

Other highlights include:

CORE Schools Economics Challenge - The Economics department entered a joint Dulwich College-Charter School entry into this international competition with a video on the topic '10 years on from the financial crisis'. The team was awarded the prize for the best inter-school video collaboration, and placed in the top 6 of all the entries from around the World. The video is shown on the CORE website <https://www.core-econ.org/core-schools-economics-challenge-2018-2/> (the second video).

BASE National Finals - The Year 12 Dulwich College Accounting team competed in the Institute of Chartered Accountants for England and Wales' BASE competition National Finals.

Physics - The Physics department ran trips to CERN, the National Grid, the National Physics Laboratory and the Reaction Engines and Diamond Light source. We also entered very successful teams in the International Youth Physics tournament, and the Weismann Safe Cracking and the UK space design competitions. A Year 11 pupil was runner up in the 2019 SatelLife ChallengeSpace Competition with his idea to deploy emergency drones both for medical needs and the detection of crime.

OBJECT, AIMS, OBJECTIVES AND ACTIVITIES (continued)

Principal activities for the year (continued)

Music - Over 40 of the College's musicians gave the annual Chamber Music concert at St James's Church, Piccadilly on Thursday 2 May 2019. The programme included the premiere of a Flute Sonata by a Year 13 pupil. The Chapel Choir celebrated its 21st Birthday of re-formation in a concert on Friday 14 June at All Saints Church, West Dulwich. The programme included a performance of the first movement of Mendelssohn's Octet and the Magnificat BWV 243 by J.S. Bach.

Drama - Performances included *Medea* by Euripides, a compelling 1920s vision for the retelling of the Greek Tragedy delivered by Alleynians and pupils from JAGS, an adaptation of *Dorian Gray*, and *Flies*, a play inspired by William Golding's *Lord of the Flies*. working with experienced practitioners, a Lower School cast created a Play-in-2-Days, devising their own original pieces for a workshop performance.

Art & DT - The Store's architectural exhibition *Evolving Spaces* fed into departments across the College and created a real sense of fluidity towards the learning experience and wider free-learning. Architect Tristan Wigfall OA and his team from Almanac delivered a series of talks and workshops to our examination students. Three pupils were awarded a prestigious Arkwright Scholarship.

Sport - Cross Country: Dulwich runners were awarded overall winners for the Southwark Championships and London Championships. A Year 9 pupil was selected to run for England in the Schools Cross Country Championships in Dublin. **Football:** The 1st XI were crowned the 2018/19 ISFA London Schools Cup Champions. **Rugby:** The U15s won the Plate final at the Langley National Rugby Festival. **Cycling:** A Year 11 pupil is part of the Olympic Cadet Programme. **Ski-Racing:** The seniors were crowned National Champions in the Indoor Championships with a Year 13 pupil winning the U21 category. **Fencing:** A Year 8 pupil won Gold in the U13 Epee division in the England Youth Fencing Championships. **SSLP (Southwark Schools Partnership) Indoor Athletics: SSLP Indoor Games:** We saw a successful inaugural Southwark Schools' Learning Partnership Athletics Championships at the Lee Valley Indoor Athletics Centre which gave aspiring SSLP athletes the opportunity to use world-class facilities.

Debating - Two Alleynians were selected for the England development squad, and were winners of LSE's Schools Debating competition. Teams also qualified for the finals of Cambridge, SOAS and UCL Schools competitions and the International Competition for Young Debaters. The Dulwich Schools Competition continues to run successfully, attracting a wide range of competitors from both the state and independent sector.

CCF - Dulwich College CCF were the LONDIST Guthrie Cup competition winners 2018 and selected to represent London at the prestigious Cadet Cambrian Patrol Competition in Wales; the team achieved the Gold Medal. Sebastian Connor was awarded the best Section Commander award at the competition and was also this year awarded the Deputy Lord Lieutenants Certificate for services to the Cadet Forces within the Borough of Southwark.

The Laboratory, the College's home for Science and the Arts, continued to be deployed extensively throughout the year:

- **Science partnership events** such as the Ogden Trust Primary Science Day, Physics Partners, Stimulating Physics Network with the IOP and use by partner schools such as Bonus Pastor to enable Sixth Form science practicals and to teach their G&T (gifted and talented) students;
- **Mock Oxbridge interviews** are held in the labs and the **STEMshort lecture series** in the Auditorium. We also hosted the Weizmann UK Safecracking competition;
- The weekly **Saturday School (Southwark Community Education Council) Year 6 Scheme** with its Science focus hosts 60 primary schools students for 18 Saturdays a year;
- A programme of **Free Learning lectures** to which educational partner schools are invited;
- The **GE Moore Lecture Series**, part of the 400th anniversary celebrations - a series of evening lectures, which are open to the public and have been attended by hundreds of visitors;
- **Dulwich Literary Festival** - lectures and book readings by authors, open to the public, over a November weekend, in collaboration with the local independent book store, which welcomed visitors from the local and wider community; and

OBJECT, AIMS, OBJECTIVES AND ACTIVITIES (continued)

Principal activities for the year (continued)

- **The James Caird** - throughout the academic year, the College offers regular free visits by schools and researchers and interested members of the public to view the James Caird, Ernest Shackleton's rescue boat, housed in the James Caird Hall of The Laboratory.

400 Anniversary

2019 saw the 400th anniversary of Dulwich College. A rich programme of events and activities - with pupils at its core - was created as tribute to Edward Alleyn's social and educational legacy. This almanac of commemoration and celebration was the result of collaborative work from every constituency of the College: Alleynians, Old Alleynians, staff, parents and families, governors and our educational partners. Highlights from the year include:

- **Dulwich Olympiad 2029** - 600 pupils from Dulwich College International joined Alleynians for a week of Art masterclasses, Music and Drama performances in the Queen Elizabeth Hall and a raft of Sports at the Olympic Park;
- **Gloriana and Service of Thanksgiving at St Paul's Cathedral** - an inspiring day of pageantry, words and music with with pupils, staff and guests;
- **GE Moore Lectures** – a series of 15 public lectures whose content explored the significant cultural impact of the College and its pupils and staff;
- **School Service Day** – on 21 June, the anniversary of the founding of Dulwich College, 1,400 College pupils and 200 staff spent the day engaging in community-focused projects and charity-fundraising events;
- **Founder's Festival Week** with the unveiling of a 400th anniversary stained glass window; and
- **The Quatercentenary series** – four books celebrating the lives and work of Old Alleynians.



Charities Act 2011 and public benefit

The Governors are cognisant of their responsibilities in providing public benefit. The College continues to demonstrate a significant number of areas of public benefit within its core charitable objective of conducting at Dulwich a day and boarding school for boys in which there is provided a practical, liberal and religious education. The identifiable benefits include the provision of means-tested bursaries, which totalled £3,526,000 in the year, the provision of subsidised access to College facilities for community and educational purposes to the value of £93,000, pupil fundraising for external charities to the value of £27,000 and a significant number of community and partnership activities involving current students and staff. The key elements of these activities and their relation to the College's educational and charitable mission are set out in the community activities section of this report.

OBJECT, AIMS, OBJECTIVES AND ACTIVITIES (continued)**Grant making policy**

The College grants bursaries to provide financial support to parents whose sons have been awarded a place at the College but who cannot afford full tuition fees. Bursaries are funded by the College's Bursary Appeal Fund or by the income distributions from The Dulwich Estate. The bursaries granted, in addition to entry bursaries, include temporary help where there has been a family problem, such as the death of a parent. Generally the College will seek to support a boy, during the examination years in particular, when this happens.

College scholarships are awarded at entry points. These are largely academic but there are also scholarships for Sport, Music and Art. College scholarships are not means tested but a number of scholarships go to boys who would otherwise receive bursaries.

STRATEGIC REPORT**ACHIEVEMENTS AND PERFORMANCE****Operational performance**

The extent to which the College achieves its aims cannot be measured by examination results alone. There is a range of indicators (not all measurable in quantitative terms) which show how well the College is providing an academic environment in which pupils acquire a good work ethos and a love of learning; an appropriate academic challenge which enables each pupil to realise their full potential; a wide range of activities through which pupils can develop a breadth of interests and learn to work co-operatively; a caring, supportive and well-ordered environment in which pupils from a variety of backgrounds can feel secure and equally valued and an ethos which encourages spiritual and personal development.

The main academic key performance indicators are the percentage of entries at A Level achieving grades A*, A or B and the percentage of entries at GCSE level achieving 9, 8 or 7 (the grading has changed from A* to G to 9 to 1 and grade 7 is comparable with the old A grade). The College aims to maintain at least 90% of entries at A Level achieving grades A*, A or B and 95% of entries at GCSE level achieving 9 to 5 grades (A*, A or B). These are demanding performance indicators given the large size of year groups at the College and the absence of less challenging subjects in the curriculum. In 2019 86% of entries achieved A*, A or B grades at A Level and 99% of entries at GCSE level achieved (A*, A or B).

The percentages, compared with the percentages achieved in the previous four years, are set out in the table below.

	2015	2016	2017	2018	2019
Entries at A Level achieving A*	32%	26%	31%	29%	29%
Entries at A Level achieving A* or A	63%	63%	64%	62%	65%
Entries at A Level achieving A*, A or B	86%	90%	87%	88%	86%
Entries at GCSE achieving A*	54%	55%	59%	57%	-
Entries at GCSE achieving 9	-	-	-	-	37%
Entries at GCSE achieving 9 or 8	-	-	-	-	65%
Entries at GCSE achieving A* or A	86%	86%	88%	84%	85%
Entries at GCSE achieving A*, A or B	97%	98%	98%	97%	99%

The College's financial performance is measured against the budget for the year through termly management accounts which compare actual and budgeted income and expenditure and which forecast the result for the year. The College's budget for the year includes income from its trading subsidiaries, DCE and DCEO and the performance of DCE and DCEO is continuously monitored. Governors are alerted quickly to any material variances from budget.

ACHIEVEMENTS AND PERFORMANCE (continued)

Operational performance (continued)

Apart from the main academic performance indicators, the performance of the College is also measured using a number of other indicators, which are based on on-going assessment of the College's educational and charitable objectives and financial constraints. The table below compares performance in the year under review with performance in the previous four years (all the indicators exclude the DUCKS kindergarten).

	2015	2016	2017	2018	2019
Pupil numbers	1,703	1,751	1,736	1,756	1,742
Fee increases	5.75%	4.75%	3.75%	3.95%	4.0%
Day/boarding split	12.1:1	12.6:1	12.7:1	13.2:1	12.5:1
Pupil/teacher ratio	9.4:1	9.3:1	9.0:1	8.9:1	8.8:1
Average direct teaching cost per teacher	£93,000	£94,000	£100,000	£102,000	£104,000

In the year under review, as well as delivering £1,299,000 (2018: £632,000) of specific minor buildings projects, the College invested £1,730,000 on the internal refurbishment works of the Barry Buildings, with all the works to be finally completed shortly after the end to the year, providing 50 refurbished classrooms that combine beautifully enhanced heritage features with the very best, fully modernised teaching facilities. Complementing the works to restore the external facade of the Barry Buildings, the formal landscape eastern frontage was extensively redesigned to enhance and make more available green, open spaces for reflection, completing a restoration of the College's main heritage buildings that accomplishes responsible custodianship of our heritage as well as providing first class, modern facilities and spaces for teaching and learning. In addition, the first phase was successfully completed of a two phase project to extend the DUCKS Infants School provision from two to three classes in Reception and Years 1 and 2, with the second phase to be completed by the start of the academic year 2020-21.

As well as investment in major capital projects, annual works were carried out as part of a planned programme informed by a 50-year condition survey, which identifies the maintenance of buildings that will be required over the next 50 years. The survey provides a planned and costed programme of refurbishment of all the College's buildings to ensure their ongoing upkeep and appropriate financial forecasting. Significant investment was also made into upgrading boilers and heating systems in some buildings and architects were instructed to design a major upgrade of the Lower and Junior Schools, including the replacement of the temporary accommodation that forms the Lower School Library. The Dining Hall servery was also extensively modernised, which has greatly improved the pupils' experience and has been vocally widely appreciated by pupils. Refurbishment works were begun on the Old San staff housing and extensive works were begun to increase and improve the provision of electrical power to the southern half of the site.

A major project was carried out over the year to overhaul and reconfigure the College's entire IT network and this has dramatically improved the performance of the IT network and infrastructure, as well as ensuring much improved disaster recovery planning, by delivering separation and duplication of all major systems. A cyber security audit and penetration testing of College systems was successfully completed, which was encouraging in its assessment of the security of the network and the College's defences against cyber-attack. Concurrently, the roll out was completed of some 200 individual 1-2-laptop devices to all teachers, significantly improving the flexibility and robustness of IT support facilities for teaching and further utilising the capacities of Microsoft 365. There has been a very significant improvement of overall performance that has been appreciated by staff and pupils.

More information about the College's performance, with appropriate statistics, is published annually in the Master's report. Copies of this report are available on the College website at www.dulwich.org.uk.

The Governors believe that the College's good performance during the year was the result of a number of factors including the excellence of the teaching provided by the teaching staff, the support provided by the operational staff and the initiative and energy shown by the Master and his management team. The income distribution by The Dulwich Estate continues to support the

ACHIEVEMENTS AND PERFORMANCE (continued)

College's charitable objects. All of it is used to fund the majority of means-tested bursaries at the College and is most welcome.

Bursaries

The Governors pay particular attention to the College's means-tested bursary provision. The table below shows the main indicators used to measure performance.

	2015	2016	2017	2018	2019
Total number of bursaries	153	165	162	175	191
Number of 100% bursaries	28	36	44	64	62
Number of 75% to 100% bursaries	77	94	106	126	123
Percentage of boys in Year 7 and above receiving bursaries	11.2%	11.5%	11.4%	12.3%	12.3%
Bursaries as a % of gross fees in Year 7 and above	7.5%	7.9%	8.4%	9.2%	10.0%
Scholarships provided to boys with bursaries as a % of gross fees in Year 7 and above	0.6%	0.4%	0.4%	0.5%	0.5%
Total bursaries and related scholarships as a % of gross fees in Year 7 and above	8.1%	8.3%	8.8%	9.7%	10.5%
Total bursaries and related scholarships as a % of total gross fees	7.4%	7.8%	8.0%	8.7%	9.5%

Value of bursaries (see Note 2 to the financial statements on pages 35 and 36):

Bursaries funded from general funds	£1,845,000	£2,105,000	£2,262,000	£2,565,000	£2,892,000
Scholarships provided to boys with bursaries	<u>£162,000</u>	<u>£120,000</u>	<u>£118,000</u>	<u>£150,000</u>	<u>£152,000</u>
Total bursaries funded by the College from general funds	£2,007,000	£2,225,000	£2,380,000	£2,715,000	£3,044,000
Bursaries funded by the Bursary Appeal Fund	<u>£244,000</u>	<u>£310,000</u>	<u>£357,000</u>	<u>£396,000</u>	<u>£482,000</u>
Total value of bursaries	<u>£2,251,000</u>	<u>£2,535,000</u>	<u>£2,737,000</u>	<u>£3,111,000</u>	<u>£3,526,000</u>

The totals of bursaries include scholarships provided to boys with bursaries on the basis that if they hadn't been awarded scholarships, then they would have received bursaries instead.

The College aims to promote open access and therefore welcomes increases in the numbers of bursary holders and the value of bursaries provided year by year. The 191 bursaries provided during the year enabled boys whose parents could not otherwise afford to send them to the College to take advantage of its education. Bursaries are funded either from the College's Bursary Appeal Fund or from the income distributions from The Dulwich Estate. Since its inception the Bursary Appeal Fund has contributed a total of £3,872,000 towards bursaries awarded at the College.

During the year a total of 577 bursaries and scholarships were provided amongst 508 boys. Some 34.9% (2018: 32.5%) of boys in Year 7 and above received assistance with fees from bursaries and scholarships. The total value of bursaries, scholarships and prizes amounted to £4,624,000 (2018: £4,078,000) and represented 12.5% (2018: 11.5%) of gross fees for the year.

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities

Strategy and rationale

Community partnership initiatives are a key component of the College's Strategic Development Plan 2010 - 2019 and are strongly supported by the College's Leadership Team and governing body. The College's partnership work is overseen by the Deputy Master External, in conjunction with a Partnerships Officer, a Local Partnerships Coordinator and, from September 2019 an Assistant Head External.

The following partnership initiatives were valued elements of the strategy in 2018-19:

Southwark Schools' Learning Partnership (SSLP)

The SSLP is a long-standing collaboration between local schools, in which the College plays a significant part. In 2018-19 the scheme involved 16 schools, the three Dulwich Foundation Schools and Queen's College London (QCL) as well as 12 schools from the maintained sector. QCL is the first independent school to join the partnership since it was established in 2003; this addition offers an accessible alternative meeting location for schools across the borough and those individual schools in Lambeth and Westminster.

The Partnership promotes a variety of projects for students and joint Continuing Professional Development (CPD) for staff. All SSLP schools nominate a staff member who acts as the main link for SSLP. With the Master as Co-director, Dulwich College provides leadership as well as projects for member schools. The College's appointment of a Local Partnership Coordinator with 60 days dedicated time for the SSLP has greatly enhanced the Partnership's impact, evidenced by the steady increase of members and over 100 academic and vocational opportunities offered to member schools.

SSLP activities run by Dulwich College staff this year took place across many different disciplines. The **Modern Languages** department ran an Introduction to Arabic twilight programme over the three terms in conjunction with SOAS and the **Art** department lead a Creative Art hub which hosted an Art History lecture featuring Jeremy Deller at the Dulwich Picture Gallery and regular meetings for Art and DT teachers. The department also facilitated a student lunch with refugee/activist Emmanuel Jal and a design lecture with Zoe Laughlin. Our **Drama** department organised for award winning director and playwright Kwame Kwei-Armah to give a talk to schools particularly looking at BAME representation in theatrical employment. The **Careers** department organised a Healthcare networking evening for students in sixth forms at SSLP schools, and also opened up talks and presentations from universities both from within the UK and abroad. The **Science** department opened up five spare places on their Mock Multi-Mini Interviews preparation for medical applicants, to complement the 16 mock Oxbridge interviews in other subjects.

The College's **Staff Tutor** ran a programme of three evening CPD sessions for staff of all levels of experience; introduced by David Didau the three sessions explored different ways to improve learning in the classroom. A fourth CPD session featuring Dylan Wiliam was offered free to those who completed the trio. After the sessions 86% of attendees said they felt better equipped as a teacher and one described it as *"A great opportunity to meet, discuss and share ideas beyond your subject area and school."*

The College also participated in the SSLP Athletics competition, a friendly tournament with other schools held at the Lee Valley Athletics Centre, and in Student Voice, which involved 10 schools contributing to an inter-school magazine that will generate conversations about the perception of young people in society. The College also introduced the SSLP to the Stuart Horne Foundation, allowing three students from SSLP schools to attend three-week outward bound leadership courses in Canada.

The SSLP continues to be a point of reference for the Department for Education Systems Partnership Unit, liaising directly and sharing good practice for use in their guidance.

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities (continued)

Educational Partnership with City Heights E-ACT Academy (CHEA) in Tulse Hill

Dulwich College has acted as an educational partner to the Academy since its opening in September 2013. The College aims to provide support for its educational work and to establish links and activities that benefit both schools through shared experience and good practice. The campuses of Dulwich College and City Heights are just two kilometres apart, which supports regular interactions between staff and students.

Support for the Academy has taken place in the following areas:

- The Deputy Master External is a trustee of E-ACT Multi-Academy Trust, where he advises as a member on both the Education and Personnel Committees, and a member of the Academy's Ambassadorial Group. His overall commitment to E-ACT amounts to approximately 25 days each year.
- Dulwich College staff provide maths extension and Further Maths GCSE, and one session per week Art liberal studies, as well as interim art evaluation and development visits.
- Year 10 and 11 students at the College act as reading mentors for Year 7 and 8 pupils at CHEA and Mathematics mentors for Year 7 and Year 10 gifted and talented students.
- The College's Careers department shares professional contacts and provides a consultancy service for CHEA staff and pupils, including a Year 11 students' talk for post-16 options. They also attended the Year 11 parents evening in January to further the information available to families, and followed up with 1:1 interviews with students in April.
- Dulwich College welcomed students from CHEA, which has a Modern Foreign Languages specialism, to the Dulwich College Olympiad welcome day where 8-10 students represented Portugal and Columbia.
- The Languages department conducted Spanish GCSE oral tuition and mock exams.
- Our Librarians have conducted an exchange with their counterpart at CHEA to facilitate ways to work together with book groups, competitions and service provision.

Southwark Community Educational Charity (SCEC)

SCEC is a registered charity which operates three schemes of enrichment classes at the Dulwich Foundation Schools for pupils at 12 participating Southwark state primary schools. The scheme held at Dulwich College on Saturday mornings introduces around 60 children in Year 6 to practical laboratory science, with the aim of stimulating the pupils' interest in science and boosting their confidence before their forthcoming move to secondary school. The classes are held in "The Laboratory", the College's state-of-the-art science facility, and pupils are introduced to some basic concepts of biology, chemistry and physics and to the principles of the scientific method, over some 36 hours of free tuition during the year.

The College provides facilities, equipment, refreshments and a fully trained member of staff to oversee the scheme on Saturday mornings. The College further provides the charity, SCEC, with gratis legal support, around one day per week of administrative support and payroll services. Some 20 older students from the College act as volunteer mentors on the scheme, supporting pupils in the classroom and carrying out administrative tasks.

In 2018-19, 13.5% of the children on the science scheme were in receipt of pupil premium at their primary schools. The primary schools, the children and their parents are highly appreciative of the extra learning opportunities afforded to the pupils. Some comments received during the year were:

"I just wanted to let you know that we feel the Science Scheme you invited Sophia to attend at Dulwich College last year has had amazing impact on her enjoyment of Science at secondary school. Sophia is now at Sydenham High and, although she's only just in Year 7 she's already saying she wants to take triple Science for GCSEs! I am sure that this is because she was able to start Year 7 with the confidence of already having been in proper Science labs at Dulwich College and had the experience of conducting exciting experiments." [Parent of pupil on 2017-18 scheme]

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities (continued)

"The Year 6 science scheme has provided some of our most vulnerable children with an approach to learning science in exceptional facilities, which is both exciting and inspiring. It has contributed to them growing in confidence as learners resulting in improved outcomes at the end of Year 6." [Headteacher of a participating primary school]

Creative Saturday School

During February half term Dulwich College undertook a pilot collaboration with The Creative Dimension Trust. Two art workshops were held over two mornings for nine students in Years 4 to 6 of six local primary schools. The activities were designed to challenge and stretch children who already show an interest in art. By the second session participants were becoming more confident and were bonding well. Feedback from parents and schools was overwhelmingly positive; the children said *"I like meeting and working with other children who also love art"; "I like working with the artists and hearing about how they run their business and make money from being creative."*

Based on this pilot Dulwich College and The Creative Dimension trust will run a more extensive programme of Saturday workshops during Michaelmas and Lent terms from September 2019.

School Centered Initial Teacher Training (SCITT)

The Deputy Master Academic and the Director of Modern Foreign Languages have been instrumental in developing the National MFL SCITT in partnership with Silverdale School and Sheffield Hallam University. This scheme is growing each year and is proving an effective way of recruiting quality candidates to the teaching profession. In 2018-19 we recruited and provided training for 10 MFL trainee teachers. They all completed either their long A placement (3 trainees) or their short B placement (7 trainees) in a local state school.

In 2018-19 the college also started working with Wycombe High School in High Wycombe additionally to deliver the National Maths and Physics SCITT. We recruited, trained and placed six trainees in this first year and the number will more than double in future years based on this initial success.

Community Action

Pupils' involvement in Community Action has a significant profile within Dulwich College and is recognised in the award of Community Action ties and in the award of College Colours as a requirement of the Dulwich Diploma conferred to pupils in Year 13. Community Action refers to both volunteering and fundraising activities.

Community Action enjoyed another healthy year at the College. In the Junior School Year 3 students learnt about children's rights and then completed a sponsored silence and peaceful protest march. Year 4 students led a food collection for Harvest Festival which they then donated to Brixton and Norwood foodbank, where they helped to label and sort the donations. Year 6 students worked with a local refugee school to plan and then participate in their sports day.

Volunteering weekly or fortnightly allows Dulwich College pupils in Years 10 to 13 to learn new skills during their lunch break or after school for two terms a year. Over 230 boys and 30 members of staff were involved in some form of volunteering throughout the year. New projects for 2018-9 included two new care homes where boys sang, chatted, read and played board and card games with the elderly on a weekly basis.

The year culminated with **School Service Day**, on Friday 21st June, in which almost 1,400 Dulwich College pupils and 200 staff were off-timetable in order to engage in community-focused projects and charity-fundraising events. These included: DUCKS and the Junior School holding a fundraising summer fete; a sponsored football tournament for Year 7s; a sponsored endurance challenge for Year 8s; and a Year 9 sponsored walk which raised almost £3,000. In total the day raised £6,750 in aid of Save the Children.

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities (continued)

Some 400 older pupils, in Years 10 and 12, were involved in a dozen long-standing volunteering projects, working with local primary schools, King's College Hospital, West Norwood Cemetery, care homes and City Heights E-ACT Academy. There was also a team of rowers picking up litter on the Thames, at Chiswick Eyot; a variety of music bands playing outside the Dulwich Picture Gallery; a group of over 70 boys gardening in Dulwich Park; and 52 foodbank volunteers.

Feedback from our volunteering partners on School Service Day included:

"Your boys were an absolute credit to Dulwich College: they worked hard, followed all the dos and don'ts, were good spirited and extremely polite and courteous throughout the day." [Helen Jary, Deputy Head, Dulwich Wood School]

"Thank you so much for all the efforts the boys put in on Friday: it was amazing and they worked so hard. The total amount collected was 1,336.2kg which was not only collected, but also weighed, dated and sorted in record time, which was incredible." [Elizabeth Maytom, Project Lead, Norwood and Brixton foodbank]

It is intended that this event become annual.

Approximately £27,000 was raised by College pupils for charity, including £10,000 for Magic Bus and £13,000 for Save the Children and a variety of other local and national projects. The collection taken at the College's Service of Thanksgiving for its 400th anniversary raised a further £2,500 for Save the Children in its centenary year.

Enrichment Partnership Activity

Dulwich College has a range of important partnerships which support raising aspirations in our own and partner schools. The College welcomes approaches from local state schools at primary and secondary level for one-off and regular engagements. We are able to provide both Educational Consultancy Services, where we provide guidance in support of curricular delivery, and Educational Tuition, where we deliver academic tuition directly to students in other schools.

Educational Consultancy

One of our **Careers** specialists met with UAE South Bank to support a new member of staff integrate advice with the academic curriculum and to conduct Careers interviews with Years 10 to 12. The same department also organised a Courses and Careers Convention where over 40 universities and 30 companies came together to meet with pupils and teachers from our various partner schools.

A **Classics** teacher met with the Head of Classics at Pimlico Academy to help develop an Ancient History programme in his school. The meeting involved resource sharing, moderation of mock examinations and support preparing materials. Similar support was provided to the new Head of **Computer Science** at Westminster City School, showing him the materials we use for the A-Level course.

The **Geography** department presented to 14 primary schools as part of a London South Teaching Schools Alliance Subject Day, giving them an insight into how we teach the subject and providing contacts for future collaboration.

Our Head of Vocal Studies supported the charity Ex Cathedra delivering singing workshops for 500 pupils in Birmingham over three days, which encouraged maintained schools to integrate singing into the curriculum. More locally the **Music** department's Piano trio performed at Kingsdale Foundation School, our closest secondary school, as part of their music festival.

Our **Physics** department has provided considerable educational consultancy support to the charity Physics Partners. Travelling to schools in Hemel Hempstead, Leyton, Elm Park and Dagenham to provide bespoke hands-on training and support for technicians and non-specialist teachers who are hoping to increase their confidence in carrying out experiments and demonstrations and increase their knowledge of GCSE and A Level Physics.

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities (continued)

Educational Tuition

The annual **U10 Football tournament** in October 2018 was attended by 270 pupils from 25 visiting schools; in addition to staffing, the College also provided medals and trophies. 35 **Hockey** players from Kingsdale Foundation School regularly attended joint training sessions in the summer term, benefiting from facilities, equipment and coaching. Refereed by Dulwich College staff the Harlequins Project XV played against the U16s B/C Dulwich College **Rugby** team in December 2018, and both teams enjoyed a Christmas meal together. The Harlequins Foundation aims to bring Rugby into communities that are currently under-represented in the sport, using the power of rugby coaching and teamwork to drive positive change on and off the pitch. A member of the PE department also acts as a team manager for the Southwark boys' athletics teams at the London Schools' Athletics Championships. A popular activity with primary schools is to have a tour of the James Caird; this boat forms part of the Key Stage 2 curriculum for Southwark primary schools. Each year our **Archivists** host approximately 40 classes of students, bringing to life the many items we have relating to Ernest Shackleton's adventures. This year they also hosted a visit of 32 soldiers from the Royal Artillery before they departed on a tour of duty. Our Archivists also support queries from over 200 researchers a year who wish to explore information contained in our unique collection.

Library staff hosted students from Elmgreen and Kingsdale schools for the Carnegie Medal Celebration. The event included a quiz, a book-cover design competition and a vote for "our favourite book".

Local charity Art History Link-Up provides state school students with an opportunity to do an Extended Project Qualification in Art History, and potentially go on to gain an A-Level in the subject. The Master of Dulwich College acted as a **mentor** for one of these students throughout the programme. Similarly, several members of staff have taken advisory roles for the Mark Eison Award providing suggestions and support for groups of students developing their proposals.

A combined team of five girls from the Charter School North Dulwich, and four boys from Dulwich College, were supported by the **Economics** department to enter the international CORE challenge, going on to win their category. Further to this a joint event was held with St Thomas the Apostle College in a Dragon's Den format to demonstrate the practicalities of business planning.

A mutually beneficial learning opportunity run by the **English** department for pupils at Dulwich College and the Charter School North Dulwich is the Upper Case Creative Writing Workshop. Meetings are held at least once every half term, after school, and in addition off-site whole-day workshops have been held at the Southbank Centre, the National Poetry Library and at Dulwich Picture Gallery.

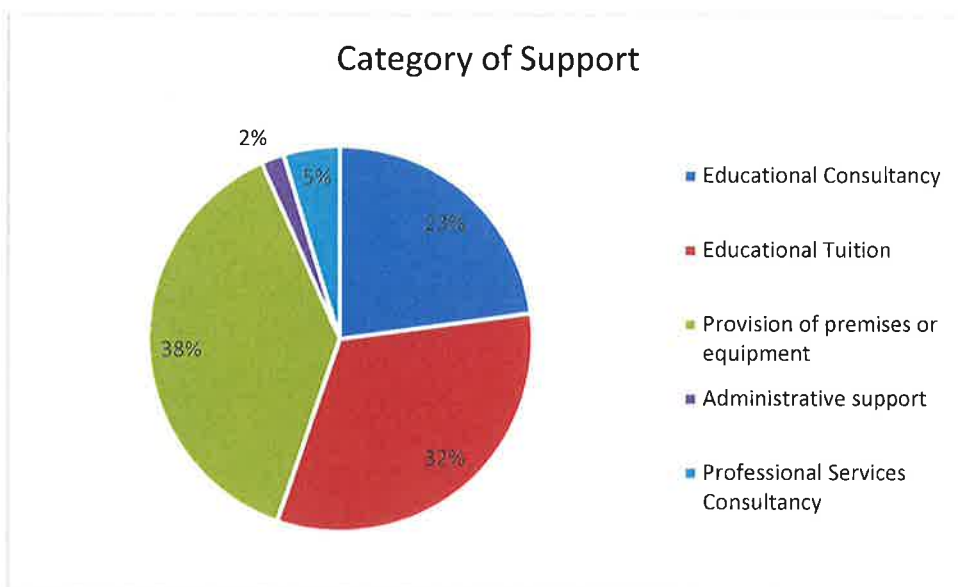
A group of approximately 25 Year 11 students from Elmgreen School come to the **Mathematics** department on a weekly basis for enrichment sessions, which has been shown to help boost engagement, enjoyment and results.

The **Science** department has been engaging a group of Year 9 and 10 gifted and talented students from Bonus Pastor Catholic College in Lewisham by teaching hands-on enrichment Science topics such as; rocketry, DNA extractions, titrations and dissections. Staff also delivered a 1 hour Maths for Physics workshop to 160 Year 11 students from Hornchurch school in the preparation for their Physics GCSE; and students from Elmgreen school came to the College's Laboratory to complete compulsory A-level Physics practical work.

The **Junior School** Symposium invited in students from Dulwich Wood Primary School. Together they enjoyed workshops, guest speakers, including Helen Hayes MP, and activities on the theme of Conflict and Resolution. The **Upper School** Symposium similarly was also joined by pupils from other local schools where they focused on exploring the themes of *Tradition and Innovation*.

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities (continued)



Community access to Facilities

The purpose-built Laboratory contains a lecture theatre that serves as a hub for community activities. Dulwich College is the official partner of the **Dulwich Literary Festival** sponsored by Dulwich Books and affords the festival free use of all its public spaces for one weekend in November. The festival attracts over 1000 people, and discounted tickets are made available to students in our partner schools.

The **Art** department regularly hosts exhibitions that are open to members of the local community.

Dulwich College provides facilities and staff for the 25th Camberwell Scouts and Dulwich Explorers, comprising 15 cubs, 75 scouts and 55 explorers. All are a mix of boys and girls from the local community. The provision of premises, minibuses, marketing support and printing has an annual budget of £1,000.

Dulwich College is one of the **MCC Foundation Hubs** and offers its cricket facilities for use by the MCC Foundation coaches. We provide five hours a week over a 12-week block for boys and girls aged 11-15 from local state schools.

The College offers the use of its facilities by charitable, local or community-based organisations at reduced rates. Every year Dulwich College provides almost £100,000 worth of lettings on the campus gratis or at charitable rates. Over the last twelve months, the following organisations and events have benefited: Make Positive Cricket Day; Amy Yuan Music Workshop; The Challenge Graduation; Concordia music rehearsals; National Children's Choir of Great Britain; Link Age gala dinner; Kingfishers quiz night; DPR annual quiz night; Marylebone Cricket Club Foundation; Michiko Takahashi children's concert; Almshouse Residents' Christmas Lunch; Dulwich Club dinner and the Ogden Trust primary physics day. The College also donated 2,000 books to local primary schools when the DUCKS library was reduced in size.

Staff voluntary and trustee work

The College Leadership Team strongly supports the involvement in voluntary work in the educational sector as a fundamental part of its charitable mission. The equivalent of 2.5 full-time teachers were seconded to community activities in 2018-19.

ACHIEVEMENTS AND PERFORMANCE (continued)

Community activities (continued)

The voluntary school governance and trustee work undertaken by members of staff, including senior leaders, enriches educational outcomes through shared learning and skills in different environments. The Master is a trustee of the Art Room, the Mark Evison Trust and The Place2Be. The Deputy Master External is a Trustee of E-ACT Multi Academy Trust, Trinity Academy, Brixton and the Southwark Community Education Charity with the Head of Junior School.

Other College staff are governors/trustees of the following schools and educational charities: Arts Educational Schools, Chiswick; Collège Français Bilingue de Londres; Dulwich Hamlet Educational Trust; Judith Kerr Primary School, Herne Hill; Raglan Primary School, Bromley and St Edmund's School, Hindhead.

The Director of Drama sits on the Council of Shakespeare's Globe and is Vice-Chair of the Rose Theatre Trust. The Head of Academic Drama is Artistic Director and Associate Producer of Young Pleasance and a trustee for the Arts Educational Schools London.

The Director of MFL is a trustee of Speak to the Future and the Chartered Institute of Linguists. He is also vice-chair of the London Branch of the Association of Language Learning, the maintained school liaison for the Robert Taylor Society, and provides strategic advice to the Confucius Institute of Business, London.

Commercial activities

The commercial activities of the College are operated through its wholly owned trading subsidiaries, DCE and DCEO. DCE manages the College's UK commercial activities. DCEO manages the College's overseas commercial interests.

There are a number of separate departments within DCE: Events (which lets out College facilities), the Commissariat (the school shop), the Sports Club, the Outdoor Centre and the Foundation Coach Service.

DCEO licenses the College's name and intellectual property to Dulwich College Management International (DCMI), which operates international schools in China (Shanghai, Beijing and Suzhou), South Korea (Seoul), Singapore and Myanmar. Besides these schools, DCMI also operates two Dulwich High Schools in China for Chinese students in Suzhou and Zhuhai, in partnership with established Chinese schools. The second international school in Shanghai (Puxi) has attracted significant interest with good pupil numbers, and two international schools are also now open in Yangon, Myanmar. The new model of a 'Dehong' sister school in Shanghai is proving popular and is over-subscribed, whilst preparations were also completed this year for the opening later in 2019 of similar schools in Beijing and X'ian, delivering a new Chinese curriculum in an all-through Chinese school.

The overseas business generates an income from royalty fees based on a proportional share of the international schools' total fee income and a fixed annual fee for each school. The arrangements are governed by a World Charter signed in August 2014.

DCMI and the international schools it operates are owned and run independently of the College and DCEO.

FINANCIAL REVIEW

The accounts for the year reflect the income generated and the expenditure incurred by the College and its subsidiary companies in the year.

General fund income increased from £42.9 million to £44.7 million, after £0.4 million of investment income was re-allocated to endowment fund income following the move to a total return approach to investments held in the Dulwich College Investment Fund. Excluding the re-allocation of investment income, general fund income increased from £42.5 million to £44.7 million, reflecting a 4.0% increase in tuition fees from September 2018. General fund expenditure increased from £38.0 million to £41.5 million, reflecting an increase in staff costs of 4.7% from £26.4 million to £27.4 million, which incorporated a minimum pay award of 2.0% from September 2018 for all permanent staff. As a result, the surplus before transfers on the general fund decreased by £1,682,000 to £3,165,000.

Total income increased from £44.4 million to £47.2 million, reflecting the £2.2 million increase in general fund income, excluding the re-allocation of investment income, an increase of £0.4 million in restricted and endowment fund donations and an increase of £0.2 million restricted fund investment income. The College had total net incoming resources of £1,546,000, which was £1,212,000 below the previous year, reflecting the increased staff costs, increased bursaries expenditure and expenditure on the 400th anniversary and Dulwich Olympiad in the year. The net incoming resources contributed to the funding of £6.0 million of capital expenditure in the year.

Governors are particularly grateful to The Dulwich Estate for the annual income distribution of £2.5 million for means-tested bursaries, which helps widen access to the College.

Generally, the Governors believe that the College is in a strong financial position to meet its future plans and commitments. The Masterplan for the site in particular is modular in nature and individual projects can be rescheduled or deferred if money is not available in later years.

The net assets of the College are financed by the endowment fund, by other restricted funds and by unrestricted funds which have accumulated over the years in line with the College's policy of generating a modest surplus from its operations each year to fund on-going capital developments. The total funds of the College have increased in the year from £75.6 million to £77.8 million. This reflects the net incoming resources of £1.5 million, gains on investments of £1.5 million and an actuarial loss on the pension scheme of £0.8 million.

The movement in fixed assets during the year is shown in note 10 to the financial statements on pages 40 to 41.

The Governors are satisfied with the current and ongoing financial position of the College.

Asset cover for Funds

Note 19 to the financial statements on pages 46 to 51 sets out an analysis of the College's assets attributable to the various funds. These assets are sufficient to meet the College's obligations on a fund by fund basis.

Reserves Policy

Details of the funds and the movements on them in the year are shown in note 19 to the financial statements on pages 46 to 51.

Free reserves are defined by the Charity Commission as total funds less endowment, restricted and designated funds, pension reserves and unrestricted funds which could only be realised by disposing of tangible fixed assets. At 31 July 2019 the College had unrestricted funds of £0.4 million (excluding designated funds and pension deficit). Taking into account the operational fixed assets (net of related loans) of £4.4 million, it had negative free reserves of £4.0 million. This is consistent with previous years and Governors regard the reserves position as appropriate in view of the College's SDP and, in particular, the Masterplan for the site. The Masterplan for the site sets out projects over the next 10 years and beyond, as necessary. Whilst the College does not currently have the resources required to fulfil the entire plan it is aiming to generate and acquire such resources during the period of the plan.

FINANCIAL REVIEW (continued)

A major use of additional unrestricted funds generated over the period of the Masterplan will be to provide funds for the new projects. These funds will not increase the level of free reserves of the College as they will be primarily represented by fixed assets. In addition, it is expected that the timing of the funds generated will match the timing of the capital expenditure; thus leaving minimal additional free reserves at any stage over this period.

The Governors believe that the College is able to operate with a deficit on free reserves and wish to continue expanding the facilities of the College through increasing surpluses. In assessing the viability of the College's financial plans and strategies the Governors consider more appropriate indicators such as cash flow and working capital requirements and the impact on operating surpluses.

The College participates in a defined benefit pension scheme administered by the London Pensions Partnership, which at the balance sheet date showed a deficit of £14.3 million (2018: £12.1 million). The Governors note this deficit, which is further analysed in note 20 to the financial statements on pages 52 to 54. The College closed the Scheme to new members on 31 July 2010. The Governors are aware that the deficit on the scheme will fluctuate with changing market conditions and that their responsibility is to meet the required contribution rates, which are built into the annual budgetary processes of the College. They do not consider this deficit to represent an immediate demand on the College's funds and do not, therefore, consider that there are any resultant limitations on resources available for general application or on the application of any restricted income funds. The restricted income funds have limitations that mean that they cannot be used to contribute towards any additional resource requirements of the College's unrestricted funds arising from the pension scheme deficit.

The College's major restricted and designated funds comprise the Dulwich College Awards Fund and the Bursary Appeal Fund. The income arising on these funds is applied to bursaries, scholarships and other awards in line with the College's grant making policy described on page 9.

This policy is monitored by the College's Finance Committee and reviewed annually. In particular the policy will be re-evaluated if additional free reserves become available.

Dulwich College Enterprises Limited and Dulwich College Enterprises Overseas Limited

DCE and DCEO are wholly owned subsidiaries of the College, responsible for non-charitable operations. The results of DCE and DCEO are consolidated in the financial statements of the College set out on pages 26 to 57.

During the year under review DCE returned £710,000 (2018: £612,000) to the College and DCEO returned £1,969,000 (2018: £1,563,000), including rent, management charge and royalties.

Investment Policy

Following a review of their investment strategy carried out by Governors in the previous year, the College re-organised its investments and made changes to its investment policy from 1 August 2018, including a move to a total return approach for investments held in the Dulwich College Investment Fund (DCIF).

The majority of the College's investments are held in the DCIF. This fund has four investment portfolios managed by investment managers on behalf of the College. The investment managers for the DCIF during the year were BlackRock Investment Management (UK) Limited (BIML), Veritas Investment Management (Veritas), Ruffer LLP (Ruffer) and Sarasin & Partners LLP (Sarasin). BIML managing approximately 30% of the fund, Veritas 15%, Ruffer 15% and Sarasin 40%. The portfolio managed by BIML provides security of £6.8million to the London Pension Partnership in respect of the College's Local Government Pension Scheme funding deficit. The College's investments held in the Bursary Appeal Fund (BAF) and Dulwich College Awards Fund (DCAF) are now in a portfolio managed by BIML.

The College also has a small holding in an agricultural unit trust held in the Dulwich Schools Common Investment Fund (DSCIF), a pooled fund managed by Baring Asset Management Limited on behalf of the College, Alleyn's School and James Allen's Girls'

FINANCIAL REVIEW (continued)

Investment policy (continued)

School. DSCIF and its corporate trustee, Dulwich Services Limited, will be wound up once the future of this holding has been resolved.

The Governors will not be prescriptive about asset allocation but reserve the right to impose a mutually agreed constraint on the level of risk within the portfolios. Fund managers are expected to be prudent and to avoid risks such as a concentration of investment in the securities of any one company. The Governors will consider as eligible for investment the securities of any issuer all of whose businesses are lawful and would be lawful if carried on in the UK. The Governors believe, however, that organisations that manage Environmental, Social and Governance (ESG) factors effectively are more likely to create sustainable value over the long-term than those that do not. Whilst being required to meet the investment objectives given, the investment managers are to consider and integrate ESG risks and opportunities into their investment decisions.

For the DCIF the objective is to maximise total return and currently for the College to withdraw 3% of capital based on a 5 year average of capital value. For the BAF and DCAF the objective is to maximise the income whilst maintaining the real value of the capital, as the Governors believe that this gives the liquidity and certainty of income needed to fund bursaries and scholarships as they fall due, with the prospect of capital growth. The current performance benchmark for all portfolios is CPI plus 3%, although investment managers also have other more tailored benchmarks.

Investment performance

In the 12 months to 31 July 2019 the performance benchmark of CPI plus 3% was 5.0%. The investments of the DCIF under the management of Veritas, Sarasin and Ruffer had total returns of 9.8%, 10.8% and -0.6% respectively against this benchmark. Ruffer follow an absolute return approach, focused on the preservation of capital and with a long-term focus, rather than focusing on performance against benchmarks. The investments in the pension security portfolio managed by BIML had a total return of 18.2% against a benchmark return of 13.0%. The investments of the BAF and DCAF under the management of BIML had a total return of 14.8% against a benchmark return of 12.7%.

Risk Management

The Master and the College Leadership Team (CLT) review risk to the College through a comprehensive risk assessment document, which is updated annually and presented to Governors for approval at the start of each year. This assessment identifies the major risks to which the College is exposed, the likelihood of the risks occurring and the potential impact on the College. At the end of the year the Finance Committee reviews a formal report from CLT of progress in the year to control and mitigate risk.

In this reporting year the Governors considered the major risks facing the College to be:

- major child protection issues;
- cashflow sensitivities;
- government policy changes;
- budgetary control and financial reporting;
- non-compliance with law and/or regulatory requirements;
- a major adverse change in parent or public perception of the College;
- the inability to operate due to health, safety and environment issues;
- contracts for major projects;
- serious fraud or error;
- pension commitments;
- worsening economic climate; and
- demographics.

FINANCIAL REVIEW (continued)

Risk management (continued)

The Governors identified and have continued to monitor general controls to mitigate the risks and the specific actions to be taken in each year. The key controls in response to these major risks included:

- an appropriate recruitment policy (including staff vetting);
- a staff code of conduct;
- a safeguarding policy and a whistleblowing policy;
- staff training;
- segregation of duties, with appropriate delegation of budgetary responsibility and expenditure authorisation procedures;
- an appropriate governance structure;
- appropriate skills amongst Governors and the College Leadership Team;
- rigorous forecasting with decisions about budgets and major projects based on the impact on financial forecasts;
- monitoring of management accounts and key performance indicators;
- benchmarking;
- the monitoring of policy changes relating to the independent schools sector and developments relating to the Teachers' Pension Scheme, together with prudent forecasting;
- reviewing fee relief options; and
- reviewing the likely economic impact on fees and the effect of Brexit on admissions.

As part of the Governors' annual review, the risk assessment document was presented to the Governors for their review and approval in November 2018. This was followed in the Summer term 2019 by a report to the Finance Committee on implementation and confirmation from the Chief Operating Officer that the College Leadership Team believed that the College's risk management controls were appropriate and effective.

FUTURE PLANS

The College has continued to deliver against the Strategic Development Plan launched in 2010. The **educational focus** of the work will continue to be structured around three elements:

- **The Primacy of the Classroom within a Holistic Education:** A Dulwich education is based on the provision of a breadth and balance of opportunities for all pupils in and beyond the classroom. The challenge is to ensure a balance between the Primacy of the Classroom (with its commitment to ensuring our pupils are well-prepared for the challenges of public exams) and the promotion of Free Learning.
- **Preparation for Life After Dulwich:** Our pupils acquire many of the skills necessary for life after school through participation in cultural, sporting, adventurous, entrepreneurial and charitable activities. They should engage in thinking about their futures from an early age. Dulwich's international dimension, stimulated by our relationship with DCI, is significant in our preparation of pupils for life after school.
- **Benefiting the Community:** The College has responsibilities to the wider community served by community action projects and through SSLP, Saturday Schools and the SLTSA. There is a commitment to facilitate access to pupils whose families would not otherwise be able to afford a Dulwich education. Opportunities for engagement with projects of public benefit will be developed with many initiatives led by pupils.

The implementation of the 2011 architectural Masterplan from John McAslan + Partners (and further developed with a Supplement to the Masterplan by Grimshaw & Partners) to create a campus for the College's current and future needs has continued with work on the landscape to enhance the physical environment, including the planting of 100 trees which will begin to reach maturity in time for the College's 500th anniversary in 2119.

REPORT OF THE GOVERNORS (continued)

YEAR ENDED 31 JULY 2019

FUTURE PLANS (continued)

In addition, work in admissions, communications and marketing focuses on building the College's reputation and to ensure the most able boys and their families are attracted to all the College has to offer.

The drive towards improving the chances of access to Dulwich College for pupils from less affluent families will be seen in the continued implementation of the fundraising strategy - with an emphasis on the **Bursary Appeal Fund** - led by the Master and Director of Development; by maximising revenue generation from the commercial hire of the College facilities in support of its educational aims; and through DCEO and DCMI, where we are creating the best of British education overseas, enhancing the Dulwich brand worldwide and securing a substantial and reliable annual income to support Alleynians now and in the future.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

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

Laws applicable to charities in England and Wales require the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the College and of the profit or loss of the College for that year. In preparing those financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles of the charities Statement of Recommended Practice;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the College will continue in business.

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the College's transactions and disclose with reasonable accuracy at any time the financial position of the College and enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the College and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Governors is aware at the time the report is approved:

- there is no relevant audit information of which the College's auditors are unaware; and
- the Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

On 1 April 2019 Haysmacintyre converted to LLP status and the Governors approved the appointment of Haysmacintyre LLP to replace Haysmacintyre. A resolution proposing the re-appointment of Haysmacintyre LLP was approved by the Governors at their meeting on 28 November 2019.

In approving the Report of the Governors, the Governors are also approving the Strategic Report included herein in their capacity as company directors.

Approved by the Governors on 28 November 2019 and signed on their behalf by:



P J R Riddell
Chairman

Opinion

We have audited the financial statements of Dulwich College for the year ended 31 July 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes, 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 charitable company's affairs as at 31 July 2019 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Responsibilities of Governors for the financial statements

As explained more fully in the Statement of Governors' Responsibilities, the Governors (who are also the directors of the charitable company for the purposes of company law) 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 Governors 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 Governors are responsible for assessing the group's and the parent charitable company'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 Governors either intend to liquidate the group or the parent charitable company 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.

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.

Conclusions relating to going concern

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

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

Other information

The Governors are responsible for the other information. The other information comprises the information included in the Report of the Governors. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Governors (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Governors (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Governors (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Richard Weaver, Senior Statutory Auditor
For and on behalf of, Haysmacintyre LLP
Statutory Auditors

28 November 2019

10 Queen Street Place
London
EC4R 1AG

DULWICH COLLEGE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 JULY 2019

	Notes	Unrestricted Funds School £	Other £	Restricted Funds £	Endowment Funds £	Total 2019 £	Total 2018 £
INCOME AND ENDOWMENTS FROM:							
Charitable activities							
Fees receivable	2	36,598,334	-	-	-	36,598,334	35,309,253
Grants, awards and prizes	2	(4,040,384)	-	-	-	(4,040,384)	(3,590,141)
Net fees receivable		32,557,950	-	-	-	32,557,950	31,719,112
Catering income		1,603,665	-	-	-	1,603,665	1,560,591
Other income	3	1,122,410	-	-	-	1,122,410	1,207,046
Other trading income							
Lettings, events and sports club income		1,933,148	-	-	-	1,933,148	1,641,148
Transport and Commissariat income		1,498,415	-	-	-	1,498,415	1,452,887
International schools income		3,253,849	-	-	-	3,253,849	1,851,549
Voluntary income							
The Dulwich Estate distributions	4	2,540,251	-	-	-	2,540,251	2,765,784
Donations received		109,441	-	325,086	1,245,116	1,679,643	1,344,182
Investments							
Listed investments	5	-	-	480,270	427,667	907,937	846,118
Bank and other interest		54,493	-	4,721	-	59,214	49,782
Total income and endowments		44,673,622	-	810,077	1,672,783	47,156,482	44,438,199
EXPENDITURE ON:							
Raising funds							
Lettings, events and sports club costs		1,559,080	-	-	-	1,559,080	1,313,292
Transport and commissariat costs		1,577,367	-	-	-	1,577,367	1,503,362
International schools costs		1,189,900	-	-	-	1,189,900	102,136
Fundraising costs		529,559	-	-	-	529,559	462,776
Finance costs	8	619,915	-	-	-	619,915	564,378
		5,475,821	-	-	-	5,475,821	3,945,944
Charitable Activities							
Teaching costs		25,034,947	51,964	-	-	25,086,911	24,304,656
Welfare and catering costs		2,007,918	-	-	-	2,007,918	1,923,333
Premises costs		7,828,454	-	-	3,465,826	11,294,280	9,905,099
Boarding and medical costs		1,161,426	-	-	-	1,161,426	1,113,282
Grants, awards and prizes	2	-	-	583,811	-	583,811	487,734
		36,032,745	51,964	583,811	3,465,826	40,134,346	37,734,104
Total expenditure	8	41,508,566	51,964	583,811	3,465,826	45,610,167	41,680,048
Net income before investment gains and transfers							
		3,165,056	(51,964)	226,266	(1,793,043)	1,546,315	2,758,151
Gains on investments	11	-	5,509	-	1,482,992	1,488,501	1,639,657
Net income before transfers		3,165,056	(46,455)	226,266	(310,051)	3,034,816	4,397,808

DULWICH COLLEGE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (continued)

YEAR ENDED 31 JULY 2019

		Unrestricted funds School £	Other £	Restricted Funds £	Endowment Funds £	Total 2019 £	Total 2018 £
Net income before transfers		3,165,056	(46,455)	226,266	(310,051)	3,034,816	4,397,808
Transfers between funds	19	(4,305,105)	741,066	(139,032)	3,703,071	-	-
Pension scheme actuarial (losses)/gains	20	(868,000)	-	-	-	(868,000)	2,837,000
NET MOVEMENT IN FUNDS		(2,008,049)	694,611	87,234	3,393,020	2,166,816	7,234,808
Funds brought forward at 1 August	19	(11,812,974)	1,431,157	68,601	85,916,446	75,603,230	68,368,422
FUNDS CARRIED FORWARD AT 31 JULY		<u>£(13,821,023)</u>	<u>£2,125,768</u>	<u>£155,835</u>	<u>£89,309,466</u>	<u>£77,770,046</u>	<u>£75,603,230</u>

All the above results are derived from continuing activities. There are no gains or losses other than those stated above.

The notes on pages 31 to 57 form an integral part of these financial statements.

DULWICH COLLEGE**CONSOLIDATED SUMMARY INCOME AND EXPENDITURE ACCOUNT****YEAR ENDED 31 JULY 2019**

	2019	2018
	£	£
INCOME		
Unrestricted funds	44,673,622	42,891,610
Restricted funds	810,077	1,102,538
Investment gains/(losses) other than endowment funds	5,509	18,394
	<u>45,489,208</u>	<u>44,012,542</u>
GROSS INCOME IN THE REPORTING PERIOD		
EXPENDITURE		
Unrestricted funds	41,508,566	38,044,602
Designated funds	51,964	43,205
Restricted funds	583,811	487,734
	<u>42,144,341</u>	<u>38,575,541</u>
TOTAL EXPENDITURE		
NET INCOME BEFORE TAX FOR THE REPORTING PERIOD	<u>3,344,867</u>	<u>5,437,001</u>
Tax payable	-	-
NET INCOME FOR THE FINANCIAL YEAR	<u><u>£3,344,867</u></u>	<u><u>£5,437,001</u></u>

DULWICH COLLEGE

BALANCE SHEETS

AS AT 31 JULY 2019

		Group		Company	
	Notes	2019 £	2018 £	2019 £	2018 £
FIXED ASSETS					
Tangible fixed assets	10	63,870,912	62,562,241	5,639,393	5,590,794
Investments	11	42,420,842	37,226,182	2,025,219	1,275,224
Share of The Dulwich Schools Common Investment Fund	11	3,628	3,628	-	-
Investment in subsidiary undertakings	12	-	-	4	4
		<u>106,295,382</u>	<u>99,792,051</u>	<u>7,664,616</u>	<u>6,866,022</u>
CURRENT ASSETS					
Stock	13	183,791	203,139	8,989	12,824
Debtors	14	841,691	745,100	5,590,209	3,027,834
Cash at bank and in hand		<u>5,072,698</u>	<u>8,558,858</u>	<u>4,014,229</u>	<u>5,696,247</u>
		6,098,180	9,507,097	9,613,427	8,736,905
CREDITORS: Amounts falling due within one year	15	<u>(7,859,124)</u>	<u>(7,758,564)</u>	<u>(7,319,853)</u>	<u>(7,182,325)</u>
NET CURRENT (LIABILITIES)/ASSETS		<u>(1,760,944)</u>	<u>1,748,533</u>	<u>2,293,574</u>	<u>1,554,580</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>104,534,438</u>	<u>101,540,584</u>	<u>9,958,190</u>	<u>8,420,602</u>
CREDITORS: Amounts falling due after more than one year					
Loans	16	(8,862,492)	(9,936,833)	(8,463,537)	(9,412,128)
Other creditors	17	<u>(3,633,900)</u>	<u>(3,893,521)</u>	<u>(3,633,900)</u>	<u>(3,893,521)</u>
		(12,496,392)	(13,830,354)	(12,097,437)	(13,305,649)
NET ASSETS/(LIABILITIES) excluding pension deficit		<u>92,038,046</u>	<u>87,710,230</u>	<u>(2,139,247)</u>	<u>(4,885,047)</u>
Pension scheme funding deficit	20	<u>(14,268,000)</u>	<u>(12,107,000)</u>	<u>(14,268,000)</u>	<u>(12,107,000)</u>
NET ASSETS/(LIABILITIES)		<u>£77,770,046</u>	<u>£75,603,230</u>	<u>£(16,407,247)</u>	<u>£(16,992,047)</u>
ENDOWMENT FUND	19	89,309,466	85,916,446	3,647,729	2,402,919
RESTRICTED FUNDS	19	155,835	68,601	123,724	33,653
UNRESTRICTED FUNDS:					
- General	19	446,977	294,026	(8,036,468)	(8,752,776)
- Designated		2,125,768	1,431,157	2,125,768	1,431,157
- Pension reserve		<u>(14,268,000)</u>	<u>(12,107,000)</u>	<u>(14,268,000)</u>	<u>(12,107,000)</u>
		<u>£77,770,046</u>	<u>£75,603,230</u>	<u>£(16,407,247)</u>	<u>£(16,992,047)</u>

The College's net movement in funds for the year as an individual entity was £584,400 (2018: £(1,640,635)).

The financial statements were approved and authorised for issue by the Governors on 28 November 2019 and were signed below on its behalf by:

K Jones
Clerk to the Governors

P J R Riddell
Governor

S Ghosh
Governor

The notes on pages 31 to 57 form an integral part of these financial statements.

DULWICH COLLEGE

CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31 JULY 2019

	2019		2018	
	£	£	£	£
Operating activities (Note A)		6,990,066		9,112,393
Investing activities				
Investment income and interest received	967,151		895,900	
Cash inflow from redemption of investments	24,378,550		8,837,887	
Payments to acquire tangible fixed assets	(6,265,281)		(13,591,614)	
Payments to acquire investments	(28,084,709)		(8,837,887)	
		(9,004,289)		(12,695,714)
Financing activities				
Interest paid	(496,615)		(445,708)	
Repayment of loans	(975,322)		(755,463)	
Loan monies received	-		5,000,000	
		(1,471,937)		3,798,829
Increase in cash and cash equivalents		(3,486,160)		215,508
Cash and cash equivalents at 1 August		8,558,858		8,343,350
Cash and cash equivalents at 31 July		<u>£5,072,698</u>		<u>£8,558,858</u>
Analysis of cash and cash equivalents		£		£
Bank and cash		5,072,698		8,558,858
		<u>£5,072,698</u>		<u>£8,558,858</u>
Note A			2019	2018
			£	£
Net cash inflow from operating activities				
Surplus for the year			1,546,315	2,758,151
Investment income and interest receivable			(967,151)	(895,900)
Interest payable			496,615	445,708
Depreciation charge			4,650,210	4,240,834
Pension costs			1,293,000	1,240,000
			<u>7,218,989</u>	<u>7,778,793</u>
Increase in stock			19,348	(16,919)
(Increase)/decrease in debtors			(96,591)	(138,549)
Increase in creditors			48,320	1,479,068
			<u>£6,990,066</u>	<u>£9,112,393</u>

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 JULY 2019

1. ACCOUNTING POLICIES

a) Statement of compliance

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments. The format of the financial statements has been presented to comply with the Companies Act 2006, FRS102 *The Financial Reporting Standard applicable in the UK and Ireland* and the Statement of Recommended Practice *Accounting and Reporting by Charities* ("SORP 2015"). The College is a Public Benefit Entity as defined by FRS102.

b) General information

The College is a company limited by guarantee, incorporated in England and Wales (company number: 8208764) and a charity registered in England and Wales (charity number: 1150064). The College's registered office address is: Dulwich College, Dulwich Common, London SE21 7LD.

c) Basis of Accounting

The financial statements have been prepared under the Companies Act 2006 on the historical cost convention as modified by the valuation of fixed asset investments at fair value, which is consistent with the prior year.

d) Basis of Consolidation

These financial statements consolidate the results, assets and liabilities of the College's trading subsidiaries (Dulwich College Enterprises Limited and Dulwich College Enterprises Overseas Limited) and of the College's subsidiary charities (Dulwich College Trust and Dulwich College Awards Fund) on a line by line basis.

The College's own Statement of Financial Activities has not been presented, as permitted by section 408 of the Companies Act 2006.

e) Going concern

The Governors consider that there are no material uncertainties which would cast doubt on the College's ability to continue as a going concern.

f) Significant judgments and sources of estimation uncertainty

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the College's accounting policies. The key judgements that have been applied by management relate to:

- The selection of useful economic lives for tangible fixed assets.
- The selection of actuarial assumptions which underpin the valuation of the assets and liabilities of the defined benefit pension scheme.

1. ACCOUNTING POLICIES (continued)

The following principal accounting policies have been applied:

g) Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied.

Tuition and boarding fees, less any allowances, bursaries or scholarships awarded, are recognised in the period in which the service is provided.

Trading income, including Commissariat sales, transport services and other trading, is recognised in the period in which the goods are sold or the services are provided.

Grants, investment income, including interest receivable and other miscellaneous income are accounted for on a receivable basis.

Voluntary income, comprising donations and distributions from The Dulwich Estate are accounted for on a received basis. Gift Aid and legacies are recognised on a receivable basis, when the conditions of entitlement, certainty and measurement are met.

Income from the endowment funds is split between restricted and unrestricted funds as follows: income from the Dulwich College Awards Fund, the Bursary Appeal Fund and the Dulwich College Facilities Fund is included in restricted funds; income from the Dulwich Schools Common Investment Fund is included in unrestricted funds; and income from the Dulwich College Investment Fund is included in endowment funds, in accordance with the Total Return basis of accounting which was adopted on 1 August 2018.

h) Expenditure

Expenditure is recognised as soon as the related liability is incurred and has been classified under headings that aggregate all costs relating to that category. Liabilities are recognised as soon as there is a legal or constructive obligation committing the College to the expenditure.

Expenditure on raising funds comprises trading costs (principally the expenditure of Dulwich College Enterprises Limited and Dulwich College Enterprises Overseas Limited), fundraising costs and finance costs. Finance costs comprise interest payable, bad debts, discounts allowed and depreciation.

Expenditure on charitable activities comprises expenditure directly related to the provision of education.

Support costs represent indirect costs relating to raising funds and the College's charitable activities. Support costs, including governance costs, are allocated to activities on bases that represent the Governors' best estimate of actual use. The bases used to allocate costs to the above categories of expenditure are set out in note 8.

Governance costs comprise the costs of running the charity, including strategic planning for its future development, auditors' remuneration, Clerk's office costs, certain legal costs and all costs of complying with constitutional and statutory requirements, such as costs of Board meetings and of preparing the statutory accounts.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

1. ACCOUNTING POLICIES (continued)**i) Tangible Fixed Assets and Depreciation**

Tangible fixed assets are initially recognised at cost. Items of furniture, apparatus and equipment, other than computers, costing less than £10,000 are charged against income in the year of purchase. Computer equipment costing less than £500 is charged against income in the year of purchase.

In 1995 the net book value of the buildings was transferred to the College, now Dulwich College Trust, from The Dulwich Estate and in accordance with that Scheme forms part of the endowment funds. The transferred net book value consisted of expenditure on building developments since 1944. Following the incorporation of the College, the endowed buildings have remained the property of Dulwich College Trust in accordance with the Charity Commission Scheme dated 30 January 2014. The Governors confirm that information relating to building developments prior to 1944 is not readily available as the College had at that time an accounting policy to write off any capital expenditure on buildings. Such buildings are treated as inalienable as the College is unable to dispose of them as they are endowed. The current valuation for insurance is £125.4 million (2018: £121.8 million), which reflects the cost of replacement of the buildings as new and excludes the value of land.

Depreciation is provided on fixed assets to write off their cost less estimated residual value over their estimated useful economic life by equal annual instalments as follows:

College Buildings:

- Building	50 years
- Roof	20 years
- Building services and fixtures	10 to 20 years
Computer equipment	4 to 5 years
Fixtures, fittings, equipment and vehicles	3 to 5 years

Leasehold property additions have been depreciated in order to write off their cost over the period of the lease.

The carrying values of tangible fixed assets are reviewed for impairment in accordance with the requirements of FRS102.

j) Investments

Investments held for the long-term to generate income or capital growth are carried at fair value as fixed assets.

Realised gains are the difference between sales proceeds and the carrying value of the investment. The carrying value is the fair value at the beginning of the year or the purchase cost where the investment was acquired during the year.

Unrealised gains are the change in value of investments after taking into account any movements in investment holdings such as purchases and disposals of investments.

Realised and unrealised gains are accounted for within the Statement of Financial Activities.

k) Stock

Stocks comprise finished goods and are stated at the lower of cost and net realisable value.

1. ACCOUNTING POLICIES (continued)

l) Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities such as trade and other accounts receivable and payable are accounted for on the following basis:

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

Bank borrowings

Liabilities for borrowings which are subject to a market rate of interest are measured at the value of the amount advanced, less capital repayments.

Advance Fees Fund

The College has an advance fees scheme whereby parents and others make advance payments, which together with the discount accruing thereon, provide for a set contribution each term towards the pupils' fees.

The capital portion outstanding is recognised as a liability and the amount of discount crystallised in the year is included in the Statement of Financial Activities.

m) Pensions

Contributions are made for staff to the Department for Education Teachers Pension Scheme ("TPS"), the London Pensions Partnership ("LPP", formerly the London Pension Fund Authority, "LPFA") Local Government Pension Scheme and the Dulwich College Pension Plan. For the purposes of complying with relevant accounting standards the TPS is accounted for as a defined contribution scheme, as the College is not responsible for or entitled to receive benefit from any deficit or surplus of the scheme. The LPP scheme is a defined benefit scheme and the Dulwich College Pension Plan is a defined contribution scheme.

The LPP scheme is accounted for as a defined benefit scheme in accordance with section 28 of FRS102, with the annually calculated notional deficit or surplus on the funding of the scheme shown as a designated fund entitled "Pension Reserve", which is deducted from unrestricted funds in the balance sheet. Service costs, curtailments, settlement gains and losses, net financial returns and remeasurement gains and losses are included in the Statement of Financial Activities in the year to which they relate.

Changes in the assets and liabilities of the scheme in the year are disclosed and allocated as follows:

- Changes relating to current or past service costs and gains and losses on settlements and curtailments and pension finance costs arising from changes in the net of the interest costs and expected return on assets are allocated to the relevant activity heading based on staff costs of employees within the scheme.
- Pension finance charges arising from similar changes are recognised as outgoing resources.
- Remeasurement gains and losses arising are recognised as other recognised gains and losses.

The assets, liabilities and movements in the surplus or deficit of the scheme are calculated by qualified independent actuaries as an update to the latest full actuarial valuation.

Details of the scheme assets and liabilities and major assumptions are shown in note 20.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

1. ACCOUNTING POLICIES (continued)**n) Leases**

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

o) Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is neither restricted nor designated funds. They are available for use at the discretion of the Governors in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Governors for specific purposes. The purpose and use of the designated unrestricted funds are set out in note 19.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

Permanent endowment funds comprise trust funds which are subject to specific trusts declared by the donors or with their authority. The condition of the trust is that the capital element is not expendable. The income arising from the investments is applied only in accordance with the conditions imposed by the donors (where specified) or for the general purposes of the College. In addition the endowed funds include additions to the endowed land and buildings given to the College (see note 1i).

With effect from 1 August 2018, the Governors resolved to apply Total Return accounting for investments to the Dulwich College Investment Fund, which is one of the College's permanent endowment funds. More information is provided in note 19(c).

2. FEES RECEIVABLE**a) Fees receivable consist of:**

	2019	2018
	£	£
Day fees	35,038,774	33,926,727
Boarding fees	2,309,030	2,123,836
Other fees	376,877	288,995
Less - discounts and staff allowances	(1,126,347)	(1,030,305)
	<u>£36,598,334</u>	<u>£35,309,253</u>

Grants, awards and prizes consist of:

Amounts funded by the College from general unrestricted funds:

Scholarships and prizes	996,969	875,805
Scholarships to boys with bursaries	151,793	149,672
Bursaries	2,891,622	2,564,664
	<u>4,040,384</u>	<u>3,590,141</u>

Amounts paid by other funds:

Scholarships and prizes	101,720	92,191
Bursaries	482,091	395,543
	<u>£4,624,195</u>	<u>£4,077,875</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

2. FEES RECEIVABLE (continued)	2019	2018
	£	£
b) The total scholarships, prizes and bursaries received from other funds consist of:		
Restricted - Dulwich College Awards Fund	101,720	92,191
Restricted - Bursary Appeal Fund	482,091	395,543
	<u>£583,811</u>	<u>£487,734</u>
3. OTHER INCOME	2019	2018
	£	£
Activities in the furtherance of the charity's objects:		
Outings and expeditions	895,281	988,527
Staff rents	172,340	160,867
Other	54,789	57,652
	<u>£1,122,410</u>	<u>£1,207,046</u>
4. THE DULWICH ESTATE DISTRIBUTIONS	2019	2018
	£	£
Estate income distribution	<u>£2,540,251</u>	<u>£2,765,784</u>
5. INVESTMENT INCOME	2019	2018
	£	£
Listed stocks and equities	<u>£907,937</u>	<u>£846,118</u>
6. INCOME FROM TRADING SUBSIDIARIES		

The College has two wholly owned trading subsidiaries, Dulwich College Enterprises Limited (DCE) and Dulwich College Enterprises Overseas Limited (DCEO). DCE's principal activities in the year were the letting of College facilities, the operation of the Commissariat (the school shop), the operation of a sports club and an outdoor centre and the provision of transport for pupils to and from the Dulwich schools. DCEO's principal activity was the licensing of the name and intellectual property of Dulwich College to Dulwich College Management International (DCMI), an independent company which runs a number of international schools. DCE and DCEO donate their taxable profits to Dulwich College. The subsidiaries' trading results for the year, as extracted from the audited financial statements, are summarised below:

	DCE		DCEO	
	2019	2018	2019	2018
	£	£	£	£
Profit and loss account				
Turnover	3,644,833	3,521,130	3,253,849	1,851,549
Expenditure	(3,443,543)	(3,401,040)	(1,686,778)	(636,139)
Trading profit	<u>201,290</u>	<u>120,090</u>	<u>1,567,071</u>	<u>1,215,410</u>
Gift/covenant to Dulwich College	(200,000)	(120,000)	(1,415,410)	(1,050,000)
Retained in subsidiary	<u>£1,290</u>	<u>£90</u>	<u>£151,661</u>	<u>£165,410</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

7. STAFF COSTS

	2019 £	2018 £
Total resources expended include:		
Wages and salaries	21,119,713	20,582,247
Social security costs	2,069,264	1,962,130
Pension contributions	2,910,355	2,566,194
Pension scheme cost	1,293,000	1,240,000
	<u>£27,392,332</u>	<u>£26,350,571</u>

The full-time equivalent average number of employees for the year was 459 (2018: 455) of which 199 (2018: 197) were teaching staff, 68 (2018: 69) were teaching support staff, 16 (2018: 18) were kindergarten assistants and 176 (2018: 172) were other support staff. The average number of employees for the year on a headcount basis was 594 (2018: 589).

Included in total staff costs are termination payments amounting to £33,500 (2018: £58,093).

The aggregate remuneration of the College's key management personnel, comprising the College Leadership Team, amounted to £1,003,956 (2018: £994,885). The Governors did not receive any remuneration in the year (2018: £Nil).

	2019 No.	2018 No.
The number of employees whose emoluments exceeded £60,000 were:		
£60,001 - £70,000	54	37
£70,001 - £80,000	25	25
£80,001 - £90,000	5	6
£90,001 - £100,000	5	4
£100,001 - £110,000	3	2
£110,001 - £120,000	1	-
£130,001 - £140,000	1	1
£200,001 - £210,000	1	1
	<u> </u>	<u> </u>

The number of higher paid employees for whom defined benefit pension scheme contributions were made was 91 (2018: 73).

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

8. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs £	Direct costs £	Allocated support costs £	Depreciation £	2019 Total £
2019					
Raising funds					
Lettings, events and sports club costs	979,685	507,161	63,762	8,472	1,559,080
Transport and commissariat costs	381,415	1,104,822	88,589	2,541	1,577,367
International schools costs	79,319	1,034,362	76,219	-	1,189,900
Fundraising costs	369,727	123,754	36,078	-	529,559
Finance costs	38,070	575,241	6,604	-	619,915
Charitable activities					
Teaching costs	20,210,660	3,532,113	834,588	509,550	25,086,911
Welfare and catering costs	1,407,794	480,679	58,802	60,643	2,007,918
Premises costs	3,176,291	3,746,199	311,257	4,060,533	11,294,280
Boarding and medical costs	749,371	372,303	31,281	8,471	1,161,426
Grants, awards and prizes	-	583,811	-	-	583,811
	<u>£27,392,332</u>	<u>£12,060,445</u>	<u>£1,507,180</u>	<u>£4,650,210</u>	<u>£45,610,167</u>
	Staff costs £	Direct costs £	Allocated support costs	Depreciation £	2018 Total £
2018					
Raising funds					
Lettings, events and sports club costs	926,040	338,414	42,007	6,831	1,313,292
Transport and commissariat costs	331,499	1,117,133	52,681	2,049	1,503,362
International schools costs	50,342	49,070	2,724	-	102,136
Fundraising costs	320,784	101,780	40,212	-	462,776
Finance costs	37,917	521,964	4,497	-	564,378
Charitable activities					
Teaching costs	19,752,760	3,502,245	635,945	413,706	24,304,656
Welfare and catering costs	1,307,376	511,247	54,402	50,308	1,923,333
Premises costs	2,900,627	3,066,759	176,604	3,761,109	9,905,099
Boarding and medical costs	723,226	358,362	24,863	6,831	1,113,282
Grants, awards and prizes	-	487,734	-	-	487,734
	<u>£26,350,571</u>	<u>£10,054,708</u>	<u>£1,033,935</u>	<u>£4,240,834</u>	<u>£41,680,048</u>

Staff costs include both direct staff costs and allocated support staff costs. Direct costs include both direct costs and directly attributed support costs.

Resources expended include:

	2019 £	2018 £
Support costs (including management and administration):		
Staff costs allocated to activities	4,272,321	4,066,690
Costs directly attributed to activities	922,987	822,160
Costs allocated to activities	1,507,180	1,033,935
	<u>£6,702,488</u>	<u>£5,922,785</u>

Support costs are allocated as follows:

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NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

8. ANALYSIS OF TOTAL EXPENDITURE (continued)	2019	2018
Premises costs	£	£
Fuel, light & facilities	2,389,520	2,228,426
Maintenance of buildings	1,927,814	1,448,555
Upkeep of grounds	948,400	800,889
Rent, rate & insurance	645,103	689,619
Allocated staff costs	982,007	786,503
Allocated support costs	340,903	189,998
Depreciation	4,060,533	3,761,109
	<u>£11,294,280</u>	<u>£9,905,099</u>
Auditors' remuneration		
- for audit	34,969	33,700
- for other services	36,831	10,438
Operating lease rentals	533,806	409,107
Governors' expenses reimbursed	437	148
	<u></u>	<u></u>

None of the Governors received any remuneration during the year (2018: £Nil).

9. TAXATION

As a registered charity, the College is not liable to income tax or corporation tax on income or gains derived from its charitable activities.

10. FIXED ASSETS – Group	Freehold Buildings £	Leasehold Buildings £	Computer Equipment £	Fixtures, Fittings & Vehicles £	Total £
Cost					
At 1 August 2018	82,446,487	6,777,845	4,009,249	6,739,892	99,973,473
Additions	4,750,893	-	945,127	262,861	5,958,881
Disposals	-	-	-	-	-
	<u>87,197,380</u>	<u>6,777,845</u>	<u>4,954,376</u>	<u>7,002,753</u>	<u>105,932,354</u>
Depreciation					
At 1 August 2018	24,301,837	4,470,382	3,051,390	5,587,623	37,411,232
Charge for the year	3,518,248	107,458	545,916	478,528	4,650,210
Disposals	-	-	-	-	-
	<u>27,820,085</u>	<u>4,577,840</u>	<u>3,597,366</u>	<u>6,066,151</u>	<u>42,061,442</u>
Net book value					
At 31 July 2019	<u>£59,377,295</u>	<u>£2,200,005</u>	<u>£1,357,010</u>	<u>£936,602</u>	<u>£63,870,912</u>
At 31 July 2018	<u>£58,144,650</u>	<u>£2,307,463</u>	<u>£957,859</u>	<u>£1,152,269</u>	<u>£62,562,241</u>

The fixed assets include an amount of £161,603 (2018: £15,433,791) in respect of freehold buildings not yet in use, which have therefore not been depreciated.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

10. FIXED ASSETS – Group

Fixed assets are analysed between funds as follows:	Freehold & Leasehold Buildings £	Computer Equipment £	Fixtures, Fittings, Equipment & Vehicles £	Total £
Endowment	57,304,331	-	-	57,304,331
General	4,272,969	1,357,010	936,602	6,566,581
At 31 July 2019	<u>£61,577,300</u>	<u>£1,357,010</u>	<u>£936,602</u>	<u>£63,870,912</u>

Fixed assets relating to the company amounted to £5,639,393 (2018: £5,590,794) and are wholly used for the direct charitable purposes.

	2019 £	2018 £
Amounts contracted for, relating to future capital expenditure, at the year end	<u>£990,000</u>	<u>£2,791,000</u>

11. INVESTMENTS – Group and Charity

	2019 £	Cost 2018 £	Fair Value 2019 £	2018 £
a) The group and charity investments are summarised below:				
Dulwich College investments (note 11b)	34,992,864	26,290,257	42,420,842	37,226,182
Share of Dulwich Schools Common Investment Fund (note 11c)	39,479	39,479	3,628	3,628
	<u>£35,032,343</u>	<u>£26,329,736</u>	<u>£42,424,470</u>	<u>£37,229,810</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

11. INVESTMENTS – Group and Charity

b) Dulwich College investments

	Cost		Fair Value	
	2019 £	2018 £	2019 £	2018 £
Charities Funds	34,992,588	26,289,981	42,420,566	37,225,906
Investment in Dulwich College Management International Limited	275	275	275	275
Investment in Dulwich Services Limited	1	1	1	1
	<u>£34,992,864</u>	<u>£26,290,257</u>	<u>£42,424,842</u>	<u>£37,226,182</u>

Of the Charities Funds investments listed above £2,534,671 (2018: £1,275,228) is held by the College and the remainder of the group investments are held by Dulwich College Trust.

	2019 £	2018 £
At 1 August 2018	37,226,182	35,586,525
Additions	28,084,709	8,837,887
Disposals	(24,378,550)	(8,837,887)
Net gains	1,488,501	1,639,657
At 31 July 2019	<u>£42,420,842</u>	<u>£37,226,182</u>

c) The Dulwich Schools Common Investment Fund

The College holds one share in Dulwich Services Limited which is the corporate trustee of the Dulwich Schools Common Investment Fund (DSCIF).

Following approval of the Scheme by the Charity Commissioners on 31 July 1995 in relation to the charities, Dulwich College, Alleyn's School and James Allen's Girls' School, the three schools agreed to pool the investments and monies transferred to them at the time by the Trustees of The Dulwich Estate (previously the Estates Governors of Alleyn's College of God's Gift) into the Dulwich Schools Common Investment Fund. The Fund was itself subsequently approved by the Charity Commissioners as a Scheme under the Charities Act 1993, Section 24.

Following the decision to wind up DSCIF in the year ended 31 July 2003, the shares of the fund at 31 July represent the small holding in an agricultural unit trust managed by Zedra Fiduciary Services (UK) Limited. Discussions with Zedra Fiduciary Services (UK) Limited about its treatment are continuing and once this has been resolved DSCIF will be wound up.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

12. INVESTMENTS IN SUBSIDIARY UNDERTAKINGS – Charity

	2019 £	2018 £
Investment in Dulwich College Enterprises Limited	3	3
Investment in Dulwich College Enterprises Overseas Limited	1	1
	<u> </u>	<u> </u>

The balance sheets of the companies are summarised as follows:

	Dulwich College Enterprises Limited		Dulwich College Enterprises Overseas Limited	
	2019	2018	2019	2018
	£	£	£	£
Balance sheet				
Fixed assets	-	-	275	275
Current assets	458,684	720,309	5,208,833	5,208,023
Creditors	(328,775)	(591,690)	(4,892,036)	(5,042,887)
Net assets	<u>£129,909</u>	<u>£128,619</u>	<u>£317,072</u>	<u>£165,411</u>

The College owns the entire share capital of Dulwich College Enterprises Limited which comprises 3 £1 shares. The company was incorporated in England and Wales (company number: 03039344) on 29 March 1996 and commenced trading on 1 April 1996. As at 31 July 2019 the College owed the company £35,075 (2018: the company owed the College £217,839). This usual trading balance is included within net current assets in the charity and company balance sheets.

The College owns the entire share capital of Dulwich College Enterprises Overseas Limited which consists of 1 £1 ordinary share. The company was incorporated in England and Wales (company number: 06294794) on 27 June 2007 and commenced trading in September 2010. As at 31 July 2019 the College owed the company £4,246,022 (2018: £4,842,559). This balance represents a loan of £5,027,534 offset by a usual trading balance of £184,975 included within net assets in the charity and company balance sheets.

13. STOCK

	Group		Company	
	2019	2018	2019	2018
	£	£	£	£
College Commissariat:				
Sports goods	141,366	134,340	-	-
Books and stationery	17,256	16,182	-	-
Other	25,169	52,617	8,989	12,824
	<u>£183,791</u>	<u>£203,139</u>	<u>£8,989</u>	<u>£12,824</u>

14. DEBTORS

	2019	2018	2019	2018
	£	£	£	£
Tuition and boarding fees	36,736	37,278	36,736	37,278
Other debtors	240,086	285,418	42,750	53,550
Prepayments and accrued income	564,869	422,404	515,694	409,753
Dulwich College Enterprises Limited	-	-	-	217,839
Dulwich College Enterprises Overseas Limited	-	-	628,590	184,975
Inter-fund loan (due from Dulwich College Trust)	-	-	4,366,439	2,124,439
	<u>£841,691</u>	<u>£745,100</u>	<u>£5,590,209</u>	<u>£3,027,834</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

15.	CREDITORS: amounts falling due within one year	Group		Company	
		2019	2018	2019	2018
		£	£	£	£
	Loans for buildings (note 16)	1,206,716	1,107,697	795,671	750,402
	Fee deposits	3,074,962	2,812,924	3,074,962	2,812,924
	Tax, National Insurance and Pensions	34,820	639,268	86,595	665,241
	Other creditors	347,491	304,769	266,669	206,150
	Amounts due on capital projects	489,482	795,882	489,482	795,882
	Accruals and deferred income	2,705,653	2,098,024	2,571,398	1,951,725
	Dulwich College Enterprises Limited	-	-	35,075	-
		<u>£7,859,124</u>	<u>£7,758,564</u>	<u>£7,319,853</u>	<u>£7,812,325</u>
16.	LOANS FOR BUILDINGS	Development		Non endowment	
		Loans	Loans	Total	
		£	£	£	
	At 1 August 2018	£8,682,592	£2,361,938	£11,044,530	
	Received in the year	-	-	-	
	Repaid in the year	(797,414)	(177,908)	(975,322)	
		<u>£7,885,178</u>	<u>£2,184,030</u>	<u>£10,069,208</u>	
			2019	2018	
			£	£	
	Falling due for repayment:				
	- two to five years		8,394,658	8,394,658	
	- thereafter		467,834	1,542,175	
			<u>8,862,492</u>	<u>9,936,833</u>	
	- within one year (note 15)		1,206,716	1,107,697	
			<u>£10,069,208</u>	<u>£11,044,530</u>	

Details of the above loans are as follows:

- Development loans
- Outstanding balance of £453,033 unsecured.
The capital is repayable by 2022 in equal instalments three times per annum starting in February 2008. Interest is payable at a fixed rate of 6.07%
 - Outstanding balance of £1,055,846 unsecured.
The capital is repayable by 2023 in equal instalments three times per annum starting in February 2009. Interest is payable at a fixed rate of 5.88%.
 - Outstanding balance of £1,501,687 unsecured.
The capital is repayable by 2023 in equal instalments three times per annum starting in February 2009. Interest is payable at a fixed rate of 5.53%.
 - Outstanding balance of £4,874,612 unsecured.
Capital repayments are made in any year following a year in which World Charter fees exceed £1,200,000. The capital repayment is half of the amount by which World Charter fees exceed this threshold. Interest is payable at a fixed rate of 1.00% or LIBOR, if LIBOR exceeds 3.00%.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

16. LOANS FOR BUILDINGS (continued)

Non-endowment property loans - Outstanding balance of £1,183,268 secured over the freehold deeds of Old Blew House. The capital is repayable by October 2029 in equal instalments four times per annum starting in July 2007. Interest is payable at a fixed rate of 6.03%.

- Outstanding balance of £190,763 secured over the freehold deeds of Old Blew House. The capital is repayable by 2029 in equal instalments four times per annum starting in July 2007. Interest is payable at a variable rate of base rate plus a margin of 0.69%.

- Outstanding balance of £742,500 secured over the freehold deeds of Elm Lawn and Chestnuts. The capital is repayable by 2030 in equal instalments four times per annum starting in November 2006. Interest is payable at a fixed rate of 5.44%

- Outstanding balance of £67,500 secured over the freehold deeds of Elm Lawn and Chestnuts. The capital is repayable by 2030 in equal instalments four times per annum starting in December 2006. Interest is payable at a fixed interest rate of 5.27%.

17. OTHER CREDITORS – Group and Charity

	2019 £	2018 £
Advance fees	1,492,255	1,945,537
Fee deposits	2,141,645	1,947,984
	<u>£3,633,900</u>	<u>£3,893,521</u>
Falling due for repayment:		
- two to five years	2,881,561	3,166,057
- thereafter	752,339	727,464
	<u>£3,633,900</u>	<u>£3,893,521</u>

18. FINANCIAL INSTRUMENTS

	Group		Company	
	2019 £	2018 £	2019 £	2018 £
Financial assets measured at fair value	<u>£42,424,470</u>	<u>£37,229,810</u>	<u>£2,025,219</u>	<u>£1,275,224</u>
Financial assets measured at amortised cost	<u>£5,349,520</u>	<u>£8,881,554</u>	<u>£4,093,715</u>	<u>£8,129,357</u>
Financial liabilities measured at amortised cost	<u>£17,125,561</u>	<u>£18,055,744</u>	<u>£16,269,814</u>	<u>£16,960,150</u>

Financial assets measured at fair value comprise listed investments.

Financial assets measured at amortised cost comprise debtors, cash and investments in subsidiary undertakings.

Financial liabilities measured at amortised cost comprise bank loans and overdraft, fee deposits and other creditors.

19. FUNDS

a) The net assets of the company and of the group are held for the various funds as follows:

2019	Unrestricted Funds					Total £
	Endowment £	Restricted £	Pension Reserve £	Designated £	General £	
Tangible fixed assets	-	-	-	-	5,639,393	5,639,393
Investments	-	-	-	2,024,948	275	2,025,223
Net other assets	3,647,729	123,724	-	100,820	(5,212,599)	(1,340,326)
Loans for buildings	-	-	-	-	(8,463,537)	(8,463,537)
Pension fund deficit	-	-	(14,268,000)	-	-	(14,268,000)
Company total	£3,647,729	£123,724	£(14,268,000)	£2,125,768	£(8,036,468)	£(16,407,247)
Tangible fixed assets	57,304,331	-	-	-	6,566,581	63,870,912
Investments	40,395,351	-	-	2,025,216	275	42,420,842
Dulwich Schools Common Investment Funds	3,628	-	-	-	-	3,628
Capital donations (cash)	3,597,700	-	-	-	-	3,597,700
Net other assets	260,073	155,835	-	100,552	(8,302,288)	(7,785,828)
Bank loan	(7,885,178)	-	-	-	(2,184,030)	(10,069,208)
Pension fund deficit	-	-	(14,268,000)	-	-	(14,268,000)
Inter-fund loan	(4,366,439)	-	-	-	4,366,439	-
Group total	£89,309,466	£155,835	£(14,268,000)	£2,125,768	£446,977	£77,770,046

At 31 July 2019 the group funds comprised:

	Unrestricted Funds					Total £
	Endowment £	Restricted £	Pension Reserve £	Designated £	General £	
Dulwich Schools Common Investment Fund	3,628	-	-	-	-	3,628
Buildings Fund	35,514,492	-	-	-	-	35,514,492
Dulwich College Investment Fund	39,026,127	-	-	-	-	39,026,127
Dulwich College Awards Fund	1,464,599	32,111	-	34,100	-	1,530,810
Bursary Appeal Fund	13,300,620	117,503	-	2,091,668	-	15,509,791
Dulwich College Facilities Fund	-	6,221	-	-	-	6,221
Pension Reserve	-	-	(14,268,000)	-	-	(14,268,000)
General Fund	-	-	-	-	446,977	446,977
	£89,309,466	£155,835	£(14,268,000)	£2,125,768	£446,977	£77,770,046

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

19. FUNDS (continued)

2018	Unrestricted Funds					Total £
	Endowment £	Restricted £	Pension Reserve £	Designated £	General £	
Tangible fixed assets	-	-	-	-	5,590,794	5,590,794
Investments	-	-	-	1,274,953	275	1,275,228
Net other assets	2,402,919	33,653	-	156,204	(4,931,717)	(2,338,941)
Loans for buildings	-	-	-	-	(9,412,128)	(9,412,128)
Pension fund deficit	-	-	(12,107,000)	-	-	(12,107,000)
Company total	£2,402,919	£33,653	£(12,107,000)	£1,431,157	£(8,752,776)	£(16,992,047)
Tangible fixed assets	56,019,264	-	-	-	6,542,977	62,562,241
Investments	35,923,507	27,176	-	1,275,224	275	37,226,182
Dulwich Schools Common Investment Funds	3,628	-	-	-	-	3,628
Capital donations (cash)	3,597,700	-	-	-	-	3,597,700
Net other assets	1,179,378	41,425	-	155,933	(6,011,727)	(4,364,991)
Bank loan	(8,682,592)	-	-	-	(2,361,938)	(11,044,530)
Pension fund deficit	-	-	(12,107,000)	-	-	(12,107,000)
Inter-fund loan	(2,124,439)	-	-	-	2,124,439	-
Group total	£85,916,446	£68,601	£(12,107,000)	£1,431,157	£294,026	£75,603,230

At 31 July 2018 the group funds comprised:

	Unrestricted Funds					Total £
	Endowment £	Restricted £	Pension Reserve £	Designated £	General £	
Dulwich Schools Common Investment Fund	3,628	-	-	-	-	3,628
Buildings Fund	34,595,458	-	-	-	-	34,595,458
Dulwich College Investment Fund	38,061,783	-	-	-	-	38,061,783
Dulwich College Awards Fund	1,420,038	34,948	-	-	-	1,454,986
Bursary Appeal Fund	11,835,539	27,432	-	1,431,157	-	13,294,128
Dulwich College Facilities Fund	-	6,221	-	-	-	6,221
Pension Reserve	-	-	(12,107,000)	-	-	(12,107,000)
General Fund	-	-	-	-	294,026	294,026
	£85,916,446	£68,601	£(12,107,000)	£1,431,157	£294,026	£75,603,230

The Bursary Appeal Fund comprises both capital endowment and restricted income donations, along with amounts designated by Governors from unrestricted funds. The balances also take account of gains and losses on investments and unspent investment income.

19. FUNDS (continued)

b) Endowment fund movements during the year were as follows:

	At 1 August 2018 £	Income £	Expenditure £	Transfers £	Investment Gains £	At 31 July 2019 £
Dulwich College Awards Fund	1,420,038	310	-	-	44,251	1,464,599
Dulwich Schools Common Investment Fund	3,628	-	-	-	-	3,628
Dulwich College Investment Fund (note 19(c))	38,061,783	427,667	-	(681,789)	1,218,466	39,026,127
Buildings Fund	34,595,458	-	(3,465,826)	4,384,860	-	35,514,492
Bursary Appeal Fund	11,835,539	1,244,806	-	-	220,275	13,300,620
	<u>£85,916,446</u>	<u>£1,672,783</u>	<u>£(3,465,826)</u>	<u>£3,703,071</u>	<u>£1,482,992</u>	<u>£89,309,466</u>
	At 1 August 2017 £	Income £	Expenditure £	Transfers £	Investment Gains £	At 31 July 2018 £
Dulwich College Awards Fund	1,352,704	1,207	-	-	66,127	1,420,038
Dulwich Schools Common Investment Fund	3,628	-	-	-	-	3,628
Dulwich College Investment Fund	36,794,927	-	-	-	1,266,856	38,061,783
Buildings Fund	31,982,589	-	(3,104,507)	5,717,376	-	34,595,458
Bursary Appeal Fund	11,104,415	442,844	-	-	288,280	11,835,539
	<u>£81,238,263</u>	<u>£444,051</u>	<u>£(3,104,507)</u>	<u>£5,717,376</u>	<u>£1,621,263</u>	<u>£85,916,446</u>

The Dulwich College Awards Fund (DCAF) was set up on 18 April 1995 in order to pool together all of the College's sundry scholarship, prize and miscellaneous trust funds within one scheme.

The details in relation to the Dulwich Schools Common Investment Fund (DSCIF) are disclosed in note 11.

The Dulwich College Investment Fund was set up in April 2003 in order to hold the investments returned from the DSCIF to be held directly by the College.

In accordance with the 1995 Scheme the Buildings Fund was set up as a result of a transfer of the net book value of buildings in 1995 from The Dulwich Estate. The Governors agreed, after seeking Charity Commission approval, to account for the fund as follows.

Additions on endowment buildings result in a transfer of funds from unrestricted funds to the Buildings Fund, unless a deficit would arise on the unrestricted funds where an inter-fund loan is established between the unrestricted fund and the Buildings Fund until such time as the unrestricted fund has sufficient resources to make the transfer. Bank loans and other short term borrowings for the purposes of improving the permanent endowment land and buildings are allowed to be set off against the Buildings Fund. Depreciation on endowment buildings is now charged against the Buildings Fund.

In accordance with this policy £4,245,828 (2018: £5,133,912) was transferred from unrestricted funds to the Buildings Fund in the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

19. FUNDS (continued)

In addition, £139,032 (2018: £583,464) was transferred from restricted funds to the Buildings Fund, in respect of the Dulwich College Facilities Fund money spent on the Barry Buildings and other developments.

The Bursary Appeal Fund comprises accumulated donations to provide an income stream to give financial support to parents whose sons have been awarded a place at the College but who cannot afford the full fees. All endowed donations received in the year have been included within this fund.

c) Dulwich College Investment Fund

With effect from 1 August 2018, the Governors resolved to adopt the Total Return accounting approach to the Dulwich College Investment Fund. Under this approach, the total value of the Fund as at 1 August 2018 was divided between the Trust for Investment, which represents the original capital value of the Fund on its inception in 2003 adjusted for CPI inflation and the effects of subsequent capital distributions from The Dulwich Estate that have been added to the Fund in the meantime, and the Unapplied Total Return, which represents capital gains on the Fund's investments in excess of CPI inflation.

Under the Total Return approach, investment income and investment gains are credited to the Unapplied Total Return, where previously the investment income was credited to the College's General Fund. The Governors' policy, which is subject to review from time to time, is to apply CPI inflation to the Trust for Investment to maintain the real value of the Fund's original capital. The allocation of Unapplied Total Return to the general fund for application represents the amounts withdrawn from investments during the year, in line with the Governors' policy. The table below sets out the movements on the Fund during the year and its composition as at 31 July 2019.

	Trust for Investment £	Unapplied Total Return £	Total £
Balance as at 1 August 2018	32,848,379	5,213,404	38,061,783
Investment income	-	427,667	427,667
Investment gains	-	1,218,466	1,218,466
	<u>32,848,379</u>	<u>6,859,537</u>	<u>39,707,916</u>
Allocation to Trust for Investment (at CPI inflation)	652,000	(652,000)	-
Transfer to the General Fund for application	-	(681,789)	(681,789)
Balance at 31 July 2019	<u>£33,500,379</u>	<u>£5,525,748</u>	<u>£39,026,127</u>

19. FUNDS (continued)

d) Restricted fund movements during the year were as follows:

	At 1 August 2018 £	Income £	Expenditure £	Transfers £	Investment Gains £	At 31 July 2019 £
Dulwich College Awards Fund	34,948	98,883	(101,720)	-	-	32,111
Bursary Appeal Fund	27,432	572,162	(482,091)	-	-	117,503
Dulwich College Facilities Fund	6,221	139,032	-	(139,032)	-	155,835
	<u>£68,601</u>	<u>£810,077</u>	<u>£(583,811)</u>	<u>£(139,032)</u>	<u>£-</u>	<u>£155,835</u>
	At 1 August 2017 £	Income £	Expenditure £	Transfers £	Investment Gains £	At 31 July 2018 £
Dulwich College Awards Fund	24,764	101,553	(92,191)	-	822	34,948
Bursary Appeal Fund	5,454	417,521	(395,543)	-	-	27,432
Dulwich College Facilities Fund	6,221	583,464	-	(583,464)	-	6,221
	<u>£36,439</u>	<u>£1,102,538</u>	<u>£(487,734)</u>	<u>£(583,464)</u>	<u>£822</u>	<u>£68,601</u>

The Dulwich College Awards Fund (DCAF) was set up on 18 April 1995 in order to pool together all of the College's sundry scholarship, prize and miscellaneous trust funds within one scheme.

The Bursary Appeal Fund comprises accumulated donations to give financial support to parents whose sons have been awarded a place at the College but who cannot afford the full fees. All restricted income donations received in the year have been included in this fund.

The Dulwich College Facilities Fund comprises donations received to help fund facilities developments less money spent on facilities developments. The balance at 31 July 2019 represents donations to support Music at the College.

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

19. FUNDS (continued)

e) Unrestricted fund movements during the year were as follows:

	At 1 August 2018	Income	Expenditure	Transfers	Investment Gains/ (Losses)	At 31 July 2019
	£	£	£	£	£	£
General Fund	294,026	44,673,622	(40,215,566)	(4,305,105)	-	446,977
Advance Fees Fund	-	-	(51,964)	51,964	-	-
Pension Reserve	(12,107,000)	-	(1,293,000)	-	(868,000)	(14,268,000)
Dulwich College Awards Fund	-	-	-	34,100	-	34,100
Bursary Appeal Fund	1,431,157	-	-	655,002	5,509	2,091,668
	<u>£(10,381,817)</u>	<u>£44,673,622</u>	<u>£(41,560,530)</u>	<u>£(3,564,039)</u>	<u>£(862,491)</u>	<u>£(11,695,255)</u>
	At 1 August 2017	Income	Expenditure	Transfers	Investment Gains/ (Losses)	At 31 July 2018
	£	£	£	£	£	£
General Fund	128,526	42,891,610	(36,804,602)	(5,921,508)	-	294,026
Advance Fees Fund	-	-	(43,205)	43,205	-	-
Pension Reserve	(13,704,000)	-	-	-	2,837,000	(12,107,000)
Bursary Appeal Fund	669,174	-	(1,240,000)	744,391	17,572	1,431,157
	<u>£(12,906,280)</u>	<u>£42,891,610</u>	<u>£(38,087,807)</u>	<u>£(5,133,912)</u>	<u>£2,854,572</u>	<u>£(10,381,817)</u>

As agreed by the Governors in 2000 the balance of the Advance Fees Fund is transferred annually to the General Fund as the Governors do not wish to hold a balance in this fund.

The Dulwich College Awards Fund represents a designation made by Governors to the fund in respect of the surplus on fundraising events supported by the Friends of Dulwich College on which a decision is yet to be made as to how it is to be used.

The Bursary Appeal Fund represents designations made by Governors to the fund. The transfer of £655,002 (2018: £744,391) represents £823,485 of the increased income from DCEO in line with a policy agreed by Governors, £30,037 to fund staff bursaries, £20,973 of income from sales of 400th anniversary memorabilia and £5,350 of other donations designated to the fund, less £224,843 of the income distribution from The Dulwich Estate previously designated because it was not spent on bursaries now undesignated because it's been spent during the year.

20. PENSION ARRANGEMENTS

The College participates in three pension schemes.

The main scheme is administered by Teachers' Pensions, an executive agency of the Department for Education (DfE). Contributions to the scheme are determined by the Government Actuary and paid over to the Exchequer. Contribution rates for employees range from 7.4% to 11.7% (2018: 7.4% to 11.7%) depending on their salary. Employer contributions in the year were 16.48% (2018: 16.48%).

The second scheme is a defined benefit scheme for operational staff and is administered by the London Pensions Partnership (formerly London Pension Fund Authority) in accordance with the rules and valuations of the scheme. Contribution rates for employees range from 5.5% to 12.5% (2018: 5.5% to 12.5%) depending on their salary. Current employer contributions are 19.55% (2018: 19.55%). This scheme was closed to new members on 31 July 2010.

The third scheme is a defined contribution scheme for operational staff opened on 1 August 2010 with Aviva (formerly Friends Life). Contribution rates for employees range from 4% to 6% depending on their salary, with corresponding employer contributions of 5% to 8%.

The annual commitment under the three schemes is for contributions of £2,906,000 (2018: £2,572,000). Contributions totalling £59 (2018: £37,013) were payable to the schemes at the year end.

The defined benefit scheme was always a joint scheme for the College and its subsidiary undertakings. From 31 July 2006, the contracts of employment of the staff of Dulwich College Enterprises Limited were transferred to Dulwich College to simplify the pension arrangements.

As a result of this change, the responsibility for meeting the pension obligations rests with Dulwich College. The on-going costs, however, are met by Dulwich College Enterprises Limited through a secondment arrangement. Dulwich College Enterprises Limited obtained actuarial advice to quantify its liability using transfer values and using this information has estimated the quantum of the contingent liability (net of assets) to be in the region of £150,000, based on the actuarial valuation in 2004.

Governors have received actuarial advice. The overall expected rate of return on assets is based on the long term future expected investment return for each asset class as at the beginning of the year.

	2019 £	2018 £
Analysis of amounts charged to activity cost categories:		
Charitable expenditure operating costs		
Service cost	1,633,000	1,504,000
Administration expenses	29,000	27,000
	<u>£1,662,000</u>	<u>£1,531,000</u>
	£	£
Finance cost		
Net interest on the defined benefit liability	<u>£312,000</u>	<u>£361,000</u>
Remeasurement of the defined benefit liability:		
Return on fund assets in excess of interest	(1,648,000)	(711,000)
Change in demographic assumptions	4,395,000	(2,126,000)
Experience gain on defined benefit obligation	<u>(1,879,000)</u>	<u>-</u>
Total remeasurement loss/(gain)	<u>£868,000</u>	<u>£(2,837,000)</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

20. PENSION ARRANGEMENTS (continued)

Changes in present value of the defined benefits obligation are as follows:	2019 £'000	2018 £'000
Opening defined benefit obligation	34,742	34,742
Current service cost	1,317	1,433
Past service cost	316	71
Interest cost	916	934
Contributions	245	246
Change in financial assumptions	4,395	(2,126)
Change in demographic assumptions	(1,879)	-
Experience gain on defined benefit obligation	-	-
Benefits paid	(599)	(558)
	<u>£39,543</u>	<u>£34,742</u>

Changes in fair value plan assets are as follows:	2019 £'000	2018 £'000
Opening fair value of employer assets	22,635	21,038
Interest on assets	604	573
Return on assets less interest	1,648	711
Administration expenses	(29)	(27)
Contributions by members	245	246
Contributions by employer	681	652
Benefits paid	(599)	(558)
	<u>£25,185</u>	<u>£22,635</u>

The major categories of plan assets are as follows:

	% of Total plan 2019	Group share of Fund value at 31 July 2019 £'000	% of Total plan 2018	Group share of Fund value at 31 July 2018 £'000
Scheme Assets				
Equities	55%	13,724	61%	13,723
Target return portfolio	25%	6,396	22%	5,011
Cash	5%	1,328	5%	1,038
Infrastructure	6%	1,443	5%	1,126
Property	9%	2,294	7%	1,737
		<u>£25,185</u>		<u>£22,635</u>

	2019 £	2018 £
Actual return on fund assets	<u>£2,252,000</u>	<u>£1,284,000</u>

20. PENSION ARRANGEMENTS (continued)

Actuarial assumptions used:	Per annum 2019	Per annum 2018
Salary increases	3.90%	3.85%
Pension increases	2.40%	2.35%
Discount rate	2.10%	2.65%

Mortality Assumptions

Post retirement mortality is based on Club Vita analysis which has then been projected using the Medium Cohort projection, allowing for a minimum rate of improvement of 1%. Based on these assumptions, average future life expectancies at age 65 are summarised below:

	Males	Females
31 July 2019		
Current pensioners	20.2	23.7
Future pensioners	22.0	25.6
31 July 2018		
Current pensioners	21.1	24.7
Future pensioners	23.5	27.0

21. COMMITMENTS

At 31 July 2019 the College had annual commitments under operating leases as set out below:

	2019 £	2018 £
Operating leases which expire:		
- within one year	85,158	43,018
- in two to five years	581,129	406,887
- in more than five years	235,437	212,592
	<u>£901,724</u>	<u>£662,497</u>

22. RELATED PARTY TRANSACTIONS

Dulwich College is controlled by the Board of Governors.

Mr G N C Ward is a director of the corporate trustee, Dulwich Services Limited, which manages the affairs of Dulwich Schools Common Investment Fund.

During the year Dr I Bishop and Dr A H Köttering were trustees of The Dulwich Estate, a registered charity.

Balances and transactions with Dulwich Schools Common Investment Fund include:
Investment share of the Fund £3,628 (2018: £3,628).

Transactions with The Dulwich Estate include:
Income distributions received £2,540,251 (2018: ££2,765,784).
Property rent paid amounting to £253,271 (2018: £226,156).

Balances and transactions with Dulwich College Enterprises Limited include:
Amounts owed by the College £30,075 (2018: owed to the College £217,839).
Rent and other charges £509,701 (2018: £492,014).
Transport services used £612,053 (2018: £620,563).
Gift/covenant received £200,000 (2018: £120,000).

Balances and transactions with Dulwich College Enterprises Overseas Limited include:
Amounts owed £4,246,022 (2018: £4,842,559).
Management charges and royalties £553,709 (2018: £512,710).
Gift/covenant received £1,415,410 (2018: £1,050,000).

23. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds School £	Other Funds £	Restricted Funds £	Endowment Funds £	Total 2018 £
INCOME AND ENDOWMENTS FROM:						
Charitable activities						
Fees receivable	2	35,309,253	-	-	-	35,309,253
Grants, awards and prizes	2	(3,590,149)	-	-	-	(3,590,141)
Net fees receivable		31,719,112	-	-	-	31,719,112
Catering income		1,560,591	-	-	-	1,560,591
Other income	3	1,207,046	-	-	-	1,207,046
Other trading income						
Lettings, events and sports club income		1,641,148	-	-	-	1,641,148
Transport and Commissariat income		1,452,887	-	-	-	1,452,887
International schools income		1,851,549	-	-	-	1,851,549
Voluntary income						
The Dulwich Estate distributions	4	2,765,784	-	-	-	2,765,784
Donations received		132,570	-	767,561	444,051	1,344,182
Investments						
Listed investments	5	513,787	-	332,331	-	846,118
Bank and other interest		47,136	-	2,646	-	49,782
Total income and endowments		42,891,610	-	1,102,538	444,051	44,438,199
EXPENDITURE ON:						
Raising funds						
Lettings, events and sports club costs		1,313,292	-	-	-	1,313,292
Transport and commissariat costs		1,503,362	-	-	-	1,503,362
International schools costs		102,136	-	-	-	102,136
Fundraising costs		462,776	-	-	-	462,776
Finance costs	9	564,378	-	-	-	564,378
		3,945,944	-	-	-	3,945,944
Charitable Activities						
Teaching costs		22,261,451	43,205	-	-	24,304,656
Welfare and catering costs		1,923,333	-	-	-	1,923,333
Premises costs		6,800,592	-	-	3,104,507	9,905,099
Boarding and medical costs		1,113,282	-	-	-	1,113,282
Grants, awards and prizes	2	-	-	487,734	-	487,734
		34,098,658	43,205	487,734	3,104,507	37,734,104
Total expenditure	8	38,044,602	43,205	487,734	3,104,507	41,680,048
Net income before investment gains/(losses) and transfers						
		4,847,008	(43,205)	614,804	(2,660,456)	2,758,151
Realised losses on investments		-	-	-	-	-
Unrealised gains on investments	11	-	17,572	822	1,621,263	1,639,657
Net income before transfers		4,847,008	(25,633)	615,626	(1,039,193)	4,397,808

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 JULY 2019

23. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (continued)

		Unrestricted funds School £	Other £	Restricted Funds £	Endowment Funds £	Total 2018 £
Net income before transfers		4,847,008	(25,633)	615,626	(1,039,193)	4,397,808
Transfers between funds	19	(5,921,508)	787,596	(583,464)	5,717,376	-
Pension scheme actuarial gains	20	2,837,000	-	-	-	2,837,000
NET MOVEMENT IN FUNDS		1,762,500	761,963	32,162	4,678,183	7,234,808
Funds brought forward at 1 August	19	(13,575,474)	669,174	36,439	81,238,263	68,368,422
FUNDS CARRIED FORWARD AT 31 JULY		<u>£(11,812,974)</u>	<u>£1,431,157</u>	<u>£68,601</u>	<u>£85,916,446</u>	<u>£75,603,230</u>



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