THE DULWICH SCHOOL CRANBROOK

England & Wales · Charity number 1174358

Details

Other names	DULWICH PREP CRANBROOK
Status	Registered
Legal form	Charitable company
Company number	10815140
Registered	2017-08-23
Register	View on the Charity Commission register

Contact

Address	Dulwich School Cranbrook Coursehorn Golford Road Cranbrook Kent TN17 3NP
Phone	01580712179
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Website	www.dulwichprepcranbrook.org

Activities

Objects: THE OBJECT FOR WHICH THE CHARITY IS ESTABLISHED IS TO ADVANCE EDUCATION OF CHILDREN IN THE UNITED KINGDOM AND ELSEWHERE FOR THE PUBLIC BENEFIT PRINCIPALLY THROUGH THE OPERATION OF DULWICH PREP CRANBROOK AND SUPPORT OF DULWICH PREPARATORY SCHOOLS TRUST.

Activities: THE OBJECTS OF THE CHARITABLE COMPANY ARE THE ADVANCEMENT OF EDUCATION BY THE PROVISION AND CONDUCT OF A SCHOOL FOR BOYS AND GIRLS IN CRANBROOK, KENT AND BY ANCILLARY OR INCIDENTAL EDUCATIONAL ACTIVITIES AND OTHER ASSOCIATED ACTIVITIES FOR THE BENEFIT OF THE COMMUNITY.

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Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Children/young People

Geography

- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£8,318,090	£8,132,186	£-230,124	154
2024-08-31	£7,894,285	£7,610,353	£-255,728	151
2023-08-31	£6,107,569	£6,807,892	£-377,760	127
2022-08-31	£5,963,860	£5,978,758	£471,363	116
2021-08-31	£5,535,584	£6,118,910	£177,056	122
2020-08-31	£5,886,966	£5,858,404	£605,382	128

Trustees

Name	Role	Appointed
Dale Spencer		2026-03-10
Diana Murdoch		2025-11-12
Gail Hall		2025-11-12
James Hunt		2022-11-24
Matt Read		2025-03-27
Naomi Gyane		2022-11-24
Nikki Payne		2018-03-26
Philip Purvis		2024-09-04
Robin Black		2025-03-27
Sonja Jenkins		2020-11-25
Tom Durie		2022-03-24

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THE DULWICH SCHOOL CRANBROOK

England & Wales - Charity number 1174358

Accounts

Dulwich Cranbrook

Company No. 10815140
Registered in England
Charity No. 1174358

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

The Governors present their annual report together with the audited financial statements of The Dulwich School Cranbrook (the School) for the year ended 31 August 2025.

The Governors confirm that the annual report and financial statements of the School comply with the current statutory requirements, the requirements of the School's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Charities SORP FRS102).

STATUS AND ADMINISTRATION

The School is a company limited by guarantee (company number 10815140) and is registered with the Charity Commission under charity number 1174358. Its registered office is Coursehorn, Cranbrook, TN17 3NP. The School, together with Dulwich Prep & Senior, is a subsidiary of the Dulwich Preparatory Schools Trust ("the Trust"). The Trust is also a company limited by guarantee and is a registered Charity and the School leases its property from the Trust.

GOVERNORS' RESPONSIBILITIES

The Governors (who are also directors of the School for the purposes of company law) are responsible for preparing the Governors' report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Governors to prepare financial statements for each financial year. Under company law, the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the School and of the incoming resources and application of resources, including the income and expenditure, of the School for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records, that are sufficient to show and explain the School's transactions and disclose with reasonable accuracy at any time the financial position of the School and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the School and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as each Governor is aware, there is no relevant audit information of which the School's auditor is unaware, and

- each Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the School's auditor is aware of that information.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was created as an independent charity governed by its own Articles of Association with effect from 1 September 2017. The Articles reflect the Companies Act 2006 and the Charities Act 2011 and were approved by the Charity Commission and passed by written resolution on 16 June 2017. Prior to that date the School was part of, and effectively governed by, the Articles of Association of the Trust.

At its inception the umbrella charity, the Trust, donated the net assets and undertakings necessary to fulfil its objects to the new charity under a Transfer of Undertakings Agreement dated 1 September 2017. The School is supported in the provision of education by the Trust, from which the School leases its facilities.

Governing Body

The Governors of the School are the charity trustees under charity law and the Directors of the School under company law. All Governors are "members" of the Trust and the School's Chairman and one other Governor also serve as Trustees of the Trust.

The members of the Governing Body who served in office as Governors during the year are detailed below with additional responsibilities or focus shown in brackets:

Mr T Durie	Chair (Finance and General Purpose, Health and Safety)
Mrs S Jenkins	(Safeguarding)
Mr B Lynch	(Finance and General Purpose, Resigned 4 November 2025)
Mr J Hunt	(Health and Safety)
Mrs S Morgan	(Education, Resigned 31 August 2025)
Mrs C Nash	(EYFS, Resigned 31 August 2025)
Mrs N Payne	(Public Relations, Marketing)
Miss N Gyane	(Legal, Human Resources)
Mr P Purvis	(Education)
Mr M Read	(Finance and General Purpose)
Mr R Black	(Finance and General Purpose)

Mr Black was appointed on 27 March 2025 and has since been appointed Chair of Governors with effect from the start of the 2025/26 academic year. Mr Read was appointed on 28 March 2025. We have appointed new Governors to cover Education, Safeguarding and EYFS.

Key Management Personnel

Head: S Bradshaw
Director of Finance and Operations and Clerk to the Governors: A Brimelow

Professional Advisers

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London WC2A 3LH

Auditor:	Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW resigned 27 August 2025
	Hays Mac 10 Queen Street Place, London, EC4R 1AG appointed 28 August 2025

Governance Structure

The Governing Body meets a minimum of three times per year, normally once per academic term. Sub-committees for specific purposes are established as and when needed. The Head and Director of Finance and Operations (DFO) attend each of the full Governing Body meetings and any sub-Committee meetings as required. The day- to-day management of the School is delegated to the Head and DFO, who collectively comprise the key management personnel and are supported by the School's Senior Management Team. The Head has overall responsibility for the appointment and supervision of all staff, but delegates this function to the DFO for most non-academic staff.

Remuneration is set by the Governing Body with the policy objective of providing appropriate incentives to encourage enhanced performance, and of rewarding fairly and responsibly individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence.

Governing Body Recruitment & Training

The Governing Body is self-appointing, with new Governors identified by the existing Board, supported by the Head and DFO, and appointed by the Board following agreement by the Trust. Governors serve for an initial term of four years, but may offer themselves for re-election for a second term of four years and then a final term of two years, making ten years in all.

New members of the Governing Body are elected on the basis of the candidates' professional qualities, experience, personal competence and the specific needs of the School. New Governors are inducted into the workings of the charitable company via a programme organised by the Head and DFO. The DFO will also notify members of the Governing Body of relevant external trustee training and information courses and seminars designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Charity Code of Governance

Following its incorporation on 12 June 2017 the School's Board of Governors has taken its governance responsibilities seriously and, as a significant charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Governors are clear about their roles and legal responsibilities, are committed to supporting the School in delivering its objects most effectively for the benefit of its beneficiaries and contributing to the School's continued improvement.

The Charity Governance Code has seven principles: Organisational Purpose; Leadership; Integrity; Decision Making, Risk and Control; Board Effectiveness; Diversity and Inclusion; and, Openness and Accountability. Overall, the School's Board of Governors meets a very significant proportion of the recommended and best practice for governance contained within the Charity Governance Code across these seven areas.

Employment policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School through an annual briefing given by the DFO.

Employees are also aware of the public benefit necessarily provided by the School as a charity and of their part in supporting the School's contribution to the local community.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to make staff aware of current issues.

STRATEGIC REPORT

The remainder of the report of the Governors also constitutes the strategic report for the purposes of the Companies Act 2006.

Principal activity and objects of the School

The objects of the School as a charitable company are the advancement of education of children in the United Kingdom for the public benefit, principally through the operation of Dulwich School Cranbrook, and support of the Trust.

The principal activity of the School is the operation of a school for children from age two to 16 years old, at Cranbrook, Kent. The Governing Body has referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education and on fee charging, when reviewing future aims and objectives.

Aim

The Governors' aim for the School is to inspire and develop confident, capable, and compassionate young people to be the change makers of the future.

Pupils should have every opportunity to fulfil their potential: academic, artistic, dramatic, musical, sporting, social and moral. The School supports this aim by providing a rich and dynamic curriculum, inspirational teaching, building children's self-confidence by supporting their emotional, physical and intellectual needs, and inculcating a desire to contribute to the wider community. By the time children leave the School our aim is that they will have developed the skills and inner confidence to flourish in the next stage of their journey, ready to embrace the opportunities the world outside has to offer.

The School aims to be:

Forward Thinking: like the pioneering founders of the School, we challenge the norm with original ideas, forward thinking and a fresh approach.

Caring: The School is nurturing, inclusive, kind and supportive. We ensure that we understand the unique needs and wellbeing of each and every family.

Encouraging: We encourage our children to explore and enjoy a wide variety of incredible experiences and opportunities.

Inspiring: Enquiring minds and creative imaginations are developed alongside the pride and power of teamwork, to build confidence and character.

Empowering: Whichever path they choose, we offer a wonderfully well-rounded education to ensure that each child has the skills and confidence to navigate their own educational journey.

Public benefit

The School remains committed to the aim of providing public benefit in accordance with its founding principles. The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We cooperate with local schools and educational bodies in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School. This year the School awarded means-tested bursaries totalling £743k to 85 pupils (2024: £488k to 58 pupils). Awards are fully means-tested through a rigorous and detailed process.

Emotional well-being and mental health

During the academic year 2024-25 the School has continued to promote the importance of a focus on positive mental health. We have continued our partnership with Place2Be in the School and the children, staff and parents are all able to access this service. Place2Be also offers training opportunities and support for family groups.

Working with the local community

Dulwich continue to lead the Wealden Schools Partnership, which includes 16 state primary schools. This year, seven events were held, which benefitted over 600 pupils across the partnership. The partnership benefits from Dulwich Cranbrook grounds and facilities as well as about 400 staff hours a year.

Charitable fundraising

Pupil fundraising for charitable causes continues to be encouraged. Over the year, pupil-led initiatives generated £4.9k, which was donated to national charities. In addition to this, the Friends Association's fundraising activities held in the School enabled external donations totalling £4.7k with beneficiaries including the Hastings Food Bank. The School does not engage with any external third party fundraisers. There have been no complaints in the period regarding inappropriate or intrusive contact in relation to fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

School Highlights

In September 2024, our first GCSE cohort began Year 10, and they moved into Year 11 in September 2025.

Highlights of the year include; three top 20 finishers at the IAPS Swimming championships, a Kent Schools cross-country champion, a stunning performance of High School Musical, and the celebration of the School's 85th anniversary marked by a series of events throughout the year.

Onward Destinations

Success at 11+ and 13+ continued this year with 16 pupils in Year 6 and 3 children in Year 8, achieving places at schools of their choice. These included selective grammar schools (Cranbrook, Judd, Maidstone, Highworth and Invicta) and various independent schools.

Drama

Alongside a vibrant and polished production of High School Musical, this year also saw continued success in our LAMDA programme. Unusually, all pupils take LAMDA examinations as part of the Drama curriculum from Year 5 to Year 8, rather than as an optional co-curricular activity. This makes their achievements all the more impressive. Students in Years 9 and 10 who are considering, or have already chosen, GCSE Drama continue to take LAMDA to support their development.

At the end of the Summer Term, all our Year 7 pupils were entered for LAMDA Grade 2 in Acting, Speaking Verse and Prose, or Speaking in Public. 38 pupils were awarded Distinction, with an average mark of 81 out of 100.

This year also saw a wide range of inspiring theatre experiences, including trips to Mrs Doubtfire, Move It, The Globe, Murder on the Orient Express, Pig Heart Boy, and Matthew Bourne's productions.

Music

Music continued to be a strength of the School with over half of our children involved in co-curricular music. 38 pupils sat a music exam during the academic year, with over 70% achieving either a Merit or Distinction.

Sport

In addition to our usual programme of sport, we completed an outstanding 818 sporting fixtures across 12 different sports at competitive, interschool, regional, and national levels. Our U14A boys' and U13A girls' football teams both reached the second round of the ESFA - a superb achievement. The U13A boys' 4x100m relay team achieved a 3rd place at the National Athletics Finals held in Birmingham. In cross-country, we secured three medals - 1st, 2nd and 3rd places at the Kent Schools Championships. At the IAPS swimming National Finals held at the London Aquatic Centre, three children placed in the top 20.

FINANCIAL REVIEW

The operating surplus for the year ended 31 August 2025 was £185,904 compared to £283,932 in the previous year. Total income of £8,318,090 and expenditure of £8,132,186 the year compared with total income in the previous year of £7,894,285 and expenditure of £7,610,353. The School has continued to benefit from the support of the Trust with donations of £1,866,059 (2024 £1,736,387). The net book value of fixed assets amounted to £820,534 (2024 £742,528).

In addition to revenue from school fees, the School seeks to enhance its income through letting its facilities, which alongside fundraising remains a key priority of the Governing Body. Regular hirers of facilities include a local children's dance company, a children's holiday activities company, and various local sports clubs.

Development Plans

The Governing Body has initiated a process to develop its strategic plan for the next 10 years, our Vision for 2035, working with our key stakeholders including our parents, staff and the Trust.

The Governing Body is highly encouraged that, in spite of the economic and political turbulence that is threatening many schools in the independent sector, the School has seen a significant increase in pupil numbers in both 2024/25 and 2025/26 and we see a healthy level of registrations for the 2026/27 academic year. The decision to broaden the School's educational profile up to Year 11 and GCSE has proved to be the right strategic development; necessitating considerable investment in both our property and our people. As we move into the new 2025/26 academic year, the School, with the invaluable support of the Trust, has announced its intention to invest in new classrooms for Years 5 & 6 to be open and ready for the start of the 2026/27 academic year.

Reserves

The School's reserves policy is to maintain its unrestricted reserves (excluding pension liabilities or assets) broadly at the level of one month's expenditure in order to meet the day-to-day running costs of the School and the costs associated with the maintenance of the fabric of its buildings. This allows the School to ensure sufficient liquidity for normal operations. In addition, the School may hold additional reserves to support anticipated capital expenditure and its longer-term liabilities in particular its pension fund obligations. At the year-end, the School had a deficit on free unrestricted reserves of £1,081,669 (2024: £1,000,812) excluding pensions liabilities and £1,081,669 (2024: £1,000,812) including pensions liabilities. At this level, the free reserves fall well below the level required by the reserves policy. Despite this, the Governors have considered the reserves policy in light of the support commitment given by the Trust and have concluded that no adjustments to the policy need to be made. At the year-end, funds were sufficient to support the Governors' aims, and the longer term intention is to increase free reserves to meet the policy requirement.

Going Concern

Having reviewed the cash position of the School together with the anticipated growth in demand for places and the School's future projected cash flows, together with support available from the Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors have examined the principal areas of the School's activities and have considered the major risks in each of the risk areas by reviewing the Risk Register prepared by the School's Senior Management Team. The Governors consider the principal risks to the School to be those associated with:

1. the safeguarding of children, health and safety; and
2. the affordability of fees for parents amidst continued economic and political turbulence

Safeguarding and Health and Safety

To ensure continuity of communication between the Governing Body and the School, at least one of the Governors holds designated responsibility for safeguarding and two Governors for health and safety. The designated safeguarding Governors attend termly safeguarding meetings with the School's safeguarding team comprising the Designated Safeguarding Lead (DSL) and two of the deputy DSLs. The DSL provides a written report to the Board of Governors at each term's

Board meeting. The designated Governors conduct an annual Safeguarding Audit, which normally takes place either during the Autumn or Spring term.

All Governors receive full safeguarding training when they join the Board and they receive regular updates and training as necessary from the DSL. All Governors are required to scrutinise and approve the safeguarding policies of the School at least annually. In addition to this, all Governors are required to complete any further necessary training such as annual updates on Keeping Children Safe in Education. Where appropriate, this is provided online and a full record of training is held by the HR Manager.

Safeguarding continues to be the highest priority for Governors and the School staff. In addition to the day-to-day attention given to ensure the School remains a safe place for pupils, Governors maintain oversight of out of school activities undertaken by pupils. Safeguarding meetings are held in advance of all residential trips and appropriate reasonable adjustments to arrangements, including staffing, are made for pupils with additional needs.

Whilst the Governors are respectful of the boundary between governance and management, they continue to work to make themselves visible to staff and parents, attending as many school events as possible and getting to know not just the Head and DFO, but staff in all areas of the School. The whole community welcomes their presence.

The School's management of more general Health and Safety risks is also closely monitored by the Board. The risks range from fire and infrastructure to personal risks (most notably when pupils are away from the campus on trips and outdoor activities). The level and breadth of these activities at the School is impressive and the risks associated with all are minimised by thorough planning and risk assessment by the School's designated External Visits Co-ordinator. The Board is fully apprised of any changes as they become necessary.

The School's Health and Safety Committee comprises representatives from all sections of the School and reports, via the DFO, to the Governors on a termly basis. The committee meets once a term, and the meetings are attended by the Governors designated for health and safety. The School also employs an external health and safety adviser who provides detailed advice when necessary as well as reporting in specific areas when required.

Affordability of Fees

The Governors consider the affordability of fees by parents across the independent sector to represent a significant risk to the School. The imposition of VAT on fees by the UK Government alongside changes to business rates for charities and the increase in both the national minimum wage and employers national insurance has increased fees for parents who may sadly withdraw their children from the independent sector. This risk has been heightened by the current economic and political turbulence together with continued UK inflationary pressures and slow economic growth, partly due to the ongoing volatility in global energy markets, the uncertainty arising from international trade discussions, and the ongoing conflicts in Ukraine and the Middle East.

Fees were increased in September 2024 by 3% to recognise the impact of high levels of inflation in the School's overheads. During the year fees were also increased by 13.5% in response to the introduction of VAT on school fees with effect from 1 January 2025. Although representing a significant increase, the Governors are seeking to minimise the burden for parents by carefully considering fee increases to ensure the School remains competitively priced in the local independent school market, whilst ensuring that the education provision continues to be of the highest quality. To further maintain affordability for our parents and fee payers, we continue to explore ways to

minimise the change to fees and charges. This includes an increased focus on cost control, savings and fundraising opportunities and a review and better use of our facilities.

Nevertheless, the Governors are highly encouraged that the School has seen a significant increase in pupil numbers in 2024/25 having welcomed our first GCSE cohort in Year 10 in September 2024. This has continued in 2025/26 and we anticipate a healthy level of registrations for the 2026/27 academic year.

Detailed consideration of risk is undertaken for the School by the Governors, in conjunction with the Head and Director of Finance and Operations. A risk register is maintained, reviewed termly by the Governors and updated as necessary. The risk management process and the resulting report identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks that are assessed as high. The generic controls used by the School to minimise risk include:

- detailed terms of reference together with formal agendas for Committee and Board activity;
- strategic development planning, reviewed annually by Board of Governors;
- comprehensive budgeting and management accounting;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels; and
- vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified major risks for the School.

Final Comments

On behalf of the School, I would like to thank Mrs S. Morgan, Mrs C. Nash and Mr B. Lynch who have recently retired as Governors, for all the time and experience they have contributed to The Dulwich School Cranbrook over many years; this is much appreciated by all in our community.

Approved by the Governing Body of The Dulwich School Cranbrook, including, in their capacity as company directors, approving the Directors' and Strategic Report contained therein, and signed on its behalf by:

Mr Robin Black
Chair of Governors

Date 27 April 2026

Independent auditor's report to the members of The Dulwich School Cranbrook

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of the 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report. 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 Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (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 charitable company; or
- the 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

Responsibilities of trustees for the financial statements
As explained more fully in the governors' responsibilities statement [set out on page 2] the trustees (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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the governors' are responsible for assessing the 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 trustees either intend to liquidate the 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.

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

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

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to

improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

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

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

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

Use of our report

This report is made solely to the 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.

Jane Askew (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 04/05/2026

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2025
(Incorporating an income and expenditure account)

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Total 2024 £
Income from:					
Charitable activities					
School fees receivable	2	**6,115,776**		**6,115,776**	5,831,539
Other educational income	3	**162,884**		**162,884**	168,584
Ancillary income	4	**85,724**		**85,724**	107,676
Other trading activities					
Non-ancillary trading income	5	**24,966**		**24,966**	23,435
Bank and Other Interest		**32,428**		**32,428**	23,100
Voluntary sources					
Donations and legacies		-	**30,253**	**30,253**	3,564
Donation from Trust		**1,866,059**	-	**1,866,059**	1,736,387
Total income		**8,287,837**	**30,253**	**8,318,090**	7,894,285
Expenditure on:					
Raising funds					
Financing costs	6	**(1,538)**	-	**(1,538)**	(1,980)
Charitable activities					
Education	6	**(8,130,648)**	-	**(8,130,648)**	(7,608,373)
Total expenditure		**(8,132,186)**	-	**(8,132,186)**	(7,610,353)
Net (expenditure)/income		**155,651**	**30,253**	**185,904**	283,932
Transfer between funds	13	**1,798**	**(1,798)**	-	-
Pension scheme actuarial gains/(losses)	15	**(160,300)**	-	**(160,300)**	(161,900)
Net movement in funds for the year		**(2,851)**	**28,455**	**25,604**	122,032
Fund balances brought forward at 1 September 2024		**(258,284)**	**2,556**	**(255,728)**	(377,760)
Fund balances carried forward at 31 August 2025		**(261,135)**	**31,011**	**(230,124)**	(255,728)

The notes on pages 18 to 32 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
BALANCE SHEET
AS AT 31 AUGUST 2025

	Notes	£	2025 £	£	2024 £
FIXED ASSETS					
Tangible assets	8		820,534		742,528
CURRENT ASSETS					
Debtors	9	2,727,109		297,933	
Cash at bank and in hand		744,448		512,105	
		3,471,557		810,038	
CREDITORS: Amounts falling due within one year	10	(4,388,040)		(1,562,058)	
NET CURRENT LIABILITIES			(916,483)		(752,020)
TOTAL ASSETS LESS CURRENT LIABILITIES			(95,949)		(9,492)
CREDITORS: amounts falling due after more than one year	11		(134,175)		(246,236)
TOTAL ASSETS LESS CURRENT LIABILITES EXCLUDING PENSION SCHEME LIABILITY			(230,124)		(255,728)
Defined benefit pension scheme liability	15		-		-
NET LIABILITIES INCLUDING PENSION SCHEME LIABILITY			(230,124)		(255,728)
CHARITY FUNDS					
Unrestricted funds excluding pension reserve			(261,135)		(258,284)
Pension reserve	15		-		-
Restricted funds			31,011		2,556
TOTAL FUNDS			(230,124)		(255,728)

The financial statements were approved by the Governors on 27 April 2026 and signed on their behalf, by:

Mr R Black
Chair of Board

Mr T Durie
Deputy Chair of Board

The notes on pages 18 to 32 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	£	2025 £	£	2024 £
Net cash inflow from operations					
Net cash provided/(used) by operating activities	(i)		**483,724**		485,598
Cash flows from investing activities:					
Additions to fixed assets		**(251,604)**		(220,014)	
Proceeds from sale of fixed assets		**223**		-	
Net cash (used in) investing activities			**(251,381)**		(220,014)
Change in cash and cash equivalents in the reporting period			**232,343**		265,584
Cash and cash equivalents at the beginning of period			**512,105**		246,521
Cash and cash equivalents at the end of the reporting period	(ii)		**744,448**		512,105

The notes on pages 18 to 32 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2025

		2025		2024 Restated
(i) Reconciliation of net income to net cash flow from operating activities	£	£	£	£
Net expense		**185,904**		283,932
Elimination of non-operating cash flows:				
Depreciation charge	**140,907**		125,660	
Profit on disposal of fixed assets	**(102)**		10,195	
Increase in debtors	**(2,396,605)**		(87,365)	
Increase in creditors (excluding fees in advance scheme and deposit)	**2,788,991**		(248,737)	
Increase in fees in advance scheme creditors	**(134,071)**		541,753	
Increase in parents' deposits	**59,000**		22,060	
Difference between pension contributions paid and charges made	**(160,300)**		(161,900)	
		297,820		201,666
Net cash inflow from operations		**483,724**		485,598

	2025	2024
(ii) Analysis of cash and cash equivalents	£	£
Cash at bank and in hand	744,448	512,105

(iii) Analysis of changes in net debt

	At 1 Sept 2024	Cash flows	Other non-cash changes	At 31 Aug 2025
Cash and cash equivalents	512,105	232,343	-	744,448

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounts are drawn up on the historical cost basis of accounting.

The School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1174358) and a company limited by guarantee, (company number: 10815140). Its registered office is Coursehorn, Cranbrook, Kent, England, TN17 3NP.

The ultimate parent company and controlling party of The Dulwich School Cranbrook is Dulwich Preparatory Schools Trust (the Trust), a charitable company incorporated in the United Kingdom (company number: 00579923).The accounts of the School have been consolidated into the ultimate parent entity's financial statements. Copies of these financial statements can be obtained from the registered office, 42 Alleyn Park, Dulwich, London SE21 7AA. Control is exercised by the parent company by virtue of board representation.

The principal activity of the Trust is the operation of preparatory schools at Dulwich London and preparatory and senior at Cranbrook Kent. The objects of the Trust are the advancement of education primarily by the provision and conduct of schools in Dulwich and Cranbrook for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the communities.

1.2 Going concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the current economic crisis and cost of living, together with the support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

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

1 ACCOUNTING POLICIES (continuted)

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

The School's liability for the Non-Teaching Staff defined benefit pension scheme involves a number of assumptions as disclosed in note 15. In the view of the Governors, no other assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

1.4 Income

All income is included in the statement of financial activities when the School has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability. Fees consist of charges for the school year ending August, less bursaries and allowances. Fees received in advance are deferred and released to income in the period to which the fees relate.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs include all costs relating to the management, administration and running the functions of the School.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases. Fixed assets costing more than £500 are capitalised.

Leasehold	-	2% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	10% straight line
Computer equipment	-	25-50% straight line

1 ACCOUNTING POLICIES (continuted)

1.7 Fund accounting

General Funds are the accumulated surplus on the Schools income and expenditure account which is availble for use at the discretion of the Governors in furtherance of the general objectives of the charity, including support of the Trust.

Restricted Funds may only be spent on the charitable purpose specified by the donor.

1.8 Pension costs

Retirement benefits to employees of the School are provided through two defined contribution schemes and the employer's pension costs are charged in the period in which the salaries they relate to are payable. The two schemes are as follows:

(a) The Dulwich Preparatory Schools Trust Non Teaching Staff Group Personal Pension Plan - This is a group personal pension plan with Aviva.

(b) From 1 November 2019, the School's teaching staff have become members of the Aviva Pension Trust for Independent Schools which as its name implies is operated by Aviva for a number of private schools.

In addition the School has historically provided retirement benefits to non-teaching staff through a defined benefit scheme - The Dulwich Preparatory Schools Trust non-teaching Staff Pension Scheme. The scheme is closed so there are no current service costs, other than administration expenses which are borne directly by the School. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. A defined benefit plan asset will only be recognised to the extent that it is able to recover the surplus through reduced contributions in the future or through refunds to the plan.

1.9 Operating leases

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

1.10 Taxation

The School is a registered charity No. 1174358 and as such is not liable to United Kingdom income tax or corporation tax on charitable activities.

2 FEES RECEIVABLE

	2025	2024
	£	£
Fees receivable consist of:		
School fees	7,924,324	7,245,493
Less: total awards and concessions	(1,808,548)	(1,413,954)
	6,115,776	5,831,539

Included within awards and concessions are means-tested bursaries totalling £743,258 (2024 £488,122) which were paid to 85 pupils (2024: 58 pupils).

3 OTHER EDUCATIONAL INCOME

	2025	2024
	£	£
Entrance and registration fees	14,662	13,315
Courses and sub-lettings	148,222	155,269
	162,884	168,584

4 ANCILLARY AND OTHER INCOME

	2025	2024
	£	£
School shop, School trips and Other income	85,724	107,676

5 OTHER TRADING ACTIVITIES

	2024	2024
	£	£
Rents receivable	24,966	23,435

6 ANALYSIS OF EXPENDITURE

	Staff costs (Note 7)	Depreciation (Note 8)	Other costs	Total 2025	Total 2024
	£	£	£	£	£
Raising funds					
Financing costs	-	-	1,538	1,538	1,980
Total costs of raising funds	-	-	1,538	1,538	1,980
Charitable expenditure					
Teaching	4,029,824	-	478,768	4,508,592	4,248,791
Welfare	404,162	-	226,700	630,862	591,648
Premises	256,992	140,907	1,225,998	1,623,897	1,551,468
Support costs	907,093	-	460,204	1,367,297	1,216,466
Total charitable expenditure	5,598,071	140,907	2,391,670	8,130,648	7,608,373
Total expenditure	5,598,071	140,907	2,393,208	8,132,186	7,610,353

Governance included in support costs:	2025	2024
	£	£
Governor's Expenses	370	468
Legal and consultancy fees	7,854	6,735
Remuneration paid to auditor for audit services	16,000	13,000

7 STAFF COSTS

	2025	2024
	£	£
The aggregate payroll costs for the year were as follows:		
Wages and salaries	4,483,437	4,183,164
Social security costs	476,978	391,596
Pension costs and other benefits	637,656	592,347
	5,598,071	5,167,107

Aggregate employee-benefits of key management personnel amounted to £571,210 (2024£377,814) including pension contributions of £62,517 (2024 £43,772).

7 STAFF COSTS (CONTINUED)

	2025	2024
Number of higher paid employees in bands of:		
£60,001 to £70,000	2	1
£70,001 to £80,000	1	-
£90,001 to £100,000	-	1
£100,001 to £110,000	1	-
£130,000 to £140,000	1	1
The number with retirement benefits accruing		
- in Defined Contribution schemes was	5	3
of which the contributions amounted to	62,517	43,772
- in Defined Benefit schemes was	-	-

The average number of the School's employees during the year, calculated on headcount, was:

	2025	2024
Teaching	100	99
Domestic and estates	33	32
Administrative	21	20
	154	151

During the year termination payments totalled £56,833 (2024 £1,136), of which £7,031 was outstanding at the year end (2024 nil).

8 Tangible Fixed Assets

	Leashold Land and Buildings	Furniture Fixtures and Equipment	Computer Hardware	Vehicles	Total
	£	£	£	£	£
Cost					
At 1 September 2024	433,810	893,845	533,142	53,114	1,913,911
Capital Goods Scheme Adjustment	(32,571)				(32,571)
Additions	47,432	138,439	65,733		251,604
Disposals				(1,200)	(1,200)
At 31 August 2025	**448,671**	**1,032,284**	**598,875**	**51,914**	**2,131,744**
Depreciation					
At 1 September 2024	19,019	666,348	437,073	48,943	1,171,383
Charged in year	8,786	50,267	80,811	1,043	140,907
Disposals	-	-		(1,080)	(1,080)
At 31 August 2025	**27,805**	**716,615**	**517,884**	**48,906**	**1,311,210**
Net book values					
At 31 August 2024	414,791	227,497	96,069	4,171	742,528
At 31 August 2025	**420,866**	**315,669**	**80,991**	**3,008**	**820,534**

9 DEBTORS

	2025	2024
	£	£
Fee debtors	**2,293,025**	102,810
Sundry debtors	**57,300**	18,525
Capital Goods Scheme (VAT)	**32,571**	-
Prepayments and accrued income	**343,876**	116,355
Amounts due from parent undertaking	**337**	60,243
	2,727,109	297,933

£32,571 includes £28,952 (2024: £nil) which relates to accrued VAT recoverable via the Capital Goods Scheme in future years.

10 CREDITORS: amounts falling due within one year

	2025	2024 Restated
	£	£
Trade creditors	**501,676**	118,153
Social security and other taxation	**561,939**	103,820
Fees in advance	**273,507**	295,517
Other creditors	**146,634**	111,230
Fee deposits	**275,000**	216,000
Accruals and deferred income	**2,629,284**	717,338
	4,388,040	1,562,058

Restatement

Prior year creditors falling due within one year have been restated. Only fees in advance paid under the School's fees in advance scheme have been included. Any fees that were paid in advance for the autumn term only have been included in deferred income. The adjustment to the prior year, therefore, has been to reanalyse £494,584 from fees in advance due within one year, to accruals and deferred income due within one year. The comparative cashflow notes have also been updated for this restatement.

Deferred Income

	2025	2024
	£	£
Beyond one year	-	-
Within one year	2,462,620	494,584
	2,462,620	494,584

Movements in deferred income

Opening deferred income	494,584	485,636
Amount released to income during the year	(494,584)	(485,636)
Amount deferred during the year	2,462,620	494,584
	2,462,620	494,584

11 CREDITORS: amounts falling due after more than one year

	2025	2024
	£	£
Fees in advance	134,175	246,236
	134,175	246,236

FEES IN ADVANCE

	2025	2024
	£	£
Beyond one year	134,175	246,236
Within one year	273,507	295,517
	407,682	541,753

Movements in fees in advance

Opening fees in advance	541,753	-
Amount released to income during the year	(541,753)	-
Amount deferred during the year	407,682	541,753
	407,682	541,753

12 OPERATING LEASE COMMITMENTS

At 31 August 2025 the School had future minimum lease payments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2025	2024	2025	2024
	£	£	£	£
Within 1 year	616,060	616,060	25,979	40,798
Between 2 and 5 years	2,464,240	2,464,240	-	25,979
After more than 5 years	22,794,220	23,410,280	-	-

The charge in the year was £656,858 (2024 £656,858).

13 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2024	Income	Expenditure	Actuarial gains	Transfer	At 31 August 2025
	£	£	£	£	£	£
Unrestricted Funds	(258,284)	8,287,837	(8,132,186)	(160,300)	1,798	**(261,135)**
Restricted Funds	2,556	30,253	-	-	(1,798)	**31,011**
Total funds	**(255,728)**	**8,318,090**	**(8,132,186)**	**(160,300)**	**-**	**(230,124)**

A transfer of £1,798 (2024 £2,964) has been made during the year to reflect restricted income spent from the Restricted Fund. The comparative figures are shown in note 17 (B).

14 SUMMARY OF NET ASSETS BY FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
2025	£	£	£
Tangible Assets	**820,534**	**-**	**820,534**
Net Current Assets	**(947,494)**	**31,011**	**(916,483)**
Long Term Creditors	**(134,175)**	**-**	**(134,175)**
	(261,135)	**31,011**	**(230,124)**
2024			
Tangible Assets	742,528	-	742,528
Net Current Assets	(754,576)	2,556	(752,020)
Long Term Creditors	(246,236)	-	(246,236)
	(258,284)	**2,556**	**(255,728)**

15 PENSION SCHEMES

Retirement benefits to employees of the School are provided through two defined contribution schemes, which are funded by both the School and employees' contributions. In addition the School has previously provided retirement benefits through a defined benefit scheme, as detailed in accounting policy 1.8.

Defined contribution schemes

The pension cost charge in the year in respect of the defined contribution schemes was £529,531 (2024 £538,229).

15 PENSION SCHEMES (CONTINUED)

Non-teaching staff defined benefit scheme

The parent Trust operated this Scheme (the Dulwich Preparatory Schools Trust Non-Teaching Staff Pension Scheme), which was closed on 31 December 2004, both in respect of new members and accrual for existing members.

On 1 September 2017 the Trust transferred the obligations to contribute to the Scheme to each of the Schools in proportions determined by the actuary based on the staff who participated in the Scheme. The valuation in these accounts uses that proportion and has been derived by projecting the results of the last comprehensive actuarial valuation of the Scheme as at 1 January 2021 and have been prepared by an independent qualified actuary.

Following the latest actuarial valuation a revised Schedule of Contributions was agreed between the Trust, the schools and the Scheme Trustees with the aim of eliminating the deficit over a period of 5 years from 1 January 2024. Under this Schedule of Contributions the School contributed £138,780 in 2024/25. In March 2026, the trustees of the non-teaching staff defined benefit scheme entered into a pension buy-in arrangement, with a premium of £2.3m paid out from scheme assets to a third-party pension risk transfer business. Following the buy-in, the schools are not expected to make further contributions to the pension scheme under the previously agreed Schedule of Contributions.

15 PENSION SCHEMES (CONTINUED)

	2025	2024
a) The amounts recognised in the balance sheet are as follows	£	£
Present value of funded obligations	**(1,693,300)**	(2,094,200)
Fair value of scheme assets	**2,337,800**	2,443,400
Restrictions on recoverable surplus	**(644,500)**	(349,200)
Net Liability	**-**	-
b) Changes in the present value of the defined benefit obligation		
Opening defined benefit obligation	**2,094,200**	1,882,900
Interest cost	**103,300**	97,900
Actuarial (profits)/losses	**(440,200)**	147,300
Benefits paid	**(64,000)**	(33,900)
	1,693,300	2,094,200
c) Closing fair value of scheme assets		
Opening fair value of scheme assets	**2,443,400**	2,264,500
Interest income	**124,900**	121,000
Return greater/(lower) than the discount rate	**(305,300)**	(47,000)
Contributions by employer	**138,800**	138,800
Benefits paid	**(64,000)**	(33,900)
Closing fair value of scheme assets	**2,337,800**	2,443,400

The FRS102 calculation by the actuary calculates a scheme surplus of £644,500 (2024 £349,200). However, in accordance with paragraph 28.22 of FRS102, an entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. As such, it is not probable that any current surplus will lead to economic benefits being transferred to the entity as there are many variables which are likely to impact the value of the surplus in the period until the scheme is wound-up. The net pension asset has been restricted and therefore becomes £nil.

15 PENSION SCHEMES (CONTINUED)

d) The amounts included within the Statement of Financial Activities	2025 £	2024 £
Past service cost	-	-
Interest on obligation	103,300	97,900
Interest income	(124,900)	(121,000)
Total amount charged to the Statement of Financial Activities	(21,600)	(23,100)
Net actuarial gains/(losses) recognised in the year	134,900	(194,300)
Unrecognised surplus scheme assets	(295,300)	32,400
Total gains/(losses) recognised in the year	(160,400)	(161,900)

e) Principal actuarial assumptions at the balance sheet date		
Financial Assumptions		
Discount rate	6.1%	5.0%
RPI inflation assumption	2.9%	3.1%
Rate of increase of pensions in payment	3.2%	3.4%
Rate of increase of pensions in deferment	2.3%	2.8%
Assumed life expectancy in years at age 65:		
Non Pensioners		
Females	25.9	25.8
Males	23.8	23.7
Pensioners		
Females	24.4	24.4
Males	22.1	22.0

16 RELATED PARTY TRANSACTIONS AND GOVERNORS COSTS

During the year to 31 August 2025 the School incurred rental expenditure of £616,060 (2024£616,060) to the Trust.

During the year to 31 August 2025 the School received donations of £1,866,059 (2024 £1,736,387) from the Trust.

Cash resources for the Group are managed centrally by the Trust.

During the year no Governors received any remuneration, expenses of £370 were incurred in relation to training and travel (2024: £nil).

During the year the daughter of a member of the Senior Management Team was employed by the School and received remuneration of £25,132 (2024: £2,106), and the sister of a member of the Senior Management Team was employed by the School and received remuneration of £23,354 (2024: £14,106) There were no other related party transactions in the period.

A Brimelow paid £5,082 to the School for property rental and utilities costs. Due to its location, the property can only be leased to school staff members.

17 POST BALANCE SHEET EVENT

In March 2026, the trustees of the non-teaching staff defined benefit scheme entered into a pension buy-in arrangement, with a premium of £2.3m paid out from scheme assets to a third-party pension risk transfer business. Following the buy-in, the School is not expected to make further contributions to the pension scheme under the previously agreed Schedule of Contributions.

18 PRIOR YEAR COMPARATIVE NOTE

(A) 2024 STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Income from:				
Charitable activities:				
School fees receivable	2	5,831,539	-	5,831,539
Other educational income	3	168,584	-	168,584
Ancillary income	4	107,676	-	107,676
Other trading activities				-
Non-ancillary trading income	5	23,435	-	23,435
Bank and Other Interest		23,100	-	23,100
Voluntary sources				-
Donations and legacies		-	3,564	3,564
Donation from Trust		1,736,387		1,736,387
Total income		7,890,721	3,564	7,894,285
Expenditure on:				
Raising funds				
Financing costs	6	(1,980)	-	(1,980)
Total costs of raising funds		(1,980)	-	(1,980)
Charitable activities				
Education	6	(7,605,409)	(2,964)	(7,608,373)
Total expenditure		(7,607,389)	(2,964)	(7,610,353)
Net (expenditure)/income		283,332	600	283,932
Transfer between funds	13	-	-	-
Pension scheme actuarial gains	15	(161,900)	-	(161,900)
Net movement in funds for the year		121,432	600	122,032
Fund balances brought forward at 1 September 2023		(379,716)	1,956	(377,760)
Fund balances carried forward at 31 August 2024		(258,284)	2,556	(255,728)

18 PRIOR YEAR COMPARATIVE NOTE (CONTINUED)

(B) 2024 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2023	Incoming resources	Resources expended	Actuarial gains	Transfer	At 31 August 2024
	£	£	£	£	£	£
Unrestricted Funds	(379,716)	7,890,721	(7,607,389)	(161,900)	-	**(258,284)**
Restricted Funds	1,956	3,564	(2,964)	-	-	**2,556**
Total funds	**(377,760)**	**7,894,285**	**(7,610,353)**	**(161,900)**	**-**	**(255,728)**

THE DULWICH SCHOOL CRANBROOK

England & Wales - Charity number 1174358

Accounts

Company No. 10815140
Registered in England
Charity No. 1174358

THE DULWICH SCHOOL CRANBROOK

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 AUGUST 2024

THE DULWICH SCHOOL CRANBROOK

ANNUAL REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2024

The Governors present their annual report together with the audited financial statements of The Dulwich School Cranbrook (the School) for the year ended 31 August 2024.

The Governors confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Charities SORP FRS102).

Status and administration

The School is a company limited by guarantee (company number 10815140) and is registered with the Charity Commission under charity number 1174358. Its registered office is Coursehorn, Cranbrook, Kent, TN17 3NP. The School, together with Dulwich Prep & Senior, is a subsidiary of Dulwich Preparatory Schools Trust ("the DPS Trust"). The Trust is also a company limited by guarantee and is a registered Charity and the School leases its property from the Trust.

Governors' responsibilities

The Governors (who are also directors of the School for the purposes of company law) are responsible for preparing the Governors' report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as each Governor is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and

- that each Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was created as an independent charity governed by its own Articles of Association with effect from 1 September 2017. The Articles reflect the Companies Act 2006 and the Charities Act 2011 and were approved by the Charity Commission and passed by written resolution on 16 June 2017. Prior to that date the School was part of, and effectively governed by, the Articles of Association of the Trust. At its inception the umbrella charity, the Trust, donated the net assets and undertakings necessary to fulfil its objects to the new charity under a Transfer of Undertakings Agreement dated 1 September 2017. The School is supported in the provision of education by the Trust, from which the School leases its facilities.

Governing Body

The Governors of the School are the charity trustees under charity law and the Directors of the charitable company. All Governors are "members" of the Trust and the School's Chairman and one other Governor also serve as Trustees of the Trust.

The members of the Governing Body who served in office as Governors during the year are detailed below with additional responsibilities or focus shown in brackets:

Mr T Durie	Chair (Finance, Health and Safety)
Mrs S Jenkins	(Safeguarding)
Mr B Lynch	(Finance)
Mr J Hunt	(Health and Safety)
Mrs S C Morgan	(Education)
Mrs C M Nash	(Boarding and Early Years Foundation Stage (EYFS))
Mrs N Payne	(Public Relations, Marketing)
Miss N Gyane	(Safeguarding, Legal and Human Resources)
Mr P Purvis	(Education)

Mr Purvis was appointed on 1 September 2024.

Key Management Personnel

Head: S Bradshaw

Director of Finance and Operations and Clerk to the Governors: A Brimelow

Professional Advisers

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London WC2A 3LH

Auditor: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Management Structure

The Governing Body meets a minimum of three times per year, normally once per academic term. Sub- committees for specific purposes are established as and when needed. The Head and Director

of Finance and Operations (DFO) attend each of the full Governing Body meetings and any sub-Committee meetings as required. The day- to-day management of the School is delegated to the Head and DFO, who collectively comprise the key management personnel and are supported by the School's Senior Management Team. The Head has overall responsibility for the appointment and supervision of all staff, but delegates this function to the DFO for most non-academic staff.

Remuneration is set by the Governing Body with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence.

Governing Body Recruitment & Training

The Governing Body is self-appointing, with new Governors identified by the existing Board, supported by the Head and DFO, and appointed by the Board following agreement by the Trust. Governors serve for an initial term of four years, but may offer themselves for re-election for a second term of four years and then a final term of two years, making ten years in all.

New members of the Governing Body are elected on the basis of the candidates' professional qualities, experience, personal competence and the specific needs of the School. New Governors are inducted into the workings of the charitable company via a programme organised by the Head and DFO. The DFO will also notify members of the Governing Body of relevant external trustee training and information courses and seminars designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Charity Code of Governance

Following its incorporation on 12 June 2017 the School's Board of Governors has taken its governance responsibilities seriously and, as a significant charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Governors are clear about their roles and legal responsibilities, are committed to supporting the School in delivering its objects most effectively for the benefit of its beneficiaries and contributing to the School's continued improvement.

Overall the School's Board of Governors meets a very significant proportion of the recommended and best practice for governance contained within the Charity Governance Code across the seven areas and are comfortable there are no significant areas of review required. Arrangements will continue to be monitored against the best practice principles contained within the Code.

Employment policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School through an annual briefing given by the DFO. Employees are also aware of the public benefit necessarily provided by

the School as a charity and of their part in supporting the School's contribution to the local community.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to make staff aware of current issues.

STRATEGIC REPORT

The remainder of the report of the Governors also constitutes the strategic report for the purposes of the Companies Act 2006.

Principal activity and objects of the charitable company

The principal activity of the charitable company is the operation of a school for children from age two to 16 years old, at Cranbrook, Kent. The objects of the charitable company are the advancement of education by the provision and conduct of the school for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the community. The Governing Body has referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education and on fee charging, when reviewing future aims and objectives.

Aim

The Governors' aim for Dulwich Cranbrook is to inspire and develop confident, capable, and compassionate young people to be the change makers of the future.

Pupils should have every opportunity to fulfil their potential - academic, artistic, dramatic, musical, sporting, social and moral. The School supports this aim by providing a rich and dynamic curriculum, inspirational teaching, building children's self-confidence by supporting their emotional, physical and intellectual needs, and inculcating a desire to contribute to the wider community. By the time children leave the school our aim is that they will have developed the skills and inner confidence to flourish in the next stage of their journey, ready to embrace the opportunities the world outside has to offer.

The School aims to be:

Forward Thinking: like the pioneering founders of the School, we challenge the norm with original ideas, forward thinking and a fresh approach.

Caring: The School is nurturing, inclusive, kind and supportive. We ensure that we understand the unique needs and wellbeing of each and every family.

Encouraging: We encourage our children to explore and enjoy a wide variety of incredible experiences and opportunities.

Inspiring: Enquiring minds and creative imaginations are developed alongside the pride and power of teamwork, to build confidence and character.

Empowering: Whichever path they choose, we offer a wonderfully well-rounded education to ensure that each child has the skills and confidence to navigate their own educational journey

Public benefit

The School remains committed to the aim of providing public benefit in accordance with its founding principles.

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We cooperate with local schools and educational bodies in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

This year the School awarded means-tested bursaries totalling £488k to 58 pupils (2023: £164k to 19 pupils). Awards are fully means-tested through a rigorous and detailed process.

Emotional well-being and mental health

During the academic year 2023-24 the School has continued to promote the importance of a focus on positive mental health. We have continued our partnership with Place2Be in the School and the children, staff and parents are all able to access this service. Place2Be also offers training opportunities and support for family groups.

Working with the local community

Dulwich continue to lead the Wealden Partnership which includes two independent schools, one state secondary school and 16 state primary schools. This year, ten events were held which benefitted over a thousand pupils across the partnership. The partnership benefits from Dulwich Cranbrook grounds and facilities as well as about 400 staff hours a year.

Charitable fundraising

Pupil fundraising for charitable causes continues to be encouraged, and over the year pupil led initiatives generated £4.9k which was donated to national charities. In addition to this, the Friends Association's fundraising activities held in the school enabled external donations totalling £3.2k with beneficiaries including Tenterden Big Wrap, Hypo Hounds and Porchlight.

The school does not engage with any external third party fundraisers. There have been no complaints in the period regarding inappropriate or intrusive contact in relation to fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

School Expansion

In September 2023 our Head Elect became Head and the school structure became a Fledgling to Year 6 Prep School, feeding into a Year 7 to Year 11 Senior School. In September 2023 our first GCSE cohort began Year 9 and went through their first options process.

In August 2024, a permanent Director of Finance and Operations was appointed.

School Highlights

Highlights of the year include; three top 10 finishers at the IAPS Swimming championships, a National 200m athletics champion, and a stunning interactive performance of Treasure Island.

Onward Destinations

Success at 11+ and 13+ continued this year with 26 pupils in Year 6 and 15 children in Year 8, achieving places at schools of their choice. These included selective grammar schools (Cranbrook, Judd and Maidstone) and competitive independent schools. 12 of these pupils achieved scholarships to their chosen school.

Drama

As well as a stunning performance of Treasure Island, we continued to have LAMDA success. Unusually, all children in the year take LAMDA exams as part of their Drama curriculum, rather than as an optional co-curricular activity. This makes our results all the more impressive. In the Summer Term all our Year 7 children, many new to the school in September 2023, took Grade 2 in Acting, Speaking of Verse and Prose, or Public Speaking. The average mark was 83, a Distinction.

Music

Music continued to be a strength of the school with over half of the children in the school involved in co-curricular music. 56 pupils sat a music exam during the academic year achieving 27 Distinctions (48%) and Merits (34%).

Sport

In addition to our usual programme of nearly 600 sporting fixtures, we introduced two new events to further expand opportunities for our pupils. We hosted the Goodman and Hutchings Mixed Relay Cross Country Race, a unique event that mixed year groups and sexes from Year 4 up to Year 8. Additionally, we partnered with the Weald Triathlon Club to host the first Dulwich Cranbrook Junior Triathlon. Over 120 children participated, including 31 Dulwich students. For many of them, it was their first triathlon.

FINANCIAL REVIEW

The operating surplus for the year ended 31 August 2024 was £283,932 compared to a deficit £700,323 in the previous year. Total income in the year was £7,894,285 and expenditure was £7,610,353 compared with total income in the previous year of £6,107,569 and expenditure of £6,807,892. Total income for the year included a donation from the DPS Trust of £1,736,387 (2023 £455,084). The net book value of fixed assets amounted to £742,528 (2023 £658,368).

In addition to revenue from school fees, the School seeks to enhance its income through letting its facilities and through rents received for staff residential properties. Besides casual lettings of sports facilities, classrooms and halls for birthday parties etc., regular hirers of the School's facilities include a local children's dance company who hire the main school hall at weekends throughout the term and a children's holiday activities company who hire a range of facilities to operate a day camp for two weeks in the Easter holiday and four weeks during the Summer holidays. Additionally, there are normally a number of holiday activities run by the school's own staff and available to current pupils including sports camps, chef school and a summer holiday activity camp for younger children.

Reserves

The School's reserves policy is to maintain its unrestricted reserves (excluding pension liabilities or assets) broadly at the level of one month's expenditure in order to meet day to day running costs of the School and the costs associated with the maintenance of the fabric of its buildings. This allows the School to ensure sufficient liquidity for normal operations. In addition, the School may hold additional reserves to support anticipated capital expenditure and its longer term liabilities in particular its pension fund obligations. At the year end, the School had a deficit on free unrestricted reserves of £1,000,812 (2023: £1,038,084) excluding pensions liabilities and £1,000,812 (2023: £1,038,084) including pension liabilities. At this level the free reserves fall well below the level required by the reserves policy. Despite this, the Governors have considered the reserves policy in light of the support commitment given by the DPS Trust and have concluded that no adjustments to the policy need to be made. At the year end, funds were sufficient to support the Governors' aims.

Going Concern

Having reviewed the cash position of the School together with the anticipated growth in demand for places and the School's future projected cash flows, together with support available from the DPS Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors consider the principal risks to the School to be those associated with Safeguarding of children and those associated with continued economic and political turbulence.

Safeguarding and Health and Safety

To ensure continuity of communication between the governing body and the School, two governors hold designated responsibility for safeguarding and two governors for health and safety. The designated safeguarding governors attend termly safeguarding meetings with the School's safeguarding team comprising the Designated Safeguarding Lead (DSL) and two deputy DSLs. The DSL provides a written report to the Board of Governors at each term's Board meeting. The designated governors conduct an annual Safeguarding Audit which normally takes place either during the Autumn or Spring term.

All governors receive full safeguarding training when they join the Board and they receive regular updates and training as necessary from the DSL. All governors are required to scrutinise and approve the safeguarding policies of the School at least annually. In addition to this, all governors are required to complete any further necessary training such as annual updates on Keeping Children Safe in Education. Where appropriate, this is provided online and a full record of training is held by the HR Manager.

Safeguarding continues to be the highest priority for governors and the School staff. In addition to the day-to-day attention given to ensure the School remains a safe place for pupils, governors maintain oversight of out of school activities undertaken by pupils. Safeguarding meetings are held

in advance of all residential trips and appropriate reasonable adjustments to arrangements, including staffing, are made for pupils with additional needs.

Whilst the governors are respectful of the boundary between governance and management, they continue to work to make themselves visible to staff and parents, attending as many school events as possible and getting to know not just the Head and DFO, but staff in all areas of the School. Their presence is welcomed by the whole community.

The School's management of more general Health and Safety risks are also closely monitored by the Board. The risks range from fire and infrastructure to personal risks (most notably when pupils are away from the campus on trips and outdoor activities). The level and breadth of these activities at the School is impressive and the risks associated with all are minimised by thorough planning and risk assessment by the School's designated External Visits Co-ordinator. The Board is fully apprised of any changes as they become necessary.

The School's Health and Safety Committee comprises representatives from all sections of the School and reports, via the DFO, to the Governors on a termly basis. The committee meets once a term and the meetings are attended by the governors designated for health and safety. The School also employs an external health and safety adviser who provides detailed advice when necessary as well as providing audit and reporting in specific areas when required.

Economic and Political Turbulence

The Governors consider the continuing economic and political turbulence together with the affordability of fees by parents across the independent sector to represent significant risks to the School. These risks have been heightened by increased UK inflationary pressures and slow economic growth partly due to the ongoing volatility in global energy markets and conflicts in the Ukraine and Middle East. Other economic and political risks, including the removal of business rates relief currently enjoyed by the School as a charity, together with the introduction of VAT on school fees, and an increase in the Employers National Insurance percentage and the National Minimum Wage have been confirmed by the Government. School fees from 1 January 2025 will include VAT charged at 20%, and business rates relief will be cancelled from 1 April 2025. In mitigation of these additional financial burdens, the School has seen a significant increase in pupil numbers and fee income in 2024/25 and in the level of registrations for the 2025/26 academic year.

Detailed consideration of risk is undertaken for the School by the Governors in conjunction with the Head and Director of Finance and Operations. A risk register is maintained, reviewed termly by the Governors and updated as necessary. The risk management process and the resulting report identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks which are assessed as high. The generic controls used by the School to minimise risk include:

- detailed terms of reference together with formal agendas for Committee and Board activity;
- strategic development planning, reviewed annually by Board of Governors;
- comprehensive budgeting and management accounting;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels;
- vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified major risks for the School.

Approved by the Governing Body of The Dulwich School Cranbrook, including, in their capacity as company directors, approving the Directors' and Strategic Report contained therein, and signed on its behalf by:

Mr Tom Durie
Chair of Board

Date 28/05/2025

Independent Auditor's Report to the Members of Dulwich Prep Cranbrook

Opinion

We have audited the financial statements of Dulwich Prep Cranbrook for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and notes to the financial statements, including 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 charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' 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; or
- the 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 1, the trustees (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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 trustees either intend to liquidate the 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.

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

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Data Protection Regulation (GDPR), Health and safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing any regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Tina Allison
Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date: 29 May 2025

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2024
(Incorporating an income and expenditure account)

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Income from:					
Charitable activities:					
School fees receivable	2	**5,831,539**		**5,831,539**	5,445,609
Other educational income	3	**168,584**		**168,584**	94,178
Ancillary income	4	**107,676**	-	**107,676**	88,196
Other trading activities					
Non-ancillary trading income	5	**23,435**	-	**23,435**	22,589
Bank and Other Interest		**23,100**		**23,100**	
Voluntary sources					
Donations and legacies		-	**3,564**	**3,564**	1,913
Donation from Trust		**1,736,387**	-	**1,736,387**	455,084
Total income		7,890,721	3,564	7,894,285	6,107,569
Expenditure on:					
Raising funds					
Financing costs	6	(1,980)	-	(1,980)	8,625
Charitable activities					
Education	6	(7,605,409)	(2,964)	(7,608,373)	(6,816,517)
Total expenditure		(7,607,389)	(2,964)	(7,610,353)	(6,807,892)
Net income/(expenditure)		**283,332**	**600**	**283,932**	(700,323)
Transfer between funds	13			-	
Pension scheme actuarial (losses)	15	**(161,900)**	-	**(161,900)**	(148,800)
Net movement in funds for the year		**121,432**	**600**	**122,032**	(849,123)
Fund balances brought forward at 1 September 2023		**(379,716)**	**1,956**	**(377,760)**	471,363
Fund balances carried forward at 31 August 2024		(258,284)	2,556	(255,728)	(377,760)

The notes on pages 18 to 32 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
BALANCE SHEET
AS AT 31 AUGUST 2024

	Notes	£	2024 £	£	2023 £
FIXED ASSETS					
Tangible assets	8		**742,528**		658,368
CURRENT ASSETS					
Debtors	9	**297,933**		210,568	
Cash at bank and in hand		**512,105**		246,521	
		810,038		457,089	
CREDITORS: Amounts falling due within one year	10	**(1,562,058)**		(1,493,217)	
NET CURRENT LIABILITIES			**(752,020)**		(1,036,128)
TOTAL ASSETS LESS CURRENT LIABILITIES			**(9,492)**		(377,760)
CREDITORS: amounts falling due after more than one year	11		**(246,236)**		-
TOTAL ASSETS LESS CURRENT LIABILITES EXCLUDING PENSION SCHEME LIABILITY			**(255,728)**		(377,760)
Defined benefit pension scheme liability	15		-		-
NET LIABILITIES INCLUDING PENSION SCHEME LIABILITY			**(255,728)**		(377,760)
CHARITY FUNDS					
Unrestricted funds excluding pension reserve			**(258,284)**		(379,716)
Pension reserve	15		**-**		-
Restricted funds			**2,556**		1,956
TOTAL FUNDS			**(255,728)**		(377,760)

The financial statements were approved by the Governors on 28/05/2025 and signed on their behalf, by:

Mr T Durie
Chair of Board

The notes on pages 18 to 32 form part of these financial statements.

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	£	2024 £	£	2023 £
Net cash inflow from operations					
Net cash provided by operating activities	(i)		**485,598**		324,249
Cash flows from investing activities:					
Additions to fixed assets		**(220,014)**		(543,822)	
Proceeds from sale of fixed assets		**-**		-	
Net cash (used in) investing activities			**(220,014)**		(543,822)
Change in cash and cash equivalents in the reporting period			**265,584**		(219,573)
Cash and cash equivalents at the beginning of period			**246,521**		466,094
Cash and cash equivalents at the end of the reporting period	(ii)		**512,105**		246,521

The notes on pages 18 to 32 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2024

(i) Reconciliation of net income to net cash flow from operating activities	£	2024 £	£	2023 £
Net income/(expense)		**283,932**		(700,323)
Elimination of non-operating cash flows:				
Depreciation charge	**125,660**		98,955	
Loss/Profit on disposal of fixed assets	**10,195**		-	
(Increase)/decrease in debtors	**(87,365)**		422,151	
(Decrease) /increase creditors (excluding fees in advance scheme and deposit)	**(257,686)**		536,522	
Increase in fees in advance scheme creditors	**550,702**		89,744	
Increase in parents' deposits	**22,060**		26,000	
Difference between pension contributions paid and charges made	**(161,900)**		(148,800)	
		201,666		1,024,572
Net cash inflow from operations		**485,598**		324,249

(ii) Analysis of cash and cash equivalents	2024 £	2023 £
Cash at bank and in hand	**512,105**	246,521

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounts are drawn up on the historical cost basis of accounting.

The School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1174358) and a company limited by guarantee, (company number: 10815140). Its registered office is Coursehorn, Cranbrook, Kent, England, TN17 3NP.

The ultimate parent company and controlling party of The Dulwich School Cranbrook is Dulwich Preparatory Schools Trust (the Trust), a charitable company incorporated in the United Kingdom (company number: 00579923).The accounts of the School have been consolidated into the ultimate parent entity's financial statements. Copies of these financial statements can be obtained from the registered office, 42 Alleyn Park, Dulwich, London SE21 7AA. Control is exercised by the parent company by virtue of board representation.

The principal activity of the Trust is the operation of preparatory schools at Dulwich London and preparatory and senior at Cranbrook Kent. The objects of the Trust are the advancement of education primarily by the provision and conduct of schools in Dulwich and Cranbrook for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the communities.

1.2 Going concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the current economic crisis and cost of living, together with the support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

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

1 ACCOUNTING POLICIES (continuted)

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

The School's liability for the Non-Teaching Staff defined benefit pension scheme involves a number of assumptions as disclosed in note 16. In the view of the Governors, no other assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

1.4 Income

All income is included in the statement of financial activities when the School has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability. Fees consist of charges for the school year ending August, less bursaries and allowances. Fees received in advance are deferred and released to income in the period to which the fees relate. Furlough grant income is recognised as and when entitlement arises which can be reliably quantified and benefit is probable.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs include all costs relating to the management, administration and running the functions of the School.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases. Fixed assets costing more than £500 are capitalised.

Leasehold	-	2% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	10% straight line
Computer equipment	-	25-50% straight line

1 ACCOUNTING POLICIES (continuted)

1.7 Fund accounting

General Funds are the accumulated surplus on the Schools income and expenditure account which is availble for use at the discretion of the Governors in furtherance of the general objectives of the charity, including support of the Trust.

Restricted Funds may only be spent on the charitable purpose specified by the donor.

1.8 Pension costs

Retirement benefits to employees of the School are provided through two defined contribution schemes and the employer's pension costs are charged in the period in which the salaries they relate to are payable. The two schemes are as follows:

(a) The Dulwich Preparatory Schools Trust Non Teaching Staff Group Personal Pension Plan - This is a group personal pension plan with Aviva.

(b) From 1 November 2019, the School's teaching staff have become members of the Aviva Pension Trust for Independent Schools which as its name implies is operated by Aviva for a number of private schools.

In addition the School has historically provided retirement benefits to non-teaching staff through a defined benefit scheme - The Dulwich Preparatory Schools Trust non-teaching Staff Pension Scheme.

The scheme is closed so there are no current service costs, other than administration expenses which are borne directly by the School. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

1.9 Operating leases

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

1.10 Financial Instrument

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1.11 Taxation

The School is a registered charity No. 1174358 and as such is not liable to United Kingdom income tax or corporation tax on charitable activities.

2 FEES RECEIVABLE

	2024	2023
	£	£
Fees receivable consist of:		
School fees	**7,245,493**	6,065,485
Less: total awards and concessions	**(1,413,954)**	(619,876)
	5,831,539	5,445,609

Included within awards and concessions are means-tested bursaries totalling £488,122 (2023 £163,515) which were paid to 58 pupils (2023: 19 pupils).

3 OTHER EDUCATIONAL INCOME

	2024	2023
	£	£
Entrance and registration fees	**13,315**	7,935
Courses and sub-lettings	**155,269**	86,243
	168,584	94,178

4 ANCILLARY AND OTHER INCOME

	2024	2023
	£	£
School shop, School trips and Other income	**107,676**	88,196

5 OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Rents receivable	**23,435**	22,589

6 ANALYSIS OF EXPENDITURE

	Staff costs (Note 7)	Depreciation (Note 8)	Other costs	Total 2024	Total 2023
	£	£	£	£	£
Raising funds					
Financing costs	-	-	1,980	1,980	(8,625)
Total costs of raising funds	-	-	1,980	1,980	(8,625)
Charitable expenditure					
Teaching	3,766,141	-	482,649	4,248,791	4,083,014
Welfare	388,806	-	202,843	591,648	464,845
Premises	231,320	125,660	1,194,488	1,551,468	1,225,532
Support costs	780,840	-	435,626	1,216,466	1,043,126
Total charitable expenditure	5,167,107	125,660	2,315,606	7,608,373	6,816,517
Total expenditure	5,167,107	125,660	2,317,586	7,610,353	6,807,892

Governance included in support costs:	2024	2023
	£	£
Governor costs	468	2,670
Legal and consultancy fees	6,735	5,377
Remuneration paid to auditor for audit services	13,000	12,380

7 STAFF COSTS

	2024	2023
	£	£
The aggregate payroll costs for the year were as follows:		
Wages and salaries	4,183,164	3,824,152
Social security costs	391,596	348,433
Pension costs and other benefits	592,347	516,679
	5,167,107	4,689,264

Aggregate employee-benefits of key management personnel amounted to £377,814 (2023 £481,605) including pension contributions of £43,772 (2023 £80,671).

7 STAFF COSTS (CONTINUED)

	2024	2023
Number of higher paid employees in bands of:		
£60,001 to £70,000	**1**	1
£90,001 to £100,000	**1**	-
£100,001 to £110,000	**-**	1
£130,000 to £140,000	**1**	-
£180,000 to £190,000	**-**	1
The number with retirement benefits accruing		
- in Defined Contribution schemes was	**3**	2
of which the contributions amounted to	**43,772**	70,976
- in Defined Benefit schemes was	**-**	1

The average number of the School's employees during the year, calculated on headcount, was:

	2024	2023
Teaching	**99**	87
Domestic and estates	**32**	23
Administrative	**20**	17
	151	127

During the year termination payments totalled £1,136 (2023 £140,000), of which £nil was outstanding at the year end (2023 £45,000).

8 Tangible Fixed Assets

	Leashold Land and Buildings	Furniture Fixtures and Equipment	Computer Hardware	Vehicles	**Total**
	£	£	£	£	**£**
Cost					
At 1 September 2023	380,468	799,810	470,699	53,114	1,704,091
Additions	53,342	104,031	62,641	-	220,014
Disposals	-	(9,996)	(198)	-	(10,194)
At 31 August 2024	**433,810**	**893,845**	**533,142**	**53,114**	**1,913,911**
Depreciation					
At 1 September 2023	10,342	627,821	360,009	47,551	1,045,723
Charged in year	8,677	39,527	77,064	1,392	126,660
Disposals	-	(1,000)		-	(1,000)
At 31 August 2024	**19,019**	**666,348**	**437,073**	**48,943**	**1,171,383**
Net book values					
At 31 August 2023	370,126	171,989	110,690	5,563	658,368
At 31 August 2024	**414,791**	**227,497**	**96,069**	**4,171**	**742,528**

9 DEBTORS

	2024	2023
	£	£
Fee debtors	**102,810**	69,637
Sundry debtors	**18,525**	22,742
Prepayments and accrued income	**116,355**	118,189
Amounts due from parent undertaking	**60,243**	-
	297,933	210,568

10 CREDITORS: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	**118,153**	183,752
Social security and other taxation	**103,820**	82,311
Fees in advance	**790,101**	485,635
Other creditors	**111,230**	158,294
Amounts due to parent undertaking	**-**	276,368
Fee deposits	**216,000**	193,940
Accruals and deferred income	**222,754**	112,917
	1,562,058	1,493,217

11 CREDITORS: amounts falling due after more than one year

	2024	2023
	£	£
Fees in advance	**246,236**	-
	246,236	-

FEES IN ADVANCE

	2024	2023
	£	£
Beyond one year	**246,236**	-
Within one year	**790,101**	485,635
	1,036,337	485,635

Movements in fees in advance

Opening fees in advance	**485,635**	395,891
Amount released to income during the year	**(485,635)**	(395,891)
Amount deferred during the year	**1,036,337**	485,635
	1,036,337	485,635

12 OPERATING LEASE COMMITMENTS

At 31 August 2024 the school had future minimum lease payments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2024	2023	**2024**	2023
	£	£	**£**	£
Within 1 year	**616,060**	508,000	**40,798**	26,939
Between 2 and 5 years	**2,464,240**	2,032,000	**25,979**	47,143
After more than 5 years	**23,410,280**	19,812,000	**-**	-

The charge in the year was £656,858 (2023 £527,799).

13 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2023	Incoming resources	Resources expended	Actuarial gains	Transfer	At 31 August 2024
	£	£	£	£	£	£
Unrestricted Funds	(379,716)	7,890,721	(7,607,389)	(161,900)		**(258,284)**
Restricted Funds	1,956	3,564	(2,964)	-	-	**2,556**
Total funds	**(377,760)**	**7,894,285**	**(7,610,353)**	**(161,900)**	**-**	**(255,728)**

A transfer of £2,964 (2023 £5,860) has been made during the year to reflect restricted income spent from the Bursary Fund. The comparative figures are shown in note 17 (B).

14 SUMMARY OF NET ASSETS BY FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
2024	**£**	**£**	**£**
Tangible Assets	**742,528**	**-**	**742,528**
Net Current Assets	**(754,576)**	**2,556**	**(752,020)**
Long Term Creditors	**(246,236)**	**-**	**(246,236)**
	(258,284)	**2,556**	**(255,728)**
2023			
Tangible Assets	658,368	-	658,368
Net Current Assets	(1,038,084)	1,956	(1,036,128)
Long Term Creditors	-	-	-
	(379,716)	**1,956**	**(377,760)**

15 PENSION SCHEMES

Retirement benefits to employees of the School are provided through two defined contribution schemes, which are funded by both the School and employees' contributions. In addition the School has previously provided retirement benefits through a defined benefit scheme, as detailed in accounting policy 1.8.

Defined contribution schemes

The pension cost charge in the year in respect of the defined contribution schemes was £538,229 (2023 £508,298).

15 PENSION SCHEMES (CONTINUED)

Non-teaching staff defined benefit scheme

The parent Trust operated this Scheme (the Dulwich Preparatory Schools Trust Non-Teaching Staff Pension Scheme), which was closed on 31 December 2004, both in respect of new members and accrual for existing members.

On 1 September 2017 the Trust transferred the obligations to contribute to the Scheme to each of the Schools in proportions determined by the actuary based on the staff who participated in the Scheme. The valuation in these accounts uses that proportion and has been derived by projecting the results of the last comprehensive actuarial valuation of the Scheme as at 1 January 2024 and have been prepared by an independent qualified actuary.

Following this latest actuarial valuation a revised Schedule of Contributions was agreed between the Trust, the Schools and the Scheme Trustees with the aim of eliminating the deficit over a period of 5 years from 1 January 2024. Under this Schedule of Contributions the School contributed £138,780 to the Scheme in 2023/24 (2022/23 £138,780).

15 PENSION SCHEMES (CONTINUED)

	2024	2023
a) The amounts recognised in the balance sheet are as follows	**£**	£
Present value of funded obligations	**(2,094,200)**	(1,882,900)
Fair value of scheme assets	**2,443,400**	2,264,500
Restrictions on recoverable surplus	**(349,200)**	(381,600)
Net Liability	**-**	-
b) Changes in the present value of the defined benefit obligation		
Opening defined benefit obligation	**1,882,900**	2,074,800
Interest cost	**97,900**	86,400
Actuarial losses/(profits)	**147,300**	(233,600)
Benefits paid	**(33,900)**	(44,700)
	2,094,200	1,882,900
c) Closing fair value of scheme assets		
Opening fair value of scheme assets	**2,264,500**	2,232,800
Interest income	**121,000**	96,400
Return (lower) than the discount rate	**(47,000)**	(158,800)
Contributions by employer	**138,800**	138,800
Benefits paid	**(33,900)**	(44,700)
Closing fair value of scheme assets	**2,443,400**	2,264,500

The FRS102 calculation by the actuary calculates a scheme surplus of £349,200 (2023 £381,600). However, in accordance with paragraph 28.22 of FRS102, an entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. As such, it is not probable that any current surplus will lead to economic benefits being transferred to the entity as there are many variables which are likely to impact the value of the surplus in the period until the scheme is wound-up. The net pension asset has been restricted and therefore becomes £nil.

15 PENSION SCHEMES (CONTINUED)

d) The amounts included within the Statement of Financial Activities	2024 £	2023 £
Past service cost	-	-
Interest on obligation	97,900	86,400
Interest income	(121,000)	(96,400)
Total amount charged to the Statement of Financial Activities	(23,100)	(10,000)
Net actuarial (losses)/gains recognised in the year	(194,300)	74,800
Unrecognised surplus scheme assets	32,400	(223,600)
Total (losses) recognised in the year	(161,900)	(148,800)

e) Principal actuarial assumptions at the balance sheet date		
Financial Assumptions		
Discount rate	5.0%	5.2%
RPI inflation assumption	3.1%	3.3%
Rate of increase of pensions in payment	3.4%	3.6%
Rate of increase of pensions in deferment	2.8%	2.7%
Assumed life expectancy in years at age 65:		
Non Pensioners		
Females	25.8	26.3
Males	23.7	23.9
Pensioners		
Females	24.4	24.6
Males	22.0	22.2

16 RELATED PARTY TRANSACTIONS AND GOVERNORS COSTS

During the year to 31 August 2024 the School incurred rental expenditure of £616,060 (2023 £508,000) to the Trust.

During the year to 31 August 2024 the School received donations of £1,736,387 (2023 £455,084) from the Trust. As part of the central management of funds, £60,243 of this total was outstanding at the year end.

Cash resources for the Group are managed centrally by the Trust.

During the year no Governors received any remuneration, expenses of £468 were incurred (2023: £2,670).

During the year the daughter of a member of the Senior Management Team was employed by the School and received remuneration of £2,106 (2023: £nil), and the sister of a member of the Senior Management Team was employed by the School and received remuneration of £14,106 (2023: £3,633) There were no other related party transactions in the period.

17 PRIOR YEAR COMPARATIVE NOTE

(A) 2023 STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Income from:				
Charitable activities:				
School fees receivable	2	5,445,609	-	5,445,609
Other educational income	3	94,178	-	94,178
Ancillary income	4	88,196	-	88,196
Other trading activities				
Non-ancillary trading income	5	22,589	-	22,589
Voluntary sources				
Donations and legacies		-	1,913	1,913
Donation from Trust		455,084		455,084
Total income		6,105,656	1,913	6,107,569
Expenditure on:				
Raising funds				
Financing costs	6	8,625	-	8,625
Total costs of raising funds		8,625	-	8,625
Charitable activities				
Education	6	(6,816,517)	-	(6,816,517)
Total expenditure		(6,807,892)	-	(6,807,892)
Net (expenditure)/income		(702,236)	1,913	(700,323)
Transfer between funds	13	5,860	(5,860)	-
Pension scheme actuarial gains	15	(148,800)	-	(148,800)
Net movement in funds for the year		(845,176)	(3,947)	(849,123)
Fund balances brought forward at 1 September 2022		465,460	5,903	471,363
Fund balances carried forward at 31 August 2023		(379,716)	1,956	(377,760)

17 PRIOR YEAR COMPARATIVE NOTE (CONTINUED)

(B) 2023 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2022	Incoming resources	Resources expended	Actuarial gains	Transfer	**At 31 August 2023**
	£	£	£	£	£	£
Unrestricted Funds	465,460	6,105,656	(6,807,892)	(148,800)	5,860	**(379,716)**
Restricted Funds	5,903	1,913		-	(5,860)	**1,956**
Total funds	**471,363**	**6,107,569**	**(6,807,892)**	**(148,800)**	**-**	**(377,760)**

THE DULWICH SCHOOL CRANBROOK

England & Wales - Charity number 1174358

Accounts

Company No. 10815140
Registered in England
Charity No. 1174358

THE DULWICH SCHOOL CRANBROOK

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 AUGUST 2023

THE DULWICH SCHOOL CRANBROOK

ANNUAL REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2023

The Governors present their annual report together with the audited financial statements of The Dulwich School Cranbrook (the School) for the year ended 31 August 2023.

The Governors confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Charities SORP FRS102).

Status and administration

The School is a company limited by guarantee (company number 10815140) and is registered with the Charity Commission under charity number 1174358. The School, together with Dulwich Prep London, is a subsidiary of Dulwich Preparatory Schools Trust ("the DPS Trust"). The Trust is also a company limited by guarantee and is a registered Charity and the School leases its property from the Trust.

On June 1st 2023, the School received approval from the Department of Education to extend the age range to include pupils aged 2 to 16 which was required to enable the school to expand from September 1st, 2023 into a new senior section for Years 9 to 11. In addition Companies House gave approval on August 31st 2023 to change the School name from Dulwich Prep Cranbrook to The Dulwich School Cranbrook. This change was also notified to the Charity Commission.

Governors' responsibilities

The Governors (who are also directors of the School for the purposes of company law) are responsible for preparing the Governors' report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as that each Governor is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that each Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was created as an independent charity governed by its own Articles of Association with effect from 1 September 2017. The Articles reflect the Companies Act 2006 and the Charities Act 2011 and were approved by the Charity Commission and passed by written resolution on 16th June 2017. Prior to that date the School was part of, and effectively governed by, the Articles of Association of the Trust. At its inception the umbrella charity, the Trust, donated the net assets and undertakings necessary to fulfil its objects to the new charity under a Transfer of Undertakings Agreement dated 1st September 2017. The School is supported in the provision of education by the Trust, from which the School leases its facilities.

Governing Body

The Governors of the School are the charity trustees under charity law and the Directors of the charitable company. All Governors are "members" of the Trust and the School's Chairman and one other Governor also serve as Trustees of the Trust.

The members of the Governing Body who served in office as Governors during the year are detailed below with additional responsibilities or focus shown in brackets:

S L Rynehart	Chair	(HR and Legal)
S Jenkins		(Safeguarding)
BEC Lynch		(Finance)
J Hunt		(Health & Safety)
S C Morgan		(Education)
C M Nash		(Boarding)
N Payne		(PR/Marketing)
TM Durie		(Finance, Health & Safety)
N Gyane		(Legal and HR)

N Gyane and J Hunt were appointed on 24th November 2022.

Key Management Personnel

Head: S Bradshaw
Bursar and Clerk to the Governors: J E Barlow BA (Hons), CGMA, AIMA

Professional Advisers

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London WC2A 3LH Auditor: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Management Structure

The Governing Body meets a minimum of three times per year, normally once per academic term. Sub- committees for specific purposes are established as and when needed. The Head and Bursar attend each of the full Governing Body meetings and any sub-Committee meetings as required. The day- to-day management of the School is delegated to the Head and Bursar, who collectively comprise the key management personnel and are supported by the School's Senior Management Team. The Head has overall responsibility for the appointment and supervision of all staff, but delegates this function to the Bursar for most non-academic staff.

Remuneration is set by the Governing Body with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence.

Governing Body Recruitment & Training

The Governing Body is self-appointing, with new Governors identified by the existing Board, supported by the Head and Bursar, and appointed by the Board following agreement by the Trust. Governors serve for an initial term of four years, but may offer themselves for re-election for a second term of four years and then a final term of two years, making ten years in all.

New members of the Governing Body are elected on the basis of the candidates' professional qualities, experience, personal competence and the specific needs of the School. New Governors are inducted into the workings of the charitable company via a programme organised by the Head and Bursar. The Bursar will also notify members of the Governing Body of relevant external trustee training and information courses and seminars designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Charity Code of Governance

Following its incorporation on 12th June 2017 the School's Board of Governors has taken its governance responsibilities seriously and, as a significant charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Governors are clear about their roles and legal responsibilities, are committed to supporting the School in delivering its objects most effectively for the benefit of its beneficiaries and contributing to the School's continued improvement.

Overall the School's Board of Governors meets a very significant proportion of the recommended and best practice for governance contained within the Charity Governance Code across the seven areas and are comfortable there are no significant areas of review required. Arrangements will continue to be monitored against the best practice principles contained within the Code.

Employment policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of

taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School through an annual briefing given by the Bursar. Employees are also aware of the public benefit necessarily provided by the School as a charity and of their part in supporting the School's contribution to the local community.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to make staff aware of current issues.

STRATEGIC REPORT

The remainder of the report of the Governors also constitutes the strategic report for the purposes of the Companies Act 2006.

Principal activity and objects of the charitable company

The principal activity of the charitable company is the operation of a school for children from age 2 to 16 years old, at Cranbrook, Kent. The objects of the charitable company are the advancement of education by the provision and conduct of the school for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the community. The Governing Body has referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education and on fee charging, when reviewing future aims and objectives.

Aim

The Governors' aim is that pupils should have every opportunity to fulfil their potential - academic, artistic, dramatic, musical, sporting, social and moral – by providing a rich and dynamic curriculum, inspirational teaching, building children's self-confidence by supporting their emotional, physical and intellectual needs, and inculcating a desire to contribute to the wider community. By the time children leave the school our aim is that they will have developed the skills and inner confidence to flourish in the next stage of their journey, ready to embrace the opportunities the world outside has to offer.

Primary objectives

The School seeks to achieve its aim through the following primary objectives:

- To continue to welcome pupils and staff from all backgrounds.
- To continue to develop our exceptional pastoral care.
- To continue to develop the breadth and depth of what we offer so each child can discover new passions, develop their talents, and stretch themselves.
- To continue the professional development of all staff, so they are leaders in their field.
- To continue to develop our academic curriculum so that children have the skills and mindset they need to flourish.
- To nurture good citizenship and encourage children to be contributing members of their community and society generally.
- To continue to improve our facilities, technology and resources.
- To continue to develop and strengthen our relationship with local schools and the wider community.
- To set our fees at a level to ensure the financial viability of the School and at a level that is consistent with our aim of providing a first class education to children.
- To provide financial support to enable children whose parents would not otherwise be able to afford the fees to benefit from an education at the School.
- To maintain a clear and effective management structure and the necessary support framework to meet the needs of staff and pupils alike.

Strategies to achieve the primary objectives

The Governing Body has reviewed the Strategic Development Plan for the School. The revised Plan is now well advanced and defines the educational and investment initiatives and major projects, subject to available funding, in pursuit of the primary objectives.

The strategic review recognised the need for the School to adjust to the changing local market, particularly the decline in the traditional prep school model of education through to Common Entrance examination at age 13, and the increasing wish of parents for their children to transition to a senior school at age 11. In response to this, and following extensive market research and a comprehensive survey of current parents, it was decided to repurpose existing surplus teaching accommodation to enable the addition of a senior school and extension of provision to GCSE until Year 11. Funding for the development was approved by the DPS Trust. Work was completed to schedule and the first cohort of Year 9 pupils joined the School in September 2023.

Public benefit

The School remains committed to the aim of providing public benefit in accordance with its founding principles.

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We cooperate with local schools and educational bodies in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

This year the School awarded means-tested bursaries totalling £164K to 19 pupils (2022: £150K to 18 pupils). Awards are fully means-tested through a rigorous and detailed process which includes home visits when appropriate.

Emotional well-being and mental health

During the academic year 2022-23 the school has continued to promote the importance of a focus on positive mental health. We have continued our partnership with Place2Be in the school and the children, staff and parents are all able to access this service. Place2Be also offers training opportunities and support for family groups.

Working with the local community

The School continues to foster strong relationships with many of our local state maintained schools and endeavours to share best practice and provide support wherever possible. Events included the WSP Football festival with participants from 14 primary schools, Netball festival with 5 (37 children) participating schools and cross country. In addition the School encourages the use of facilities by local community sports clubs.

Charitable fundraising

Pupil fundraising for charitable causes continues to be encouraged and over the year there were 16 pupil led initiatives which generated £4.9k donated to national charities. In addition to this, the Friends Association's fundraising activities held in the school enabled external donations totalling £3.2K with beneficiaries including Tenterden Big Wrap, Hypo Hounds and Porchlight.

The school does not engage with any external third party fundraisers. There have been no complaints in the period regarding inappropriate or intrusive contact in relation to fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

School Inspection

In February 2023 we received notice of our combined ISI inspection. In addition to meeting every point in the Regulatory Compliance Inspection, Dulwich Cranbrook also achieved the highest outcome of 'Excellent' for both Pupils' Academic and other Achievements and Pupils' Personal Development. The report noted in particular our pupil's excellent communication and collaboration and their impressive levels of self-confidence and self-understanding.

As well as judging our educational quality as 'Excellent' the inspectors also approved our application for material change to extend the age range to 16, meaning our children now have the option to remain with us until GCSE.

School Expansion

An ambitious and exciting development project was undertaken and completed in this academic year, the re-designed Coursehorn building. This will enhance the teaching of pupils in our new Senior School and includes 7 state of the art classrooms and a GCSE Science Laboratory.

We also undertook a smaller, but no less exciting, project to introduce a Fledglings room to Nash House. Our beautiful new classroom, with its own outdoor learning space caters for our 2 and 3 year olds.

School Operations

In January 2023, our Head Elect joined the school, to allow a two-term handover with our outgoing Head and to facilitate robust planning for our Senior School opening in September 2023.

In May 2023 a newly appointed Interim Bursar joined the School to provide finance and operations support until the end of the 2023-24 academic year at which time a permanent Director Finance and Operations will be in place.

School Highlights

Highlights of the year include; double Prep Kent Cross Country Champions, IAPS triathlon champion, and a stunning performance of Matilda.

FINANCIAL REVIEW

The operating deficit for the year ended 31 August 2023 was £700,323 compared to £14,898 in the previous year. Total income of £6,107,569 and expenditure of £6,807,892 in the year compared with total income in the previous year of £5,963,860 and expenditure of £5,978,758. The net book value of fixed assets amounted to £658,368 (2022 £213,501).

In addition to revenue from school fees, the School seeks to enhance its income through letting its facilities and through rents received for staff residential properties. Besides casual lettings of sports facilities, classrooms and halls for birthday parties etc., regular hirers of the School's facilities include a local children's dance company who hire the main school hall at weekends throughout the term and a children's holiday activities company who hire a range of facilities to operate a day camp for two weeks in the Easter holiday and four weeks during the Summer holidays. Additionally, there are normally a number of holiday activities run by the school's own staff and available to current pupils including sports camps, chef school and a summer holiday activity camp for younger children.

Reserves

The School's reserves policy is to maintain its unrestricted reserves (excluding pension liabilities or assets) broadly at the level of one month's expenditure in order to meet day to day running costs of the School and the costs associated with the maintenance of the fabric of its buildings. This allows the School to ensure sufficient liquidity for normal operation. In addition, the School may hold additional reserves to support anticipated capital expenditure and its longer term liabilities in particular its pension fund obligations. Free reserves held at the year-end totalled -£282,564 (2022: £251,959) excluding pension liabilities and -£282,564 (2022: £251,959) including pension liabilities. At this level the free reserves fall well below the level required by the reserves policy. Despite this, the Governors have considered the reserves policy in light of the support commitment given by the DPS Trust and have concluded that no adjustments to the policy need to be made. At the year end funds were sufficient to support the Governors aims.

Going Concern

Having reviewed the cash position of the School together with the anticipated growth in demand for places and the School's future projected cash flows, together with support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors consider the principal risks to the School to be those associated with Safeguarding of children and those associated with continued economic and political turbulence.

Safeguarding and Health and Safety

To ensure continuity of communication between the governing body and the School, two governors holds designated responsibility for Safeguarding and two governors for Health and Safety. The designated governor attends termly safeguarding meetings with the School's Safeguarding team comprising the Designated Safeguarding Lead (DSL) and two deputy DSLs. The DSL provides a written report to the Board of Governors at each term's Board meeting. The designated governor conducts an annual Safeguarding Audit which normally takes place either during the Autumn or the Spring term.

All governors receive full safeguarding training when they join the Board and they receive regular updates and training as necessary from the DSL. All governors are required to scrutinise and approve the safeguarding policies of the School at least annually. In addition to this, all governors are required to complete any further necessary training such as annual updates on Keeping Children Safe in Education. Where appropriate, this is provided online and a full record of training is held by the HR Manager.

Safeguarding continues to be the highest priority for governors and the School staff. In addition to the day-to-day attention given to ensure the School remains a safe place for pupils, governors maintain oversight of out of school activities undertaken by pupils. Safeguarding meetings are held in advance of all residential trips and appropriate reasonable adjustments to arrangements, including staffing, are made for pupils with additional needs.

Whilst the governors are respectful of the boundary between governance and management, they continue to work to make themselves visible to staff and parents, attending as many school events as possible and getting to know not just the Head and Bursar, but staff in all areas of the School. Their presence is welcomed by the whole community.

The School's management of more general Health and Safety risks are also closely monitored by the Board. The risks range from fire and infrastructure to personal risks (most notably when pupils are away from the campus on trips and outdoor activities). The level and breadth of these activities at the School is impressive and the risks associated with all are minimised by thorough planning and risk assessment by the School's designated External Visits Co-ordinator. The Board is fully apprised of any changes as they become necessary.

The School's Health and Safety Committee comprises representatives from all sections of the School and reports, via the Bursar, to the Governors on a termly basis. The committee meets once a term and the meetings are attended by the governors designated for Health & Safety. The School also employs an external Health and Safety adviser who provides detailed advice when necessary as well as providing audit and reporting in specific areas when required.

Economic and Political Turbulence

The Governors consider the continuing economic and political turbulence together with the affordability of fees by parents across the independent sector to represent significant risks to the School. These risks have been heightened by increased UK inflationary pressures and slow economic growth partly due to the ongoing volatility in global energy markets and conflicts in the Ukraine and Middle East. To mitigate continuing risks, the School has from September 2023 extended the school's provision to GCSE by adding Years 9, 10 and 11. Other economic and political risks, including

the potential loss of charitable status and the removal of business rates relief currently enjoyed by the School as a charity together with the potential introduction of VAT on school fees, remain. Governors remain alert to the impact of these both on the School's supply costs and to the livelihoods of the parents who pay fees.

Detailed consideration of risk is undertaken for the School by the Governors in conjunction with the Head and Bursar. A risk register is maintained, reviewed termly by the Governors and updated as necessary. The risk management process and the resulting report identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks which are assessed as high. The generic controls used by the School to minimise risk include:

- detailed terms of reference together with formal agendas for Committee and Board activity;
- strategic development planning, reviewed annually by Board of Governors;
- comprehensive budgeting and management accounting;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels;
- vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified major risks for the School.

Approved by the Governing Body of The Dulwich School Cranbrook, including, in their capacity as company directors, approving the Directors' and Strategic Report contained therein, and signed on its behalf by:

Mrs S L Rynehart
Chair of Board

Date 13/05/24

Independent Auditor's Report to the Members of Dulwich Prep Cranbrook

Opinion

We have audited the financial statements of Dulwich Prep Cranbrook for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and notes to the financial statements, including 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 charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' 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; or
- the 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 1, the trustees (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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 trustees either intend to liquidate the 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.

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

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011,

taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Data Protection Regulation (GDPR), Health and safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing any regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2023
(Incorporating an income and expenditure account)

	Notes	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Income from:					
Charitable activities:					
School fees receivable	2	**5,445,609**	**-**	**5,445,609**	5,825,142
Other educational income	3	**94,178**	**-**	**94,178**	77,270
Ancillary income	4	**88,196**	**-**	**88,196**	30,513
Other trading activities					
Non-ancillary trading income	5	**22,589**	**-**	**22,589**	25,367
Voluntary sources					
Donations and legacies		**-**	**1,913**	**1,913**	5,568
Donation from Trust		**455,084**	**-**	**455,084**	-
Total income		**6,105,656**	**1,913**	**6,107,569**	5,963,860
Expenditure on:					
Raising funds					
Financing costs	6	**8,625**	**-**	**8,625**	(7,480)
Total costs of raising funds		**8,625**	**-**	**8,625**	(7,480)
Charitable activities					
Education	6	**(6,816,517)**	**-**	**(6,816,517)**	(5,971,278)
Total expenditure		**(6,807,892)**	**-**	**(6,807,892)**	(5,978,758)
Net (expenditure)/income		**(702,236)**	**1,913**	**(700,323)**	(14,898)
Transfer between funds	13	**5,860**	**(5,860)**	**-**	-
Pension scheme actuarial (losses)/gains	15	**(148,800)**	**-**	**(148,800)**	309,205
Net movement in funds for the year		**(845,176)**	**(3,947)**	**(849,123)**	294,307
Fund balances brought forward at 1 September 2022		**465,460**	**5,903**	**471,363**	177,056
Fund balances carried forward at 31 August 2023		**(379,716)**	**1,956**	**(377,760)**	471,363

The notes on pages 19 to 34 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
BALANCE SHEET
AS AT 31 AUGUST 2023

	Notes	£	2023 £	£	2022 £
FIXED ASSETS					
Tangible assets	8		**658,368**		213,501
CURRENT ASSETS					
Debtors	9	**210,568**		632,719	
Cash at bank and in hand		**246,521**		466,094	
		457,089		1,098,813	
CREDITORS: Amounts falling due within one year	10	**(1,493,217)**		(840,951)	
NET CURRENT LIABILITIES			**(1,036,128)**		257,862
TOTAL ASSETS LESS CURRENT LIABILITES EXCLUDING PENSION SCHEME LIABILITY			**(377,760)**		471,363
Defined benefit pension scheme liability	15		-		-
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			**(377,760)**		471,363
CHARITY FUNDS					
Unrestricted funds excluding pension reserve			**(379,716)**		465,460
Pension reserve	15		-		-
Restricted funds			**1,956**		5,903
TOTAL FUNDS			**(377,760)**		471,363

The financial statements were approved by the Governors on 13/05/24 and signed on their behalf, by:

Mrs S L Rynehart
Chair of Board

The notes on pages 19 to 34 form part of these financial statements.

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	£	2023 £	£	2022 £
Net cash (outflow)/inflow from operations					
Net cash provided/(used) by operating activities	(i)		**324,249**		(263,356)
Cash flows from investing activities:					
Additions to fixed assets		**(543,822)**		(113,258)	
Proceeds from sale of fixed assets		**-**		-	
Net cash (used in) investing activities			**(543,822)**		(113,258)
Change in cash and cash equivalents in the reporting period			**(219,573)**		(376,614)
Cash and cash equivalents at the beginning of period			**466,094**		842,708
Cash and cash equivalents at the end of the reporting period	(ii)		**246,521**		466,094

The notes on pages 19 to 34 form part of these financial statements

THE DULWICH SCHOOL CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2023

		2023		2022
(i) Reconciliation of net income to net cash flow from operating activities	£	£	£	£
Net expense		**(700,323)**		(14,898)
Elimination of non-operating cash flows:				
Depreciation charge	**98,955**		60,210	
Decrease/(increase) in debtors	**422,151**		(54,478)	
Increase/(decrease) in creditors (excluding fees in advance scheme and deposit)	**536,522**		(73,217)	
Increase/(decrease) in fees in advance scheme creditors	**89,744**		(60,473)	
Increase/(decrease) in parents' deposits	**26,000**		(11,000)	
Difference between pension contributions paid and charges made	**(148,800)**		(109,500)	
		1,024,572		(248,458)
Net cash (outflow)/inflow from operations		**324,249**		(263,356)

	2023		2022
	£	£	
(ii) Analysis of cash and cash equivalents			
Cash at bank and in hand	**246,521**		466,094

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounts are drawn up on the historical cost basis of accounting.

The School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1174358) and a company limited by guarantee, (company number: 10815140). Its registered office is Coursehorn, Cranbrook, Kent, England, TN17 3NP.

The ultimate parent company and controlling party of Dulwich Prep Cranbrook is Dulwich Preparatory Schools Trust (the Trust), a charitable company incorporated in the United Kingdom (company number: 00579923).The accounts of the School have been consolidated into the ultimate parent entity's financial statements. Copies of these financial statements can be obtained from the registered office, 42 Alleyn Park, Dulwich, London SE21 7AA. Control is exercised by the parent company by virtue of board representation.

The principal activity of the Trust is the operation of preparatory schools at Dulwich London and at Cranbrook Kent. The objects of the Trust are the advancement of education primarily by the provision and conduct of schools in Dulwich and Cranbrook for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the communities.

1.2 Going concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the current economic crisis and cost of living, together with the support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

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

1 ACCOUNTING POLICIES (continuted)

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

The School's liability for the Non-Teaching Staff defined benefit pension scheme involves a number of assumptions as disclosed in note 16. In the view of the Governors, no other assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

1.4 Income

All income is included in the statement of financial activities when the School has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability. Fees consist of charges for the school year ending August, less bursaries and allowances. Fees received in advance are deferred and released to income in the period to which the fees relate. Furlough grant income is recognised as and when entitlement arises which can be reliably quantified and benefit is probable.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs include all costs relating to the management, administration and running the functions of the School.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases. Fixed assets costing more than £200 are capitalised.

Leasehold	-	2% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	10% straight line
Computer equipment	-	25-50% straight line

1 ACCOUNTING POLICIES (continuted)

1.7 Fund accounting

General Funds are the accumulated surplus on the Schools income and expenditure account which is availble for use at the discretion of the Governors in furtherance of the general objectives of the charity, including support of the Trust.

Restricted Funds may only be spent on the charitable purpose specified by the donor.

1.8 Pension costs

Retirement benefits to employees of the School are provided through two defined contribution schemes and the employer's pension costs are charged in the period in which the salaries they relate to are payable. The two schemes are as follows:

(a) The Dulwich Preparatory Schools Trust Non Teaching Staff Group Personal Pension Plan - This is a group personal pension plan with Aviva.

(b) From 1 November 2019, the School's teaching staff have become members of the Aviva Pension Trust for Independent Schools which as its name implies is operated by Aviva for a number of private schools.

In addition the School has historically provided retirement benefits to non-teaching staff through a defined benefit scheme - The Dulwich Preparatory Schools Trust non-teaching Staff Pension Scheme.

1 ACCOUNTING POLICIES (continuted)

The scheme is closed so there are no current service costs, other than administration expenses which are borne directly by the School. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

1.9 Operating leases

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

1.10 Taxation

The School is a registered charity No. 1174358 and as such is not liable to United Kingdom income tax or corporation tax on charitable activities.

2 FEES RECEIVABLE

	2023	2022
	£	£
Fees receivable consist of:		
School fees	**6,065,485**	6,378,982
Less: total awards and concessions	**(619,876)**	(553,840)
	5,445,609	5,825,142

Included within awards and concessions are means-tested bursaries totalling £163,515 (2022 £149,971) which were paid to 19 pupils (2022: 18 pupils).

3 OTHER EDUCATIONAL INCOME

	2023	2022
	£	£
Entrance and registration fees	**7,935**	4,575
Courses and sub-lettings	**86,243**	72,695
	94,178	77,270

4 ANCILLARY AND OTHER INCOME

	2023	2022
	£	£
School shop, School trips and Other income	**88,196**	30,513

5 OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Rents receivable	**22,589**	25,367

6 ANALYSIS OF EXPENDITURE

	Staff costs (Note 7)	Depreciation (Note 9)	Other costs	Total 2023	Total 2022
	£	£	£	£	£
Raising funds					
Financing costs	(10,000)	-	1,375	(8,625)	7,480
Total costs of raising funds	(10,000)	-	1,375	(8,625)	7,480
Charitable expenditure					
Teaching	3,619,344	-	463,670	4,083,014	3,596,469
Welfare	287,274	-	177,571	464,845	406,422
Premises	146,564	98,955	980,014	1,225,532	1,037,528
Support costs	646,082	-	397,043	1,043,126	930,859
Total charitable expenditure	4,699,264	98,955	2,018,298	6,816,517	5,971,278
Total expenditure	4,689,264	98,955	2,019,673	6,807,892	5,978,758

Governance included in support costs:	2023	2022
	£	£
Governor costs	2,670	100
Legal and consultancy fees	5,377	2,679
Remuneration paid to auditor for audit services	12,380	10,600

Financing costs include a past service cost of £nil (2022 £nil) in respect of pension equalisation which was not expected to recur, as detailed in note 15.

7 STAFF COSTS

	2023	2022
	£	£
The aggregate payroll costs for the year were as follows:		
Wages and salaries	3,824,152	3,358,542
Social security costs	348,433	312,034
Pension costs and other benefits	516,679	548,838
	4,689,264	4,219,414

Aggregate employee-benefits of key management personnel amounted to £506,836 (2022 £270,486) including pension contributions of £80,671 (2022 £31,772).

7 STAFF COSTS (CONTINUED)

	2023	2022
Number of higher paid employees in bands of:		
£60,001 to £70,000	**1**	0
£80,001 to £90,000	**0**	1
£100,001 to £110,000	**1**	0
£130,000 to £140,000	**0**	1
£180,000 to £190,000	**1**	0
The number with retirement benefits accruing		
- in Defined Contribution schemes was	**2**	2
of which the contributions amounted to	**70,976**	35,711
- in Defined Benefit schemes was	**1**	1

The average number of the School's employees during the year, calculated on headcount, was:

	2023	2022
Teaching	**87**	78
Domestic and estates	**23**	22
Administrative	**17**	16
	127	116

During the year termination payments totalled £140,000 (2022 £3,500), of which £45,000 was outstanding at the year end (2022 £nil).

8 Tangible Fixed Assets

	Leashold Land and Buildings	Furniture Fixtures and Equipment	Computer Hardware	Vehicles	**Total**
	£	£	£	£	£
Cost					
At 1 September 2022	64,289	688,601	362,485	53,114	1,168,489
Additions	316,179	111,209	116,434	-	543,822
Disposals	-	-	(8,220)	-	(8,220)
At 31 August 2023	**380,468**	**799,810**	**470,699**	**53,114**	**1,704,091**
Depreciation					
At 1 September 2022	2,733	592,565	313,993	45,697	954,988
Charged in year	7,609	35,256	54,236	1,854	98,955
Disposals	-	-	(8,220)	-	(8,220)
At 31 August 2023	**10,342**	**627,821**	**360,009**	**47,551**	**1,045,723**
Net book values					
At 31 August 2022	61,556	96,036	48,492	7,417	213,501
At 31 August 2023	**370,126**	**171,989**	**110,690**	**5,563**	**658,368**

9 DEBTORS

	2023	2022
	£	£
Fee debtors	**69,637**	52,610
Sundry debtors	**22,742**	62,102
Prepayments and accrued income	**118,189**	115,395
Amounts due from parent undertaking	**-**	402,612
	210,568	632,719

10 CREDITORS: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	**183,752**	63,602
Social security and other taxation	**82,311**	74,521
Fees in advance	**485,635**	395,891
Other creditors	**158,294**	68,752
Amounts due to parent undertaking	**276,368**	-
Fee deposits	**193,940**	167,940
Accruals and deferred income	**112,917**	70,245
	1,493,217	840,951

11 FEES IN ADVANCE

	2023	2022
	£	£
Within one year	**485,635**	395,891
	485,635	395,891
Movements in fees in advance		
Opening fees in advance	**395,891**	456,364
Amount released to income during the year	**(395,891)**	(456,364)
Amount deferred during the year	**485,635**	395,891
	485,635	395,891

12 OPERATING LEASE COMMITMENTS

At 31 August 2023 the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2023	2022	**2023**	2022
	£	£	**£**	£
Within 1 year	**508,000**	403,500	**26,939**	21,612
Between 2 and 5 years	**2,032,000**	1,614,000	**47,143**	5,402
After more than 5 years	**19,812,000**	16,140,000	**-**	-

The charge in the year was £527,799 (2022 £425,112).

13 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2022	Incoming resources	Resources expended	Actuarial gains	Transfer	At 31 August 2023
	£	£	£	£	£	£
Unrestricted Funds	465,460	6,105,656	(6,807,892)	(148,800)	5,860	(379,716)
Restricted Funds	5,903	1,913	-	-	(5,860)	1,956
Total funds	471,363	6,107,569	(6,807,892)	(148,800)	-	(377,760)

A transfer of £5,860 (2022 £6,298) has been made during the year to reflect restricted income spent from the Bursary Fund (2022 Contained Outbreak Management Fund).. The comparative figures are shown in note 17 (B).

14 SUMMARY OF NET ASSETS BY FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
2023	£	£	£
Tangible Assets	658,368	-	658,368
Net Current Assets	(1,038,084)	1,956	(1,036,128)
Long Term Creditors	-	-	0
	(379,716)	1,956	(377,760)
2022			
Tangible Assets	213,501	-	213,501
Net Current Assets	251,959	5,903	257,862
Long Term Creditors	0	-	0
	465,460	5,903	471,363

15 PENSION SCHEMES

Retirement benefits to employees of the School are provided through two defined contribution schemes, which are funded by both the School and employees' contributions. In addition the School has previously provided retirement benefits through a defined benefit scheme, as detailed in accounting policy 1.8.

Defined contribution schemes

The pension cost charge in the year in respect of the defined contribution schemes was £508,298 (2022 £454,598).

15 PENSION SCHEMES (CONTINUED)

Non-teaching staff defined benefit scheme

The parent Trust operated this Scheme (the Dulwich Preparatory Schools Trust Non-Teaching Staff Pension Scheme), which was closed on 31 December 2004, both in respect of new members and accrual for existing members.

On 1 September 2017 the Trust transferred the obligations to contribute to the Scheme to each of the Schools in proportions determined by the actuary based on the staff who participated in the Scheme. The valuation in these accounts uses that proportion and has been derived by projecting the results of the last comprehensive actuarial valuation of the Scheme as at 1 January 2021 and have been prepared by an independent qualified actuary.

Following this latest actuarial valuation a revised Schedule of Contributions was agreed between the Trust, the Schools and the Scheme Trustees with the aim of eliminating the deficit over a period of 5 years from 1 January 2021. Under this Schedule of Contributions the School expects to contribute £138,780 to the Scheme in 2023/24 (2022/23 £138,780).

15 PENSION SCHEMES (CONTINUED)

a) The amounts recognised in the balance sheet are as follows	2023 £	2022 £
Present value of funded obligations	(1,882,900)	(2,074,805)
Fair value of scheme assets	2,264,500	2,232,800
Restrictions on recoverable surplus	(381,600)	(157,995)
Net Liability	-	-

b) Changes in the present value of the defined benefit obligation		
Opening defined benefit obligation	2,074,800	2,394,705
Prior service cost	-	-
Interest cost	86,400	40,900
Actuarial (profits)/losses	(233,600)	(343,100)
Benefits paid	(44,700)	(17,700)
	1,882,900	2,074,805

c) Closing fair value of scheme assets		
Opening fair value of scheme assets	2,232,800	1,976,000
Interest income	96,400	34,700
Return greater/(lower) than the discount rate	(158,800)	124,100
Contributions by employer	138,800	115,700
Benefits paid	(44,700)	(17,700)
Closing fair value of scheme assets	2,264,500	2,232,800

The FRS102 calculation by the actuary calculates a scheme surplus of £381,600 (2022 £157,995). However, in accordance with paragraph 28.22 of FRS102, an entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. As such, it is not probable that any current surplus will lead to economic benefits being transferred to the entity as there are many variables which are likely to impact the value of the surplus in the period until the scheme is wound-up. The net pension asset has been restricted and therefore becomes £nil.

15 PENSION SCHEMES (CONTINUED)

d) The amounts included within the Statement of Financial Activities	2023 £	2022 £
Past service cost	-	-
Interest on obligation	86,400	40,900
Interest income	(96,400)	(34,700)
Total amount charged to the Statement of Financial Activities	(10,000)	6,200
Net actuarial gains/(losses) recognised in the year	74,800	467,200
Unrecognised surplus scheme assets	(223,600)	(157,995)
Total gains/(losses) recognised in the year	(148,800)	309,205

e) Principal actuarial assumptions at the balance sheet date		
Financial Assumptions		
Discount rate	5.2%	4.2%
RPI inflation assumption	3.3%	3.7%
Rate of increase of pensions in payment	3.6%	4.0%
Rate of increase of pensions in deferment	2.7%	3.5%
Assumed life expectancy in years at age 65:		
Non Pensioners		
Females	26.3	26.2
Males	23.9	23.8
Pensioners		
Females	24.6	24.5
Males	22.2	22.1

16 RELATED PARTY TRANSACTIONS AND GOVERNORS COSTS

During the year to 31 August 2023 the School incurred rental expenditure of £508,000 (2022 £403,500) to the Trust, of which £239,000 was outstanding at the year end.

During the year to 31 August 2023 the School received donations of £455,084 (2022 £nil) from the Trust, of which £nil was outstanding at the year end.

Cash resources for the Group are managed centrally by the Trust and as a consequence at 31 August 2023 £276,368 was due to the Trust (2022 £402,612 was due from the Trust). This balance includes a loan of £100,000 that was made to the School during the year and was outstanding at the year end.

During the year no Governors received any remuneration, expenses of £2,670 were incurred in relation to training and travel (2022: £100).

The Charity received aggregate donations from Governors in 2023 totalling £nil (2022 £100). These were received without conditions or restrictions.

There were no other related party transactions in the period.

17 PRIOR YEAR COMPARATIVE NOTE

(A) 2022 STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
Income from:				
Charitable activities:				
School fees receivable	2	5,825,142	-	5,825,142
Other educational income	3	77,270	-	77,270
Ancillary income	4	30,513	-	30,513
Other trading activities				
Non-ancillary trading income	5	25,367	-	25,367
Voluntary sources				
Donations and legacies		-	5,568	5,568
Total income		5,958,292	2,584	5,963,860
Expenditure on:				
Raising funds				
Financing costs	6	(7,480)	-	(7,480)
Total costs of raising funds		(7,480)	-	(7,480)
Charitable activities				
Education	6	(5,971,278)	-	(5,971,278)
Total expenditure		(5,978,758)	-	(5,971,278)
Net (expenditure)/income		(20,466)	5,568	(14,898)
Transfer between funds	13	2,587	(2,587)	-
Pension scheme actuarial gains	15	309,205	-	309,205
Net movement in funds for the year		291,326	2,981	294,307
Fund balances brought forward at 1 September 2021		174,134	2,922	177,056
Fund balances carried forward at 31 August 2022		465,460	5,903	471,363

17 PRIOR YEAR COMPARATIVE NOTE (CONTINUED)

(B) 2022 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2021	Incoming resources	Resources expended	Actuarial gains	Transfer	At 31 August 2022
	£	£	£	£	£	£
Unrestricted Funds	174,134	5,958,292	(5,978,758)	309,205	2,587	**465,460**
Restricted Funds	2,922	5,568	-	-	(2,587)	**5,903**
Total funds	**177,056**	**5,963,860**	**(5,978,758)**	**309,205**	**-**	**471,363**

THE DULWICH SCHOOL CRANBROOK

England & Wales - Charity number 1174358

Accounts

Company No. 10815140
Registered in England
Charity No. 1174358

DULWICH PREP CRANBROOK

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 AUGUST 2022

DULWICH PREP CRANBROOK

ANNUAL REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2022

The Governors present their annual report together with the audited financial statements of Dulwich Prep Cranbrook (the School) for the year ended 31 August 2022.

The Governors confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Charities SORP FRS102).

Status and administration

The School is a company limited by guarantee (company number 10815140) and is registered with the Charity Commission under charity number 1174358. The School, together with Dulwich Prep London, is a subsidiary of Dulwich Preparatory Schools Trust ("the Trust"). The Trust is also a company limited by guarantee and is a registered Charity and the School leases its property from the Trust.

Governors' responsibilities

The Governors (who are also directors of the School for the purposes of company law) are responsible for preparing the Governors' report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as that each Governor is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that each Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was created as an independent charity governed by its own Articles of Association with effect from 1 September 2017. The Articles reflect the Companies Act 2006 and the Charities Act 2011 and were approved by the Charity Commission and passed by written resolution on 16th June 2017. Prior to that date the School was part of, and effectively governed by, the Articles of Association of the Trust. At its inception the umbrella charity, the Trust, donated the net assets and undertakings necessary to fulfil its objects to the new charity under a Transfer of Undertakings Agreement dated 1st September 2017. The School is supported in the provision of education by the Trust, from which the School leases its facilities.

Governing Body

The Governors of the School are the charity trustees under charity law and the Directors of the charitable company. All Governors are "members" of the Trust and the School's Chairman and one other Governor also serve as Trustees of the Trust.

The members of the Governing Body who served in office as Governors during the year are detailed below with additional responsibilities or focus shown in brackets:

Mrs S L Rynehart	Chairman	(HR and Legal)
Mrs S Jenkins		(Safeguarding)
BEC Lynch		(Finance)
S Miller		(Safeguarding, Education)
Mrs S C Morgan		(Education)
Mrs C M Nash		(Boarding)
Mrs N Payne		(PR/Marketing)
TM Durie		(Finance)
AP Anderson II		(Trustee of the Trust and of the Trust Pension Scheme)
M StJ Ashley		(Trustee of the Trust, Trustee of the Trust Pension Scheme, Member of the Trust Finance Committee)

S Miller resigned from the Governing Body on 23rd May 2022.
AP Anderson II resigned from the Governing Body on 8th July 2022.
M StJ Ashley resigned from the Governing Body on 31st October 2022.
Mr TM Durie was appointed on 24th March 2022.

Key Management Personnel

Headmaster: P A David BEd (Hons)
Bursar and Clerk to the Governors: F P Scanlon BSc(Hons), MSc, MBA, MIET

Professional Advisers

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London WC2A 3LH

Auditor: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Management Structure

The Governing Body meets a minimum of three times per year, normally once per academic term. Sub- committees for specific purposes are established as and when needed. The Headmaster and Bursar attend each of the full Governing Body meetings and any sub-Committee meetings as required. The day- to-day management of the School is delegated to the Headmaster and Bursar, who collectively comprise the key management personnel and are supported by the School's Senior Management Team. The Headmaster has overall responsibility for the appointment and supervision of all staff, but delegates this function to the Bursar for most non-academic staff.

Remuneration is set by the Governing Body with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence.

Governing Body Recruitment & Training

The Governing Body is self-appointing, with new Governors identified by the existing Board, supported by the Headmaster and Bursar, and appointed by the Board following agreement by the Trust. Governors serve for an initial term of four years, but may offer themselves for re-election for a second term of four years and then a final term of two years, making ten years in all.

New members of the Governing Body are elected on the basis of the candidates' professional qualities, experience, personal competence and the specific needs of the School. New Governors are inducted into the workings of the charitable company via a programme organised by the Headmaster and Bursar. The Bursar will also notify members of the Governing Body of relevant external trustee training and information courses and seminars designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Charity Code of Governance

Following its incorporation on 12th June 2017 the School's Board of Governors has taken its governance responsibilities seriously and, as a significant charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Governors are clear about their roles and legal responsibilities, are committed to supporting the School in delivering its objects most effectively for the benefit of its beneficiaries and contributing to the School's continued improvement.

Overall the School's Board of Governors meets a very significant proportion of the recommended and best practice for governance contained within the Charity Governance Code across the seven areas and are comfortable there are no significant areas of review required. Arrangements will continue to be monitored against the best practice principles contained within the Code.

Employment policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School through an annual briefing given by the Bursar. Employees are also aware of the public benefit necessarily provided by the School as a charity and of their part in supporting the School's contribution to the local community.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to make staff aware of current issues.

STRATEGIC REPORT

The remainder of the report of the Governors also constitutes the strategic report for the purposes of the Companies Act 2006.

Principal activity and objects of the charitable company

The principal activity of the charitable company is the operation of a preparatory school at Cranbrook, Kent. The objects of the charitable company are the advancement of education by the provision and conduct of the school for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the community. The Governing Body has referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education and on fee charging, when reviewing future aims and objectives.

Aim

The Governors' aim is that pupils should have every opportunity to fulfil their potential - academic, artistic, dramatic, musical, sporting, social and moral – by providing a rich and dynamic curriculum, inspirational teaching, building children's self-confidence by supporting their emotional, physical and intellectual needs, and inculcating a desire to contribute to the wider community. By the time children leave the school our aim is that they will have developed the skills and inner confidence to flourish in the next stage of their journey, ready to embrace the opportunities the world outside has to offer.

Primary objectives

The School seeks to achieve its aim through the following primary objectives:

- To continue to welcome pupils and staff from all backgrounds.
- To continue to develop our exceptional pastoral care.
- To continue to develop the breadth and depth of what we offer so each child can discover new passions, develop their talents, and stretch themselves.
- To continue the professional development of all staff, so they are leaders in their field.
- To continue to develop our academic curriculum so that children have the skills and mindset they need to flourish.
- To nurture good citizenship and encourage children to be contributing members of their community and society generally.
- To continue to improve our facilities, technology and resources.
- To continue to develop and strengthen our relationship with local schools and the wider community.
- To set our fees at a level to ensure the financial viability of the School and at a level that is consistent with our aim of providing a first class education to children.
- To provide financial support to enable children whose parents would not otherwise be able to afford the fees to benefit from an education at the School.
- To maintain a clear and effective management structure and the necessary support framework to meet the needs of staff and pupils alike.

Strategies to achieve the primary objectives

The Governing Body has reviewed the Strategic Development Plan for the School. The revised Plan is now well advanced and defines the educational and investment initiatives and major projects, subject to available funding, in pursuit of the primary objectives.

The strategic review recognised the need for the School to adjust to the changing local market, particularly the decline in the traditional prep school model of education through to Common Entrance examination at age 13, and the increasing wish of parents for their children to transition to a senior school at age 11. In response to this, and following extensive market research and a comprehensive survey of current parents, it was decided to repurpose existing surplus teaching accommodation to enable the addition of a senior school and extension of provision to GCSE at Year 11. Funding for the development was approved by the Parent Trust and full plans prepared over the Autumn term. Full planning approval was received in the Summer term and the development announced to parents and staff. Building work is scheduled to commence in January 2023 and the first cohort of Year 9 pupils will join in September 2023.

Public benefit

The School remains committed to the aim of providing public benefit in accordance with its founding principles.

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We cooperate with local schools and educational bodies in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of

our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

This year the School awarded means-tested bursaries totalling £150K to 18 pupils (2021: £156K to 17 pupils), including 3 (2021: 4) for 75% or more of full fees. Awards are fully means-tested through a rigorous and detailed process which includes home visits when appropriate.

Emotional well-being and mental health

During the academic year 2021-22 the school has continued to promote the importance of a focus on positive mental health. We have a well-established partnership with Place2Be in the school and the children, staff and parents are all able to access this service. Place2Be also offers training opportunities and support for family groups. In January 2022 we ran our third Wellbeing Week and used this to focus on and promote a sense of positive mental health across the school community. Our links with the Sam West Foundation have also continued and staff and parents have been able to access MHFA training, generously supported by the foundation. In the summer term 2022 we created a sensory garden for the children. The project was supported by people within the school community who gave their time and skills to enable this to come to fruition. As part of this process, children in Little Stream were engaged in willow weaving workshops and they helped to create the covered seat where they can sit and talk, read, cuddle their new pet guinea pigs or just take some time out in a beautiful space.

Facilities and resources

The School continues to foster strong relationships with many of our local state maintained schools and endeavours to share best practice and provide support wherever possible. With COVID -19 restrictions now eased, we were able to resume most events for our local schools. Our Cross Country run, Football tournament, Hockey Festival and Cricket afternoons all went ahead.

Over 350 pupils, from 12 different primary schools benefitted from these events and over 200 staff hours were committed to organise and run them.

In addition, we continued to offer work experience to local secondary school pupils throughout the year. These are for Duke of Edinburgh, GCSE and pre degree experience, with each pupil requiring time for checks, liaison with their school and supervision throughout their placement. Fourteen placements were hosted this year.

Charitable fundraising

Pupil fundraising for charitable causes continues to be encouraged and over the year just over £4K was raised by pupil led initiatives and donated to national charities. In addition to this, the Friends Association's fundraising activities held in the school enabled external donations totalling £5.4K with beneficiaries including Refugees, The Disasters Emergency Ukraine Appeal, Kent Kindness and Action Aid.

The school does not engage with any external third party fundraisers. There have been no complaints in the period regarding inappropriate or intrusive contact in relation to fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

Art

The Art Department continues to be a strength of the school and the quality of work achieved by the pupils is widely admired and a real credit to the staff. The department is well structured and provides for the range of pupil ages taught with constantly changing and inspiring Schemes of Work which flow and build upon previous skills learnt. When new children join the school, it is rare to find them with better skills than the children of the Year group they are joining.

During the year, all year groups benefitted from an Art workshop in either ceramics or gel printing from three highly regarded artists. In Year 8, five pupils sat Art Scholarships, all five were successful, resulting in 2 full scholarships and 3 awards or Exhibitions. Art Clubs were back in full-swing with an extra-curricular activity provided for all Year groups in Upper school. At the end of the year it was wonderful to see the Art Exhibition in all its glory once again, in Little Stream, Upper School and as an all-consuming, cross-curricular experience in Nash House.

Music

The Music Department has been as busy as ever, with the 2021-22 academic year getting as close to 'normal' as it has done for over two years. Nash House put on a wonderful Nativity, with the majority of the children performing in front of a live audience for the first time. Other occasions where Nash House pupils performed songs with actions to help their understanding and language development included Harvest Festival and in the Summer Showing.

From their fabulous performances of the Nativity and the Christmas Play, through to their accomplished performances at the Years 1 and 2 concert in the summer term, it was easy to see the progress that had been made in Little Stream this year. The Year 3 children celebrated Christmas in their concert with singing, drum and ukulele playing. Recorder Karate was re-introduced after the Covid restrictions. Year 3 also enjoyed a workshop led by Tom Chaplin, (lead-singer of Keane), who helped them compose and record a song. One of our parents, a professional musician, ran a session on digital music, enabling the children to create great sounds, and their own track. Further, we were delighted to participate in the Young Voices Concert in London in May. To round off a successful year, Year 4 children sang with great enthusiasm in their play, 'Oh What a Knight' at the end of the Summer Term.

Upper School pupils undertook a choir trip to Eastbourne Sing! and shared the joy of Christmas with carolling at the Winter Wealden Fair. The Winter Concert was a moving celebration of live music, and we additionally put on a Year 5 Concert to allow them to perform in the John Leakey Hall; the first time some pupils had performed in public since their Nativity in year 2! The Year 6 play was a raucous celebration of singing but, with Covid numbers rising, the decision was taken to cancel the Carol Service. Undeterred, the Senior Chamber Choir recorded carols in an empty St Dunstan's Church which brought the traditional cheer to other end of term proceedings and included a beautiful solo verse in "Once in Royal David's City" by one of our Yr 7 girls. Orchestral Workshops took place under the expert batons of the Directors of Music from Benenden School and The King's School, Canterbury as well as masterclasses by the latter and a choral workshop with a well renowned professional singing teacher. The Upper School Musical was the Addams Family, the notoriously difficult score was tackled with bravery and extremely well performed. The hall was

packed to the rafters for the Summer Concert and, together with performances for the Year 5 Showcase, the Year 8 Revue and Open Day, was very well received by the audience.

Sport

Despite the relaxation of Covid restrictions and a return to inter school fixtures still being plagued by positive case spikes, over 230 fixtures and tournaments took place over the year as well as internal Tribe competitions from Yr2-8 in all team sports, including Cross-Country. Fixtures included 12 Football teams playing over 50 matches, 20 Hockey teams in over 100 matches, 12 Netball teams playing over 70 matches, 13 Rugby sides in over 30 matches and 6 Swimming teams in 4 galas.

Cross Country success continued, U11 Boys were 3rd at the Regional Cross Country at Somerhill.U9 Girls were 2nd and Boys 3rd at the Dobson Trophy. The team were runners up at the Brenchley Relays with one of our girls taking the fastest lap, running an age grade older. Hockey also showed good success, U13 Girls finished 2nd in the Plate at the IAPS qualifiers and the U11 Boys also finished 2nd in the Plate at the IAPS qualifiers. Four Year 8 girls and Two boys were selected for the Kent Hockey Academy. One of our Yr 7 boys was hugely successful in swimming, winning a Bronze medal in the 200m backstroke at the Kent Swimming Championships. In Cricket, 2 Year 6 Boys were selected for the Southern Spartans Cricket Squad. Athletics also highlighted this year were 6 gold, 1 silver and 1 bronze medals at the Kent Championships and 1 silver medal at the National Championships.

iSpace

Now in its 3rd year, the iSpace curriculum is becoming more established throughout the school. Through stories, assemblies, activities and discussions, iSpace continues to provide the children, with 'tools' to help them cope with challenging situations. It aims to help all children, to be resilient, kind and good citizens. Encouraging children to talk about their worries, is also at the centre of this. It is compliant with the recent RSE updates and much work has been done to ensure that the curriculum covers all these statutory requirements. Information is available to parents, to allow a 360 approach. This is all done whilst working alongside Place2Be. The Qualities Trees are used in Little Stream to celebrate the children's kindness, helpfulness, determination and honesty and Wellbeing Seniors are now regular visitors to the iSpace assemblies at Little Stream. A check-list has been devised across the LS and US, to ascertain the children's understanding of the topics, through verbal contributions and their written work.

Drama

The gradual relaxation of the Covid restrictions over the Autumn Term enabled a very welcome return to the full range and breadth of drama activity across the school.

Across Nash House and Little Stream the youngest pupils enjoyed nine Drama Workshops, five scripted performances to a live audience in addition to form showings, videoed sketches and Tribe Poetry competitions. There were countless opportunities for pupils to become involved and develop their confidence and presentation skills.

Upper School was able to revert to a full programme of four performances, LAMDA examinations for all year groups and a wonderful trip to the Troubadour Wembley Park Theatre to watch The Curious

Incident of the Dog in the Night-Time. Following this inspirational trip, Year 7&8 Senior Drama Club created a Frantic Assembly inspired performance during Open Morning- a thrilling, energetic and uncompromising physical theatre piece.

Over all, it has been a very successful year for the department and a joy to see pupils rediscover their creative and performing talents with such enthusiasm. We were also very proud to have achieved eight drama scholarships or exhibitions, awarded by senior schools to our departing pupils from Year 8.

Academic

Academic success continued throughout the School.

Leavers from Year 6 and from Year 8 gained 37 Scholarships, Exhibitions and Awards. The School has always considered the importance of a broad education alongside academic achievement and many of these awards were for art, design and technology, drama, sports and music.

25 children who were successful at Common Entrance or scholarship joined twelve different senior independent schools. In addition, 14 children were successful in the selective examination for Year 9 entry to Cranbrook School and a further 20 children from Year 6 joined six local grammar schools via the 11+ route.

In Years 7 and 8 Further development of our Dulwich Colours – a new, dynamic, intellectually-stimulating and immersive curriculum, in the Humanities subjects, running alongside Common Entrance in Years 7 & 8 now includes Dulwich International Colours for the immersive development of Modern Foreign Languages (French and Spanish). We see this as excellent preparation for senior school study and GCSE.

In April a change of the Schools Management Information System occurred; replacing Pass/3SYS with ISAMS. This will provide the capacity required for our senior school developments and the expansion of teaching into academic year groups 9, 10 and 11 over the coming years e.g. ISAMS student tracking module will be used to ensure faster analysis of assessment data to support teaching and learning intervention.

Managing the residual effects of the COVID-19 pandemic

To mitigate the impact of the COVID-19 pandemic restrictions including lockdowns on standards of literacy, New Group Reading Tests (NGRT) were introduced during the Spring Term 2022 across Years 4-8 to enable closer monitoring of reading and comprehension ability. A focus on reading and comprehension including the development of regular reading habits, book recommendations, library lessons, form time reading, literature circles and reading groups has been implemented. LAMDA exams have been introduced in Years 5, 6, 7 and 8 (a replacement of ESB exams) to promote a greater range of public speaking, presentation, reading with expression and performance throughout Upper School.

A range of targeted masterclasses have also been implemented during the year. These support groups of children with literacy and numeracy knowledge and skills development, where gaps have been identified.

FINANCIAL REVIEW

The operating deficit for the year ended 31 August 2022 was £14,898 compared to £583,326 in the previous year. Total income of £5,963,860 and expenditure of £5,978,758 in the year compared with total income in the previous year of £5,535,584 (including £83,733 received in furlough grants) and expenditure of £6,118,910. The net book value of fixed assets amounted to £213,501 (2021 £160,453).

In addition to revenue from school fees, the School seeks to enhance its income through letting its facilities and through rents received for staff residential properties. Besides casual lettings of sports facilities, classrooms and halls for birthday parties etc., regular hirers of the School's facilities include a local children's dance company who hire the main school hall at weekends throughout the term and a children's holiday activities company who this hire a range of facilities to operate a day camp for two weeks in the Easter holiday and four weeks during the Summer holidays. Additionally, there are normally a number of holiday activities run by the school's own staff and available to current pupils including sports camps, chef school and a summer holiday activity camp for younger children. These were limited this year by reduced staff availability and some post-Covid residual concerns.

Reserves

The School's reserves policy is to maintain its unrestricted reserves (excluding pension liabilities or assets) broadly at the level of one month's expenditure in order to meet day to day running costs of the School and the costs associated with the maintenance of the fabric of its buildings. This allows the School to ensure sufficient liquidity for normal operation. In addition, the School may hold additional reserves to support anticipated capital expenditure and its longer term liabilities in particular its pension fund obligations. Free reserves held at the year-end totalled £251,959 (2021: £432,386) excluding pension liabilities and £251,959 (2021: £13,681) including pension liabilities. At this level the free reserves fall well below the level required by the reserves policy. Despite this, the Governors have considered the reserves policy in light of the residual impact of the Covid pandemic and the support commitment given by the DPS Trust and have concluded that no adjustments to the policy need to be made. At the year end funds were sufficient to support the Governors aims.

Going Concern

Having reviewed the cash position of the School together with the anticipated growth in demand for places and the School's future projected cash flows, together with support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors consider the principal risks to the School to be those associated with Safeguarding of children and those associated with continued economic and political turbulence, particularly those arising from the Covid-19 crisis.

Safeguarding and Health and Safety

To ensure continuity of communication between the governing body and the School, one governor holds designated responsibility for Safeguarding and Health and Safety. The designated governor attends termly safeguarding meetings with the School's Safeguarding team comprising the Designated Safeguarding Lead (DSL) and two deputy DSLs. The DSL provides a written report to the Board of Governors at each term's Board meeting. The designated governor conducts an annual Safeguarding Audit which normally takes place either during the Autumn or the Spring term.

All governors receive full safeguarding training when they join the Board and they receive regular updates and training as necessary from the DSL. All governors are required to scrutinise and approve the safeguarding policies of the School at least annually. In addition to this, all governors are required to complete any further necessary training such as annual updates on Keeping Children Safe in Education. Where appropriate, this is provided online and a full record of training is held by the HR Manager.

Safeguarding continues to be the highest priority for governors and the School staff. In addition to the day-to-day attention given to ensure the School remains a safe place for pupils, governors maintain oversight of out of school activities undertaken by pupils. Safeguarding meetings are held in advance of all residential trips and appropriate reasonable adjustments to arrangements, including staffing, are made for pupils with additional needs.

Whilst the governors are respectful of the boundary between governance and management, they continue to work to make themselves visible to staff and parents, attending as many school events as possible and getting to know not just the Headmaster and Bursar, but staff in all areas of the School. Their presence is welcomed by the whole community. The annual safeguarding audits have provided a particularly good opportunity for personal contact between governors and staff – including support staff.

The School's management of more general Health and Safety risks are also closely monitored by the Board. The risks range from fire and infrastructure to personal risks (most notably when pupils are away from the campus on trips and outdoor activities). The level and breadth of these activities at the School is impressive and the risks associated with all are minimised by thorough planning and risk assessment by the School's designated External Visits Co-ordinator. In addition, since the onset of the COVID-19 pandemic, a full COVID specific risk assessment is now available to be implemented in the event of a re-emergence of this or a similar pandemic. The Board is fully apprised of any changes as they become necessary.

The School's Health and Safety Committee comprises representatives from all sections of the School and reports, via the Bursar, to the Governors on a termly basis. The School also employs an external Health and Safety adviser who provides detailed advice when necessary as well as providing audit and reporting in specific areas when required.

Economic and Political Turbulence

The Governors consider the continuing economic and political turbulence together with the affordability of fees by parents across the independent sector to represent significant risks to the School. These risks have been heightened by the global energy crisis and the impact of war in Ukraine. Where pupil numbers have fallen in recent years, staff re-structuring has been

implemented to ensure that staff numbers are appropriate for a smaller school. Further, to mitigate the continuing risks, a decision was made by governors during the year to extend the school's provision to GCSE by adding Years 9,10 and 11. The first Year 9 cohort will commence in September 2023. The addition makes better use of the school's existing built space and requires only minor refurbishment to allow for the older pupils. It is anticipated that this will yield a recovery in total pupil numbers to approximately 470 within five years. However, other economic and political risks, including the potential loss of charitable status and the removal of business rates relief currently enjoyed by the School as a charity together with the potential introduction of VAT on school fees, remain. Governors remain alert to the impact of these both on the School's supply costs and to the livelihoods of the parents who pay fees.

Enrolment at the School was steady through the year with a significant increase in interest (across all year groups) at the end of the year, when the extension to GCSE had been announced.

Detailed consideration of risk is undertaken for the School by the Governors in conjunction with the Headmaster and Bursar. A risk register is maintained, reviewed termly by the Governors and updated as necessary. The risk management process and the resulting report identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks which are assessed as high. The generic controls used by the School to minimise risk include:

- detailed terms of reference together with formal agendas for Committee and Board activity;
- strategic development planning, reviewed annually by Board of Governors;
- comprehensive budgeting and management accounting;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels;
- vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified major risks for the School.

Approved by the Governing Body of Dulwich Prep Cranbrook, including, in their capacity as company directors, approving the Directors' and Strategic Report contained therein, and signed on its behalf by:

Mrs S L Rynehart
Chair of Board

Date 23rd March 2023

Independent Auditor's Report to the Members of Dulwich Prep Cranbrook

Opinion

We have audited the financial statements of Dulwich Prep Cranbrook, the 'charitable company' for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 charitable company's affairs as at 31 August 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' 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 and proper accounting records have not been kept; or
- the 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 1, the trustees (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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 trustees either intend to liquidate the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Data Protection Regulation (GDPR), Health and safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing any regulatory correspondence with the

Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Tina Allison
Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

5 April 2023

DULWICH PREP CRANBROOK
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022
(Incorporating an income and expenditure account)

	Notes	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Income from:					
Charitable activities:					
School fees receivable	2	**5,825,142**	**-**	**5,825,142**	5,372,272
Other educational income	3	**77,270**	**-**	**77,270**	40,928
Ancillary income	4	**30,513**	**-**	**30,513**	8,628
Other trading activities					
Non-ancillary trading income	5	**25,367**	**-**	**25,367**	27,439
Voluntary sources					
Donations and legacies		**-**	**5,568**	**5,568**	2,584
Furlough grant income scheme		**-**	**-**	**-**	83,733
Total income		**5,958,292**	**5,568**	**5,963,860**	5,535,584
Expenditure on:					
Raising funds					
Financing costs	6	**(7,480)**	**-**	**(7,480)**	(280,741)
Total costs of raising funds		**(7,480)**	**-**	**(7,480)**	(280,741)
Charitable activities					
Education	6	**(5,971,278)**	**-**	**(5,971,278)**	(5,838,169)
Total expenditure		**(5,978,758)**	**-**	**(5,978,758)**	(6,118,910)
Net (expenditure)/income		**(20,466)**	**5,568**	**(14,898)**	(583,326)
Transfer between funds	13	**2,587**	**(2,587)**	**-**	-
Pension scheme actuarial gains/(losses)	15	**309,205**	-	**309,205**	155,000
Net movement in funds for the year		**291,326**	**2,981**	**294,307**	(428,326)
Fund balances brought forward at 1 September 2021		**174,134**	**2,922**	**177,056**	605,382
Fund balances carried forward at 31 August 2022		**465,460**	**5,903**	**471,363**	177,056

The notes on pages 21 to 36 form part of these financial statements

DULWICH PREP CRANBROOK
BALANCE SHEET
AS AT 31 AUGUST 2022

	Notes	£	2022 £	£	2021 £
FIXED ASSETS					
Tangible assets	8		**213,501**		160,453
CURRENT ASSETS					
Debtors	9	**632,719**		578,241	
Cash at bank and in hand		**466,094**		842,708	
		1,098,813		1,420,949	
CREDITORS: Amounts falling due within one year	10	**(840,951)**		(985,641)	
NET CURRENT ASSETS			**257,862**		435,308
TOTAL ASSETS LESS CURRENT LIABILITES EXCLUDING PENSION SCHEME LIABILITY			**471,363**		595,761
Defined benefit pension scheme liability	15		**-**		(418,705)
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			**471,363**		177,056
CHARITY FUNDS					
Unrestricted funds excluding pension reserve			**465,460**		592,839
Pension reserve	15		**-**		(418,705)
Restricted funds			**5,903**		2,922
TOTAL FUNDS			**471,363**		177,056

The financial statements were approved by the Governors on 23 March 2023 and signed on their behalf, by:

Mrs S L Rynehart
Chair of Board

Deputy Chairman

The notes on pages 21 to 36 form part of these financial statements.

DULWICH PREP CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	£	2022 £	£	2021 £
Net cash (outflow)/inflow from operations					
Net cash provided/(used) by operating activities	(i)		**(263,356)**		38,043
Cash flows from investing activities:					
Additions to fixed assets		**(113,258)**		(51,182)	
Proceeds from sale of fixed assets		**-**		-	
Net cash (used in) investing activities			**(113,258)**		(51,182)
Change in cash and cash equivalents in the reporting period			**(376,614)**		(13,139)
Cash and cash equivalents at the beginning of period			**842,708**		855,847
Cash and cash equivalents at the end of the reporting period	(ii)		**466,094**		842,708

The notes on pages 21 to 36 form part of these financial statements

DULWICH PREP CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2022

		2022		2021
(i) Reconciliation of net income to net cash flow from operating activities	**£**	**£**	£	£
Net expense		**(14,898)**		(583,326)
Elimination of non-operating cash flows:				
Depreciation charge	**60,210**		57,646	
(Increase)/decrease in debtors	**(54,478)**		303,086	
(Decrease)/increase in creditors (excluding fees in advance scheme and deposit)	**(73,217)**		87,463	
(Decrease)/increase in fees in advance scheme creditors	**(60,473)**		5,369	
(Decrease)/increase in parents' deposits	**(11,000)**		2,000	
Difference between pension contributions paid and charges made	**(109,500)**		165,805	
		(248,458)		621,369
Net cash (outflow)/inflow from operations		**(263,356)**		38,043

	2022		2021
	£	£	
(ii) Analysis of cash and cash equivalents			
Cash at bank and in hand	**466,094**		842,708

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounts are drawn up on the historical cost basis of accounting.

The School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1174358) and a company limited by guarantee, (company number: 10815140). Its registered office is Coursehorn, Cranbrook, Kent, England, TN17 3NP.

The ultimate parent company and controlling party of Dulwich Prep Cranbrook is Dulwich Preparatory Schools Trust (the Trust), a charitable company incorporated in the United Kingdom (company number: 00579923).The accounts of the School have been consolidated into the ultimate parent entity's financial statements. Copies of these financial statements can be obtained from the registered office, 42 Alleyn Park, Dulwich, London SE21 7AA. Control is exercised by the parent company by virtue of board representation.

The principal activity of the Trust is the operation of preparatory schools at Dulwich London and at Cranbrook Kent. The objects of the Trust are the advancement of education primarily by the provision and conduct of schools in Dulwich and Cranbrook for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the communities.

1.2 Going concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the current economic crisis and cost of living, together with the support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

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

1 ACCOUNTING POLICIES (continuted)

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

The School's liability for the Non-Teaching Staff defined benefit pension scheme involves a number of assumptions as disclosed in note 16. In the view of the Governors, no other assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

1.4 Income

All income is included in the statement of financial activities when the School has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability. Fees consist of charges for the school year ending August, less bursaries and allowances. Fees received in advance are deferred and released to income in the period to which the fees relate. Furlough grant income is recognised as and when entitlement arises which can be reliably quantified and benefit is probable.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs include all costs relating to the management, administration and running the functions of the School.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases. Fixed assets costing more than £200 are capitalised.

Leasehold	-	2% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	10% straight line
Computer equipment	-	25-50% straight line

1 ACCOUNTING POLICIES (continuted)

1.7 Fund accounting

General Funds are the accumulated surplus on the Schools income and expenditure account which is availble for use at the discretion of the Governors in furtherance of the general objectives of the charity, including support of the Trust.

Restricted Funds may only be spent on the charitable purpose specified by the donor.

1.8 Pension costs

Retirement benefits to employees of the School are provided through two defined contribution schemes and the employer's pension costs are charged in the period in which the salaries they relate to are payable. The two schemes are as follows:

(a) The Dulwich Preparatory Schools Trust Non Teaching Staff Group Personal Pension Plan - This is a group personal pension plan with Aviva.

(b) From 1 November 2019, the School's teaching staff have become members of the Aviva Pension Trust for Independent Schools which as its name implies is operated by Aviva for a number of private schools.

In addition the School has historically provided retirement benefits to non-teaching staff through a defined benefit scheme - The Dulwich Preparatory Schools Trust non-teaching Staff Pension Scheme.

1 ACCOUNTING POLICIES (continuted)

The scheme is closed so there are no current service costs, other than administration expenses which are borne directly by the School. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

1.9 Operating leases

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

1.10 Taxation

The School is a registered charity No. 1174358 and as such is not liable to United Kingdom income tax or corporation tax on charitable activities.

2 FEES RECEIVABLE

	2022	2021
	£	£
Fees receivable consist of:		
School fees	**6,378,982**	5,953,650
Less: total awards and concessions	**(553,840)**	(581,378)
	5,825,142	5,372,272

Included within awards and concessions are means-tested bursaries totalling £149,971 (2021 £156,358) which were paid to 18 pupils (2021: 17 pupils).

3 OTHER EDUCATIONAL INCOME

	2022	2021
	£	£
Entrance and registration fees	**4,575**	4,760
Courses and sub-lettings	**72,695**	36,168
	77,270	40,928

4 ANCILLARY AND OTHER INCOME

	2022	2021
	£	£
School shop, School trips and Other income	**30,513**	8,628

5 OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Rents receivable	**25,367**	27,439

6 ANALYSIS OF EXPENDITURE

	Staff costs (Note 7)	Depreciation (Note 9)	Other costs	Total 2022	Total 2021
	£	£	£	£	£
Raising funds					
Financing costs	**6,200**	**-**	**1,280**	**7,480**	280,741
Total costs of raising funds	**6,200**	**-**	**1,280**	**7,480**	280,741
Charitable expenditure					
Teaching	**3,220,128**	**-**	**376,341**	**3,596,469**	3,673,811
Welfare	**251,688**	**-**	**154,734**	**406,422**	362,638
Premises	**153,490**	**60,208**	**823,830**	**1,037,528**	1,020,899
Support costs	**587,908**	**-**	**342,951**	**930,859**	780,821
Total charitable expenditure	**4,213,214**	**60,208**	**1,697,856**	**5,971,278**	5,838,169
Total expenditure	**4,219,414**	**60,208**	**1,699,136**	**5,978,758**	6,118,910

Governance included in support costs:	**2022**	2021
	£	£
Governor costs	**100**	0
Legal and consultancy fees	**2,679**	4,932
Remuneration paid to auditor for audit services	**10,600**	10,100

Financing costs include a past service cost of £nil (2021 £273,705) in respect of pension equalisation which was not expected to recur, as detailed in note 15.

7 STAFF COSTS

	2022	2021
	£	£
The aggregate payroll costs for the year were as follows:		
Wages and salaries	**3,358,542**	3,525,108
Social security costs	**312,034**	305,105
Pension costs and other benefits	**548,838**	801,448
	4,219,414	4,631,661

Aggregate employee-benefits of key management personnel amounted to £270,486 (2021 £266,829) including pension contributions of £31,772 (2021 £35,711).

7 STAFF COSTS (CONTINUED)

	2022	2021
Number of higher paid employees in bands of:		
£70,001 to £80,000	**0**	1
£80,001 to £90,000	**1**	0
£120,001 to £130,000	**0**	1
£130,000 to £140,000	**1**	0
The number with retirement benefits accruing		
- in Defined Contribution schemes was	**2**	2
of which the contributions amounted to	**35,711**	35,711
- in Defined Benefit schemes was	**1**	1

The average number of the School's employees during the year, calculated on headcount, was:

	2022	2021
Teaching	**78**	81
Domestic and estates	**22**	24
Administrative	**16**	17
	116	122

During the year termination payments totalled £3,500 (2021 £49,903), of which £nil was outstanding at the year end (2021 £nil).

8 Tangible Fixed Assets

	Leashold Land and Buildings	Furniture Fixtures and Equipment	Computer Hardware	Vehicles	**Total**
	£	£	£	£	£
Cost					
At 1 September 2021	24,128	674,734	316,853	53,114	1,068,829
Additions	40,161	13,867	59,230	-	113,258
Disposals	-	-	(13,598)	-	(13,598)
At 31 August 2022	**64,289**	**688,601**	**362,485**	**53,114**	**1,168,489**
Depreciation					
At 1 September 2021	1,447	563,540	300,166	43,223	908,376
Charged in year	1,286	29,025	27,425	2,474	60,210
Disposals	-	-	(13,598)	-	(13,598)
At 31 August 2022	**2,733**	**592,565**	**313,993**	**45,697**	**954,988**
Net book values					
At 31 August 2021	22,681	111,194	16,687	9,891	160,453
At 31 August 2022	**61,556**	**96,036**	**48,492**	**7,417**	**213,501**

9 DEBTORS

	2022	2021
	£	£
Fee debtors	**52,610**	63,418
Sundry debtors	**62,102**	9,625
Prepayments and accrued income	**115,395**	102,586
Amounts due from parent undertaking	**402,612**	402,612
	632,719	578,241

10 CREDITORS: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	**63,602**	49,366
Social security and other taxation	**74,521**	78,997
Fees in advance	**395,891**	456,364
Other creditors	**68,752**	156,768
Fee deposits	**167,940**	178,940
Accruals and deferred income	**70,245**	65,206
	840,951	985,641

11 FEES IN ADVANCE

	2022	2021
	£	£
Within one year	**395,891**	456,364
	395,891	456,364
Movements in fees in advance		
Opening fees in advance	**456,364**	450,995
Amount released to income during the year	**(456,364)**	(450,995)
Amount deferred during the year	**395,891**	456,364
	395,891	456,364

12 OPERATING LEASE COMMITMENTS

At 31 August 2022 the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Within 1 year	**403,500**	403,500	**21,612**	21,612
Between 2 and 5 years	**1,614,000**	1,614,000	**5,402**	27,012
After more than 5 years	**16,140,000**	16,543,500	**-**	-

The charge in the year was £425,112 (2021 £408,987).

13 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2021	Incoming resources	Resources expended	Actuarial gains	Transfer	**At 31 August 2022**
	£	£	£	£	£	**£**
Unrestricted Funds	174,134	5,958,292	(5,978,758)	309,205	2,587	**465,460**
Restricted Funds	2,922	5,568	-	-	(2,587)	**5,903**
Total funds	**177,056**	**5,963,860**	**(5,978,758)**	**309,205**	**-**	**471,363**

A transfer of £2,587 (2021 £140) has been made during the year to reflect restricted income spent from the Contained Outbreak Management Fund (2021 Musical instruments). The comparative figures are shown in note 17 (B).

14 SUMMARY OF NET ASSETS BY FUNDS

	Unrestricted Funds	**Restricted Funds**	**Total Funds**
2022	**£**	**£**	**£**
Tangible Assets	**213,501**	**-**	**213,501**
Net Current Assets	**251,959**	**5,903**	**257,862**
Long Term Creditors		**-**	**0**
	465,460	**5,903**	**471,363**
2021			
Tangible Assets	160,453	-	160,453
Net Current Assets	432,386	2,922	435,308
Long Term Creditors	(418,705)	-	(418,705)
	174,134	2,922	177,056

15 PENSION SCHEMES

Retirement benefits to employees of the School are provided through two defined contribution schemes, which are funded by both the School and employees' contributions. In addition the School has previously provided retirement benefits through a defined benefit scheme, as detailed in accounting policy 1.8.

Defined contribution schemes

The pension cost charge in the year in respect of the defined contribution schemes was £454,598 (2021 £493,252).

15 PENSION SCHEMES (CONTINUED)

Non-teaching staff defined benefit scheme

The parent Trust operated this Scheme (the Dulwich Preparatory Schools Trust Non-Teaching Staff Pension Scheme), which was closed on 31 December 2004, both in respect of new members and accrual for existing members.

On 1 September 2017 the Trust transferred the obligations to contribute to the Scheme to each of the Schools in proportions determined by the actuary based on the staff who participated in the Scheme. The valuation in these accounts uses that proportion and has been derived by projecting the results of the last comprehensive actuarial valuation of the Scheme as at 1 January 2021 and have been prepared by an independent qualified actuary.

Following this latest actuarial valuation a revised Schedule of Contributions was agreed between the Trust, the Schools and the Scheme Trustees with the aim of eliminating the deficit over a period of 5 years from 1 January 2021. Under this Schedule of Contributions the School expects to contribute £138,780 to the Scheme in 2022/23 (2021/22 £123,938). The school has recognised a past service cost in respect of equalisation estimated at £nil (2021 £273,705).

15 PENSION SCHEMES (CONTINUED)

a) The amounts recognised in the balance sheet are as follows	2022 £	2021 £
Present value of funded obligations	**(2,074,805)**	(2,394,705)
Fair value of scheme assets	**2,232,800**	1,976,000
Restrictions on recoverable surplus	**(157,995)**	-
Net Liability	**-**	(418,705)

b) Changes in the present value of the defined benefit obligation		
Opening defined benefit obligation	**2,394,705**	2,210,400
Prior service cost	**-**	273,705
Interest cost	**40,900**	35,500
Actuarial (profits)/losses	**(343,100)**	(104,900)
Benefits paid	**(17,700)**	(20,000)
	2,074,805	2,394,705

c) Closing fair value of scheme assets		
Opening fair value of scheme assets	**1,976,000**	1,802,500
Interest income	**34,700**	30,100
Return greater/(lower) than the discount rate	**124,100**	50,100
Contributions by employer	**115,700**	113,300
Benefits paid	**(17,700)**	(20,000)
Closing fair value of scheme assets	**2,232,800**	1,976,000

The FRS102 calculation by the actuary calculates a scheme surplus of £157,995. However, in accordance with paragraph 28.22 of FRS102, an entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. As such, it is not probable that any current surplus will lead to economic benefits being transferred to the entity as there are many variables which are likely to impact the value of the surplus in the period until the scheme is wound-up. The net pension asset has been restricted and therefore becomes £nil.

15 PENSION SCHEMES (CONTINUED)

d) The amounts included within the Statement of Financial Activities	2022 £	2021 £
Past service cost	-	273,705
Interest on obligation	40,900	35,500
Interest income	(34,700)	(30,100)
Total amount charged to the Statement of Financial Activities	6,200	279,105
Net actuarial gains/(losses) recognised in the year	467,200	155,000
Unrecognised surplus scheme assets	(157,995)	-
Total gains/(losses) recognised in the year	309,205	155,000

e) Principal actuarial assumptions at the balance sheet date		
Financial Assumptions		
Discount rate	4.2%	1.7%
RPI inflation assumption	3.7%	3.4%
Rate of increase of pensions in payment	4.0%	3.7%
Rate of increase of pensions in deferment	3.5%	2.6%
Assumed life expectancy in years at age 65:		
Non Pensioners		
Females	26.2	26.2
Males	23.8	23.7
Pensioners		
Females	24.5	24.4
Males	22.1	22.0

16 RELATED PARTY TRANSACTIONS AND GOVERNORS COSTS

The School paid rental expenditure of £403,500 (2021 £387,375) to the Trust.

Cash resources for the Group are managed centrally by the Trust and as a consequence at 31 August 2022 £402,612 (2021 £402,612) was due from the Trust.

During the year no Governors received any remuneration, expenses of £100 were incurred in relation to training (2021: £nil).

The Charity received aggregate donations from Governors in 2022 totalling £100 (2021 £nil). These were received without conditions or restrictions.

There were no other related party transactions in the period.

17 PRIOR YEAR COMPARATIVE NOTE

(A) 2021 STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
Income from:				
Charitable activities:				
School fees receivable	2	5,372,272	-	5,372,272
Other educational income	3	40,928	-	40,928
Ancillary income	4	8,628	-	8,628
Other trading activities				
Non-ancillary trading income	5	27,439	-	27,439
Voluntary sources				
Donations and legacies		-	2,584	2,584
Furlough grant income scheme		83,733	-	83,733
Total income		5,533,000	2,584	5,535,584
Expenditure on:				
Raising funds				
Financing costs	6	(280,741)	-	(280,741)
Total costs of raising funds		(280,741)	-	(280,741)
Charitable activities				
Education	6	(5,838,169)	-	(5,838,169)
Total expenditure		(6,118,910)	-	(6,118,910)
Net (expenditure)/income		(585,910)	2,584	(583,326)
Transfer between funds	13	140	(140)	-
Pension scheme actuarial gains	15	155,000	-	155,000
Net movement in funds for the year		(430,770)	2,444	(428,326)
Fund balances brought forward at 1 September 2020		604,904	478	605,382
Fund balances carried forward at 31 August 2021		174,134	2,922	177,056

17 PRIOR YEAR COMPARATIVE NOTE (CONTINUED)

(B) 2021 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2020	Incoming resources	Resources expended	Actuarial gains	Transfer	**At 31 August 2021**
	£	£	£	£	£	**£**
Unrestricted Funds	604,904	5,533,000	(6,118,910)	155,000	140	**174,134**
Restricted Funds	478	2,584	-	-	(140)	**2,922**
Total funds	**605,382**	**5,535,584**	**(6,118,910)**	**155,000**	**-**	**177,056**

THE DULWICH SCHOOL CRANBROOK

England & Wales - Charity number 1174358

Accounts

Company No. 10815140
Registered in England
Charity No. 1174358

DULWICH PREP CRANBROOK

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 AUGUST 2021

DULWICH PREP CRANBROOK

ANNUAL REPORT OF THE GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2021

The Governors present their annual report together with the audited financial statements of Dulwich Prep Cranbrook (the School) for the year ended 31 August 2021.

The Governors confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Charities SORP FRS102).

Status and administration

The School is a company limited by guarantee (company number 10815140) and is registered with the Charity Commission under charity number 1174358. The School, together with Dulwich Prep London, is a subsidiary of Dulwich Preparatory Schools Trust ("the Trust"). The Trust is also a company limited by guarantee and is a registered Charity and the School leases its property from the Trust.

Governors' responsibilities

The Governors (who are also directors of the School for the purposes of company law) are responsible for preparing the Governors' report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as that each Governor is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that each Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was created as an independent charity governed by its own Articles of Association with effect from 1 September 2017. The Articles reflect the Companies Act 2006 and the Charities Act 2011 and were approved by the Charity Commission and passed by written resolution on 16th June 2017. Prior to that date the School was part of, and effectively governed by, the Articles of Association of the Trust. At its inception the umbrella charity, the Trust, donated the net assets and undertakings necessary to fulfil its objects to the new charity under a Transfer of Undertakings Agreement dated 1st September 2017. The School is supported in the provision of education by the Trust, from which the School leases its facilities.

Governing Body

The Governors of the School are the charity trustees under charity law and the Directors of the charitable company. All Governors are "members" of the Trust and the School's Chairman and one other Governor also serve as Trustees of the Trust.

The members of the Governing Body who served in office as Governors during the year are detailed below with additional responsibilities or focus shown in brackets:

AP Anderson II Chairman	(Trustee of the Trust and of the Trust Pension Scheme)
M StJ Ashley	(Trustee of the Trust, Trustee of the Trust Pension Scheme, Member of the Trust Finance Committee)
Mrs S Jenkins	
BEC Lynch	
S Miller	(Safeguarding, Education)
Mrs S C Morgan	(Education)
Mrs C M Nash	(Boarding)
Mrs N Payne	(PR/Marketing)
N Pears	(Early Years)
Mrs S L Rynehart	(HR and Legal)

Mr N Pears resigned from the Governing Body on 25 October 2020.
Mrs S Jenkins and Mr BEC Lynch were appointed on 25th November 2020

Key Management Personnel

Headmaster: P A David BEd (Hons)
Bursar and Clerk to the Governors: F P Scanlon BSc(Hons), MSc, MBA, MIET

Professional Advisers

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London WC2A 3LH Auditor: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Management Structure

The Governing Body meets a minimum of three times per year, normally once per academic term. Sub- committees for specific purposes are established as and when needed. The Headmaster and Bursar attend each of the full Governing Body meetings and any sub-Committee meetings as required. The day- to-day management of the School is delegated to the Headmaster and Bursar, who collectively comprise the key management personnel and are supported by the School's Senior Management Team. The Headmaster has overall responsibility for the appointment and supervision of all staff, but delegates this function to the Bursar for most non-academic staff.

Remuneration is set by the Governing Body with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence.

Governing Body Recruitment & Training

The Governing Body is self-appointing, with new Governors identified by the existing Board, supported by the Headmaster and Bursar, and appointed by the Board following agreement by the Trust. Governors serve for an initial term of four years, but may offer themselves for re-election for a second term of four years and then a final term of two years, making ten years in all.

New members of the Governing Body are elected on the basis of the candidates' professional qualities, experience, personal competence and the specific needs of the School. New Governors are inducted into the workings of the charitable company via a programme organised by the Headmaster and Bursar. The Bursar will also notify members of the Governing Body of relevant external trustee training and information courses and seminars designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Charity Code of Governance

Following its incorporation on 12th June 2017 the School's Board of Governors has taken its governance responsibilities seriously and, as a significant charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Governors are clear about their roles and legal responsibilities, are committed to supporting the School in delivering its objects most effectively for the benefit of its beneficiaries and contributing to the School's continued improvement.

Overall the School's Board of Governors meets a very significant proportion of the recommended and best practice for governance contained within the Charity Governance Code across the seven areas and are comfortable there are no significant areas of review required. Arrangements will continue to be monitored against the best practice principles contained within the Code.

Employment policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School through an annual briefing given by the Bursar. Employees are also aware of the public benefit necessarily provided by the School as a charity and of their part in supporting the School's contribution to the local community.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to make staff aware of current issues.

Good examples of effective communication and staff consultation were demonstrated throughout the period and evidenced by the very effective redeployment, over the Christmas holiday period, of our remote learning arrangements for the second Covid lockdown in January 2021. In addition, during the previous year, the School had identified a need to make a small number of positions redundant from the end of the Summer term 2021 and so, during the Spring term lockdown a transparent and thorough consultation process with staff was required. Much of this had be conducted by the Headmaster and HR Manager over Zoom meetings rather than in person and so needed particularly sensitive handling. The business need for the process was clearly articulated and understood, questions and concerns were fully addressed and answered and the process was completed successfully without alienation of the staff affected or their remaining colleagues.

STRATEGIC REPORT

The remainder of the report of the Governors also constitutes the strategic report for the purposes of the Companies Act 2006.

Principal activity and objects of the charitable company

The principal activity of the charitable company is the operation of a preparatory school at Cranbrook, Kent. The objects of the charitable company are the advancement of education by the provision and conduct of the school for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the community. The Governing Body has referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education and on fee charging, when reviewing future aims and objectives.

Aim

The Governors' aim is that pupils should have every opportunity to fulfil their potential - academic, artistic, dramatic, musical, sporting, social and moral – by providing a rich and dynamic curriculum, inspirational teaching, building children's self-confidence by supporting their emotional, physical and intellectual needs, and inculcating a desire to contribute to the wider community. By the time children leave the school our aim is that they will have developed the skills and inner confidence to flourish in the next stage of their journey, ready to embrace the opportunities the world outside has to offer.

Primary objectives

The School seeks to achieve its aim through the following primary objectives:

- To continue to welcome pupils and staff from all backgrounds.
- To continue to develop our exceptional pastoral care.
- To continue to develop the breadth and depth of what we offer so each child can discover new passions, develop their talents, and stretch themselves.
- To continue the professional development of all staff, so they are leaders in their field.
- To continue to develop our academic curriculum so that children have the skills and mindset they need to flourish.
- To nurture good citizenship and encourage children to be contributing members of their community and society generally.
- To continue to improve our facilities, technology and resources.
- To continue to develop and strengthen our relationship with local schools and the wider community.
- To set our fees at a level to ensure the financial viability of the School and at a level that is consistent with our aim of providing a first class education to children.
- To provide financial support to enable children whose parents would not otherwise be able to afford the fees to benefit from an education at the School.
- To maintain a clear and effective management structure and the necessary support framework to meet the needs of staff and pupils alike.

Strategies to achieve the primary objectives

The Governing Body has reviewed the Strategic Development Plan for the School. A new plan which was initiated in 2016 and reviewed in 2018 is now well advanced. The Plan defines educational and investment initiatives and major projects, subject to available funding, in pursuit of the primary objectives.

The strategic review recognised the need for the School to adjust to the changing local market, particularly as a result of Cranbrook School's decision to admit pupils from Year 7 and so diminish our own Year 7 and 8 pupil numbers. In response to this, besides an extensive rebranding programme completed during 2017, an extension of the School's bursary and scholarship programme was implemented with bursaries now being offered from Year 3 onwards. Additionally, the consequent reduction in demand for boarding in Years 7 and 8 enabled the School to consolidate boarding accommodation into one house, The Manor, from September 2018. This freed The Lodge Boarding house and surrounding land for disposal by the parent Trust. The Trust received planning permission for a small residential development on this site during the year and it was sold to a local developer in August 2019.

However, the impact of the COVID-19 pandemic which hit the country in early March 2020 stalled progress on the remaining initiatives and resulted in a fundamental re-examination of the school's market position, priorities and finance. Based on this, and backed by a comprehensive survey of parents the School is now developing an exciting plan to repurpose existing surplus teaching accommodation and extend provision to GCSE in Year 11. If the proposal is approved, the School aims to announce the development during the Spring term 2022 and admit the first cohort of Year 9 pupils in September 2023.

Public benefit

The School remains committed to the aim of providing public benefit in accordance with its founding principles.

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We cooperate with local schools and educational bodies in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School. However, opportunities to further this have been restricted during the year as a consequence of the COVID-19 pandemic.

This year the School awarded means-tested bursaries totalling £156K to 17 pupils (2020: £142K to 15 pupils), including 4 (2020: 4) for 75% or more of full fees. Awards are fully means-tested through a rigorous and detailed process which includes home visits when appropriate.

Emotional well-being and mental health

During the academic year 2020-21 the school has continued to promote the importance of a focus on positive mental health. Our work with the wider community has been interrupted owing to COVID-19 and as a result we have been unable to host face to face events on the school premises. However, we retain strong links with Mental Health First Aid UK who are able to provide mental health training opportunities for teaching and support staff based in local maintained and independent schools.

Facilities and resources

The School continues to foster strong relationships with many of our local state maintained schools and endeavours to share best practice and provide support wherever possible. Unfortunately, the Covid-19 restrictions this year have limited this and a number of our regular events and planned support programmes could not take place. However, all these events, including the very popular "Rawlinson Run" in which over 200 local primary and prep school pupils participate, are scheduled to resume in academic year 21/22.

In spite of the Covid restrictions we were pleased to be able to provide work experience opportunities in our PE Department for several local grammar school pupils during the Summer term.

The School has a designated member of staff responsible for liaison with and support for local schools. Strong relationships have been established as a consequence and the School continues to actively seek opportunities for close co-operation wherever possible. Local state schools are encouraged to approach the School for support and assistance wherever they feel we may be in a position to provide it.

Charitable fundraising

Pupil fundraising for charitable causes is also encouraged and whilst Covid 19 restrictions limited the opportunities again this year, approximately £1.5K was donated to national charities as a result of pupil led initiatives. Staff charity fundraising ventures were also curtailed as were those of the Friends Association which, besides supporting the School, seeks to raise funds for a range of charities.

The school does not engage with any external third party fundraisers. There have been no complaints in the period regarding inappropriate or intrusive contact in relation to fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

Art

With all children returning to school in September 2020, the Art Department made it their mission to create work which would be very difficult to produce at home. Large acrylic canvases, ceramic work and textiles dominated the schemes of work for the Autumn Term. When lockdown loomed once again during the winter months, The department saw it as an excellent opportunity to do something different. Whilst the Little Stream Children explored art through stories and books, Upper School pupils concentrated on learning about careers in the Art and Design world. Each week a new area was discussed and introduced to the children, then a hands-on workshop would follow, allowing the pupils to experience each career in turn.

When returning to school, emphasis was back onto challenging projects which stretched the children's skills and enhanced their love for the subject.

Music

We are so proud of what we achieved during the academic year, 2020-21. As a Music Department, we provided the children with a comprehensive music education, both online and in the classroom. Whilst our restrictions were plentiful, (no singing), we adapted our approach considerably and were still able to provide the children with much-needed performance experience. Our trips within the community were somewhat curtailed, but in-house, we were able to prepare for all the big events that traditionally the school has always presented – (albeit via recordings, rather than to live audiences.) The joint Harvest Festival, (a new initiative), the Upper School Winter Concert, Upper School and Little Stream contributions to the Carol Service, the Year 1 Nativity, the Year 2 Christmas Play, the Year 3 Concert, as well as all the usual informal concerts, all took place. Unexpectedly, all of these recordings, gave us more opportunities to reach out to the wider community, allowing more people to enjoy the children's achievements. Two masterclasses during lockdown, enabled us to maintain our links with the Director of Music at Sevenoaks Senior School and the opera singer, Gillian Keith.

Whilst the Young Voices Concert did not go ahead, we hope to be celebrating its 25th Anniversary in 2022 and contributing to the Teenage Cancer Charity and Place2Be? During our online learning, the Doctor Who theme was performed by our orchestra and provided a chance for the children to play 'virtually' together. The summer term saw the return of the Wind/Brass ensemble, Jazz Band and Rock School, as well as the Senior Choirs, performing to parents at several open air events. In addition to the performing arts scholarship to Claremont, pupils obtained music scholarships to Sutton Valence School and Ashford School. Our school community was celebrated in sound, through the collaboration of Year 8 and Paul Cheese, a local sound recordist. The Sounds of Dulwich is a lasting testimony of all that we do here. Despite much of the year having a virtual bias, the children were able to benefit greatly from the musical opportunities the school was able to offer.

iSpace

This year, four Year 7 and 8 children took part in the iSpace Advisory Board, an opportunity for representatives from various schools to discuss wellbeing in schools and how we can help, which

included contributions from Wellbeing activist Hope Virgo. Since then our pupils have contributed to the Forward of the Government White Paper, which Paula Talman, (the creator of iSpace) submitted to the Government, outlining the necessity for all children to receive a 'mental health and wellbeing' education. As part of this cause a video of our Year 3 performing a 'Planet Heads Up routine', was sent to Mims Davies MP, to highlight the work that we are doing and how impactful a wellbeing education is. The school has received considerable interest in this aspect of our curriculum, and has featured in the national magazine The School Report, describing its involvement in the iSpace curriculum, along with its benefits.

Drama

Responding to the Covid restrictions and guidelines, the Drama Department had to be inventive and innovative this year. From the magical professionally filmed and edited Year 6 Grimm Tales to the fun, fast and fantastic online drama and dance workshops held during lockdown, pupils were engaged and their inner diva was kept alive! Exploring various forms of new performance genres not only enabled pupils to continue to experience the wonders of performing, but also sewed the seed for future exciting ventures where the possibilities of interactive audiences and immersive experiences could intertwine with more familiar formats. Thrown into the mix were a few firm favourites such as the Year 8 Revue and the Year 5 Showcase, performed in the John Leaky Hall; it was good to be back, treading the boards, after so many months.

Sport

With the children returning in full in the Autumn term, many tribe events were held and this became a main focus as fixtures against other schools were curtailed. Events included tribe cross-country, hockey, football, rugby and lacrosse. We competed in the National Prep School Cross Country Competition and produced some excellent times, although they did not actually announce any winners this year.

During the Spring term lockdown, Dulwich combined a variety of in school and online learning, creating excellent resources from Nash house through to the senior age group. The children were fully engaged with a programme of online PE and Games including zoom PE lessons, fitness videos, challenges, IAPS virtual sports, zoom football sessions, dance lessons to name but a few. The children, staff and pupils were encouraged to log any distances travelled during online learning. This could be running, walking, cycling, horse riding, cartwheeling etc. The combined total for this challenged was a massive 25,936 miles. Dulwich also won two of the IAPS virtual football and hockey challenges. Children also used the time at home to discover their own sporting and active passions within their surroundings. Girls' cricket is now running across the school, with inter-school fixtures and tournaments held during the summer. Over 80 cricket fixtures were completed during the summer term despite the COVID disruptions. The U12 girls won the Coursehorn Cup cricket tournament which is held at Dulwich and was one of the first girls only cricket tournaments set up on the local circuit. The U13 1st XI boys team was particularly strong with them winning all but 2 of their fixtures. The girls have been moving on to hard ball with the seniors, ready to compete from the start of next season.

Continued Education under COVID-19

On the 7th August 2020, the Department for Education (DfE) published guidance for the full opening of schools in September 2020, following the partial re-opening that some schools effected during the second half of the Summer Term 2020. Further guidance was throughout the summer holidays

relating to safe working in education, transport and, most recently, in respect of face coverings in education, following a statement published by the World Health Organization.

This guidance extended the framework that had been adopted in schools to minimize the risk of potential transmission of the coronavirus (COVID-19) through a system of controls building on a hierarchy of protective measures that had been in use throughout the coronavirus (COVID-19) outbreak.

Leading into the beginning of the Autumn Term 2020 it was recognised that there could not be a 'one-size-fits-all' approach where the system of controls describes every scenario. In reviewing all the government guidance, the school leadership team reflected on the school's excellent site, buildings and teaching environment and made informed judgments about how to balance delivering a broad and balanced curriculum within the measures needed to manage risk.

The system of protective measures was similar to those adopted in the Summer Term 2020 and included a requirement that people who display even the mildest symptoms of coronavirus (COVID-19) stay at home, robust hand and respiratory hygiene, enhanced cleaning arrangements and active engagement with NHS Test and Trace. Formal consideration was also given to how to reduce contacts and maximise distancing between those in school wherever possible and minimise the potential for contamination. During this period the school was able to operate a full programme of lessons without compromising pupil learning, curriculum breadth or pastoral support in the lead up to Christmas, creatively adapting planned events such as Nativity plays, concerts and even delivering an online Carol Service.

A directive from the government on the 5th January indicated the need for all schools to close until at least half term and, as a result of the new lockdown imposed, a further period of online learning commenced at the beginning of the Spring Term. Having learnt a great deal from the summer experience the school issued Phase 4 of its Dulwich Virtual Learning arrangements. This included Remote Learning Guidelines for Parents, Remote Learning Guidelines for Children, guidance for Teaching and Learning, Pastoral Support and Co-Curricular activities and an Online Learning Zoom Help Guide.

The full reopening of schools on the 8th March required a 'Testing Task Force' to be put in place to plan, prepare and deliver an asymptomatic test regime for children in Years 7 and 8 and all staff prior to term commencing. The willingness and flexibility of staff to train, rehearse and provide this service in school, prior to the 8th March, allowed the school to open with a full range of clubs and after school activities with no delay. Despite continuing separation in the form of year group 'bubbles', the school was able to resume face-to-face teaching whilst effectively managing the inevitable positive COVID-19 cases which emerged throughout the Spring and Summer Terms. As lockdown arrangements relaxed further towards the end of the summer term, the school gradually opened up to parents with spectators watching home sports matches and carefully managed performances, albeit with limited occupancy. Parental response to the school's provision throughout the COVID-19 period has been extremely positive.

FINANCIAL REVIEW

The operating deficit for the year ended 31 August 2021 was £583,326 compared to £28,562 surplus in the previous year. Total income of £5,535,584 and expenditure of £6,118,910 in the year compared with total income of £5,886,966 and expenditure of £5,858,404 in the previous year. Although income was supported by the receipt of £83,733 in furlough grants (2020 £233,933)

through the Government Coronavirus Job Support Scheme, the reduced level of income is primarily attributable to the reduction in pupil roll and the reduction by 25% in fees charged during the first half of the Spring term when the School was required to revert to remote learning. The net book value of fixed assets amounted to £160,453 (2020 £166,917).

In addition to revenue from school fees, the School seeks to enhance its income through letting its facilities and through rents received for staff residential properties. Besides casual lettings of sports facilities, classrooms and halls for birthday parties etc., regular hirers of the School's facilities include a local children's dance company who hire the main school hall at weekends throughout the term and a children's holiday activities company who hire a range of facilities to operate a day camp over a period of four weeks during the School's summer holidays. Covid-19 restrictions resulted in a reduction in the extent of both these lettings this year. Additionally, in normal circumstances there are a number of holiday activities from which income is earned that are run by the School's own staff and available to current pupils including sports camps, chef school and a summer holiday activity camp for younger children. These activities were not possible this year.

Reserves

The School's reserves policy is to maintain its unrestricted reserves (excluding pension liabilities or assets) broadly at the level of one month's expenditure in order to meet day to day running costs of the School and the costs associated with the maintenance of the fabric of its buildings. This allows the School to ensure sufficient liquidity for normal operation. In addition, the School may hold additional reserves to support anticipated capital expenditure and its longer term liabilities in particular its pension fund obligations. Free reserves held at the year-end totalled £432,386 (2020: £845,887) excluding pension liabilities and £13,681 (2020: £437,987) including pension liabilities. At this level the free reserves fall below the level required by the reserves policy. Despite this, the Governors have considered the reserves policy in light of the Covid-19 pandemic and have concluded that no adjustments to the policy need to be made. At the year end funds were sufficient to support the Governors aims.

Going Concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the ongoing effects of Covid-19 and potential lockdowns, together with support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors consider the principal risks to the School to be those associated with Safeguarding of children and those associated with continued economic and political turbulence, particularly those arising from the Covid-19 crisis.

Safeguarding and Health and Safety

To ensure continuity of communication between the governing body and the School, one governor holds designated responsibility for Safeguarding and Health and Safety. The designated governor attends termly safeguarding meetings with the School's Safeguarding team comprising the

Designated Safeguarding Lead (DSL) and four deputy DSLs and, together with the DSL, reports to the Board of Governors at each Board meeting. The designated governor also conducts an annual Safeguarding Audit which normally takes place during the Spring term.

All Governors receive full safeguarding training when they join the Board and receive regular updates as necessary from the DSL. All are required to scrutinise and approve the safeguarding policies of the School at least annually. In addition to this all governors are required to complete any further necessary training such as updates on Keeping Children Safe in Education. Where appropriate, this is provided online and a full record of training is held by the DSL and the HR Manager.

Safeguarding continues to be the highest priority for governors and the School staff. In addition to the day-to-day attention given to ensure the School remains a safe place for pupils, governors maintain oversight of out of school activities undertaken by pupils. Full safeguarding meetings are held in advance of any residential trips and appropriate adjustments to arrangements and staffing are made for pupils with additional needs.

Whilst the Governors are respectful of the boundary between governance and management, they continue to work to make themselves visible to staff and parents, attending as many school events as possible and getting to know not just the Headmaster and Bursar, but staff in all areas of the School. Their presence is welcomed by the whole community. The annual safeguarding audits have provided a particularly good opportunity for personal contact between Governors and staff – including support staff.

The School's management of more general Health and Safety risks are also closely monitored by the Board. The risks range from fire and infrastructure to personal risks (most notably when pupils are away from the campus on trips and outdoor activities). The level and breadth of these activities at the School is impressive and the risks associated with all are minimised by thorough planning and risk assessment by the School's designated External Visits Co-ordinator. In addition, since the onset of the COVID-19 pandemic, a full COVID specific risk assessment has been implemented and is updated and reviewed on a regular basis and in line with Government guidance. The Board has scrutinised the assessment in detail and is fully apprised of any changes as they become necessary.

The School's Health and Safety Committee comprises representatives from all sections of the School and reports, via the Bursar, to the Governors on a termly basis. The School also employs an external Health and Safety adviser who provides detailed advice when necessary as well as providing audit and reporting in specific areas when required.

Economic and Political Turbulence

The Governors consider the continuing economic turbulence of recent years and the affordability of fees by parents across the independent sector to represent significant risks to the School. This risk was heightened by the continuing financial impact of Covid-19 through the year and by the reduction in pupil numbers attending the school which made it necessary to reduce staffing levels by means of a small redundancy programme combined with non-replacement of some retirees. By doing this the school has ensured that staff levels are appropriately matched to pupil numbers and that the deficit experienced in 20/21 is not repeated in 21/22 or beyond. Although the risks associated with continuing increases in Teachers' Pension contributions were fully mitigated by the Schools' withdrawal from the TPS in November 2019, other economic and political risks, including the potential loss of charitable staus and the removal of business rates relief currently enjoyed by

the School as a charity together with the potential introduction of VAT on school fees, remain. Governors remain alert to the impact of these both on the School's supply costs and to the livelihoods of the parents who pay fees.

Enrolment at the School remained strong through the year with a significant number of new joiners moving to the local area from London. However, the School continues to adjust to the impact of the increased proportion of pupils choosing to leave at 11+, often to join local State grammar schools. As a consequence, Years 7 and 8 have been reduced from three to two forms per year group. Pupil numbers are now considered to be stable although continued economic uncertainty and political threat leaves no room for complacency.

Detailed consideration of risk is undertaken for the School by the Governors in conjunction with the Headmaster and Bursar. A risk register is maintained, reviewed termly by the Governors and updated as necessary. The risk management process and the resulting report identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks which are assessed as high. The generic controls used by the School to minimise risk include:

- detailed terms of reference together with formal agendas for Committee and Board activity;
- strategic development planning, reviewed annually by Board of Governors;
- comprehensive budgeting and management accounting;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels;
- vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified major risks for the School.

Approved by the Governing Body of Dulwich Prep Cranbrook, including, in their capacity as company directors, approving the Directors' and Strategic Report contained therein, and signed on its behalf by:

M StJ Ashley
Governor

Date 30th April 2022

Independent Auditor's Report to the Members of Dulwich Prep Cranbrook

Opinion

We have audited the financial statements of Dulwich Prep Cranbrook, the 'charitable company' for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' 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 and proper accounting records have not been kept; or
- the 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 1, the trustees (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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 trustees either intend to liquidate the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Data Protection Regulation (GDPR), Health and safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing any regulatory correspondence with the

Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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.

Tina Allison
Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

26 May 2022

DULWICH PREP CRANBROOK
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021
(Incorporating an income and expenditure account)

	Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Charitable activities:					
School fees receivable	2	**5,372,272**	**-**	**5,372,272**	5,561,474
Other educational income	3	**40,928**	**-**	**40,928**	48,660
Ancillary income	4	**8,628**	**-**	**8,628**	18,298
Other trading activities					
Non-ancillary trading income	5	**27,439**	**-**	**27,439**	20,263
Voluntary sources					
Donations and legacies		**-**	**2,584**	**2,584**	4,338
Furlough grant income scheme		**83,733**	**-**	**83,733**	233,933
Total income		**5,533,000**	**2,584**	**5,535,584**	5,886,966
Expenditure on:					
Raising funds					
Financing costs	6	**(280,741)**	**-**	**(280,741)**	(9,107)
Total costs of raising funds		**(280,741)**	**-**	**(280,741)**	(9,107)
Charitable activities					
Education	6	**(5,838,169)**	**-**	**(5,838,169)**	(5,849,297)
Total expenditure		**(6,118,910)**	**-**	**(6,118,910)**	(5,858,404)
Net (expenditure)/income		**(585,910)**	**2,584**	**(583,326)**	28,562
Transfer between funds	13	**140**	**(140)**	**-**	-
Pension scheme actuarial gains/(losses)	15	**155,000**	**-**	**155,000**	(51,700)
Net movement in funds for the year		**(430,770)**	**2,444**	**(428,326)**	(23,138)
Fund balances brought forward at 1 September 2020		**604,904**	**478**	**605,382**	628,520
Fund balances carried forward at 31 August 2021		**174,134**	**2,922**	**177,056**	605,382

The notes on pages 21 to 36 form part of these financial statements

DULWICH PREP CRANBROOK
BALANCE SHEET
AS AT 31 AUGUST 2021

	Notes	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	8		**160,453**		166,917
CURRENT ASSETS					
Debtors	9	**578,241**		881,327	
Cash at bank and in hand		**842,708**		855,847	
		1,420,949		1,737,174	
CREDITORS: Amounts falling due within one year	10	**(985,641)**		(890,809)	
NET CURRENT ASSETS			**435,308**		846,365
TOTAL ASSETS LESS CURRENT LIABILITES EXCLUDING PENSION SCHEME LIABILITY			**595,761**		1,013,282
Defined benefit pension scheme liability	15		**(418,705)**		(407,900)
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			**177,056**		605,382
CHARITY FUNDS					
Unrestricted funds excluding pension reserve			**592,839**		1,012,804
Pension reserve	15		**(418,705)**		(407,900)
Restricted funds			**2,922**		478
TOTAL FUNDS			**177,056**		605,382

The financial statements were approved by the Governors on 30th April 2022

and signed on their behalf, by:

M StJ Ashley
Governor

The notes on pages 21 to 36 form part of these financial statements.

DULWICH PREP CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	£	2021 £	£	2020 £
Net cash inflow/(outflow) from operations					
Net cash provided/(used) by operating activities	(i)		**38,043**		(162,297)
Cash flows from investing activities:					
Additions to fixed assets		**(51,182)**		(19,044)	
Proceeds from sale of fixed assets		**-**		424	
Net cash (used in) investing activities			**(51,182)**		(18,620)
Change in cash and cash equivalents in the reporting period			**(13,139)**		(180,917)
Cash and cash equivalents at the beginning of period			**855,847**		1,036,764
Cash and cash equivalents at the end of the reporting period	(ii)		**842,708**		855,847

The notes on pages 21 to 36 form part of these financial statements

DULWICH PREP CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2021

		2021		2020
(i) Reconciliation of net income to net cash flow from operating activities	**£**	**£**	£	£
Net (expense)/income		**(583,326)**		28,562
Elimination of non-operating cash flows:				
Depreciation charge	**57,646**		63,122	
Profit on disposal of fixed assets	**-**		(424)	
Decrease in debtors	**303,086**		115,491	
Increase/(decrease) in creditors (excluding fees in advance scheme and deposit)	**87,463**		(107,674)	
Increase/(decrease) in fees in advance scheme creditors	**5,369**		(142,714)	
Increase/(decrease) in parents' deposits	**2,000**		(13,060)	
Difference between pension contributions paid and charges made	**165,805**		(105,600)	
		621,369		(190,859)
Net cash inflow/(outflow) from operations		**38,043**		(162,297)

		2021		2020
		£	£	
(ii) Analysis of cash and cash equivalents				
Cash at bank and in hand		**842,708**		855,847

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounts are drawn up on the historical cost basis of accounting.

The School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1174358) and a company limited by guarantee, (company number: 10815140). Its registered office is Coursehorn, Cranbrook, Kent, England, TN17 3NP.

The ultimate parent company and controlling party of Dulwich Prep Cranbrook is Dulwich Preparatory Schools Trust (the Trust), a charitable company incorporated in the United Kingdom (company number: 00579923).The accounts of the School have been consolidated into the ultimate parent entity's financial statements. Copies of these financial statements can be obtained from the registered office, 42 Alleyn Park, Dulwich, London SE21 7AA. Control is exercised by the parent company by virtue of board representation.

The principal activity of the Trust is the operation of preparatory schools at Dulwich London and at Cranbrook Kent. The objects of the Trust are the advancement of education primarily by the provision and conduct of schools in Dulwich and Cranbrook for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the communities.

1.2 Going concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the ongoing effects of Covid-19 and potential lockdowns, together with the support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

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

1 ACCOUNTING POLICIES (continuted)

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

The School's liability for the Non-Teaching Staff defined benefit pension scheme involves a number of assumptions as disclosed in note 16. In the view of the Governors, no other assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

1.4 Income

All income is included in the statement of financial activities when the School has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability. Fees consist of charges for the school year ending August, less bursaries and allowances. Fees received in advance are deferred and released to income in the period to which the fees relate. Furlough grant income is recognised as and when entitlement arises which can be reliably quantified and benefit is probable.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs include all costs relating to the management, administration and running the functions of the School.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases. Fixed assets costing more than £200 are capitalised.

Leasehold	-	2% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	10% straight line
Computer equipment	-	25-50% straight line

1 ACCOUNTING POLICIES (continuted)

1.7 Fund accounting

General Funds are the accumulated surplus on the Schools income and expenditure account which is availble for use at the discretion of the Governors in furtherance of the general objectives of the charity, including support of the Trust.

Restricted Funds may only be spent on the charitable purpose specified by the donor.

1.8 Pension costs

Retirement benefits to employees of the School are provided through two defined contribution schemes and the employer's pension costs are charged in the period in which the salaries they relate to are payable. The two schemes are as follows:

(a) The Dulwich Preparatory Schools Trust Non Teaching Staff Group Personal Pension Plan - This is a group personal pension plan with Aviva.

(b) From 1 November 2019, the School's teaching staff have become members of the Aviva Pension Trust for Independent Schools which as its name implies is operated by Aviva for a number of private schools.

In addition the School has historically provided retirement benefits to non-teaching staff through a defined benefit scheme - The Dulwich Preparatory Schools Trust non-teaching Staff Pension Scheme.

1 ACCOUNTING POLICIES (continuted)

The scheme is closed so there are no current service costs, other than administration expenses which are borne directly by the School. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

1.9 Operating leases

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

1.10 Taxation

The School is a registered charity No. 1174358 and as such is not liable to United Kingdom income tax or corporation tax on charitable activities.

2 FEES RECEIVABLE

	2021	2020
	£	£
Fees receivable consist of:		
School fees	**5,953,650**	6,183,800
Less: total awards and concessions	**(581,378)**	(622,326)
	5,372,272	5,561,474

Included within awards and concessions are means-tested bursaries totalling £156,358 (2020 £142,110) which were paid to 17 pupils (2020: 15 pupils).

3 OTHER EDUCATIONAL INCOME

	2021	2020
	£	£
Entrance and registration fees	**4,760**	3,140
Courses and sub-lettings	**36,168**	45,520
	40,928	48,660

4 ANCILLARY AND OTHER INCOME

	2021	2020
	£	£
School shop, School trips and Other income	**8,628**	18,298

5 OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Rents receivable	**27,439**	20,263

6 ANALYSIS OF EXPENDITURE

	Staff costs (Note 7)	Depreciation (Note 9)	Other costs	Total 2021	Total 2020
	£	£	£	£	£
Raising funds					
Financing costs	**279,105**	**-**	**1,636**	**280,741**	9,107
Total costs of raising funds	**279,105**	**-**	**1,636**	**280,741**	9,107
Charitable expenditure					
Teaching	**3,374,713**	**-**	**299,098**	**3,673,811**	3,669,508
Welfare	**263,017**	**-**	**99,621**	**362,638**	364,113
Premises	**163,457**	**57,646**	**799,796**	**1,020,899**	1,036,191
Support costs	**551,369**	**-**	**229,452**	**780,821**	779,485
Total charitable expenditure	**4,352,556**	**57,646**	**1,427,967**	**5,838,169**	5,849,297
Total expenditure	**4,631,661**	**57,646**	**1,429,603**	**6,118,910**	5,858,404

Governance included in support costs:	**2021**	2020
	£	£
Governor costs	**0**	175
Legal and consultancy fees	**4,932**	8,010
Remuneration paid to auditor for audit services	**10,100**	9,380

Financing costs include a past service cost of £273,705 in respect of pension equalisation which is not expected to recur, as detailed in note 15.

7 STAFF COSTS

	2021	2020
	£	£
The aggregate payroll costs for the year were as follows:		
Wages and salaries	**3,525,108**	3,513,683
Social security costs	**305,105**	310,207
Pension costs and other benefits	**801,448**	571,412
	4,631,661	4,395,302

Aggregate employee-benefits of key management personnel amounted to £266,829 (2020 £271,258) including pension contributions of £35,711 (2020 £38,515).

7 STAFF COSTS (CONTINUED)

	2021	2020
Number of higher paid employees in bands of:		
£70,001 to £80,000	**1**	1
£120,001 to £130,000	**1**	1
The number with retirement benefits accruing		
- in Defined Contribution schemes was	**2**	2
of which the contributions amounted to	**35,711**	34,313
- in Defined Benefit schemes was	**1**	1

The average number of the School's employees during the year, calculated on headcount, was:

	2021	2020
Teaching	**81**	83
Domestic and estates	**24**	28
Administrative	**17**	17
	122	128

During the year redundancy payments totalled £49,903 (2020 £nil), of which £nil was outstanding at the year end (2020 £nil).

8 Tangible Fixed Assets

	Leashold Land and Buildings	Furniture Fixtures and Equipment	Computer Hardware	Vehicles	**Total**
	£	£	£	£	£
Cost					
At 1 September 2020	19,060	651,128	308,067	53,114	1,031,369
Additions	5,068	23,606	22,508	-	51,182
Disposals	-	-	(13,722)	-	(13,722)
At 31 August 2021	**24,128**	**674,734**	**316,853**	**53,114**	**1,068,829**
Depreciation					
At 1 September 2020	964	530,220	293,341	39,927	864,452
Charged in year	483	33,320	20,547	3,296	57,646
Disposals	-	-	(13,722)	-	(13,722)
At 31 August 2021	**1,447**	**563,540**	**300,166**	**43,223**	**908,376**
Net book values					
At 31 August 2020	18,096	120,908	14,726	13,187	166,917
At 31 August 2021	**22,681**	**111,194**	**16,687**	**9,891**	**160,453**

9 DEBTORS

	2021	2020
	£	£
Fee debtors	**63,418**	100,235
Sundry debtors	**9,625**	128,479
Prepayments and accrued income	**102,586**	105,955
Amounts due from parent undertaking	**402,612**	546,658
	578,241	881,327

10 CREDITORS: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	**49,366**	42,123
Social security and other taxation	**78,997**	71,891
Fees in advance	**456,364**	450,995
Other creditors	**156,768**	44,795
Fee deposits	**178,940**	176,940
Accruals and deferred income	**65,206**	104,065
	985,641	890,809

11 FEES IN ADVANCE

	2021	2020
	£	£
Within one year	**456,364**	450,995
	456,364	450,995
Movements in fees in advance		
Opening fees in advance	**450,995**	593,709
Amount released to income during the year	**(450,995)**	(552,154)
Amount deferred during the year	**456,364**	409,440
	456,364	450,995

12 OPERATING LEASE COMMITMENTS

At 31 August 2021 the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2021	2020	**2021**	2020
	£	£	**£**	£
Within 1 year	**403,500**	387,875	**21,612**	18,599
Between 2 and 5 years	**1,614,000**	1,616,000	**27,012**	16,726
After more than 5 years	**16,543,500**	16,968,000	**-**	-

The charge in the year was £408,987 (2020 £422,362).

13 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2020	Incoming resources	Resources expended	Actuarial gains	Transfer	**At 31 August 2021**
	£	£	£	£	£	£
Unrestricted Funds	604,904	5,533,000	(6,118,910)	155,000	140	**174,134**
Restricted Funds	478	2,584	-	-	(140)	**2,922**
Total funds	**605,382**	**5,535,584**	**(6,118,910)**	**155,000**	**-**	**177,056**

A transfer of £140 (2020 £2,000) has been made during the year to reflect restricted income spent on Musical instruments (2020: Bursary awards). The comparative figures are shown in note 17 (B).

14 SUMMARY OF NET ASSETS BY FUNDS

	Unrestricted Funds	**Restricted Funds**	**Total Funds**
2021	**£**	**£**	**£**
Tangible Assets	**160,453**	**-**	**160,453**
Net Current Assets	**432,386**	**2,922**	**435,308**
Long Term Creditors	**(418,705)**	**-**	**(418,705)**
	174,134	**2,922**	**177,056**
2020			
Tangible Assets	166,917	-	166,917
Net Current Assets	845,887	478	846,365
Long Term Creditors	(407,900)	-	(407,900)
	604,904	478	605,382

15 PENSION SCHEMES

Retirement benefits to employees of the School are provided through two defined contribution schemes, which are funded by both the School and employees' contributions. In addition the School has previously provided retirement benefits through a defined benefit scheme, as detailed in accounting policy 1.8.

Defined contribution schemes

The pension cost charge in the year in respect of the defined contribution schemes was £493,252 (2020 £444,566).

15 PENSION SCHEMES (CONTINUED)

Non-teaching staff defined benefit scheme

The parent Trust operated this Scheme (the Dulwich Preparatory Schools Trust Non-Teaching Staff Pension Scheme), which was closed on 31 December 2004, both in respect of new members and accrual for existing members.

On 1 September 2017 the Trust transferred the obligations to contribute to the Scheme to each of the Schools in proportions determined by the actuary based on the staff who participated in the Scheme. The valuation in these accounts uses that proportion and has been derived by projecting the results of the last comprehensive actuarial valuation of the Scheme as at 1 January 2021 and have been prepared by an independent qualified actuary.

Following this latest actuarial valuation a revised Schedule of Contributions was agreed between the Trust, the Schools and the Scheme Trustees with the aim of eliminating the deficit over a period of 5 years from 1 January 2021. Under this Schedule of Contributions the School expects to contribute £123,938 to the Scheme in 2021/22 (2020/21 £113,300). The school has recognised a past service cost in respect of equalisation estimated at £273,705.

15 PENSION SCHEMES (CONTINUED)

	2021	2020
a) The amounts recognised in the balance sheet are as follows	£	£
Present value of funded obligations	**(2,394,705)**	(2,210,400)
Fair value of scheme assets	**1,976,000**	1,802,500
Net Liability	**(418,705)**	(407,900)
b) Changes in the present value of the defined benefit obligation		
Opening defined benefit obligation	**2,210,400**	2,186,500
Prior service cost	**273,705**	-
Interest cost	**35,500**	39,300
Actuarial (profits)/losses	**(104,900)**	30,100
Benefits paid	**(20,000)**	(45,500)
	2,394,705	2,210,400
c) Closing fair value of scheme assets		
Opening fair value of scheme assets	**1,802,500**	1,724,700
Interest income	**30,100**	31,600
Return greater/(lower) than the discount rate	**50,100**	(21,600)
Contributions by employer	**113,300**	113,300
Benefits paid	**(20,000)**	(45,500)
Closing fair value of scheme assets	**1,976,000**	1,802,500

15 PENSION SCHEMES (CONTINUED)

d) The amounts included within the Statement of Financial Activities	2021 £	2020 £
Past service cost	**273,705**	-
Interest on obligation	**35,500**	39,300
Interest income	**(30,100)**	(31,600)
Total amount charged to the Statement of Financial Activities	**279,105**	7,700
Net actuarial gains/(losses) recognised in the year	**155,000**	(51,700)

e) Principal actuarial assumptions at the balance sheet date		
Financial Assumptions		
Discount rate	**1.7%**	1.6%
RPI inflation assumption	**3.4%**	3.0%
Rate of increase of pensions in payment	**3.7%**	3.3%
Rate of increase of pensions in deferment	**2.6%**	2.2%
Assumed life expectancy in years at age 65:		
Non Pensioners		
Females	**26.2**	25.4
Males	**23.7**	23.4
Pensioners		
Females	**24.4**	23.9
Males	**22.0**	21.9

16 RELATED PARTY TRANSACTIONS AND GOVERNORS COSTS

The School paid rental expenditure of £387,375 (2020 £400,750) to the Trust.

Cash resources for the Group are managed centrally by the Trust and as a consequence at 31 August 2021 £402,612 (2020 £546,658) was due from the Trust.

During the year no Governors received any remuneration or reimbursement of expenses for travel or subsistence (2020: £nil).
There were no other related party transactions in the period.

17 PRIOR YEAR COMPARATIVE NOTE

(A) 2020 STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Income from:				
Charitable activities:				
School fees receivable	2	5,561,474	-	5,561,474
Other educational income	3	48,660	-	48,660
Ancillary income	4	18,298	-	18,298
Other trading activities				
Non-ancillary trading income	5	20,263	-	20,263
Voluntary sources				
Donations and legacies		2,000	2,338	4,338
Furlough grant income scheme		233,933	-	233,933
Total income		5,884,628	2,338	5,886,966
Expenditure on:				
Raising funds				
Financing costs	6	(9,107)	-	(9,107)
Total costs of raising funds		(9,107)	-	(9,107)
Charitable activities				
Education	6	(5,849,297)	-	(5,849,297)
Total expenditure		(5,858,404)	-	(5,858,404)
Net income		26,224	2,338	28,562
Transfer between funds	13	2,000	(2,000)	-
Pension scheme actuarial losses	15	(51,700)	-	(51,700)
Net movement in funds for the year		(23,476)	338	(23,138)
Fund balances brought forward at 1 September 2019		628,380	140	628,520
Fund balances carried forward at 31 August 2020		604,904	478	605,382

17 PRIOR YEAR COMPARATIVE NOTE (CONTINUED)

(B) 2020 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2019	Incoming resources	Resources expended	Actuarial losses	Transfer	**At 31 August 2020**
	£	£	£	£	£	**£**
Unrestricted Funds	628,380	5,884,628	(5,858,404)	(51,700)	2,000	**604,904**
Restricted Funds	140	2,338	-	-	(2,000)	**478**
Total funds	**628,520**	**5,886,966**	**(5,858,404)**	**(51,700)**	**-**	**605,382**

THE DULWICH SCHOOL CRANBROOK

England & Wales - Charity number 1174358

Accounts

Company No. 10815140
Registered in England
Charity No. 1174358

DULWICH PREP CRANBROOK

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 AUGUST 2020

The Governors present their annual report together with the audited financial statements of Dulwich Prep Cranbrook (the School) for the year ended 31 August 2020.

The Governors confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (Charities SORP FRS102).

Status and administration

The School is a company limited by guarantee (company number 10815140) and is registered with the Charity Commission under charity number 1174358. The School, together with Dulwich Prep London, is a subsidiary of Dulwich Preparatory Schools Trust ("the Trust"). The Trust is also a company limited by guarantee and is a registered Charity and the School leases its property from the Trust.

Governors' responsibilities

The Governors (who are also directors of the School for the purposes of company law) are responsible for preparing the Governors' report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the persons who are Governors at the time when this Governors' report is approved has confirmed that:

- so far as that each Governor is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that each Governor has taken all the steps that ought to have been taken as a Governor in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was created as an independent charity governed by its own Articles of Association with effect from 1 September 2017. The Articles reflect the Companies Act 2006 and the Charities Act 2011 and were approved by the Charity Commission and passed by written resolution on 16th June 2017. Prior to that date the School was part of, and effectively governed by, the Articles of Association of the Trust. At its inception the umbrella charity, the Trust, donated the net assets and undertakings necessary to fulfil its objects to the new charity under a Transfer of Undertakings Agreement dated 1st September 2017. The School is supported in the provision of education by the Trust, from which the School leases its facilities.

Governing Body

The Governors of the School are the charity trustees under charity law and the Directors of the charitable company. All Governors are "members" of the Trust and the School's Chairman and one other Governor also serve as Trustees of the Trust.

The members of the Governing Body who served in office as Governors during the year are detailed below with additional responsibilities or focus shown in brackets:

Mrs S L Rynehart	Chairman *(Trustee of the Trust, HR and Legal)*
AP Anderson II	*(Trustee of the Trust Pension Scheme)*
M StJ Ashley	*(Trustee of the Trust, Trustee of the Trust Pension Scheme, Member of the Trust Finance Committee)*
S Miller	*(Safeguarding*)
Mrs S C Morgan	*(Education)*
Mrs C M Nash	Deputy Chairman
Mrs N Payne	*(PR/Marketing)*
N Pears	*(Early Years)*

Mrs C M Nash stood down as Chairman on 31 August 2019 but remains a member of the Governing Body. She was succeeded as both Chairman and as a Trustee of the Trust by Mrs S L Rynehart with effect from 1 September 2019.

Key Management Personnel

Headmaster: P A David BEd (Hons)

Bursar and Clerk to the Governors: F P Scanlon BSc(Hons), MSc, MBA, MIET

Professional Advisers

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London WC2A 3LH

Auditor: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Management Structure

The Governing Body meets a minimum of three times per year, normally once per academic term. Sub-committees for specific purposes are established as and when needed. The Headmaster and Bursar attend each of the full Governing Body meetings and any sub-Committee meetings as required. The day-to-day management of the School is delegated to the Headmaster and Bursar, who collectively comprise the key management personnel and are supported by the School's Senior Management Team. The Headmaster has overall responsibility for the appointment and supervision of all staff, but delegates this function to the Bursar for most non-academic staff.

Remuneration is set by the Governing Body with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere. We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence.

Governing Body Recruitment & Training

The Governing Body is self-appointing, with new Governors identified by the existing Board, supported by the Headmaster and Bursar, and appointed by the Board following agreement by the Trust. Governors serve for an initial term of four years, but may offer themselves for re-election for a second term of four years and then a final term of two years, making ten years in all.

New members of the Governing Body are elected on the basis of the candidates' professional qualities, experience, personal competence and the specific needs of the School. New Governors are inducted into the workings of the charitable company via a programme organised by the Headmaster and Bursar. The Bursar will also notify members of the Governing Body of relevant external trustee training and information courses and seminars designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Charity Code of Governance

Following its incorporation on 12th June 2017 the School's Board of Governors has taken its governance responsibilities seriously and, as a significant charity, aims to have a governance framework that is fit for purpose, compliant and efficient. The Board has established a solid foundation in governance in which all of its Governors are clear about their roles and legal responsibilities, are committed to supporting the School in delivering its objects most effectively for the benefit of its beneficiaries and contributing to the School's continued improvement.

Overall the School's Board of Governors meets a very significant proportion of the recommended and best practice for governance contained within the Charity Governance Code across the seven areas and are comfortable there are no significant areas of review required. Arrangements will continue to be monitored against the best practice principles contained within the Code.

Employment policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests. Employees are made aware of the financial performance of the School through an annual briefing given by the Bursar. Employees are also aware of the public benefit necessarily provided by the School as a charity and of their part in supporting the School's contribution to the local community.

Communication with employees continues through normal management channels in a variety of forms and also through exceptional channels to make staff aware of current issues.

One such issue arising was the unexpected announcement of the significant increase in the employer's contribution to the Teachers Pension Scheme (TPS) which took effect from 1 September 2019. The impact of the increase would have had serious consequences for the School's finances. A full consultation with representatives of the teaching staff was therefore conducted by a specially formed sub-committee of Governors, the Bursar and the HR Manager to consider the School's ability to fund the increased contributions and future pension provision for teachers. The open and thorough consultation resulted in a unanimous agreement by the teaching staff that the School should withdraw from the TPS at the earliest opportunity and that future pension provision would be through a new defined contribution scheme being offered by Aviva. The School completed this process with effect from 1 November 2019.

STRATEGIC REPORT

The remainder of the report of the Governors also constitutes the strategic report for the purposes of the Companies Act 2006.

Principal activity and objects of the charitable company

The principal activity of the charitable company is the operation of a preparatory school at Cranbrook, Kent. The objects of the charitable company are the advancement of education by the provision and conduct of the school for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the community. The Governing Body has referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education and on fee charging, when reviewing future aims and objectives.

Aim

The Governors' aim is that pupils should have every opportunity to fulfil their potential - academic, artistic, dramatic, musical, sporting, social and moral – by providing a rich and dynamic curriculum, inspirational teaching, building children's self-confidence by supporting their emotional, physical and intellectual needs, and inculcating a desire to contribute to the wider community. By the time children leave the school our aim is that they will have developed the skills and inner confidence to flourish in the next stage of their journey, ready to embrace the opportunities the world outside has to offer.

Primary objectives

The School seeks to achieve its aim through the following primary objectives:

- To continue to welcome pupils and staff from all backgrounds.
- To continue to develop our exceptional pastoral care.
- To continue to develop the breadth and depth of what we offer so each child can discover new passions, develop their talents, and stretch themselves.
- To continue the professional development of all staff, so they are leaders in their field.
- To continue to develop our academic curriculum so that children have the skills and mindset they need to flourish.
- To nurture good citizenship and encourage children to be contributing members of their community and society generally.
- To continue to improve our facilities, technology and resources.
- To continue to develop and strengthen our relationship with local schools and the wider community.
- To set our fees at a level to ensure the financial viability of the School and at a level that is consistent with our aim of providing a first class education to children.
- To provide financial support to enable children whose parents would not otherwise be able to afford the fees to benefit from an education at the School.
- To maintain a clear and effective management structure and the necessary support framework to meet the needs of staff and pupils alike.

Strategies to achieve the primary objectives

The Governing Body has reviewed the Strategic Development Plan for the School. A new plan which was initiated in 2016 and reviewed in 2018 is now well advanced. The Plan defines educational and investment initiatives and major projects, subject to available funding, in pursuit of the primary objectives.

The 2016 strategic review recognised the need for the School to adjust to the changing local market, particularly as a result of Cranbrook School's decision to admit pupils from Year 7 and so diminish our own Year 7 and 8 pupil numbers. In response to this, besides an extensive rebranding programme completed during 2017, a considerable extension of the School's bursary and scholarship programme has been implemented with bursaries now being offered from Year 3 onwards. Additionally, the consequent reduction in demand for boarding in Yrs 7 and 8 enabled the School to consolidate boarding accommodation into one house, The Manor, from September 2018. This freed The Lodge Boarding house and surrounding land for disposal by the parent Trust. The Trust received planning permission for a small residential development on this site during the year and it was sold to a local developer in August 2019. Completion of the sale took place in September.

However, the impact of the COVID-19 pandemic which hit the country in early March has stalled progress on the remaining initiatives and has resulted in a fundamental re-examination of the school's market position, priorities and finance. This is now underway with a view to a new Strategic Development Plan being in place in the first few months of 2021.

Public benefit

The School remains committed to the aim of providing public benefit in accordance with its founding principles.

The School actively supports the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. We cooperate with local schools and educational bodies in our ongoing endeavours to widen public access to the schooling we provide, to optimise the use of our cultural and sporting facilities and to awaken in our pupils an awareness of the social context of the all-round education they receive at the School.

In response to the COVID-19 crisis the School provided support to the local NHS Primary Care Trust through donations of stocks of goggles and safety glasses to equip their Covid-19 Assessment Centre.

This year the School awarded means-tested bursaries totalling £142K to 15 pupils (2019: £157K to 21 pupils), including 4 (2019: 4) for 75% or more of full fees. Awards are fully means-tested through a rigorous and detailed process which includes home visits when appropriate.

Emotional well-being and mental health

During the academic year 2019-20 the school has continued to be the facilitator for promoting the importance of a focus on positive mental health throughout our local community. Two mental health training opportunities were arranged for teaching and support staff based in local maintained and independent schools:

- The Mental Health First Aid Course, established by Mental Health First Aid England (mhfaengland.org), is a two-day course which provides a practical framework to support the mental health and wellbeing of the young people within our communities. Three weekend sessions were held at the school during the year with a total of 37 participants.
- The Mental Health Champions Training for School Leaders in Kent saw local head teachers and leaders join together for a series of training days in September 2019 and January 2020 to move the conversation about mental health forward and to enable school leaders to develop a strategic plan to embed a school wide ethos focusing on mental health and wellbeing. The course was hosted by Dulwich Prep and run by Place2Be with joint funding from the School, the Sam West Foundation and the Brook Foundation.

Facilities and resources

The School continues to foster strong relationships with many of our local state maintained schools and endeavours to share best practice and provide support wherever possible. Unfortunately, the Covid-19 restrictions this year have limited this and a number of our regular events and planned support programmes could not take place. However, during the year thirteen local state schools (ten primary and three senior) have benefitted in a variety of ways from the facilities and staff of Dulwich Prep Cranbrook.

We provided local schools, sports clubs and the wider local community access to our facilities, teaching expertise and mini-buses. We also hosted numerous sporting partnerships and events - including cross-country, football and hockey although the planned rugby, cricket and water polo events had to be cancelled. Every year the school arranges and hosts “The Rawlinson Run” which is a cross-country event for children from Yrs 2 to 4 from primary and independent schools across the area. This year, approximately 200 pupils from 7 local primary schools joined the event. In addition, the school hosted a local schools football tournament, attended by 70 pupils from 7 local primary schools and a hockey festival, which was joined by 30 pupils from 3 local state schools.

When the opportunities present themselves, we strive to provide local schools with equipment. This year, in addition to a donation to a local school of hundreds of books collected from our families, we also provided another school with cushions and bean bag chairs for their classroom reading corners. As in previous years, we provided local senior school pupils with work experience and 7 pupils from 3 schools were hosted within a range of our departments during the Autumn and early part of the Spring terms. Sadly, Covid-19 restrictions prevented the late Spring and Summer work experience programmes taking place.

The School has a designated member of staff responsible for liaison with and support for local schools. Strong relationships have been established as a consequence and the School continues to actively seek opportunities for close co-operation wherever possible. Local state schools are encouraged to approach the School for support and assistance wherever they feel we may be in a position to provide it.

Charitable fundraising

Pupil fundraising for charitable causes is also encouraged and whilst Covid 19 restrictions resulted in the cancellation of a number of fundraising initiatives during the second half of the year, over £4K was donated to local and national charities as a result of pupil led initiatives. This is further supported by various staff charity fundraising ventures and by the activities of the Friends Association which, besides supporting the School, continues to raise funds for a range of charities.

The school does not engage with any external third party fundraisers. There have been no complaints in the period regarding inappropriate or intrusive contact in relation to fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

Academic

Academic success continued throughout the School. Leavers from Year 6 and from Year 8 gained 30 Scholarships, Exhibitions and Awards and, together with 19 children who were successful at Common Entrance or Scholarship, joined ten different senior independent schools. 16 children were successful in the selective examination for Year 9 entry to Cranbrook School and a further ten children from Year 6 joined Cranbrook School via the 11+ route.

Music

The year began with a whole school *Sing!* reminding all of the importance of music and, notably, singing for our mental health. This was followed by our annual Winter Concert, informal concerts, performances in Assemblies, as well as a performance of Christmas carols at the Wealden Christmas Fair. Nash House children made their traditional visit to Evernden House (a local residential care home) to sing and share food with the appreciative residents and Year 4 sang their hearts out at the 02 as part of Young Voices – perhaps the last occasion of its type for some time.

To celebrate the school's 80th Anniversary a choir of pupils past and present was formed, as well as current staff and parents to come together as a community to perform at the Carol Service in St Dunstan's Church in Cranbrook. The bi-annual school Tribe Music competition was in the final stages of preparation as we went into lockdown, as was a new project involving singing with elderly dementia sufferers at Hawkhurst House. Events such as the Summer Concert were quickly re-invented with an incredible live-streamed recording of our Orchestra, Senior Chamber Ensemble and Year 4 Choir, at the height of lockdown in May, which provided a great lift to pupils, parents and staff alike. In addition to the performing arts scholarships, pupils won Music Scholarships to Cranbrook, Claremont and Sevenoaks Schools.

Sport

This year, Dulwich competed in over 250 inter-school fixtures and tournaments, in addition to our internal Tribe competitions, all prior to lockdown. During the Summer Term, children benefited from a full sports programme including Zoom lessons, challenges and a virtual Sports Day. As a school, the children travelled a total distance of 5,427km by either walking, running, cycling or rowing, which equates to travelling across the Atlantic Ocean to Massachusetts!

A broad mixture of independent and state schools attended our major community sports events including the annual Rawlinson Run, U11 Football Festival and the U9 Hockey festival. Dulwich successfully defended the Brenchley Relay cross-country for the 27th year in a row. The U13 Boys cross-country team won the Regional IAPS and Dobson Trophy, with our top boys finishing 1st and 2nd in all the local races. Four pupils were selected by Kent or Sussex, with one boy winning both the Kent and Sussex cross-country championships. In Hockey, the U13 girls reached the semi-final at the Regional IAPS and five pupils represented Kent Hockey. Netball continues to thrive with our U13 girls finishing in 3rd place at the IAPS regionals, qualifying them for the Nationals. Two children qualified for the Swimming National Finals and four children qualified to swim for Kent. Dulwich girls also entered the Kent Lacrosse championships and won the whole event, beating Benenden School in a close final. Beyond our normal curriculum there have been further successes by pupils in skiing, trampolining, gymnastics, dance and athletics and our Equestrian team qualified for the NSEA South West Championships.

Art

Despite the challenging times the School's art provision and achievement continued to be outstanding. Online lessons dominated the Summer Term, with specially filmed videos and supporting visuals, using Zoom as a tool to communicate with the children and for them to discuss their work with each other

Art teaching was maintained throughout the year and all children from Year 1 to 8 had a specialist Art teacher running their online sessions.

An array of art projects were undertaken with an emphasis on wellbeing and togetherness across all sections of the School. Of particular note was a whole school project undertaken during lockdown

project in which every member of the school community was invited to create a collaborative rainbow of portraits with the youngest pupils working with tones of red and the oldest using a palette of purple. In addition, Year 8 pupils maintained the tradition of leaving a legacy by creating a Virtual Leavers' Project. Working from home, each pupil made 7 origami butterflies, painted in the seven colours of the rainbow, which were posted into the School to be assembled and displayed on a large white branch which now takes pride of place in the Upper School entrance.
All five Advanced Art pupils gained Art Scholarships to their destination schools on leaving. In addition, three pupils achieved success in the National IAPS Art Competition 2020, including the award of 1st prize to a Year 5 pupil.

Drama
Drama in Autumn 2019 focused on the Year 6 production of Victorian Villainy, just before Christmas to round off the term, with some fabulous songs, props, staging and of course, acting, bringing the whole year group together. Moving onto the Spring Term, the Senior year groups worked on The Wind in the Willows, which featured particularly strong Year 8, three of whom received top Performing Arts scholarships. Thankfully before lock-down began, the children were able to perform to Upper School and record their performance which their parents were able to enjoy at home.
The Summer term events took a rather different format, but unique and memorable nonetheless. Year 8 produced a spectacular online Revue, which encompassed collaborative sketches of singing, dancing, acting, sport and comedy. The premiere was screened as a drive-thru in the school grounds, complete with professional lighting and popcorn, before being released on social media.

Continued Education under COVID-19
In mid-March National restrictions and 'lockdown' fundamentally changed our working practices and approach to educational provision. The school timetable was rewritten to enable the rapid development and implementation of effective remote learning. Small teams of staff ensured that school and day care provision continued uninterrupted for the children of 'key workers' both term time and during holiday periods; whilst other teams sought to plan and manage the logistical requirements to deliver a full curriculum programme of remote/online learning to children at home, and to schedule the associated staff training and development necessary. The creation of a COVID safe environment in readiness for pupils to return occurred in parallel.

The Easter holiday provided opportunity for the evaluation of our online provision, and subsequent whole school training led by staff identified as expert online practitioners (Gurus). In addition, very detailed planning for every aspect of the phased return of pupils occurred including: improved timetables that further addressed pupil's pastoral needs; increased provision of live interactive learning; the creation of discrete pods (and smaller bubbles within) of staff and children for academic year groups; the arrangement of technology to enable offsite teaching delivered to pupils in school and at home, requiring the repurposing of technicians, librarian and teaching assistants to facilitate in school online learning beamed into classrooms by specialist teaching staff. In addition, information, advice and guidance was provided to pupils, parents and staff covering our expectations for online learning, online safety, marking and feedback, and in school arrangements such as hand-washing, social distancing, staggered drop off and collection arrangements etc. prior to return.

Until restrictions eased, all pupils across the school received a full programme of lessons without compromising pupil learning, curriculum breadth or pastoral support. Pupils started online school each morning with assemblies, form time and registration and ended each day with a short pastoral session. Parents evenings and assessments including Common Entrance Examinations were also completed remotely. All Nash House, Little Stream and Year 6 pupils returned in May, Year 5 at the start of June and Years 7 and 8 at the end of June, bringing the whole school community safely back together. Creativity, flexibility and closely coordinated strategic planning ensured that all pupils remained successfully engaged in their education throughout the Spring and Summer terms. The School's development of on-line learning during this period provided an excellent platform on which to further develop, as has been demonstrated during the current lockdown.

FINANCIAL REVIEW

The operating surplus for the year ended 31 August 2020 was £28,562 compared to £304,335 surplus in the previous year. Total income of £5,886,966 and expenditure of £5,858,404 in the year compared with total income of £6,535,122 and expenditure of £6,230,787 in the previous year. Although income was supported by the receipt of £233,933 in furlough grants through the Government Coronavirus Job Support Scheme, the reduced levels of income and expenditure are attributable to the reduction in pupil roll and the restricted operations resulting from Covid-19. Whilst expenditure could have been further reduced, the Board of Governors determined that it was in the best long-term interests of the School to maintain furloughed staff on full pay. Fees charged for the summer term, whilst remote learning was in place, were reduced by 25% and a small number of grants were made to assist parents whose income had been severely adversely affected by the pandemic. The net book value of fixed assets amounted to £166,917 (2019 £210,995).

In addition to revenue from school fees, the School seeks to enhance its income through letting its facilities and through rents received for staff residential properties. Besides casual lettings of sports facilities, classrooms and halls for birthday parties etc., regular hirers of the School's facilities include a local children's dance company who hire the main school hall at weekends throughout the term and a children's holiday activities company who hire a range of facilities to operate a day camp over a period of four weeks during the School's summer holidays. Covid-19 restrictions resulted in a reduction in the extent of both these lettings this year. Additionally, in normal circumstances there are a number of holiday activities from which income is earned that are run by the School's own staff and available to current pupils including sports camps, chef school and a summer holiday activity camp for younger children. In the event, it was only possible to operate a limited summer holiday activity camp over a period of two weeks in July.

Reserves

The School's reserves policy is to maintain its unrestricted reserves (excluding pension liabilities or assets) broadly at the level of one month's expenditure in order to meet day to day running costs of the School and the costs associated with the maintenance of the fabric of its buildings. This allows the School to ensure sufficient liquidity for normal operation. In addition, the School may hold additional reserves to support anticipated capital expenditure and its longer term liabilities in particular its pension fund obligations. Free reserves held at the year-end totalled £845,887 (2019: £879,185) excluding pension liabilities and £437,987 (2019: £417,385) including pension liabilities. At this level the free reserves represent 1.73 times monthly expenditure and exceed the level required by the reserves policy. The Governors have considered the reserves policy in light of the Covid-19 pandemic and have concluded that no adjustments to the policy need to be made. At the year end funds were sufficient to support the Governors aims.

Going Concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the ongoing effects of Covid-19 and potential lockdowns, together with support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Governors consider the principal risks to the School to be those associated with Safeguarding of children and those associated with continued economic and political turbulence, particularly those arising from the Covid-19 crisis.

Safeguarding and Health and Safety

In September 2019, the School welcomed a new Designated Safeguarding Governor. In order to establish continuity of communication between the governing body and the school, a handover took place during the summer term 2019 between the former governor responsible for safeguarding, the DSL (Designated Safeguarding Lead) and the new governor in post. The designated governor and the DSL report to the Board of Governors termly and the governor conducts an annual of the school. This was successfully completed during the Spring Term 2020.

All Governors receive full safeguarding training when they join the Board and regular updates from the Designated Safeguarding Lead at the School. All are required to scrutinise and approve the safeguarding policies of the School at least annually. In addition to this all governors are required to complete any appropriate and necessary training such as updates on Keeping Children Safe in Education. This is provided as online training and a record is held by the DSL and the HR manager.

At the start of the academic year 2018-2019, the School established a Safeguarding team consisting of five members of the Senior Management team. This replaced the former model of the DSL and one deputy with responsibility for Early Years. Now that this has been in place for over a year we have reflected on how this model is working and all agree that it has been extremely useful to have more people involved at this level of management. At all times, Safeguarding remains the highest priority. All trips and visits are considered even more closely with full safeguarding meetings being held in advance of all residential trips and appropriate staffing and adjustments are made for pupils with additional needs.

Whilst the Governors are respectful of the boundary between governance and management, they continue to exercise appropriate oversight of safeguarding and are deliberately more visible to staff and parents, attending many school events and getting to know not just the Headmaster and Bursar, but staff in all areas of the School, and their presence is welcomed by the whole community. The annual safeguarding audits have provided another opportunity for personal contact between Governors and staff – including support staff.

As well as modelling a culture of greater openness, Governors have in recent years prioritised changes to make the School not only compliant but, on broader practical and cultural levels, safer places for the pupils.

The School's management of more general Health and Safety risks are also closely monitored by the Board. The risks range from fire and infrastructure to personal risks (most notably when pupils are away from the campus on trips and outdoor activities). The level and breadth of these activities at the School is impressive and the risks associated with all are minimised by thorough planning and risk assessment by the School's designated External Visits Co-ordinator. In addition, this year, a full COVID specific risk assessment was carried out by the School and a significant number of physical and operational measures implemented to enable the safe return of pupils and staff following lockdown. The Board scrutinised the assessment and measures in detail before approving each stage of the gradual re- opening of the School.

The School's Health and Safety Committee comprises representatives from all sections of the School and reports, via the Bursar, to the Governors on a termly basis. The School also employs an external Health and Safety adviser who provides detailed advice when necessary as well as providing audit and reporting in specific areas when required.

Economic and Political Turbulence

The Governors consider the continuing economic turbulence of recent years and the affordability of fees by parents across the independent sector to represent significant risks to the School. This risk is likely to increase with the continuing financial impact of Covid-19 and the uncertain implications of Brexit in the coming months and years. Although the risks associated with continuing increases in Teachers' Pension contributions have been mitigated by the Schools' withdrawal from the TPS in November 2019, other economic and political risks, including the potential removal of business rates relief currently enjoyed by the School as a charity and the potential introduction of VAT on school fees, remain. Governors remain alert to the impact of all these both on the School's supply costs and to the livelihoods of the parents who pay fees.

Although enrolment at the School remained strong through the year, the School is still adjusting to the recent change by Cranbrook School (a local State Grammar School) to admit pupils via the Kent Test at 11+ rather than via their own 13+ entrance examination. This has resulted in a significant increase in the number of pupils leaving at the end of Year 6. In common with other local Preparatory Schools, Years 7 and 8 are now smaller and staffing has been adjusted to compensate for this. Numbers are now stabilising although continued economic uncertainty and political threat leaves no room for complacency.

Detailed consideration of risk is undertaken for the School by the Governors in conjunction with the Headmaster and Bursar. A risk register is maintained, reviewed termly by the Governors and updated as necessary. The risk management process and the resulting report identify risks, assess their impact and likelihood and, where necessary, recommend controls to mitigate and monitor those risks which are assessed as high. The generic controls used by the School to minimise risk include:

- detailed terms of reference together with formal agendas for Committee and Board activity;
- strategic development planning, reviewed annually by Board of Governors;
- comprehensive budgeting and management accounting;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels;
- vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified major risks for the School.

Approved by the Governing Body of Dulwich Prep Cranbrook, including, in their capacity as company directors, approving the Directors' and Strategic Report contained therein, and signed on its behalf by:

Mrs S L Rynehart

Chair of Board

Date 22/03/2021

Opinion

We have audited the financial statements of Dulwich Prep Cranbrook for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the 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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, 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 our audit

- the information given in the trustees' report, which includes the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report included within the trustees' 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; or
- the 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 1, the trustees (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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 trustees either intend to liquidate the 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.

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.

Tina Allison

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

26 March 2021

DULWICH PREP CRANBROOK
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2020
(Incorporating an income and expenditure account)

	Notes	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Total 2019 £
Income from:					
Charitable activities:					
School fees receivable	2	**5,561,474**	**-**	**5,561,474**	6,342,258
Other educational income	3	**48,660**	**-**	**48,660**	74,436
Ancillary income	4	**18,298**	**-**	**18,298**	95,422
Other trading activities					
Non-ancillary trading income	5	**20,263**	**-**	**20,263**	23,006
Voluntary sources					
Donations and legacies		**2,000**	**2,338**	**4,338**	-
Furlough grant income scheme		**233,933**	**-**	**233,933**	-
Total income		**5,884,628**	**2,338**	**5,886,966**	6,535,122
Expenditure on:					
Raising funds					
Financing costs	6	**(9,107)**	**-**	**(9,107)**	(6,295)
Total costs of raising funds		**(9,107)**	**-**	**(9,107)**	(6,295)
Charitable activities					
Education	6	**(5,849,297)**	**-**	**(5,849,297)**	(6,224,492)
Total expenditure		**(5,858,404)**	**-**	**(5,858,404)**	(6,230,787)
Net income		**26,224**	**2,338**	**28,562**	304,335
Transfer between funds	14	**2,000**	**(2,000)**	**-**	-
Pension scheme actuarial losses	16	**(51,700)**	**-**	**(51,700)**	(328,400)
Net movement in funds for the year		**(23,476)**	**338**	**(23,138)**	(24,065)
Fund balances brought forward at 1 September 2019		**628,380**	**140**	**628,520**	652,585
Fund balances carried forward at 31 August 2020		**604,904**	**478**	**605,382**	628,520

The notes on pages 21 to 37 form part of these financial statements

DULWICH PREP CRANBROOK
BALANCE SHEET
AS AT 31 AUGUST 2020

	Notes	£	2020 £	£	2019 £
FIXED ASSETS					
Tangible assets	8		**166,917**		210,995
CURRENT ASSETS					
Debtors	9	**881,327**		996,818	
Cash at bank and in hand		**855,847**		1,036,764	
		1,737,174		2,033,582	
CREDITORS: Amounts falling due within one year	10	**(890,809)**		(1,112,702)	
NET CURRENT ASSETS			**846,365**		920,880
TOTAL ASSETS LESS CURRENT LIABILITIES			**1,013,282**		1,131,875
CREDITORS: amounts falling due after more than one year	11		**-**		(41,555)
NET ASSETS EXCLUDING PENSION SCHEME LIABILITY			**1,013,282**		1,090,320
Defined benefit pension scheme liability	16		**(407,900)**		(461,800)
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			**605,382**		628,520
CHARITY FUNDS					
Unrestricted funds excluding pension reserve			**1,012,804**		1,090,180
Pension reserve			**(407,900)**		(461,800)
Restricted funds			**478**		140
TOTAL FUNDS			**605,382**		628,520

The financial statements were approved
by the Governors on
and signed on their behalf, by:

29/05/2021

SL Ryrehart
Chair of Board

The notes on pages 21 to 37 form part of these financial statements.

DULWICH PREP CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2020

	Notes		**2020**		2019
		£	**£**	£	£
Net cash inflow from operations					
Net cash (used)/provided by operating activities	(i)		**(162,297)**		285,311
Cash flows from investing activities:					
Additions to fixed assets		**(19,044)**		(39,487)	
Proceeds from sale of fixed assets		**424**		250	
Net cash (used in) investing activities			**(18,620)**		(39,237)
Change in cash and cash equivalents in the reporting period			**(180,917)**		246,074
Cash and cash equivalents at the beginning of period			**1,036,764**		790,690
Cash and cash equivalents at the end of the reporting period	(ii)		**855,847**		1,036,764

The notes on pages 21 to 37 form part of these financial statements

DULWICH PREP CRANBROOK
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 AUGUST 2020

		2020		2019
(i) Reconciliation of net income to net cash flow from operating activities	**£**	**£**	£	£
Net income		**28,562**		304,335
Elimination of non-operating cash flows:				
Depreciation charge	**63,122**		76,560	
Donation of fixed assets	**-**		-	
Profit on disposal of fixed assets	**(424)**		(250)	
Decrease/(increase) in debtors	**115,491**		(90,076)	
(Decrease)/increase in creditors (excluding fees in advance scheme and deposit)	**(107,674)**		57,225	
(Decrease)/increase in fees in advance scheme creditors	**(142,714)**		67,917	
(Decrease) in parents' deposits	**(13,060)**		(15,500)	
Movement in defined benefit pension liability	**(105,600)**		(114,900)	
		(190,859)		(19,024)
Net cash (outflow)/inflow from operations		**(162,297)**		285,311

	2020		2019
	£	£	
(ii) Analysis of cash and cash equivalents			
Cash at bank and in hand	**855,847**		1,036,764

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounts are drawn up on the historical cost basis of accounting.

The School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1174358) and a company limited by guarantee, (company number: 10815140). Its registered office is Coursehorn, Cranbrook, Kent, England, TN17 3NP.

The ultimate parent company and controlling party of Dulwich Prep Cranbrook is Dulwich Preparatory Schools Trust (the Trust), a charitable company incorporated in the United Kingdom (company number: 00579923).The accounts of the School have been consolidated into the ultimate parent entity's financial statements. Copies of these financial statements can be obtained from the registered office, 42 Alleyn Park, Dulwich, London SE21 7AA. Control is exercised by the parent company by virtue of board representation.

The principal activity of the Trust is the operation of preparatory schools at Dulwich London and at Cranbrook Kent. The objects of the Trust are the advancement of education primarily by the provision and conduct of schools in Dulwich and Cranbrook for boys and girls and by ancillary or incidental educational activities and other associated activities for the benefit of the communities.

1.2 Going concern

Having reviewed the cash position of the School together with the expected ongoing demand for places and the School's future projected cash flows, including the ongoing effects of Covid-19 and potential lockdowns, together with the support available from the parent Trust, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

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

1 ACCOUNTING POLICIES (continued)

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

The School's liability for the Non-Teaching Staff defined benefit pension scheme involves a number of assumptions as disclosed in note 16. In the view of the Governors, no other assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

1.4 Income

All income is included in the statement of financial activities when the School has entitlement to the funds, receipt is probable and the amount can be measured with sufficient reliability. Fees consist of charges for the school year ending August, less bursaries and allowances. Fees received in advance are deferred and released to income in the period to which the fees relate. Furlough grant income is recognised as and when entitlement arises which can be reliably quantified and benefit is probable.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs include all costs relating to the management, administration and running the functions of the School.

Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases. Fixed assets costing more than £200 are capitalised.

Leasehold	-	2% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	10% straight line
Computer equipment	-	25-50% straight line

1 ACCOUNTING POLICIES (continuted)

1.7 Fund accounting

General Funds are the accumulated surplus on the Schools income and expenditure account which is availble for use at the discretion of the Governors in furtherance of the general objectives of the charity, including support of the Trust.

Restricted Funds may only be spent on the charitable purpose specified by the donor.

1.8 Pension costs

Retirement benefits to employees of the School are now provided through two defined contribution schemes and the employer's pension costs are charged in the period in which the salaries they relate to are payable. The two schemes are as follows:

(a) The Dulwich Preparatory Schools Trust Non Teaching Staff Group Personal Pension Plan - This is a group personal pension plan with Aviva.

(b) From 1 November 2019, the School’s teaching staff have become members of the Aviva Pension Trust for Independent Schools which as its name implies is operated by Aviva for a number of private schools.

In addition the School has historically provided retirement benefits to employees through two defined benefit schemes, the costs of which are determined as follows:

(a) The Teachers’ Pension Scheme (the TPS) - This scheme is a multi-employer pension scheme. It is not possible to identify the School’s share of the underlying assets and liabilities of the TPS on a consistent and reasonable basis and therefore, as required by FRS102, the School accounted for the scheme as if it were a defined contribution scheme. Until 30 October 2019, the School’s contributions, which were in accordance with the recommendations of the Government Actuary, were charged in the period in which the salaries to which they relate were payable. The School has no further obligations in respect of the TPS following its withdrawal with effect from 1 November 2019.

1 ACCOUNTING POLICIES (continuted)

(b) The Dulwich Preparatory Schools Trust Non Teaching Staff Pension Scheme - This is an occupational defined benefit scheme. The scheme is closed so there are no current service costs, other than administration expenses which are borne directly by the School. The expected return on the scheme assets less the scheme interest costs are credited within other interest. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses. The defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

1.9 Operating leases

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

1.10 Taxation

The School is a registered charity No. 1174358 and as such is not liable to United Kingdom income tax or corporation tax on charitable activities.

2 FEES RECEIVABLE

	2020	2019
	£	£
Fees receivable consist of:		
School fees	**6,183,800**	6,983,053
Less: total awards and concessions	**(622,326)**	(640,795)
	5,561,474	6,342,258

Included within awards and concessions are means-tested bursaries totalling £142,110 (2019 £157,132) which were paid to 15 pupils (2019: 21 pupils).

3 OTHER EDUCATIONAL INCOME

	2020	2019
	£	£
Entrance and registration fees	**3,140**	3,980
Courses and sub-lettings	**45,520**	70,456
	48,660	74,436

4 ANCILLARY AND OTHER INCOME

	2020	2019
	£	£
School shop, School trips and Other income	**18,298**	95,422

5 OTHER TRADING ACTIVITIES

	2020	2019
	£	£
Rents receivable	**20,263**	23,006

6 ANALYSIS OF EXPENDITURE

	Staff costs (Note 7)	Depreciation (Note 9)	Other costs	Total 2020	Total 2019
	£	£	£	£	£
Raising funds					
Financing costs	**7,700**	**-**	**1,407**	**9,107**	6,295
Total costs of raising funds	**7,700**	**-**	**1,407**	**9,107**	6,295
Charitable expenditure					
Teaching	**3,374,252**	**-**	**295,256**	**3,669,508**	3,849,263
Welfare	**261,304**	**-**	**102,809**	**364,113**	452,943
Premises	**186,309**	**63,122**	**786,760**	**1,036,191**	1,071,028
Support costs	**565,737**	**-**	**213,748**	**779,485**	851,258
Total charitable expenditure	**4,387,602**	**63,122**	**1,398,573**	**5,849,297**	6,224,492
Total expenditure	**4,395,302**	**63,122**	**1,399,980**	**5,858,404**	6,230,787

Governance included in support costs:	**2020**	2019
	£	£
Governor costs	**175**	583
Legal and consultancy fees	**8,010**	13,899
Remuneration paid to auditor for audit services	**9,380**	9,150

The comparative of £9,150 in respect of auditors' remuneration has been corrected from £10,980.

7 STAFF COSTS

	2020	2019
	£	£
The aggregate payroll costs for the year were as follows:		
Wages and salaries	**3,513,683**	3,547,443
Social security costs	**310,207**	322,451
Pension costs and other benefits	**571,412**	529,898
	4,395,302	4,399,792

Aggregate employee-benefits of key management personnel amounted to £271,258 (2019 £260,985) including pension contributions of £38,515 (2019 £36,355).

7 STAFF COSTS (CONTINUED)

	2020	2019
Number of higher paid employees in bands of:		
£70,001 to £80,000	**1**	1
£120,001 to £130,000	**1**	1
The number with retirement benefits accruing		
- in Defined Contribution schemes was	**2**	1
of which the contributions amounted to	**34,313**	13,706
- in Defined Benefit schemes was	**1**	1

One member of staff moved from a defined benefit to a defined contribution scheme in November 2019.

The average number of the School's employees during the year, calculated on headcount, was:

	2020	2019
Teaching	**83**	87
Domestic and estates	**28**	30
Administrative	**17**	17
	128	134

During the year there were no redundancy or termination payments (2019 £5,896).

8 Tangible Fixed Assets

	Leashold Land and Buildings	Furniture Fixtures and Equipment	Computer Hardware	Vehicles	**Total**
	£	£	£	£	**£**
Cost					
At 1 September 2019	19,060	645,418	323,750	53,114	1,041,342
Additions	-	5,710	13,334	-	19,044
Disposals	-	-	(29,017)	-	(29,017)
At 31 August 2020	**19,060**	**651,128**	**308,067**	**53,114**	**1,031,369**
Depreciation					
At 1 September 2019	583	493,783	300,449	35,532	830,347
Charged in year	381	36,437	21,909	4,395	63,122
Disposals	-	-	(29,017)	-	(29,017)
At 31 August 2020	**964**	**530,220**	**293,341**	**39,927**	**864,452**
Net book values					
At 31 August 2019	18,477	151,635	23,301	17,582	210,995
At 31 August 2020	**18,096**	**120,908**	**14,726**	**13,187**	**166,917**

9 DEBTORS

	2020	2019
	£	£
Fee debtors	**100,235**	166,833
Sundry debtors	**128,479**	22,206
Prepayments and accrued income	**105,955**	142,459
Amounts due from parent undertaking	**546,658**	665,320
	881,327	996,818

10 CREDITORS: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	**42,123**	53,544
Social security and other taxation	**71,891**	80,170
Fees in advance	**450,995**	552,154
Other creditors	**44,795**	96,514
Fee deposits	**176,940**	190,000
Accruals and deferred income	**104,065**	140,320
	890,809	1,112,702

11 CREDITORS: amounts falling due after more than one year	2020	2019
	£	£
Fees in advance	-	41,555

12 FEES IN ADVANCE	2020	2019
	£	£
Within one to two years	-	41,555
Within one year	450,995	552,154
	450,995	593,709
Movements in fees in advance		
Opening fees in advance	593,709	525,792
Amount released to income during the year	(552,154)	(490,900)
Amount deferred during the year	409,440	558,817
	450,995	593,709

13 OPERATING LEASE COMMITMENTS

At 31 August 2020 the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	Land and Buildings		Other	
	2020	2019	2020	2019
	£	£	£	£
Within 1 year	387,875	400,750	18,599	21,612
Between 2 and 5 years	1,616,000	1,703,875	16,726	35,323
After more than 5 years	16,968,000	18,490,000	-	-

The charge in the year was £422,362 (2019 £404,864).

14 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2019	Incoming resources	Resources expended	Actuarial losses	Transfer	**At 31 August 2020**
	£	£	£	£	£	**£**
Unrestricted Funds	628,380	5,884,628	(5,858,404)	(51,700)	2,000	**604,904**
Restricted Funds	140	2,338	-	-	(2,000)	**478**
Total funds	**628,520**	**5,886,966**	**(5,858,404)**	**(51,700)**	**-**	**605,382**

A transfer of £2,000 (2019 £225) has been made during the year to reflect restricted income spent on Bursary awards (2019: musical instruments). The comparative figures are shown in note 18 (B).

15 SUMMARY OF NET ASSETS BY FUNDS

	Unrestricted Funds	**Restricted Funds**	**Total Funds**
2020	**£**	**£**	**£**
Tangible Assets	**166,917**	**-**	**166,917**
Net Current Assets	**845,887**	**478**	**846,365**
Long Term Creditors	**(407,900)**	**-**	**(407,900)**
	604,904	**478**	**605,382**
2019			
Tangible Assets	210,995	-	210,995
Net Current Assets	920,740	140	920,880
Long Term Creditors	(503,355)	-	(503,355)
	628,380	140	628,520

16 PENSION SCHEMES

Retirement benefits to employees of the School are now provided through two defined contribution schemes. In addition the School has previously provided retirement benefits through two defined benefit schemes. As detailed in accounting policy 1.8, which are funded by the School and employees' contributions.

Defined contribution schemes

The pension cost charge in the year in respect of the defined contribution schemes was £444,566 (2019 £131,726). The increase is due to leaving the TPS on 31 October 2019.

16 PENSION SCHEMES (CONTINUED)

Defined benefit schemes

Teachers' Pension Scheme

The School participated in the Teachers' Pension Scheme (England and Wales) for its teaching staff until 31 October 2019 when the school left the scheme. The pension charge for the year includes employer contributions payable to the TPS of £85,565 (2019 £369,075). At the year-end £nil (2019 £48,434) was accrued in respect of employee and employer contributions to this scheme.

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

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

16 PENSION SCHEMES (CONTINUED)

Non-teaching staff defined benefit scheme

The parent Trust operated this Scheme (the Dulwich Preparatory Schools Trust Non-Teaching Staff Pension Scheme), which was closed on 31 December 2004, both in respect of new members and accrual for existing members.

On 1 September 2017 the Trust transferred the obligations to contribute to the Scheme to each of the Schools in proportions determined by the actuary based on the staff who participated in the Scheme. The valuation in these accounts uses that proportion and has been derived by projecting the results of the last comprehensive actuarial valuation of the Scheme as at 1 January 2018 and have been prepared by an independent qualified actuary.

Following this latest actuarial valuation a revised Schedule of Contributions was agreed between the Trust, the Schools and the Scheme Trustees with the aim of eliminating the deficit over a period of 10 years from 1 January 2018. Under this Schedule of Contributions the School expects to contribute £113,337 to the Scheme in 2020/21 (2019/20 £113,337).

16 PENSION SCHEMES (CONTINUED)

		2020	2019
a)	**The amounts recognised in the balance sheet are as follows**	**£**	£
	Present value of funded obligations	**(2,210,400)**	(2,186,500)
	Fair value of scheme assets	**1,802,500**	1,724,700
	Net Liability	**(407,900)**	(461,800)
b)	**Changes in the present value of the defined benefit obligation**		
	Opening defined benefit obligation	**2,186,500**	1,784,100
	Interest cost	**39,300**	46,200
	Actuarial losses	**30,100**	368,500
	Benefits paid	**(45,500)**	(12,300)
		2,210,400	2,186,500
c)	**Closing fair value of scheme assets**		
	Opening fair value of scheme assets	**1,724,700**	1,535,800
	Interest income	**31,600**	41,600
	Return (lower)/greater than the discount rate	**(21,600)**	40,100
	Contributions by employer	**113,300**	119,500
	Benefits paid	**(45,500)**	(12,300)
	Closing fair value of scheme assets	**1,802,500**	1,724,700

16 PENSION SCHEMES (CONTINUED)

d) The amounts included within the Statement of Financial Activities	**2020** **£**	2019 £
Interest on obligation	**39,300**	46,200
Interest income	**(31,600)**	(41,600)
Total amount charged to the Statement of Financial Activities	**7,700**	4,600
Net actuarial losses recognised in the year	**(51,700)**	(328,400)

e) Principal actuarial assumptions at the balance sheet date

Financial Assumptions		
Discount rate	**1.6%**	1.8%
RPI inflation assumption	**3.0%**	3.2%
Rate of increase of pensions in payment	**3.3%**	3.5%
Rate of increase of pensions in deferment	**2.2%**	2.4%
Assumed life expectancy in years at age 65:		
Non Pensioners		
Females	**25.4**	25.4
Males	**23.4**	23.4
Pensioners		
Females	**23.9**	23.9
Males	**21.9**	21.9

17 RELATED PARTY TRANSACTIONS AND GOVERNORS COSTS

The School paid rental expenditure of £400,750 (2019 £381,625) to the Trust.

Cash resources for the Group are managed centrally by the Trust and as a consequence at 31 August 2020 £546,658 (2019 £665,320) was due from the Trust.

During the year no Governors received any remuneration or reimbursement of expenses for travel or subsistence (2019: one Governor was reimbursed expenses of £48). There were no other related party transactions in the period.

18 PRIOR YEAR COMPARATIVE NOTE

(A) 2019 STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total 2019 £
Income from:				
Charitable activities:				
School fees receivable	2	6,342,258	-	6,342,258
Other educational income	3	74,436	-	74,436
Ancillary income	4	95,422	-	95,422
Other trading activities				
Non-ancillary trading income	5	23,006	-	23,006
Total income		6,535,122	-	6,535,122
Expenditure on:				
Raising funds				
Financing costs	6	(6,295)	-	(6,295)
Total costs of raising funds		(6,295)	-	(6,295)
Charitable activities				
Education	6	(6,224,492)	-	(6,224,492)
Total expenditure		(6,230,787)	-	(6,230,787)
Net income		304,335	-	304,335
Transfer between funds		225	(225)	-
Pension scheme actuarial losses	16	(328,400)	-	(328,400)
Net movement in funds for the year		(23,840)	(225)	(24,065)
Fund balances brought forward at 1 September 2018		652,220	365	652,585
Fund balances carried forward at 31 August 2019		628,380	140	628,520

18 PRIOR YEAR COMPARATIVE NOTE (CONTINUED)

(B) 2019 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 September 2018	Incoming resources	Resources expended	Actuarial losses	Transfer	**At 31 August 2019**
	£	£	£	£	£	**£**
Unrestricted Funds	652,220	6,535,122	(6,230,787)	(328,400)	225	**628,380**
Restricted Funds	365		-	-	(225)	**140**
Total funds	**652,585**	**6,535,122**	**(6,230,787)**	**(328,400)**	**-**	**628,520**