

2023

ANNUAL REPORT



THE *Dulwich*
ESTATE



Contents

Board of Trustees	04
Chair’s statement	05
Chief Executive’s foreword	06
Trustees and administrative information	07
Property development	08
Property maintenance	09
A word from our beneficiaries	10 - 15
Who we are	16
2023 financial position and performance	17
Our history and background	18
Trustees’ report	20 - 23
2022 - 2023 year in review	24
Independent auditor’s report to the board	25 - 27
Statement of financial activities	28
Balance sheet	29
Summary income and expenditure account	30
Cash flow statement	31
Notes to the financial statements	32 - 47

Meet the Estate Board of Trustees

Those who served during the year and up to the date of signature of the financial statements as members of the Board of the Incorporated Trustees of The Dulwich Estate were:



Dr Irene Bishop



Rosemarie Jones



Dami Ayeko



Dianne Barratt



Pamela Dusu



Helen Freeman



Howard Kerr



Penny King



Ben Kottler



Jane Marshall



Segun Osuntokun



Stephen Parry



Richard Pinckard



Caroline Price

Chair’s statement



I have dedicated most of my life to education and I am pleased to be able to continue this passion, more indirectly, through my work at The Dulwich Estate, where I took over as Chair of Trustees at the start of 2023.

In one capacity or another, I have been involved with the Estate and its beneficiary partners for nearly 30 years. For over 400 years The Dulwich Estate has a history of supporting education, housing for older people, and providing a place for worship. I am delighted to be part of it – supporting a hard-working and talented team.

The seven schools which make up the Foundation family have collaborated this year on new initiatives, including leadership training for students. Representatives from each school undertook a number of consultation and training exercises in order to build their skills and confidence in a young leadership capacity. It was moving to hear from these students at the annual beneficiary meeting at the end of 2022. They spoke powerfully about their experiences: of moving out of their comfort zones; putting themselves forward for development; and learning from their peers.

I was delighted also to hear from a group of impressive pupils early in 2023 at the launch of the inaugural Edward Alleyn Award. The Estate is supporting this award which is made to those who have demonstrated Alleynian values of philanthropy, creativity and enterprise over the course of the school year. Those receiving the awards shared their stories of resilience, initiative and community participation. I was again reminded of the combined strength of beneficiary partners in nurturing young talent.

The Estate continues its major work of ensuring careful stewardship of its land and property. It is a responsible landlord, which strives to operate to the highest standards and is committed to continual improvement.

In the past year it ran a consultation on planned improvements to the north end of Dulwich Village; maintained and upgraded a large number of properties; planted many new trees, looked after ancient woodland and overhauled its maintenance of shared amenity areas, in the interests of bio-diversity and the environment. It upgraded elements of the Chapel and has submitted plans to modernise the Almshouse accommodation. It continues to run the Scheme of Management – ensuring that local development is carefully considered within its wider environment.

Additionally, the Estate is committed to playing an active part in the wider community, whether through public engagement in nature or by supporting and promoting social events or common Foundation values.

I greatly look forward to working with all stakeholders during my tenure, helping to ensure that the Estate continues to evolve, support and deliver.

Dr Irene Bishop, Chair of Trustees

Chief Executive’s foreword



In 2022 we have placed a particular focus on environmental issues, alongside all the other aspect of the Estate’s work. The Estate has always prioritised and protected the natural habitat, ancient trees and woodland, as well as shared amenity areas – making Dulwich a spectacular green haven in an urban setting. It is a central part of our stewarding role, and one we are proud of.

But we are all too aware of the need to constantly review our practices and ensure we are doing everything we can to look after our natural heritage by reducing emissions and encouraging biodiversity.

Our sustainability programme for 2022-2023 set out priority work across four areas. They are:

- Reviewing energy efficiency at the Old College Complex which includes Estate offices, the Chapel, The Almshouse, and The Old Grammar School
- Upgrading EPC ratings for Estate Holdings comprising Estate-owned property leased to residential and commercial customers
- Engaging with Scheme of Management freehold residents on environmental issues
- Replenishing and protecting the natural environment comprising the common amenity, Dulwich Woods and Dulwich Mill Pond

During the year we commenced some of these long-term programmes of work and will continue to update on progress via our website. Across Estate holdings we are carrying out property upgrades to improve EPC ratings. And within the Scheme of management we have published guidance for homeowners on retrofitting Dulwich stock to bring homes up to more modern environmental standards.

When it comes to the fourth workstream - our ‘re-wilding’ strategy, there is much to do. We wish to increase green areas, with the objective of connecting them. This involves growing our tree canopy resource so that it covers a greater area, providing significant wildlife, health and amenity benefits. This year we changed the management of grassed and shrub areas to a more selective and less frequent basis, depending on the individual site constraints like erosion, damage, access, utilities, prominence, heritage, wildlife and landscape value (woods, hedgerows, ditches, verges, shrub beds, formal lawns).

We also planted 112 standard size trees across 40 residential estates and grounds maintenance areas. In this we were supported by the Mayor’s Urban Tree Challenge and Groundwork. Next year 125 square meters of flower meadow and 180 linear metres of hedging will be planted, as well as 120 trees across 24 sites, including those where replacements are required for trees removed due to safety concerns. There are plans for more sites to be included over the next three years, including the Old Burial Ground, Grange Lane hedgerows, Low Cross Wood Lane and Rock Hill.

With our long-term partners London Wildlife Trust, we have continued to collaborate and manage Dulwich Woods and at the end of the year were delighted that a National Heritage Award was made to support a partnership including Southwark Council to carry on this work with the involvement of a wide range of volunteer groups.

I am grateful to all involved in this work and look forward to further innovations in the year ahead. It will help to secure a greener future for generations to come.

Simone Crofton, Chief Executive

Trustees, executives and advisers

Trustees		
Those who served during the year and up to the date of signature of the financial statements as members of the Board of the Incorporated Trustees of The Dulwich Estate were:		
Chair	Trustee	Nominated by
	Irene Bishop, CBE, BEd, MA, LLd	Dulwich College
Deputy Chair	Rosemarie Jones, MRICS	Royal Institution of Chartered Surveyors
	Dami Ayeko	Central Foundation Schools London
	Dianne Barratt	Alleyn’s School
	Pamela Dusu, MA	James Allen’s Girls’ School
	Helen Freeman <i>(from 1.06.2021)</i>	Co-optative
	Howard Kerr, MBA <i>(from 01.01.2023)</i>	Dulwich College
	Penny King, LLB	Co-optative
	Ben Kottler, BA	Co-optative
	Jane Marshall <i>(from 1.12.2021)</i>	James Allen’s Girls’ School
	Segun Osuntokun, BA	Archbishop of Canterbury
	Stephen Parry <i>(from 1.08.2021)</i>	St. Olave’s and St. Saviour’s Schools Foundation
	Richard Pinckard, BSc (Econ), FCA	Alleyn’s School
	Caroline Price, LLB (Hons) ACA	The Dulwich Almshouse Charity
Executives	Chief Executive Director of Property Director of Finance Principal Building Surveyor	Simone Crofton, BA, PgDip Law, FRSA Adrian Brace, MRICS Paul Greenwood, BA, ACA Simon Hoare, MRICS
Principal professional advisers		
Statutory auditor	Moore Kingston Smith LLP, 6th Floor, 9 Appold Street, London EC2A 2AP	
Bankers	Barclays Bank Plc, 1 Churchill Place, Canary Wharf, London E14 5HP	
Investment managers	Sarasin & Partners LLP, 100 St Paul’s Churchyard, London EC4M 8BU	
Legal advisers	Cripps Pemberton Greenish, 45 Cadogan Gardens, Chelsea, London SW3 2AQ Lee Bolton Monier Williams, 1 The Sanctuary, Westminster, London SW1P 3JT Thackray Williams LLP, Kings House 32-40 Widmore Road, Bromley, Kent BR1 1RY	
Property consultants	Daniel Watney LLP, 165 Fleet Street, London EC4A 2DW	
Contact	The Old College, Gallery Road, London SE21 7AE Tel: 020 8299 1000 E-mail: info@thedulwichestate.org.uk www.thedulwichestate.org.uk Charity Number 312751	



Xxxxxxx

Property development

In 2022 we welcomed some new businesses in to the area and we hope that they flourish through the services and goods they provide to local residents. At 27 Dulwich Village in the North Parade, lifestyle home design shop Maison Curate opened. In West Dulwich Hound & Co dog groomers opened at 92 Park Hall Road. Finally Il Sovrano opened at 12 Croxted Road. This is an Italian café & deli with home-baked focaccia bread on the premises.

We said goodbye to Julie Lowe one of our longest standing tenants, who ran Biff shoe shop in the Village for nearly 30 years, and has set off on new adventures. Unfortunately, Walter's restaurant on Croxted Road closed its doors due to rising food, staffing and utility costs. It shows the challenges small businesses continue to face in the current economic climate.

Estate retail voids are below 5% - this is keeping a vibrant high street landscape. Dulwich remains a popular destination. We have carried out a community consultation for public realm improvements to the pedestrian area in the North Parade, introducing a new surface treatment,

seating, and more trees and planting. The Estate hopes to carry out this work soon, subject to obtaining planning permission.

Our work to plan for the refurbishment of Edward Alwyn House to bring the accommodation for its elderly residents up to modern standards, including lift installation, improved comfort accommodation and access, continues. The Estate, on behalf of the Dulwich Almshouse Charity, has submitted a second pre-application to the Southwark planning department during 2023 and are hoping for a positive response to the proposals.

At the Scheme of Management there was a drop in applications, back in line with levels seen in the pre-Covid years. These applications have seen a move away from the popular home offices of recent years, towards new-builds. We produced a public information leaflet during the year to raise awareness of where the small annual Scheme charge funds are spent. In addition, a helpful leaflet entitled Home Energy Efficiency was produced to provide residents with details of work that can be undertaken without requiring a Scheme licence application.

As ever, we look forward to a busy year ahead, working hard to build good relationships with our residents, tenants, and beneficiaries.

Adrian Brace, Director of Property



Property maintenance

During the year we have continued with the planned cycle of repair and maintenance of our residential leasehold and assured shorthold portfolio. This has included the completion of a window replacement scheme in Dekker Road, which will help achieve our aim of a minimum EPC rating of C for all AST properties, part of the Estate's developing green plan. Further improvement work will continue in the coming year, as part of a review of our entire residential rented portfolio.

In addition, much of the year has again been taken up with health, safety and compliance requirements.

New systems are in place to monitor all aspects of the organisation's health and safety operation, which includes compliance with new fire safety regulations post-Grenfell. Following extensive consultation with leaseholders, a full programme of fire safety work to the tower blocks has progressed and is expected to be completed by early 2024. The work is being carried out in conjunction with cyclical repairs and redecoration and is jointly funded by the Estate.

Following a lengthy consultation process with leaseholders, work to modernise the lifts in eight tower blocks is continuing. Four out of eight lifts have now been refurbished and work on the remaining four lifts is due to be completed by the end of 2023. The costs of this work will be spread over three years.

Simon Hoare, Principal Building Surveyor

A word from our beneficiaries...

Beneficiary organisations explain how funding from The Dulwich Estate supports their work.



Dr Joe Spence
Master,
Dulwich College

“ This year we have been able to ensure 214 families are supported with bursary awards, families whose financial circumstances would have precluded their sons from joining the College.

This represents 14% of the pupil body and we will build on this with more deep bursaries (75% to 100% of fees) and some shallower bursaries.

This work is core business to ensure we are accessible to families from all backgrounds. Spending on bursaries has more than doubled since 2013 and it is our ambition to become a needs-blind school, open to pupils from all walks of life. Our community benefits from its rich diversity.

Our community action partnership work includes leading a choir for Dulwich Wood Primary School where 45 pupils performed at a Young Voices concert at the O2 Arena, and pupils joining us on campus for symposia, author talks, hockey training, and science and swimming lessons.

We thoroughly enjoy this engagement with pupils and staff from all the schools of the Southwark Schools' Learning Partnership.

Helping train new physics, maths and languages teachers through our SCITT programme, and working alongside our peers in partnership schools, pupils and colleagues benefit from the sharing of best practice. ”



“ Spending on bursaries has more than doubled since 2013 and it is our ambition to become a needs-blind school, open to pupils from all walks of life.”

“ Events with Link Age Southwark and the Southwark Schools' Learning Partnership, along with our continued support of Art History Link-Up, have provided deeply fulfilling opportunities to engage with a community we are so proud to represent.”



Alex Hutchinson
Head,
JAGS

“ Significant events change not only our experiences but our language; we find ourselves now marking history as 'before the pandemic', 'during lockdown' and, we very much hope, 'now the pandemic is over'. The exceptional range and depth of opportunities in our lessons, co-curricular trips and activities here at JAGS very much suggests that is the case. Throughout these recent times of change, one aspect of life at our school has remained constant; our unwavering commitment to a forward-thinking and philanthropic approach to education.

Central to this vision is our transformational, life-changing bursary provision. This year, 142 pupils received bursaries, accounting for over 15% (circa 1 in 6) of the Senior School and including students displaced due to the Russian invasion of Ukraine.

The majority of our financially-assisted pupils are supported with more than 90% of fees, as well as the costs of uniform, travel, school trips and lunches.

Our regular events with Link Age Southwark and the Southwark Schools' Learning Partnership, along with our continued support of Art History Link-Up, have provided deeply fulfilling opportunities to engage with a community we are so proud to represent.

We have also been fortunate to celebrate 25 years of collaboration with the Southwark Community Education Charity through the ever-popular Saturday Literacy Scheme.

It was incredible to commemorate and reflect on the last quarter of a century which has seen around 1,000 Year 3 pupils from the surrounding area develop their reading, writing and public speaking skills.

The initiative has proved impactful for so long thanks to the commitment of our wonderful staff and students.

And it is our students who have repeatedly impressed us with their ingenious fundraising this year; raising over £14,000 for local and international charities. The students' creativity and joy are a delight to share, along with their powers of persuasion as they happily cajole staff into assisting them with memorable events!

We have also thoroughly enjoyed our shared experiences as Foundation and Dulwich beneficiary schools.

Within this year, each of the seven Heads have visited one another to share experiences and good practice. When viewed in parallel with the recent student leadership event, it shows both the aspiration and empathy that can be found in schools with shared visions. ”



Jamie Brownhill

Headteacher,
Central Foundation
Boys' School

“ Central Foundation is a state-funded boys' school located in Shoreditch, London. It serves a diverse community that lives within an area with some of the highest levels of child poverty in the UK. The school's commitment is that the rigour and breadth of its curriculum should be transformational to the lives of all of its students. The Dulwich Estate's grant is integral to the school delivering on this commitment and its positive impact can be seen in a number of areas:

Music

The grant helps meet the costs of 8 music tutors who provide an extensive music provision. Over 500 students benefitted from this provision in the last year, which opened up various opportunities for the students including participation in national music festivals as well as local performances.

Sport

The grant helps fund specialist coaches in a number of sports such as football, rugby, cricket, athletics and table tennis attended by over 400 students each week.

Trips

The grant helps subsidise local and overseas school trips, for example, a ski trip to Austria and language trips to France and Spain.

Access to higher education

The grant helps fund a full-time mentor to coordinate the support programme for pupils with the potential to study at Oxford, Cambridge, and other leading universities. ”



Russell Walters

Chief Executive,
St Olave's and St Saviour's
Schools Foundation

“ The two schools of the Foundation continue to thrive and help their students achieve excellent academic results. At St Saviour's Girls' School, whilst apparently back to normal following the pandemic, students continue to face very difficult home and personal circumstances.

The aftermath of Covid still shows an impact on behaviour and maturity for some students, which, alongside the impact of the cost of living, make for a difficult home and school learning environment.

The school has invested considerably in its pastoral care for many years and continues at a level which would not be sustainable without funding from The Dulwich Estate. The recently opened pastoral centre allows the school to provide an extra level of support. Development of the limited outside areas around the school is helping widen sports opportunities alongside giving students an enhanced area to socialise in.

At St Olave's, the School's Outreach team continues to deliver interactive and challenging sessions to Year 5 pupils at local primary schools, enabled by the funding made available through the Estate. Through a variety of activities, the pupils show not only enthusiasm but also eagerness to learn beyond the curriculum, developing resilience and determination, analytical and problem-solving skills, creativity and imagination. The All Weather Pitch came into use for the first time this year, widening the sports options the school can offer. Finally, the St Olave's Inter-faith Iftar this year was on the theme of Mental Health. The evening saw talks from Jewish, Christian, Hindu and Muslim speakers, as well as a spoken-word performance from the renowned actor, Ashley Chin. Throughout the event were various student performances, including both Arabic and English Quran recitations. ”



“ We know that diversity enriches all our learning, and we continue to use our strong outreach programmes and growing local and international partnerships to reach more children.”



Jane Lunn

Head,
Alleyn's School

“ It has been a memorable and historic year of transition from one monarch to another, from pandemic to post pandemic. Along with the whole nation, our year started with a reflection on a life very well-lived and the upholding of enduring human values. Our school values, respect, opportunity, courage and curiosity are all values embodied by the late Queen. They fuel who we are and what we do as a community. The opportunities we are able to provide children and young people, through our means-tested bursary programme, are one important facet of that. Almost 10% of Alleyn's Senior School now receive transformational levels of means-tested support; two thirds of our bursary recipients benefit from fully funded places - financial support which also includes the provision of digital devices, lunches, uniforms, school trips and travel to and from school.

The Dulwich Estate supports 80 of these bursaries, providing life-changing opportunities and breadth of opportunity that bring benefits to our whole community. Current beneficiaries care about each other, they care about the world and their place in it, and they bring energy and conviction to everything they do.

We know that diversity enriches all our learning, and we continue to use our strong outreach programmes and growing local and international partnerships to reach more children. This year for example, we have launched Alleyn's Digital Academy which provides weekly sessions in tech entrepreneurship and coding for disadvantaged pupils from a wide range of schools. This sits alongside the Alleyn's Music Academy and the Alleyn's Sports Academy, all of which provide enriching opportunities for partnership and collaboration between our pupils and children from other schools. We are deeply grateful for the Estate's support, which helps us continue our mission to make meaningful, positive differences in the school community and beyond and to live our values every single day. ”

“ Our students value and benefit from the ‘extras’ we are able to provide as beneficiaries of The Dulwich Estate, thus the funding and the partnership we enjoy as part of the foundation is crucial to the success of our school. ”



Carla Prince
Headteacher,
Central Foundation Girls' School

“ The Students at CFGS receive a high quality education that aims to transform their lives. Funding from The Dulwich Estate enables us to run projects that support this vision. Given the challenges schools face in a post-Covid landscape, coupled with the additional hurdles so many of our students and their families are contending with, our vision is integral to all we do.

Our donation has been utilised to support our students academically through targeted mentoring, tuition and catch-up support across key stage 3 via our Learning Lounge, and at key stages 4 and 5 through our two Hubs. We have also continued to deploy The Access Project where students in Years 10 to 13 are mentored and supported by a team of business mentors.

The funding has also enabled us to extend our in-school counselling provision for students to meet the increase in demand. Additionally, we continue to broaden our students' horizons and cultural capital by enabling them to participate in a wide range of experiences outside the classroom via our Central+ extra-curricular programme, and the provision of individual music lessons..

Our students value and benefit from the ‘extras’ we are able to provide as beneficiaries of The Dulwich Estate, thus the funding and the partnership we enjoy as part of the foundation is crucial to the success of our school. ”



Revd John Watson

Vicar,
St Barnabas Dulwich and
Christ's Chapel and Foundation Chaplain

“ Christ's Chapel has been an essential part of the life of the Dulwich community for the last 400 years. In that time, it has watched over the lives of many in the Parish, a space both to reflect and to act, to mourn and to celebrate. In 2020, for the first time in its history, the Chapel stood still.

For much of the next two years, its presence was uncertain. Services stopped, resumed, and stopped again; schools were unable to gather there together. So 2022-3 marked a tentative and joyful return. Weekly worship began again, with two services each Sunday where traditional liturgy and rich liturgical music are offered. The three Foundation schools joined for services, the Chapel marked Remembrance Sunday again and we held many weddings, baptisms and funerals. Music has also come back to the Chapel with organ recitals and lessons and lunchtime concerts.

The Chapel continues to be at the heart of its community, offering afternoon openings for the public and taking part in the Dulwich Festival. The generosity of the Estate allows the Chapel to continue to grow, adapting to meet the needs of the community and providing a constant point in an era of rapid change. ”



Martyn Craddock
Chair of Trustees,
The Dulwich Almshouse
Charity

“ It has been a quiet year for the Almshouse Charity, much to the relief of staff, trustees and residents. The journey towards re-developing the Edward Alleyn House almshouse into modern fully accessible homes takes slow and certain steps forward. Changing anything in such a sensitive and historic building takes time in planning, we are sure we will get there eventually.

The financial backing of The Dulwich Estate is critical to enabling this to happen, but we do recognise the impact inflation has had on all construction projects. Even with the promise of better homes in years to come, a number of flats were given improvements, so that our residents can continue to live in comfort. Our scheme manager Barbara has continued to build up the range of activities and events residents take part in – both in Dulwich and further afield. Our homes remain in high demand and we have no difficulty finding new people to house.

The trustees have also been considering the long-term strategic position of the charity's finances, particularly in view of the enhanced annual payments from The Dulwich Estate. As an independent charity, with an important heritage asset to maintain in perpetuity, it is important we have adequate reserves to be able to meet the inevitable times when the chimneys all need restoration and windows refurbishing. In close consultation with The Dulwich Estate team, we have therefore taken the decision to start to build these reserves properly. We will do this by maximising our income, and reducing expenditure where it is not a key objective directly related to looking after our residents, and the building they live in (e.g. discretionary charitable grants to external organisation).

The Trustees are ever grateful to the staff of The Dulwich Estate for their ongoing support and services. ”



“Our homes remain in high demand and we have no difficulty finding new people to house.”

Who we are

275
means-tested
student bursaries
annually
supported at
beneficiary
schools

7.7m
distributed
in 2022/23

8
music tutors

sport for
400
students

5000
homes on
the Estate

12
playing fields for
community use

79
businesses
supporting the
local economy

Estate size:
1500
acres

extra support for
400
students

7
schools supported
by the Estate,
offering outstanding
education

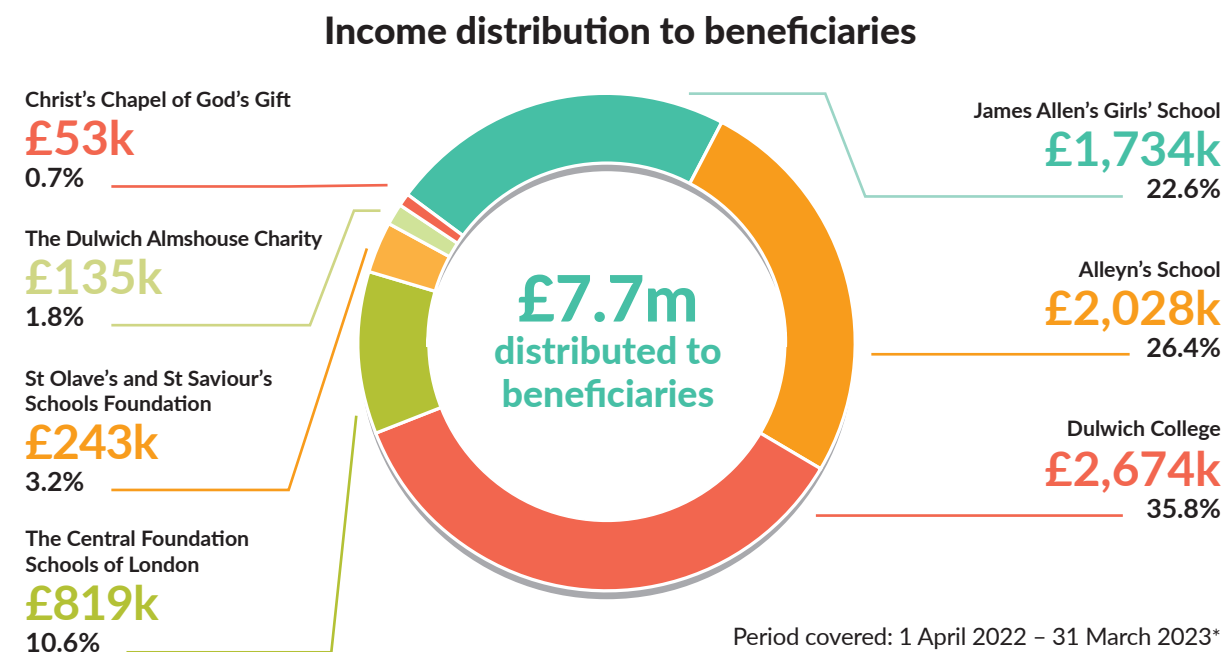
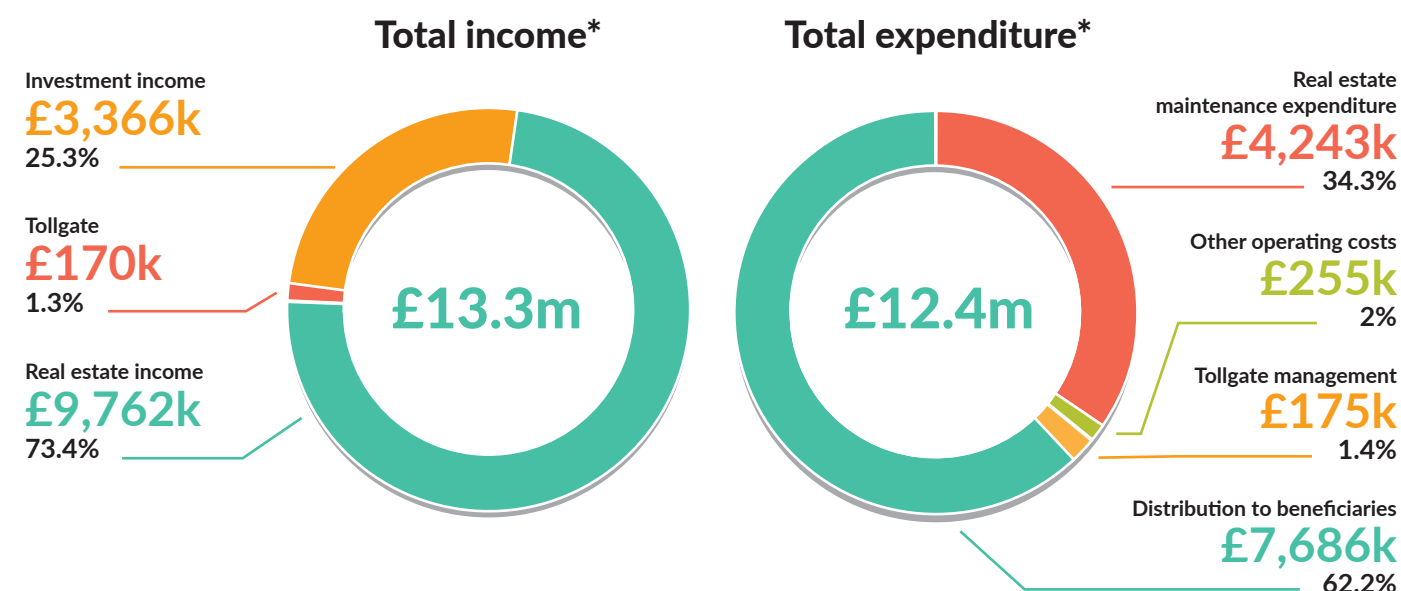
1
historic chapel
for worship and
community events

40.5
acres of
allotments for
community use

16
sheltered
accommodation
flats in our
Almshouse

2023 financial position and performance

The Board aims to manage its assets effectively to provide long-term sustainable distributions to its beneficiaries. The budgeted financial targets are scrutinised throughout the year and compared to actual outturn. This year, through the responsible stewardship of the Estate's assets, we have been able to distribute £7.7 million to our beneficiaries. The distribution division is determined by our charitable scheme. This enables beneficiaries to deliver additional social impact through educational support, warden-assisted housing, and provision of a place for community worship and of historical interest for all.



Period covered: 1 April 2022 – 31 March 2023*
Restricted fund only (see definition under reserves policy on page 22)



Our history and background

Edward Alleyn, a successful actor-manager and entrepreneur, purchased the Manor of Dulwich in 1605. Some years later he decided to create a charitable foundation in Dulwich, endowing it with his estate and other property. Christ's Chapel of God's Gift was the first of the buildings to be completed, being consecrated on 1 September 1616. Letters patent were granted by King James I, and on 21 June 1619 Alleyn's College of God's Gift was formally established.

The original beneficiaries were twelve poor scholars, six poor brothers and six poor sisters, all chosen from four parishes with which Alleyn was closely associated: St Botolph's Bishopsgate (where he was born); St Saviour's Southwark (where he had lived and been Churchwarden); St Giles Cripplegate (where his Fortune Theatre was situated); and the parish of Camberwell, in which his Manor lay. In 1773 the new parish of St Luke's took the place of St Giles as a nominating body.

James Allen, Warden and Master of the College of God's Gift from 1712-1746, furthered the founder's wishes to provide education. In 1741 he made over to the College six houses in Kensington, the rents of which were to be used in establishing two small schools in Dulwich, one for boys and one for girls, the origin of James Allen's Girls' School.

In 1842 the College established a grammar school – later named the Lower School – for the education of 60 poor boys from Dulwich. The boys of the James Allen Foundation were transferred to the grammar school and that foundation became responsible for the education of girls alone.

The Dulwich College Act of 1857 reconstituted the Foundation and in 1882 the charity was again re-organised. The Upper School became Dulwich College and the Lower School became Alleyn's School. Two boards of trustees were formed: the Estates Governors with responsibility for managing the Estate's property, investments and the Eleemosynary branch (Edward Alleyn House comprising 16 flats benefiting the elderly in need of housing); and the College Governors to administer Dulwich College, Alleyn's School, Christ's Chapel and Dulwich Picture Gallery.

Provision was also made for payments for educational purposes to schools in the parishes of St Saviour's, St Botolph's and St Luke's in place of their right to nominate pupils to the Foundation. The present Scheme continues that provision, by the annual payments that are made to St Olave's & St Saviour's Schools Foundation and to the Central Foundation Schools of London.

St Olave's & St Saviour's Schools Foundation dates back to 1561; the girls' school of the foundation is now located in New Kent Road, London, SE1, and the boys' school in Orpington, Kent. The Central Foundation was formed in 1891 to administer schools which had been founded earlier in the City of London. The boys' school is now located in Cowper Street, London, EC2, and the girls' school in Bow Road, London, E3.

New buildings for Dulwich College were built between 1866 and 1870 in College Road. James Allen's Girls' School was established on its present site in East Dulwich Grove in 1886 and Alleyn's School moved to its buildings in Townley Road in 1887.

The current arrangements for the various charities of the Foundation were introduced by Schemes approved by the Charity Commissioners on 31 July 1995. The Boards of Estates Governors and College Governors ceased to exist on that day. With effect from 1 August 1995 the functions of the Board of Estates Governors were assumed by the Trustees of The Dulwich Estate (as regards the properties, investments and other activities of the Estate) and by the Trustees of the Dulwich Almshouse Charity (as regards the Eleemosynary Branch). All four of the parishes from which the original beneficiaries were chosen, retain formal connections with The Dulwich Almshouse Charity. The Trustees of the Dulwich Estate also became Trustees of the Charity of Christ's Chapel of God's Gift at Dulwich. Separate Boards of Governors also came into existence for Dulwich College and for Alleyn's School.



Trustees’ report

Charity scheme and order

The scheme made by order of the Charity Commission on 31 July 1995 regulates the charity. In June 1998 the Trustees of The Dulwich Estate became an incorporated body by a further order of the Charity Commission. This does not change the legal status of the charity or the liability of its Trustees but is of particular advantage in the execution of legal documentation on behalf of the Board of Trustees.

Objects

The Dulwich Estate is obliged to apply all its net income to its beneficiaries as set out in its Scheme. The Board continues to exercise its role to manage the endowment assets in the long-term interests of all the beneficiaries of the charity. Success in achieving this objective is measured in terms of the increase in the annual income distribution to the beneficiaries and maintaining the value of net assets in real terms.

Public benefit

The Trustees have reviewed the Charity Commission's guidance on the requirement to report on public benefit. The Board is satisfied that the charity provides, through its funding to the beneficiaries tangible public benefit to the community at large. This is:

- Education – Alleyn’s School, Dulwich College, James Allen’s Girls’ School, St Olave’s & St Saviour’s Schools Foundation and The Central Foundation Schools of London
- Relief to those in need - The Dulwich Almshouse Charity
- A place in Dulwich for worship and community activities - Supporting Christ’s Chapel of God’s Gift at Dulwich

The Scheme of Management is self-financing and non-charitable, but seeks to preserve, for those living within the boundaries of the Estate, the amenity for the common benefit.

The Board meets annually with its beneficiaries to discuss performance, hear how the distributions from the charity have been spent and to foster collaboration among them.

Structure of the organisation

The Dulwich Estate is governed by a Board of 14 Trustees – 11 appointed by nominating bodies and three co-optative members.

Co-optative Trustees are appointed by the Board through selection criteria which seek to ensure a broad mix of skills and representation.

Trustees ordinarily serve for five years and may then be re-appointed for a second, continuous, term of five years.

New Trustees are introduced to the operation of The Dulwich Estate and are made aware of the charity's objects. All Trustees are encouraged to attend relevant seminars and training courses which are made available to the charity sector.

Responsibility for the day-to-day operation of the Estate is delegated by the Board to the Chief Executive and the Executive team.

Four ordinary meetings of the Board are held each year which consider

- strategy and its implications for the direction of the organisation and its interaction with key stakeholders;
- the financial and operational performance of the Estate, past, current and future.



The scrutiny and oversight of the organisation is undertaken by the Board through Committees and Working Groups, which have terms of reference and authority as delegated by the Board, and usually meet three times a year making recommendations to the Board for approval. Extraordinary meetings of the Board, Committees and Working Groups are convened as necessary. The Committees and Working Groups deal with the following matters:

- Finance Committee - budgets, results, forecasts, financial strategy and investment, acquisitions and disposals, value for money
- Property Committee – asset management planning, health & safety, investment, acquisitions, disposals
- Investment Committee – financial investment policy and investment manager performance
- Nominations and Remuneration Committee - appointment of new Trustees and senior staff and other issues as delegated by the Board including an annual review of staff performance and remuneration
- Risk Management Assessment Working Group –risk identification, assessment, mitigation and management
- Sustainability Working Group – sustainability strategy, targets and initiatives, environmental impact and public engagement

The Chair meets regularly with the Chief Executive to discuss matters of significance, the details of which are then circulated as appropriate to Trustees and discussed at meetings of Committees and Working Groups and the Board.

The Scheme of Management Committee has authority, on behalf of the Board as the managers of the Estate's Scheme of Management, to make decisions regarding applications made under the Scheme (which was established under the Leasehold Reform Act 1967 and the Leasehold Reform, Housing and Urban Development Act 1993). The Committee meets monthly.

As required under the Scheme of Management, there is an Advisory Committee whose membership comprises four Trustees of The Dulwich Estate and four representatives, drawn from The Dulwich Society and local resident associations. This Committee meets three times a year.

Trustees or nominees of the Board of Trustees are also appointed to the external boards of some of the school beneficiaries and the Dulwich Almshouse Charity. The Trustees of the Estate are also Trustees of Christ's Chapel of God's Gift at Dulwich.

Beneficiary meetings

Estate Trustees, senior managers and beneficiaries meet annually to hear about the Estate's activities over the last year as well as the forecast for income distributions for the year ahead. The most recent meeting was in December 2022, where Beneficiaries also contributed to a presentation on the impacts and the work of the Foundation family, and how Estate funding supports organisational objectives and delivers public benefit.

Annual View

The Annual View, where the Estate's trustees and senior employees visit one of the beneficiary schools to see at first hand its campus and activities, was held in October at Alleyn's, and kindly hosted by Head Jane Lunnon.

Responsibilities of the Board of Trustees

The Board of Trustees is responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).



Charity law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of The Dulwich Estate and of the income and expenditure of the charity for the year. In preparing those financial statements the Board of Trustees is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and 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 charity will continue in business.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time, the financial position of the charity and enable it to ensure that the financial statements comply with the Charities Act 2011 and regulations made thereunder and the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Board of Trustees confirms its acceptance of these responsibilities.

Risk management assessment

The Board reviews, annually, the register of risks to which the charity is exposed. In the last year the Risk Management Assessment Working Group, which reports to the Board, has increased the frequency of its meetings from twice a year to three times, to allow for more regular scrutiny of risk management activity. The Board is satisfied that the procedures and controls currently in place are sufficient to mitigate the perceived risks to an acceptable level, recognising that claims in respect of trees, private roads and footpaths are a possibility, given the extent of the charity's property holdings.

The Trustees are committed to understand, evaluate and, where possible, mitigate those risks affecting the Estate's activities and the achievement of its Objects and the delivery of public benefit. There are certain events that may impact the ability of the Estate to sustain distributions to its beneficiaries at levels consistent with prior periods. Risks considered include a change in the

outlook for certain sectors of the global economy (including the local Dulwich economy) negatively affecting performance of the property investment portfolio; a failure to maintain the real estate investments to the requisite standard; a change in the charitable status of the Estate, and a significant escalation in the Estate's costs at a rate exceeding any commensurate growth in income.

The war in Ukraine and persistently high inflation and other connected macro-economic forces will impact the income and expenditure of the Estate in ways which are difficult to anticipate. Trustees will continue to monitor the strategies being adopted by senior management to mitigate those risks which are within the Estate's ability to influence and control, in particular the preservation of real estate income sources and maintenance of strong internal financial controls. Environmental and cyber risks have increasing prominence and are being closely monitored and managed.

Reserves policy

The Scheme made by Order of the Charity Commission on 31 July 1995, which regulates the charity, stipulates that it must distribute the balance of its income, after the deduction of management expenses and the costs of maintaining, repairing and insuring its property, to its beneficiaries. As the application of this income is fixed under the Scheme, these funds are classified as restricted funds. Under clause 3(2) of the Scheme, the charity may only set aside funds from the Restricted Fund to meet the future costs of managing, maintaining, developing and improving land belonging to the charity and therefore it has no free reserves (as defined by the Charity Commission) at the balance sheet date. The balance on the Restricted Fund at 31 March 2023 was £0.40 million (2022: £0.51m) and represents the net book value of operational fixed assets and the FRS102 pension asset, none of which are presently available for distribution to the beneficiaries.

The Board has established, by way of transfer over the years from the Restricted Fund, Designated Funds to meet its obligations, and in particular those to maintain and develop the Charity's property assets. The details of these Funds are fully described in note 14 to the Financial Statements. At the year end, these totalled £0.30 million (2022: £0.72m). Total Funds also include Permanent Endowment Funds of £366.0 million (2022: £366.8m) of which £127.9 million (2022: £126.3m) is held in readily realisable listed investments.

Fundraising activities

The Dulwich Estate does not carry out any fundraising to support its charitable objectives as the Estate's income comes from its investment property portfolio and other income generating sources.

Income and return on financial investments

Management of the charity's stock market investments is delegated to its appointed Fund Managers on a fully discretionary

basis, with the objective to exceed the return on the MSCI All Country World Net Total Return Index. The Board believes that organisations that manage Environmental, Social and Governance (ESG) factors effectively are more likely to create value over the long-term than those that do not. As the Board works to fulfil its objective of increasing the annual income distribution to the Beneficiaries whilst maintaining the real value of net assets, it requires the Fund Manager to consider and integrate ESG risks and opportunities into its investment decisions. The Fund Manager must demonstrate to the Investment Committee that it monitors ESG factors and actively engages with companies to promote improved management of these factors.

Markets had a difficult year in 2022 and although the capital value of the portfolio increased in value by some 3% in the final quarter, the overall portfolio had only grown by £1.6 million during the year and at 31 March 2023 it stood at £127.9 million (2022: £126.3 million). The total return after fees on the portfolio, was 4.0% against the benchmark loss, excluding fees of 1.4% (2022: actual 7.1%, benchmark 12.4%). Investment income, boosted by a strong US dollar exchange rate against sterling, rose during the year to £3.37m (2022: £2.81m). The outlook for returns has not changed significantly in the last twelve months as the uncertainties caused by the war in Ukraine with their consequent and unpredictable impacts on the global economy, alongside expected low growth or even recession in many developed economies, means that the annual total rate of return on the investment portfolio over the next few years is likely to be lower than the 9.9% annualised total return over the last five years.

Income on real estate

With the exception of residential properties subject to regulated tenancies, the Charity's properties are let to tenants at rental levels established by reference to the open market for similar properties. The Estate takes the advice of its consultant surveyors and letting agents in agreeing rents. It is the policy of the Board to maintain its properties in a state of good repair in order to seek to maximise rental income. Total Real Estate Income for the year was £9.76 million (2022: £9.00m) an increase of 8.4% (2022: 6.2%). Rents on residential lettings continued to be resilient during the year at £4.70 million (2022: £4.25m), an increase of 10.6% (2022: 5.8%) reflecting the success of the continued focus on rapid repair and re-letting of vacated properties and also the increased demand for good quality properties close to the local schools and the centre of London. Commercial letting income was £5.00 million (2022: £4.69m), an increase of 6.6% (2022: 6.6%), which reflects a consistently high level of occupancy and low level of default and waivers.

Subsidiaries

The Charity has two subsidiaries, Dulwich Estate Services Limited and Alleyn Road 102 Limited, neither of which have been consolidated on the basis of materiality. A summary of the results of these companies is given in note 10 (b) to the Financial Statements.

The Scheme of Management

The charity's Scheme of Management continues to be applied in line with its stated objective: to preserve the amenity of the Estate for the common benefit. The Scheme of Management Committee, composed of several Trustees, meets monthly to review and approve or refuse applications for development of land, alterations to properties or works to trees.

Connected charities

The Trustees of The Dulwich Estate are also Trustees of Christ's Chapel of God's Gift at Dulwich. Some members of the Board are Board members of the beneficiary schools. The Trustees nominate two trustees to the Dulwich Almshouse Charity, one of whom is a current Trustee of the Dulwich Estate. The Dulwich Estate provides management and administrative services to the Chapel and The Dulwich Almshouse Charity (DAC), the details of which are provided in note 18 to the Financial Statements.

Looking forward

We have facilitated and collaborated on some important new initiatives this year. With our beneficiary schools we have been delighted to see young leadership skills being developed through a new Leadership Development programme, involving all seven schools. We heard powerfully from students on this initiative about the importance of community and inter-school relationship building, the value of soft skills and the benefit to self-confidence that participating has been.

We were also able to launch the inaugural Edward Alleyn Award, for students across the school community in all age groups. Schools nominated outstanding students who demonstrated the Alleynian values of philanthropy, creativity and enterprise and it was inspiring to hear about both individual and group achievements. We look forward to hearing more in the year ahead.

Beyond this, we continue with a planned modernisation of the whole Almshouse and have implemented a programme in the meantime, to bring facilities up to date. We continue to implement our environmental programme across the Estate and work with partners to maximise our impact here. In the year ahead we also look forward to further participating and supporting community initiatives that bring life to the area for everyone who works, visits and plays here.

Approved by the Board of Trustees of The Dulwich Estate on 24 June 2023 and signed on its behalf by:



Dr Irene Bishop, Chair of Trustees

2022-2023 year in review

3
new businesses
opening in the area

112
new trees
planted

20%
of properties
refurbished

2
new environmental
partnerships
secured

12
conservation
sessions
with almost

2
lift refurbishments

125
sq meters of
flower meadow
planted

100
volunteers

1
new green
strategy scoped
and published

181
Scheme of
Management
applications
processed

4
community
woodland walks

180
meters of
hedging planted

3
orchard events
with
580
people

Auditor's report

Opinion

We have audited the financial statements of The Dulwich Estate for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 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 charity's affairs as at 31 March 2023, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We 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

charity'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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within 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.

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 course of 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are [the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council]
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

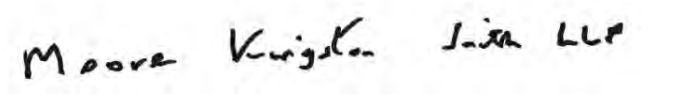
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP
Statutory Auditor



6th Floor, 9 Appold Street
London EC2A 2AP

Date: 30 August 2023

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

The Dulwich Estate
Statement Of Financial Activities
Year Ended 31 March 2023

		2023	2023	2023	2023	2022
	Note	Restricted Fund	Designated Funds	Endowment Funds	Total Funds	Total Funds
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
INCOME:						
Investment income						
Real estate income	2	9,762	-	-	9,762	8,999
Tollgate receipts	3	170	-	-	170	185
Dividend and interest income	4	3,366	-	-	3,366	2,806
TOTAL INCOME		13,298	-	-	13,298	11,990
EXPENDITURE ON:						
Raising funds						
Real estate maintenance expenditure	6	4,243	1,390	-	5,633	4,416
The Scheme of Management	7	89	-	-	89	56
Tollgate expenses	3	175	-	-	175	161
Investment management fees	6	-	-	557	557	585
Charitable activities						
Income distribution to Beneficiaries	16	7,686	-	-	7,686	7,207
Governance costs	6	166	-	-	166	141
TOTAL EXPENDITURE		12,359	1,390	557	14,306	12,566
Net income / (expenditure) before investment gains/(losses)		939	(1,390)	(557)	(1,008)	(576)
Net gain on investments	10	-	-	2,271	2,271	6,238
Realised gains on properties	8	-	-	240	240	390
Unrealised (loss)/gain on revaluation of freehold properties	8, 9a	-	-	(2,729)	(2,729)	6,773
Net income / (expenditure)		939	(1,390)	(775)	(1,226)	12,825
Transfers between funds	14	(980)	980	-	-	-
Net (loss) / income after transfers		(41)	(410)	(775)	(1,226)	12,825
Other recognised gains and losses						
Actuarial Loss on pension scheme	17	(69)	-	-	(69)	(268)
NET MOVEMENT IN FUNDS		(110)	(410)	(775)	(1,295)	12,557
Funds brought forward at 1 April		513	715	366,776	368,004	355,447
FUNDS CARRIED FORWARD AT 31 MARCH	14	403	305	366,001	366,709	368,004

All amounts relate to continuing operations. There are no gains or losses other than those stated above.

The Dulwich Estate
Balance Sheet
Year Ended 31 March 2023

	Note	2023		2022	
		£ 000's	£ 000's	£ 000's	£ 000's
FIXED ASSETS					
Real estate	8		234,262		235,135
Operational property	9(a)		1,050		1,250
Other tangible fixed assets	9(b)		83		94
Intangible fixed assets	9(b)		266		257
Investments	10		127,884		126,257
			363,545		362,993
CURRENT ASSETS					
Debtors	11	4,905		3,040	
Money Market Funds		177		173	
Cash at bank, on deposit and in hand	12	6,716		7,629	
		11,798		10,842	
Creditors: amounts falling due within one year	13	(8,719)		(6,026)	
NET CURRENT ASSETS			3,079		4,816
Defined benefit pension scheme asset	17		85		195
NET ASSETS			366,709		368,004
FINANCED BY:					
PERMANENT ENDOWMENT FUNDS	14		366,001		366,776
DESIGNATED FUNDS	14		305		715
RESTRICTED FUND	14		403		513
			366,709		368,004

Approved by the Incorporated Board of Trustees on 24 June 2023 and signed on its behalf on 30 August 2023 by:

Signed:

Dr Irene Bishop
(Chair)

Rosemarie Jones
(Deputy Chair)

Countersigned:

Simone Crofton
(Chief Executive)

The Dulwich Estate
Summary Restricted Fund Income And Expenditure Account
Year Ended 31 March 2023

		2023 Total Funds £ 000's	2022 Total Funds £ 000's
	Note		
Total Income		13,298	11,990
Total Expenditure excluding distribution to Beneficiaries		(4,673)	(3,798)
Add back Pension Scheme asset revaluation adjustment		41	(40)
Transfers to Designated Funds		(980)	(945)
Available for Distribution	16	<u>7,686</u>	<u>7,207</u>

The Summary Restricted Fund Income and Expenditure Account is derived from the Statement of Financial Activities which, together with the notes to the accounts on pages 32 to 47, provide full information on the movements during the year on this and all the funds of the Charity.

The Dulwich Estate
Cash Flow Statement
Year Ended 31 March 2023

	Note	2023 £ 000's	2022 £ 000's
RECONCILIATION OF NET EXPENDITURE TO NET CASH INFLOW FROM OPERATING ACTIVITIES			
Net expenditure before transfers and investment gains		(1,008)	(576)
Depreciation charge for year	9	135	94
(Increase) in debtors		(1,785)	(449)
FRS102 pension fund adjustment		41	(40)
Increase in creditors		94	215
Investment income	4	(3,366)	(2,806)
Income distribution to Beneficiaries	16	7,686	7,207
Net cash inflow from operating activities		<u>1,797</u>	<u>3,645</u>
CASH FLOW STATEMENT			
Net cash inflow from operating activities		1,797	3,645
Income received on investments	20(a)	3,286	2,732
Capital (Outflow) / inflow	20(b)	<u>(1,744)</u>	<u>1,626</u>
		3,339	8,003
 Income paid to Beneficiaries	 16	 (5,086)	 (7,091)
(Decrease) / increase in cash in the year		<u>(1,747)</u>	<u>912</u>
RECONCILIATION OF NET CASHFLOW TO MOVEMENT IN NET FUNDS (Note 20 (c))			
(Decrease) / increase in cash in the year		(1,747)	912
Cash and liquid resources at 1 April		12,154	11,242
Cash and liquid resources at 31 March	20(c)	<u>10,407</u>	<u>12,154</u>

The Dulwich Estate

Notes To The Financial Statements

Year Ended 31 March 2023

1. Accounting policies

a) Basis of accounting

These financial statements are prepared on a going concern basis under the historical cost convention as modified by the revaluation of certain fixed assets. The financial statements are prepared in Sterling which is the functional currency of the entity. Monetary amounts are rounded to the nearest thousand pounds. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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) (including update bulletin 2) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities’ Act 2011 and UK Generally Accepted Practice. The Dulwich Estate meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared under the historical cost convention as modified by the revaluation of freehold properties, operational property and investments (notes 8, 9(a) and 10(a) respectively) and in accordance with applicable accounting standards.

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquiries, particularly with respect to the potential for a continued adverse impact of the Coronavirus pandemic on all of the Charity’s income sources, the Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

b) Basis of consolidation

The charity has two wholly owned subsidiaries, Alleyn Road 102 Limited and Dulwich Estate Services Limited. The Charity has taken advantage of exemptions provided to it and not prepared group financial statements as the subsidiary undertakings are considered to be not material to the group. Therefore the financial statements present information about the individual charity and not the group. The results of Alleyn Road 102 Limited

and Dulwich Estate Services Limited and the net assets position at the balance sheet are set out in note 10B).

c) Freehold properties of the Estate

The property at Dulwich was conveyed to the Charity by a Deed of Grant dated 24 April 1620. The Incorporated Trustees have no Deed in their Custody or under their control relating to the freehold interest in the property and the private ways other than the Deed of Grant and Counterpart Leases. There is no historic cost associated with the property and accordingly it is not possible to present a statement of historical cost profits and losses. Properties both on and off the Estate are considered to be investment assets and therefore they are not depreciated in accordance with FRS 102. It is the policy of the Board of Trustees to capitalise improvements to properties, to revalue all of the Estate’s properties each year and to consider whether there has been any premanent diminution in value of any individual asset requiring adjustment in the accounts; thereby satisfying themselves that the portfolio is shown at fair value.

d) Fixed assets and depreciation

Fixed assets are included at cost and are depreciated as follows: Motor Vehicles 25%, Furniture & Equipment (including that for the Scheme of Management) 20%, Computer Equipment 33.33%, Tollgate Building & Equipment 20%. The rates of depreciation used, charged on original cost, are an estimate of the useful life of the assets. Generally, individual items costing under £1,000 are not capitalised but the cost is written off to repairs. The Old College, Dulwich, the Charity’s office is considered to be an operational asset of the Charity and is revalued every five years. No depreciation is provided on this property (notes 8 & 9) and an annual impairment review is undertaken.

e) Intangible assets and amortisation

Intangible assets are recognised at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised so as to write off the cost of intangibles less their residual values over their estimated useful lives. Intangible assets are amortised as follows: Website 33.33%, Data and Document Management 20%. The rates of amortisation used, charged on original cost, are an estimate of the useful life of the assets. No charge has been made against the additions this year as the new system was not brought into service until after the year-end.

f) Investments

Investments are stated at market value in accordance with the Statement of Recommended Practice. The Statement of Financial Activities includes those unrealised gains and losses arising from the revaluation of the investment portfolio during the year and does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio.

g) Income

The Statement of Financial Activities is credited, on an accruals basis, with income from real estate, Tollgate receipts and with income earned from the investment of capital funds, and is charged with all expenses incidental to the maintenance and administration of the Estate. Rents are shown at the contracted level agreed and no account is taken of increases therein until renewal negotiations are completed. Rent free periods are accounted for in the period to which they apply.

h) Expenditure

Charitable activities represent amounts available for distribution to beneficiaries. Governance costs consist mainly of staff costs and audit and accountancy fees. Costs of raising funds comprise (in accordance with the terms of the Charity’s Scheme) all expenditure directly related to maintaining the Charity’s properties, the Tollgate, its investment portfolio and its share of the Scheme of Management Charge (note 7). An analysis of Expenditure is detailed in note 6. Staff costs have been allocated across the activities based on an estimate of staff time.

i) Permanent endowment funds

These are the Property Valuation Fund and Capital Reinvestment Fund, which comprise the Charity’s endowment capital.

j) Restricted and designated funds

Designated Funds have been established by allocations from the Restricted Fund and are fully disclosed in note 14. The Board of Trustees reviews the amounts held in these Funds and where these are considered to be surplus to meet requirements, the balances are transferred back to the Restricted Fund.

k) Retirement Benefits

The Charity operates a defined contribution scheme for new employees. The assets are held separately from the charity in independently administered funds. Payments to the defined contribution scheme are charged as an expense as they fall due. The charity also participates in The Dulwich Estate Retirement Benefit Scheme. Pension scheme assets are measured at a fair value in accordance with the FRS 102 fair value hierarchy. Pension scheme liabilities are measured using the projected unit credit method and are discounted at the current rate of return on a high-quality corporate bond of equivalent terms and currency to the liability. Annually the company engages independent actuaries to calculate the obligation.

The balance recognised in the Balance Sheet in respect of the defined benefit pension scheme is the present value of the defined benefit obligation at the end of the reporting date, less the fair value of the scheme assets at the reporting date. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on scheme assets, less amounts included in net interest, are disclosed as ‘Remeasurement of net defined benefit liability.’ The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of scheme assets. This is recognised in profit or loss as ‘Finance income/expenditure’. Pension scheme surpluses, to the extent that they are considered recoverable, or deficits are recognised in full and presented within provisions.

l) Significant judgements and estimates

In the application of the Charity’s accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, where the revision affects only that period, or in the period of the revision and future periods, where the revision affects both current and future periods.

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

Fair value of real estate

The properties of the Estate are included in the financial statements at valuation. These are considered to be critical accounting estimates in view of the amounts involved and the judgements applied in their valuation. The valuations were prepared in accordance with the requirements of RICS Global Standards.

Defined benefit pension scheme

The Charity has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. The Trustees estimate these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends. See note 18 for the disclosures relating to the defined benefit scheme.

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	2023 £ 000's	2022 £ 000's
2. REAL ESTATE INCOME		
Rents from residential lettings	4,703	4,251
Rents from commercial lettings	4,998	4,693
Ground rents and wayleaves	23	23
Other income	38	32
	<u>9,762</u>	<u>8,999</u>
3. TOLLGATE INCOME & EXPENDITURE		
Income	170	185
Less:		
Depreciation	(4)	(5)
Expenditure	(171)	(156)
	<u>(175)</u>	<u>(161)</u>
	<u>(5)</u>	<u>24</u>
4. DIVIDEND AND INTEREST INCOME		
Dividend income	3,267	2,803
Deposit interest & other income	99	3
	<u>3,366</u>	<u>2,806</u>
5. STAFF COSTS		
Salaries	1,719	1,548
Social security costs	196	166
Pension costs	332	225
	<u>2,248</u>	<u>1,939</u>

Staff costs shown in note 6 are net of income arising on amounts recharged and include other staff related costs.

The average number of employees during the year was 33 (2022: 32).

The number of employees with gross emoluments over £60,000, including the value of benefits in kind, fell into the following bands:

	2023 No.	2022 No.
£60,001 - £70,000	3	3
£70,001 - £80,000	1	1
£80,001 - £90,000	-	1
£90,001 - £100,000	1	1
£100,001 - £110,000	1	1
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-
£130,001 - £140,000	1	-

Employer's pension contributions of £114,124 (2022: £114,160) were paid on behalf of the above staff. Two (2022: three) of the above employees were accruing benefits under the Defined Benefits Pension Scheme and six (2022: five) employees under the Defined Contribution Scheme (Note 17).
The key management personnel of the Charity, comprise the Trustees, the Chief Executive, the Director of Property, the Director of Finance, and the Principal Building Surveyor. The total employee benefits of the key management personnel of The Dulwich Estate were £589,640 (2022: £522,616).

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

6. EXPENDITURE

	Staff costs £ 000's	Direct costs £ 000's	Depreciation £ 000's	Total 2023 £ 000's	Total 2022 £ 000's
Charitable activities					
Income Distribution to Beneficiaries	-	7,686	-	7,686	7,207
	<u>-</u>	<u>7,686</u>	<u>-</u>	<u>7,686</u>	<u>7,207</u>
Governance costs					
Staff costs	92	-	-	92	78
Auditor's fees - audit	-	69	-	69	48
Auditor's fees - other	-	4	-	4	14
Office expenditure	-	1	-	1	1
	<u>92</u>	<u>74</u>	<u>-</u>	<u>166</u>	<u>141</u>
Raising funds					
Real estate maintenance expenditure	2,160	3,555	128	5,843	4,750
Less: rechargeable costs	-	(210)	-	(210)	(334)
	<u>2,160</u>	<u>3,345</u>	<u>128</u>	<u>5,633</u>	<u>4,416</u>
The Scheme of Management	-	86	2	88	56
Tollgate expenses	46	125	4	175	161
Investment management fees	-	557	-	557	585
	<u>2,206</u>	<u>4,113</u>	<u>134</u>	<u>6,453</u>	<u>5,218</u>
Total cost of raising funds					
	<u>2,298</u>	<u>11,873</u>	<u>134</u>	<u>14,305</u>	<u>12,566</u>
Total expenditure					
	<u>2,298</u>	<u>11,873</u>	<u>134</u>	<u>14,305</u>	<u>12,566</u>
Real estate maintenance expenditure		Restricted £ 000's	Designated £ 000's	2023 £ 000's	2022 £ 000's
Staff costs		2,160	-	2,160	1,809
Residential Property Repairs Fund		-	1,097	1,097	744
Commercial Property Repairs Fund		-	65	65	113
Rented property, rates, insurance and services					
- irrecoverable expenditure		480	-	480	434
Roads and footpaths		8	-	8	20
Depreciation		128	-	128	86
Leasehold property expenditure		228	-	228	148
Estate Development Reserve		-	183	183	120
Estate Office Repairs Fund		-	45	45	(1)
Other direct costs					
Architects' and surveyors' fees		480	-	480	410
Solicitors' and consultants' fees		494	-	494	408
Office expenditure		456	-	456	367
Other		19	-	19	92
		<u>4,453</u>	<u>1,390</u>	<u>5,843</u>	<u>4,750</u>
Less:					
Management charge on property maintenance costs		(174)	-	(174)	(275)
Administration charge on sale of Estate's property		(8)	-	(8)	(11)
Other fees		(28)	-	(28)	(48)
		<u>4,243</u>	<u>1,390</u>	<u>5,633</u>	<u>4,416</u>

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	2023		2022	
	£ 000's	£ 000's	£ 000's	£ 000's
7. THE SCHEME OF MANAGEMENT				
Amenity Expenditure	351		222	
Basis of Apportionment costs pro rata	5		3	
Estimated recovery	<u>(267)</u>		<u>(169)</u>	
		89		56
Basic Expenditure	333		333	
Basis of Apportionment costs pro rata	4		5	
Estimated recovery	<u>(337)</u>		<u>(338)</u>	
		-		-
Net charge for the year to be borne by the Estate		<u>89</u>		<u>56</u>

Under the Scheme of Management, a Charge is payable annually by enfranchised owners towards certain costs incurred in the maintenance and administration of the Estate.

	2023	2022
	£ 000's	£ 000's
8. REAL ESTATE		

SUMMARY OF REAL ESTATE		
At 1 April	235,135	225,956
Add: cost of property purchased and improved during year	1,790	2,368
Less: book value of properties sold during year	(134)	(162)
Net surplus on revaluation	<u>(2,529)</u>	<u>6,973</u>
TOTAL REAL ESTATE HOLDINGS At 31 March	<u>234,262</u>	<u>235,135</u>

REALISED GAIN ON PROPERTIES		
Capital Receipts and proceeds from properties sold in year	374	552
Book cost of properties sold in year	(134)	(162)
	<u></u>	<u></u>
Net realised gains on properties in year	<u>240</u>	<u>390</u>

All valuations were prepared in accordance with the requirements of the RICS Valuation – Global Standards effective 31 January 2022, which incorporate the IVSC International Valuation Standards and, where applicable, the relevant RICS national or jurisdictional supplement (the 'Red Book'); with the valuation being 'Fair Value' as defined in UK Generally Accepted Accounting Principles (UK GAAP), specifically FRS 102.

At 31 March 2023 the Charity had total commitments on improvement projects contracted but not provided for of £136,500 (2022: £700,000).

On 29 March 2023 the Estate exchanged contracts for the acquisition of a combined commercial and residential block at a price of £5,250,000. The acquisition was completed on 3 April 2023 and as the Estate did not control the asset at the year-end, the site has not been treated as an acquisition at the balance sheet date.

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

9.(a) OPERATIONAL PROPERTY		
	2023	2022
	£ 000's	£ 000's
The Old College, Dulwich		
At 1 April 2022	1,250	1,450
Revaluation in year	(200)	(200)
At 31 March 2023	<u>1,050</u>	<u>1,250</u>

9 (b) INTANGIBLE AND OTHER TANGIBLE FIXED ASSETS

	Total Intangible £ 000's	Furniture and Equipment £ 000's	Computer Equipment £ 000's	Tollgate Building & Equipment £ 000's	Scheme of Management Equipment £ 000's	Total Tangible £ 000's
Cost:						
At 1 April 2022	385	161	315	157	62	695
Additions in year	93	13	28	(1)	-	40
At 31 March 2023	<u>478</u>	<u>174</u>	<u>343</u>	<u>156</u>	<u>62</u>	<u>735</u>
Depreciation:						
At 1 April 2022	128	133	266	145	57	601
Charge for year	84	11	34	4	2	51
At 31 March 2023	<u>212</u>	<u>144</u>	<u>300</u>	<u>149</u>	<u>59</u>	<u>652</u>
Net Book Value:						
At 31 March 2023	<u>266</u>	<u>30</u>	<u>43</u>	<u>7</u>	<u>3</u>	<u>83</u>
At 1 April 2022	<u>257</u>	<u>28</u>	<u>49</u>	<u>12</u>	<u>5</u>	<u>94</u>

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	2023 £ 000's	2022 £ 000's
10.(a) INVESTMENTS		
Analysis of movement of investments		
Market value At 1 April	121,905	119,270
Purchases	49,502	39,436
Sale proceeds	(49,307)	(43,144)
Net gain on investments	2,271	6,343
Net cost of currency hedging contracts	-	105
Net loss on currency hedging contracts	-	(105)
Market Value of investments at 31 March	124,371	121,905
Cash held in investment portfolio	3,514	4,352
Total investment portfolio value	127,885	126,257
Historical cost	113,415	106,988
Investments		
UK Equities	23,879	23,406
Overseas Equities	100,491	98,499
Total investments	124,370	121,905
Cash held in investment portfolio	3,514	4,352
Total investment portfolio value	127,884	126,257
10.(b) INVESTMENT IN SUBSIDIARY UNDERTAKINGS		
i) Alleyn Road 102 Limited	100	100

The Dulwich Estate owns the entire issued share capital of the Company which comprises 100 shares of £1. The Company was incorporated in England & Wales (Company No: 08350222) on 7 January 2013. The Company has no employees. Its principal activity was the development of 102 Alleyn Road, which was sold. At 31 March 2023, the Company owed the Charity £340,924 (2022: £336,590) which is included in the Balance Sheets of the Company and the Charity under current liabilities and current assets respectively. In addition, the Charity made a loan to the Company, which has a remaining balance of £328,132. The Dulwich Estate, due to the protracted nature of the development, has provided £328,132 against the accrued interest due on the loans which will not be receivable in full. The financial statements of the Company for the years ended 31 March 2023 and 31 March 2022 are summarised as follows:

	2023 £	2022 £
Profit & loss account		
Turnover	-	-
Administration expenses	(5,070)	(26,360)
Loss	(5,070)	(26,360)
Balance Sheet		
Fixed assets	-	-
Current assets	269,054	269,804
Less: creditors	(669,056)	(664,736)
Net liabilities	(400,002)	(394,932)
Called up share capital	100	100
Profit and loss account	(400,102)	(395,032)
Shareholder's funds	(400,002)	(394,932)

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	2023 £	2022 £
10.(b) INVESTMENT IN SUBSIDIARY UNDERTAKINGS (continued)		
ii) Dulwich Estate Services Limited	3	3
The Dulwich Estate owns the entire issued share capital of the Company which comprises 3 shares of £1. The Company was incorporated in England & Wales (Company No:03606623) on 30 July 1998 and commenced trading on 1 April 1999. The Company has no employees but the services of the Charity's staff are made available to it at a cost based on time spent. At 31 March 2023, the Company owed the Charity £114,760 (2022: £82,698) which is included in the Balance Sheets of the Company and the Charity under current liabilities and current assets respectively. The financial statements of the Company for the years ended 31 March 2023 and 31 March 2022, are summarised as follows:		
	2023 £	2022 £
Profit & loss account		
Turnover	5,424	3,127
Administration expenses	(6,889)	(5,723)
Profit	(1,465)	(2,596)
Gift Aid to The Dulwich Estate	-	-
Retained (loss)/profit for the year	(1,465)	(2,596)
Balance Sheet		
Current assets	118,549	86,246
Less: creditors	(122,569)	(88,801)
Net assets	(4,020)	(2,555)
Shareholder's funds	(4,020)	(2,555)

	2023 £ 000's	2022 £ 000's
11. DEBTORS		
Rents, insurance and maintenance charges	1,437	1,802
Property repair contracts	1,329	342
Sale of Estate property	11	11
Investment income	256	175
Scheme of Management	126	27
Christ's Chapel of God's Gift at Dulwich Charity	175	14
The Dulwich Almshouse Charity	10	20
Alleyn Road 102 Limited	341	337
Dulwich Estate Services Limited	115	83
Sundry accounts	1,105	229
	4,905	3,040
12. CASH AT BANK, ON DEPOSIT AND IN HAND		
Cash at bank and in hand	194	70
Deposit accounts	5,998	7,135
	6,192	7,205
Special deposits	524	424
	6,716	7,629

Special deposits are those segregated accounts in which rental deposits and service charges received in advance of expenditure are held. The interest earned on these deposits is applied for the benefit of the appropriate tenants/householders.

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	2023	2022
	£ 000's	£ 000's
13. CREDITORS		
Rents, maintenance charges and insurance due and received in advance	868	902
Property repair contracts	14	28
Trade creditors	867	733
Taxation & Social Security	97	107
Sundry accruals	962	932
Sundry creditors	934	947
Balance of Income Distribution payable to Beneficiaries	4,977	2,377
	<u>8,719</u>	<u>6,026</u>

14. FUNDS	At 1 April 2022	Income	Expenditure	Transfers between funds	(Loss)/Gain On Investment Assets	Actuarial Loss	At 31 March 2023
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
PERMANENT ENDOWMENT							
Property Valuation Fund	236,384	-	-	1,416	(2,489)	-	235,311
Capital Reinvestment Fund	130,392	-	(557)	(1,416)	2,271	-	130,690
	<u>366,776</u>	<u>-</u>	<u>(557)</u>	<u>-</u>	<u>(218)</u>	<u>-</u>	<u>366,001</u>
DESIGNATED							
Residential Property Repairs	370	-	(1,097)	800	-	-	73
Commercial Property Repairs	34	-	(65)	80	-	-	49
Estate Office Repairs	37	-	(45)	25	-	-	17
Estate Development Reserve	274	-	(183)	75	-	-	166
	<u>715</u>	<u>-</u>	<u>(1,390)</u>	<u>980</u>	<u>-</u>	<u>-</u>	<u>305</u>
RESTRICTED	<u>513</u>	<u>13,298</u>	<u>(12,359)</u>	<u>(980)</u>	<u>-</u>	<u>(69)</u>	<u>403</u>
TOTAL FUNDS	<u>368,004</u>	<u>13,298</u>	<u>(14,306)</u>	<u>-</u>	<u>(218)</u>	<u>(69)</u>	<u>366,709</u>

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

14. FUNDS (continued)

PERMANENT ENDOWMENT FUNDS

Permanent Endowment capital must be maintained; only the income derived thereon may be expended. Under the Scheme Number 2 of 5 dated 31 July 1995, approved by the Charity Commission, the Board of Trustees has the power to distribute, at its discretion, capital to Schools Beneficiaries in the percentages prescribed in the Scheme. The transfer out of the Capital Reinvestment Fund transfer during the year of £1,416,000 (2022: £1,910,033) comprises a transfer to the Property Valuation Fund in respect of the cost of property purchased and improved during the year of £1,790,000 (2022: 2,368,023 - Note 8) less proceeds from sale of properties of £374,000 (2022 - 552,305 - Note 8) plus a transfer of £nil (2022: 94,315) to the Estate Development Reserve representing expenditure on projects previously expended.

Property Valuation Fund

This fund represents the value of the Charity's property and includes the surpluses arising on revaluation plus the cost of additions and improvements.

Capital Reinvestment Fund

This fund represents the proceeds from sales of the Charity's properties which have been used to purchase investments, the surplus or deficit arising on the revaluation of these investments less the capital distribution to beneficiaries made during the year.

DESIGNATED FUNDS

In accordance with clause 3(2) of the Scheme dated 31 July 1995, the Board of Trustees has established designated funds, by annual transfers from the Restricted Fund, to meet the future costs of managing, maintaining, developing and improving land and maintaining, repairing, improving and rebuilding the buildings thereon.

Real Estate Repair Funds

These funds exist to meet the costs of cyclical repairs and maintenance to the Charity's residential and commercial property, and its Estate Office. Money is expended from these Funds annually. During the year, transfers were made from the Restricted Fund as follows: - £800,000 was allocated to the Residential Property Repair Fund; £80,000 to the Commercial Property Repair Fund and £25,000 to the Estate Office Repair Fund.

Estate Development Reserve

The Estate Development Reserve is maintained for the purpose of development of the real estate of the Charity. During the year, net costs of £182,985 were charged to this account and there was a transfer of £75,000 (2022: £nil) from the Restricted Fund.

RESTRICTED FUND

This fund represents the balance of the unspent income of the Charity after defraying all costs of managing the Charity and maintaining its property (including net transfers to Designated Funds) and making annual payments to the Beneficiaries (Note 16). The balance on the fund comprises the accumulated pension asset at 31 March 2023 calculated on the basis required by FRS102, plus the book value of intangible and other tangible fixed assets, all of which are not distributable to beneficiaries.

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	Designated Funds £ 000's	Restricted Fund £ 000's	Permanent Endowment Funds £ 000's	Total £ 000's
15. ANALYSIS OF NET ASSETS BETWEEN FUNDS				
2023				
Operational property	-	-	1,050	1,050
Other tangible fixed assets	-	83	-	83
Intangible fixed assets	-	266	-	266
Real estate	-	-	234,262	234,262
Investments	-	-	127,884	127,884
Pension asset	-	85	-	85
Debtors	-	4,905	-	4,905
Money Market Funds	-	-	177	177
Cash at Bank	305	3,633	2,778	6,716
Creditors	-	(8,569)	(150)	(8,719)
	<u>305</u>	<u>403</u>	<u>366,001</u>	<u>366,709</u>
2022				
Operational property	-	-	1,250	1,250
Other tangible fixed assets	-	94	-	94
Intangible fixed assets	-	257	-	257
Real estate	-	-	235,135	235,135
Investments	-	-	126,257	126,257
Pension asset	-	195	-	195
Debtors	-	3,040	-	3,040
Money Market Funds	-	-	173	173
Cash at Bank	715	2,803	4,111	7,629
Creditors	-	(5,876)	(150)	(6,026)
	<u>715</u>	<u>513</u>	<u>366,776</u>	<u>368,004</u>

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

	Percentage Share of Remainder	2023 Total £ 000's	2022 Total £ 000's
16 INCOME DISTRIBUTION TO BENEFICIARIES			
Beneficiary			
The Dulwich Almshouse Charity		135	110
Christ's Chapel of God's Gift at Dulwich Charity		<u>53</u>	<u>50</u>
		188	160
Dulwich College	35.660%	2,674	2,549
Alleyn's School	27.048%	2,028	1,873
James Allen's Girls' School	23.121%	1,734	1,627
The Central Foundation Schools of London	10.923%	819	770
St Olave's and St Saviour's Schools Foundation	3.248%	243	228
Total Distribution	<u>100%</u>	<u>7,686</u>	<u>7,207</u>

Under the terms of the Charity's governing Scheme, it is obliged to distribute its net income to its Beneficiaries.

The annual payments to Christ's Chapel Charity and to The Dulwich Almshouse Charity are fixed in accordance with the rules of the Scheme. The rules were amended in 2022 with Charity Commission approval, to increase the payment to Christ's Chapel Charity for the year ended 31 March 2022 to £50,000 and for it to increase annually by CPI thereafter. At the same time, the Charity Commission also approved an increase in the annual payment to The Dulwich Almshouse Charity with effect from 1 April 2022 to £135,000 also increasing annually by CPI thereafter.

The distribution to each of the School Beneficiaries is also determined by the Scheme: the percentages paid to The Central Foundation Schools of London and to St Olave's and St Saviour's Schools Foundation are fixed as shown above, with the Dulwich Schools receiving the balance (85.829%) which is apportioned between them in accordance with the average numbers of pupils attending each school during the preceding three years.

During the year, payments to the School Beneficiaries totalled £4,898,185 (2022: £6,930,706). The second interim distribution for the year ended 31 March 2023 in the sum of £2,480,269 was paid at the beginning of April 2023.

17. PENSION SCHEMES

Defined Contribution Scheme

On 1 February 2004, The Dulwich Estate opened a contributory, defined contribution Group Personal Pension Scheme. Membership of the Scheme is available to all qualifying employees joining The Dulwich Estate after 1 March 2003. The Scheme meets the requirements of a stakeholder pension scheme. Pension contributions paid by The Dulwich Estate, as employer, for the year were £65,798 (2022: £143,934).

Death in Service Benefits

Since 1 April 2008, lump sum Death in Service benefits are provided through a separate scheme.

Defined Benefits Scheme

The Dulwich Estate also operates a contributory, defined benefits pension scheme which was open to all qualifying employees until 28 February 2003. The Scheme, which was contracted out under the terms of the Social Security Pensions Act 1975 until April 2016, is administered by trustees and its assets are held independently from those of the Charity. Contributions are paid to the scheme in accordance with the recommendations of the Scheme actuary.

During the year ended 31 March 2022, the Scheme Actuary carried out the triennial actuarial valuation as at 1 April 2021. This disclosed a Scheme surplus of assets over liabilities of £724,000. The Trustees' policy on funding the scheme is to meet the cost of benefits as they accrue, and therefore the Charity increased the contribution it pays as of 1 April 2022 to 46.8% (44.6%) of annual pensionable salary in respect of future service and spouses' death in service benefits. The next triennial actuarial valuation will be carried out at 1 April 2024.

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

17. PENSION SCHEMES (continued)

FRS102: The actuarial valuation was updated to the accounting date in accordance with FRS102 by the Scheme Actuary. Allowance was made for benefit accrual, expected investment returns, actual contributions and cashflows, and the results adjusted to reflect the assumptions at the reporting date.

The estimated amount of total employer contributions expected to be paid to the Scheme during the year to 31 March 2024 is £48,175. In addition, insurance premiums are paid to the separate death in service scheme.

The following table sets out the key FRS102 assumptions used for the Scheme.

	2023	2022
	% p.a.	% p.a.
Price inflation	3.3	3.7
Discount rate	4.7	2.8
Pension increases (LPI)	3.2	3.5
General salary increases	2.7	3.0

Mortality - pre and post retirement is based on S3PxA_L tables with CMI 2021 (2022 - CMI 2020) improvements with a 1% long-term trend rate:

	2022	2022
	Years	Years
Current pensioners age 65 - males	23.1	23.1
Current pensioners age 65 - females	24.7	24.6
Future pensioners (currently 45) - males	24.1	24.0
Future pensioners (currently 45) - females	25.8	25.8

	2023	2022
	£ 000's	£ 000's

The amount included in the Balance Sheet arising from

The Dulwich Estate's obligations in respect of the Scheme is as follows:

Fair value of plan assets	6,266	7,725
Present value of funded obligations	(3,534)	(5,779)
Net defined benefit asset	2,732	1,946
Balance Sheet Limitation	(2,647)	(1,751)
Gross pension asset	85	195

The following amounts have been allocated across the Expenditure categories of the SOFA:

Employer's part of current service cost	37	47
Interest cost	(5)	(9)
Settlements	91	-
Administration costs incurred during the period	44	57
Total pension expense	167	95

The following amounts have been recognised in the Gains/(Losses) category of the SOFA:

Actuarial (loss)/gain on plan assets	(431)	(87)
Actuarial gain/(loss) on defined benefit obligation	1,209	1,021
Total gain	778	934
Effect of limit on surplus recognised	(847)	(1,202)
Total loss recognised on the SOFA	(69)	(268)

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

17. PENSION SCHEMES (continued)

The current allocation of the Scheme's assets is as follows:

	2023	2022
	% p.a.	% p.a.
Equity instruments	45	45
Debt instruments	39	40
Property	2	5
Cash	14	11
	100	100

	2023	2022
	£ 000's	£ 000's

Changes in the present value of the Scheme liabilities are as follows:

Opening present value of Scheme liabilities	5,779	6,761
Interest Cost	145	134
Contributions from Scheme members	8	11
Service Cost	37	47
Actuarial gain/(loss)	(1,209)	(1,021)
Benefits Paid	(1,317)	(153)
Settlements	91	-
Closing present value of Scheme liabilities	3,534	5,779

Changes in the fair value of the Scheme assets are as follows:

Opening fair value of the Scheme assets	7,725	7,722
Interest Income	199	154
Actuarial (loss)	(431)	(87)
Contributions by the Employer	126	135
Contributions by Scheme members	8	11
Benefits paid	(1,317)	(153)
Non Investment Expenses	(44)	(57)
Closing fair value of Scheme assets	6,266	7,725

The actual return on the Scheme's assets during the year to 31 March 2023 was a loss of £232,000 (2022: gain of £67,000).

	2023	2022	2021
	£ 000's	£ 000's	£ 000's
Fair value of Scheme assets	6,266	7,725	7,722
Present value of Scheme liabilities	(3,534)	(5,779)	(6,761)
Gross pension asset	2,732	1,946	961

	2023	2022	2021
	£ 000's	£ 000's	£ 000's

Experience adjustments on Scheme assets

Amount of (loss)/gain	(431)	(87)	1,245
Percentage of Scheme assets	6.9%	1.1%	16.1%

Experience adjustments on Scheme liabilities

Amount of (loss)/gain	(199)	293	(72)
Percentage of present value of Scheme liabilities	5.6%	5.1%	1.1%

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

18. RELATED PARTY TRANSACTIONS

As explained in the Report of the Trustees, The Dulwich Almshouse and Christ's Chapel of God's Gift at Dulwich are connected charities of The Dulwich Estate. In addition to the distribution made to these (Note 16), The Dulwich Estate's staff provided services to them at a gross cost, including VAT, for the year of £44,530 (2022: £22,264) and £31,740 (2022: £16,948) respectively. The Dulwich Almshouse Charity leased property from The Dulwich Estate, The Old Grammar school, for £5,500 pa (2022: £5,500 pa).

19. TRUSTEES

All Trustees give their time freely and receive no remuneration for their services. No Trustee received any reimbursement of costs. Some Trustees live in Dulwich and, as freeholders of property on the Estate, are subject to the Scheme of Management (Note 7). These accordingly pay the appropriate Charge as determined by the Council Tax band applicable to the property. As permitted under the Scheme governing the Charity, a Trustee Indemnity Insurance policy has been effected at a cost of £1,220 (2022: £1,220).

20. NOTES TO THE CASH FLOW STATEMENT

	Note	2023 £ 000's	2022 £ 000's	
a) Returns on investments				
Interest received		99	3	
Dividends received		<u>3,187</u>	<u>2,729</u>	
Investment & deposit income		<u><u>3,286</u></u>	<u><u>2,732</u></u>	
b) Capital receipts/(expenditure)				
Sales of land & buildings	8	374	552	
Improvements to properties	8	(1,790)	(2,368)	
Purchases of fixed assets	9	(133)	(161)	
Purchases of investments	10	(49,502)	(39,436)	
Sales of investments	10	49,307	43,144	
Net proceeds / (cost) of currency hedging	10	<u>-</u>	<u>(105)</u>	
		<u><u>(1,744)</u></u>	<u><u>1,626</u></u>	
c) Analysis of Change in Net Funds				
		At 1 April 2022 £ 000's	Cashflows £ 000's	At 31 March 2023 £ 000's
Cash at bank, on deposit and in hand	12	7,629	(913)	6,716
Cash held in investment portfolio	10	4,352	(838)	3,514
Money Market Funds		<u>173</u>	<u>4</u>	<u>177</u>
		<u><u>12,154</u></u>	<u><u>(1,747)</u></u>	<u><u>10,407</u></u>

The Dulwich Estate
Notes To The Financial Statements
Year Ended 31 March 2023

21. ANALYSIS OF INCOME AND EXPENDITURE BY FUND

2023	Restricted £ 000's	Designated £ 000's	Endowment £ 000's	Total £ 000's
Income:				
Real estate income	9,762	-	-	9,762
Tollgate receipts	170	-	-	170
Investment income	3,366	-	-	3,366
Expenditure:				
Raising funds				
Real estate maintenance expenditure	(4,243)	(1,390)	-	(5,633)
The Scheme of Management	(89)	-	-	(89)
Tollgate expenses	(175)	-	-	(175)
Investment management fees	-	-	(557)	(557)
Charitable activities				
Income distribution to Beneficiaries	(7,686)	-	-	(7,686)
Governance costs	(166)	-	-	(166)
Net income / (expenditure)	<u><u>939</u></u>	<u><u>(1,390)</u></u>	<u><u>(557)</u></u>	<u><u>(1,008)</u></u>
2022				
	Restricted £ 000's	Designated £ 000's	Endowment £ 000's	Total £ 000's
Income:				
Real estate income	8,999	-	-	8,999
Tollgate receipts	185	-	-	185
Investment income	2,806	-	-	2,806
Expenditure:				
Raising funds				
Real estate maintenance expenditure	(3,440)	(976)	-	(4,416)
The Scheme of Management	(56)	-	-	(56)
Tollgate expenses	(161)	-	-	(161)
Investment management fees	-	-	(585)	(585)
Charitable activities				
Income distribution to Beneficiaries	(7,207)	-	-	(7,207)
Governance costs	(141)	-	-	(141)
Net income / (expenditure)	<u><u>985</u></u>	<u><u>(976)</u></u>	<u><u>(585)</u></u>	<u><u>(576)</u></u>



Thanks to all the photographers who have provided images including: Alleyn's School, Dulwich College, JAGS, St Olave's School, Fergus Burnett



THE *Dulwich*
ESTATE

The Old College, Gallery Road,
Dulwich, London SE21 7AE

thedulwichestate.org.uk
Tel: 0208 299 1000