THE SALISBURY DIOCESAN BOARD OF EDUCATION

England & Wales · Charity number 1059195

Details

Other names	SALISBURY DIOCESAN BOARD OF EDUCATION
Status	Registered
Legal form	Charitable company
Company number	00464306
Registered	1996-11-13
Register	View on the Charity Commission register

Contact

Address	Salisbury Diocese Board Of Education Emmaus House The Avenue Wilton SP2 0FG
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Website	www.salisbury.anglican.org

Activities

Objects: THE PROMOTION OF CHRISTIAN EDUCATION: FOR FULL DETAILS SEE CLAUSE 3 OF THE MEMORANDUM

Activities: The charity's activities include assisting schools within the diocese to develop and maintain the distinctive Christian nature of church schools. We support schools and governors in all aspects of their responsibilities and also work in close strategic partnership with local authorities to influence school organisation and raise standards and achievements. We are developing Christian outreach.

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Classification

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

Geography

- **Area of benefit:** DIOCESE OF SALISBURY
- Dorset
- Hampshire
- Wiltshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,023,761	£2,272,099	£9,468,333	13
2024-03-31	£2,748,362	£2,109,022	£10,029,913	15
2023-03-31	£2,754,978	£2,737,987	£8,827,584	19
2022-03-31	£3,105,793	£3,434,254	£9,193,107	18
2021-03-31	£3,479,450	£3,275,226	£8,892,368	20

Trustees

Name	Role	Appointed
Andrew Jonathan Brown		2022-01-01
Ian Keith Robinson		2022-01-01
James Law		2025-01-30
Nigel Ieuan REES		2018-01-31
Noel Harrison		2018-11-30
Rev Martin Paul Lee		2024-01-02
The Ven. Penelope Jane Sayer		2025-01-01

Linked charities

- THE DIOCESE OF SALISBURY CONSOLIDATED EDUCATIONAL ENDOWMENTS (1059195-1)

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THE SALISBURY DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1059195

Accounts

Charity Registration No. 1059195

Company Registration No. 00464306 (England and Wales)

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2025

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SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2025

Trustees and members	The Venerable A C MacRow-Wood – Chair (resigned 31 March 2025) The Venerable P J Sayer (appointed 1 January 2025 and Chair from 1 April 2025) Reverend R Ayer-Harris (resigned 25 September 2024) Mrs A L Aze (resigned 31 December 2024) Mr A J Brown Mr T Farrer (resigned 1 May 2024) Mr N Harrison Mrs L Henderson (appointed 4 July 2024) Mr J Law (appointed 30 January 2025) Reverand M Lee Mr N Rees - Vice Chair Mr I K Robinson The Venerable L Ellis (appointed on 3 October 2024) Ms O G Wordley (appointed 1 January 2025)
Secretary	Mr G Pugh
Diocesan Director of Education	Mrs K Fitzsimmons
Charity number	1059195
Company number	00464306
Registered office	The Diocesan Education Centre The Avenue Wilton Salisbury Wiltshire
Auditor	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury, Wiltshire
Bankers	Lloyds Bank PLC 38 Blue Boar Row Salisbury Wiltshire SP1 1DB
Solicitors	Parker Bullen LLP 45 Castle Street Salisbury Wiltshire SP1 3SS
Investment Manager	CCLA Investment Management Ltd 80 Cheapside London

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Salisbury Diocesan Board of Education (the Charity and the Group) for the year ended 31 March 2025. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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) (effective 1 January 2019)".

Since the Charity and the Group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

Strategic Objectives

Objectives and activities

The Board's principal objects are to:

- Promote and assist in the promotion of education in the Diocese that is consistent with the faith and practice of the Church of England.
- Promote and assist in the promotion of religious education and religious worship in schools in the Diocese.
- Promote and assist in the promotion of Church schools in the Diocese.
- Promote co-operation between itself and other persons concerned with education in the Diocese.
- Promote and encourage the Christian nature of children and young people within the parishes of the Diocese.

The Board lives out the diocesan vision of 'Making Jesus Known'.

The flourishing of church schools, Academy Trusts and the children and young people they cherish is at the heart of the Salisbury Diocesan Board of Education's reason for being. The SDBE journeys alongside schools and communities; through courageous Christian leadership and governance of education and church culture and through astute stewardship, we work to empower Christian flourishing in church schools, trusts and the parishes they serve.

The Board also acts as trustee of the Uniform Statutory Trusts (USTs), which form its restricted fund for the improvement of the fabric of church school buildings and educational purposes. The Board is also the trustee of a number of educational Trusts as well as acting as custodian trustee.

Under the terms of the Education Act 1993, the UST funds may be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese (restricted capital account) or educational purposes (restricted income account). The income derived from the restricted capital account fund may also be used for the provision of advice and resources in connection with the management of education provided at the schools.

Achievements and performance

Review of activities

As at the 31/3/25 there were 190 Church Schools in the Diocese of Salisbury, serving 42,000 children, of which 9 are secondary and 4 are middle schools. In total, 137 schools are academies with 132 within multi-academy trusts (MAT) and 5 as single academy trusts. 28 of the academies are within the Diocese of Salisbury Academy Trust (DSAT). One school (Shalbourne CE Primary) closed in April 2024 due to a fall in pupil numbers.

The ongoing work of Salisbury Diocesan Board of Education is focused on the strategic vision that "being present, we will show compassion, speak truth, and offer hope". Underpinning this strategic vision, are work streams under three core bold aims for courageous leadership and governance of church and education culture, for empowering Christian flourishing, and for astute stewardship. The team has undergone a further period of restructuring, seeing a reduction of administrative posts.

The work of SDBE sits within and around the work of Salisbury Diocese, under the presidency of Bishop Stephen Lake, Bishop of Salisbury. All strategic aims and action plans are aligned to the diocesan vision of making Jesus known. In this area, the CEO/Diocesan Director of Education (DDE) meets half-termly with Bishop Stephen, and is on the Bishop's Leadership Team. She regularly shares updates with this group, as well as reporting to Diocesan Synod annually in February. Bishop Stephen hosts regular commissioning events for newly appointed head teachers and CEOs, as well as enjoying visits to schools.

Work on the fabric of Emmaus House has been ongoing in this year, seeing the development of the site to accommodate the SDBE, Salisbury Diocesan Board of Finance (SDBF) and DSAT teams with sufficient meeting and working space. Updates and refurbishments of blinds, IT kit and décor are ongoing and will run into the next financial year.

In summarising the year, we draw attention to key strands which have been crucial to the on-going development of the SDBE and our ability to fulfil our vision:

Programme for Church School Flourishing: The Programme for Church School Flourishing (PCSF) continues to be at the heart of our work at SDBE, underpinning our commitment to Flourishing in Trusts. This work has benefitted from review and reflection, allowing the development of the quality assurance process and development of the training offer. March 2025 marks the third year of the programme and our accreditation event on 1st April saw all except one trust with roles filled, as well as three trusts accredited as trusted partners. The impact of the programme is evident in all visits and meetings, this work is crucial, and the high quality of work delivered by the team is rooted in their hard work. The work of PCSF now encompasses our approach to RE, collective worship, governance and SIAMS, providing strong CPD pathways and support offers, as well as networks.

Our focus on RE has enabled another successful RE conference and included further development of the hub network, as well as important work on the roll out of the agreed RE syllabus for Wiltshire and Dorset.

The impact of PCSF is also evident across the south-west with neighbouring dioceses developing their own pathways as appropriate to their context. This has provided excellent networking opportunities which have enriched both the trusts across the south-west, but also our own work in Salisbury.

Education Landscape Development: The work of the team in providing a convening space for education has moved forward significantly this year. The development of "The Five Advantages" model led to a large event in January 2025 which saw 22 trusts come together to explore what the benefits of being in a trust are. This work has been shared with south-west diocesan colleagues, the Confederation of Schools Trusts, and the Department of Education, where it has been very well received and responded to. Next steps will see this evolve further in 2025/26 in support of our academisation strategy.

There has also been development in our work on small schools, funding pressures and place planning, working alongside our local authorities and trusts. This has led us to produce and share our planning principles, demonstrating our commitment to small schools and those trusts who want to work with them. These conversations also provide our intelligence base around schools and trusts causing concern. The numbers of schools and trusts in this category are low, but the support and intervention needed takes capacity. We have worked to support schools and trusts facing a range of challenges. It is important to note that the loss of our consultant who led on this area will present challenges in the coming year.

Leavers' Services: We saw another year of year 6 leavers' services in partnership with the cathedral and supported by the SDBF ministry team. The feedback was positive from all who attended, as well seeing more positive relationship evolve between the teams in delivering the event. We welcomed over 4000 children to the services, our highest numbers yet. The involvement of our Bishops was welcomed by all, as was the prayer activity route and support in writing prayers for the service.

Training and Support Offer: as mentioned earlier, the work on PCSF has seen more schools supported in that programme. Work from the team has seen that offer and the support around it, such as the Thinkific platform, evolve in response to reflection and feedback. There was a streamlining of the CPD offer this year, taking on board attendance and feedback to deliver efficiently. This will continue to evolve in 2025/26.

We have also worked to support with CEO and head teacher recruitment, new head teacher induction and pastoral support to enable our school leaders to be the most effective they can. This is supported by regular communications via email and termly meetings between CEOs and the DDE. The focus on effective relationships is an ongoing key area, underpinning the work of SDBE and ensuring integrity of our connections.

Estates and Net Zero: The SBDE Estates and Finance team continue making progress on delivering against the SDBE Estates Strategy, in supporting the SDBE church school estates, focusing on sustainability, and responding to the national new zero carbon targets by 2030.

The main achievement in 2024/25 was the successful installation of air source heat pumps at Coombe Bissett School and Bourton St Georges School, allowing the schools to move completely away from fossil fuels. Both School are incredibly pleased with the results and Salix who awarded grant funding to both projects has visited Coombe Bissett and a case study has been shared on the Salix website detailing the success of the project.

Grant funding via the Salix Low Carbon Skills Fund (LCSF) was successfully achieved for Wylye Valley Primary School allowing the production of a detailed Heat Decarbonisation Plan (HDP). This plan will now be used to establish priorities to improve the energy efficiency of the building and apply for an future public sector decarbonisation schemes.

DfE funded projects via SCA funding were instructed across 10 schools, totalling £790k, delivering capital projects to improving both the energy efficiency of the school estate, infrastructure including drainage and improving the physical environment for the benefit of the children in the diocese.

This review of activities seeks to give an overview of our work throughout 2024/25, be that on our own or in connection with any of our partners - the SDBF, clergy and parish facing teams, multi academy trusts, local authorities, neighbouring dioceses, the national church or the Department for Education. Through our system leadership, we are sharing what works and learning from the expertise of others. We are grateful to all those who support our schools, either in their work roles or as volunteers, and we never take this support for granted.

Investment policy

Under the Memorandum of Association, the Charity has the power to invest monies possessed by the Board, or held by it on Trust, in any legal investments or securities according to UK legislation. The trustees, having regard to the liquidity requirements of the VA school's capital schemes cash flows, have operated a policy of keeping available funds in interest bearing deposit accounts and investments.

The Board's investment management strategy for UST funds, placed with CCLA, is to achieve a targeted net return of CPI plus 3% p.a., between capital growth of invested funds and dividend and other income. For the year ended 31 March 2025 net distributed investment income received was £243k (2024 £237k). The average distributed rate achieved was 3.1% (2024 3.2%) against the CPI rate for the year of 2.6%. There has also been a capital decrease in year due to a net loss on investments of £313k (2024: gain £563k). This reflecting the worldwide stock market position at the 31/3/25. The overall net return in 2025 was -0.9% (2024 11.0%) which was below the targeted net return of 5.6% (CPI being 2.6% in 2025) due primarily to the significant unrealised net loss of £313k.

Financial review

The SDBE consolidated accounts for 24/25 include, as in 23/24, both the income and expenditure of ESFA School Condition Allocation (SCA) capital funding schemes at VA schools which are project administered only by the SDBE. The consolidated accounts as in prior years include Saled Ltd (100% owned subsidiary of the SDBE).

Income

Income as expected and planned for has reduced by £725k to £2,023k compared to £2,748k in 2024.This reduction is due to the known reduction in charitable activities income (SCA) of £326k and reduction of donation and legacies income of £525k (2024 having 2 major S554 trust fund grants of £591k, compared to only one of £60k in 2025) being partially offset by increased other income of £175k (relating to old school site related disposals).

Expenditure

This has increased by £163k from £2,109k in 2024 to £2,272k in 2025. This is due to the Boards proactive decision to set the 24/25 SCA capital program for VA schools above the funding received in year. This was done to ensure that priority capital works were undertaken and for the best educational interests of children at these schools SCA capital projects grants expenditure has increased by £257k in 2025, £869k compared to £612k.

Underlying operating deficit

The Board has recognised that the SDBE has a financial gap between its normal income and expenditure levels. It has taken the formal decision to fund this gap by utilising income from the sale of old schools and trust funds as appropriate. In 2025 the underlying operating surplus was £23k compared to an operating deficit of £67k in 2024 and it is planned to continue to work on this and seek to achieve a recurrent underlying operating breakeven position by 2028. The underlying operating deficit is reconciled to the net movement in funds below. The budgeted underlying operating deficit for 2025/26 is £97k (2024/25 was £129k).

The SDBE has decreased its reserves in 2024/25 by £561k (2023/24 increased by £1,202k). This is due primarily to a significant investment loss of £313k and a negative movement on SCA capital reserve of £504k as a result of the agreed Board decision to have a SCA program in 2024/25 greater than the funding received, These being partly offset by a S554 transfer of £61k, sale proceeds connected to old school sites of £172k combined with underlying operating surplus of £23k.

The SCA restricted capital reserve relates to funding received which has not yet been committed and decreased to a negative figure in 24/25 as more funding was used than received. The SCA restricted reserve decreasing from £197k in 2024 to a negative £306k in 2025. This is planned to be fully brought back into balance in 2025/26 from the funding allocation from this year. The S554 transfer relates to the historic net income received from the disposal of Redlynch old Church School site, which had to go through the formal S554 legal process and was approved by the Secretary of State in March 2025.The old school site disposals net income of £172k relates to the sale of land at Winterbourne Earls and Winterbourne Stickland old school sites.

The total reserves at the 31/3/25 are £9,468k split into restricted capital £5,873k, restricted SCA capital -£306k, restricted income £2,543k and unrestricted £1,359k. A decrease of £561k on total reserves at the 31/3/24 of £10,029k.

The above shows that there are sufficient funds in the restricted income fund and unrestricted reserve to continue to fund the gap noted above and therefore there are no issues with going concern.

In 2024/25 the SDBE purchase freehold land at Loders CE Primary School for £240,000 to safeguard the provision of education from the current site and for the educational benefit of the children at this school. This was purchased from restricted capital reserves and is shown as an asset in the balance sheet.

Going concern

The Board recognises the risk of financial viability, and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board in September 2021 approved the SDBE of the Future strategy to seek to ensure achievement of key objectives and move to an underlying recurrent operational surplus by 2027 (now planned for 2028).The aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board.

As the SDBE receives no direct funding from the government it has to ensure its long term financial viability and therefore needs to make the best use of its resources to support education in the Diocese. The Board has agreed to support the objectives of the SDBE over the period covered by the SDBE of the Future strategy by using funding from the disposal proceeds of old school buildings and appropriate trust fund transfers.

The total reserves as at the 31 March 2025 are £9,468k of which £8,109k are restricted reserves. The restricted reserves are split into income restricted reserves of £2,543k, which can be used to support education in the Diocese, capital restricted reserves of £5,873k, which can be used for capital purposes in the Diocese and SCA capital restricted reserves of -£306k. There is an unrestricted reserve of £1,359k. This further supports the trustees view on going concern.

After making appropriate enquiries, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

Having considered financial risk, liquidity requirement and the timing of cash flows throughout the year, the Board's policy is to hold a balance of readily realisable assets in free income funds equivalent to 3 months budgeted expenditure for the year. Based on the approved budget for the year ending 31 March 2026 3 months' expenditure totals £266k. Free income funds are deemed to be unrestricted general funds, the trading subsidiary's retained earnings and restricted UST income account. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools, this is deemed to be free income funds as it can be used for the general running of the charity and to assist in meeting the charitable objectives. As of 31/3/25 the charity had £nil in unrestricted general funds, £75k of reserves held by Saled Ltd and UST income funds of £2,543k meaning total unrestricted funds of £2,693k which is in excess of the required value. The long term spending strategy for these reserves is to support the planned operational financial deficits until the 31/3/28 and allow flexibility for any future expenditure whilst retaining a significant reserve. The majority of these funds are held in an investment portfolio which can be accessed readily if required.

The Board recognises the importance of increasing the UST funds to enable it to continue to work in the long term. The trustees consider that the value of restricted reserves under a managed investment agreement should not fall below £2 million. The total of funds held by CCLA at the yearend totalled £7,885k in line with the prior year balance of £8,316k. This was primarily due to an in-year negative (loss) revaluation adjustment of £313k plus net in year sales of shares of £118k.

SALED Ltd

SALED Limited is the wholly owned trading subsidiary of the Salisbury Diocesan Board of Education and has the same accounting year end as SDBE. For the year to 31st March 2025 the company had a turnover of £261k (2024: £255k). It had a net surplus of £32k (2024: £19k) and accumulated reserves of £76k (2024: £72k).

Plans for future periods

The year has again seen us continue our strong focus on ensuring that actions to meet agreed priorities are well timed and staged. We are taking forward our very clear vision for the SDBE of the future through the 5 year plan but have had to adjust some areas in response to the change of government and commensurate changes in policy, as well as acknowledging areas linked to SDBF cannot move forward due to delays in their strategic planning.

The plan is based on the SDBE learning with and from schools, children, young people, school trusts and parishes; knowing this work is also aligned to the Salisbury Diocesan vision of Making Jesus Known.

The three aims and priorities of the SDBE Strategic Plan for 2023-28 have evolved to address our shared learning, and particularly give emphasis to:

- ensuring every church school belongs within a strong school trust family, or is linked to a school trust to secure its full flourishing;
- leading the re-thinking of foundation governance, developing new models of governance for the future, fit for the school trust landscape;
- ensuring equity, diversity and inclusion is foundational to all SDBE work;
- ever deepening the excellence of SDBE work in support of the development of spiritual leadership, church school flourishing, and as a significant influence for Christian education, locally, regionally, and nationally; and,
- shaping the SDBE workforce to ensure the strategic leadership of church school education across the diocese within a sustainable financial model.

In the year ahead we will:

1. further strengthen the confidence and accountability of trust governance of the SDBE
2. support the on-going development of a landscape of academy trusts, in a variety of governance structures, enabling rich partnerships, sponsorship and the long-term viability of schools through full academisation.
3. draw on external expertise to create SDBE strategy for Equity, Diversity and Inclusion and begin to implement
4. in partnership with the SDBF continue to develop and evaluate a communication and engagement strategy including, effective use of SDBE website and relevant social media platforms
5. offer tailored and practical training and support to incumbents and parishes in support of their local schools, both CofE and community
6. embed, quality assure and evaluate the strategy for Christian flourishing in trusts, including consistent non-negotiables across MATs
7. swiftly, boldly and courageously enact trust and schools causing concern strategies
8. lead in supporting trusts to share learning and think boldly to create re-imagined models of effective local governance for the future
9. evaluate the new Religious Education strategy and policy
10. evaluate the new collective worship policy which will enable school leaders to lead as spiritual leaders and parish leaders to contribute appropriately
11. maintain a professional partnership with the national SIAMS leadership which appropriately challenges and supports national practice and the impact of national practice on our diocese
12. review and refine the 5-year financial plan ensuring appropriate progress in implementing adjustments while reflecting on capacity and need to deliver changes including work-force re-patterning
13. promote and support the delivery of exceptional educational environments, enabling children to flourish and achieve their best outcome, including adopting an approach that deeply embeds the net zero 2030 agenda and is centred around bringing positive decarbonisation change to the church school estate
14. continue to embed all learning processes across all IT platforms, e.g. SharePoint and Thinkific, and to be progressive and actively seek innovative IT solutions
15. develop and lead training in person which embodies “being present”, taking our training physically closer to our schools and parishes
16. Seek to further collaborate, develop and share best practices for the use of the space within Emmaus House with the SDBF and DSAT.

The SDBE trust board have been active in their engagement, support and challenge of the work of SDBE this year. Link trustees have raised questions and offered support to officers to enable them to develop their work. This will continue to develop with the appointment of a new chair from 1st April, 2025, and some new trustee appointments. The successful induction of these trustees will be another feature of our work in the coming year.

The year ahead will continue to focus especially on developing our strategic and operational relationships in ways that are innovative, challenging and supportive - using this to help leaders identify for themselves new thinking about their own roles and the communities they serve as the new educational and diocesan landscape is formed.

Structure, governance and management

Constitution

The Charity and the Group is constituted under a Memorandum of Association dated 4 February 1949 and is a registered charity number 1059195.The guarantors are the Members of the Board and the limit of their liability in the event of winding up is £1 each.

The Board is the sole trustee of the Uniform Statutory Trusts (also known as the USTs or Section Funds), which are now governed by section 287 of the Education Act 1993. The funds held in trust are derived from ancient educational endowments and the proceeds of property sales authorised by the Department of Education under section 86(1) of the Education Act 1944 and section 2 of the Education Act 1973.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

The Venerable A C MacRow-Wood - Chair	Resigned 31 March 2025
The Venerable J Sayer - Chair	Appointed 1 January 2025, Chair from 1 April 2025
Reverend R Ayer-Harris	Resigned 25 September 2024
Mrs A L Aze	Resigned 31 December 2024
Mr A J Brown	
The Venerable L Ellis	Appointed 3 October 2024
Mr T Farrer	Resigned 1 May 2024
Mr N Harrison	
Mrs L Henderson	Appointed 4 July 2024
Mr J Law	Appointed 30 January 2025
Rev M P Lee	
Mr N Rees - Vice Chair	
Mr I K Robinson	
Ms O G Wordley	Appointed 1 January 2025

Method of appointment or election of trustees

The Articles of Association were revised in 2021/22, following the introduction of the new DBE Measure in 2021.The makeup of the Board's membership now comprise of a maximum of ten members and up to 2 co-opted members. The members are appointed triennially, normally in the same year as the Diocesan Synod is elected and this was last done in November 2024, with new members being appointed on the 1 January 2025.

Policies adopted for the induction and training of trustees

New trustees undergo a comprehensive period of orientation and induction with the Chairman of trustees, Diocesan Director of Education and Deputy Director of Education to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, decision making processes, strategy, and recent financial performance of the Charity. They also met key employees and other trustees to explore and be briefed on all areas of the work undertaken by the SDBE. Trustees are encouraged to undertake development activity that will facilitate the execution of their role.

Organisational structure and decision making

The Board of Education administer the Charity. The trustees meet usually five times a year (minimum of three times annually is stipulated in the Articles of Association) and five members personally present is the quorum necessary for the transaction of business. There is a sub committee covering Resources (including remuneration).

A CEO/Diocesan Director of Education is appointed by the trustees to manage the day-to-day operations of the Charity. To facilitate effective operations, the CEO/Diocesan Director of Education has delegated authority, within terms of delegation approved by trustees, for operational matters including finance, employment and other activities pursuant to the objectives of Salisbury Diocesan Board of Education.

Pay policy for senior staff

Emoluments of higher paid employees are determined by the Chair and the Resources Committee.

Related party relationships

The Charity’s wholly owned subsidiary, SALED Ltd, was established in 2005 primarily to undertake services as required by the Trustees in the course of the Board’s normal activities in connection with the administration of the maintenance and development of schools within the Diocese and also to undertake activities that fall outside the objectives of the Board of Education. All profits of SALED Ltd available for distribution as dividend are to be applied towards the promotion of its charitable objects, i.e. for the benefit of Salisbury Diocesan Board of Education.

Although not a related party but a connected charity, the Salisbury Board of Finance makes a contribution, from Share income it receives from the Parishes in the diocese, to the Salisbury Board of Education in respect of the costs incurred by the Board of Education in supporting the Board’s work in providing advice, guidance and resources at church schools within the Diocese and for work with children and young people in the Diocese.

Risk management

The trustees have a risk management strategy which comprises:

- a regular review of the risks the charity may face
- establishment or review of systems and procedures to mitigate risks
- the implementation of procedures designed to minimise any identified potential impact on the Charity should those risks materialise.

The corporate risk register is reviewed at each Resource Committee meeting and by the Board on a regular basis.

Principal risks and uncertainties

The trustees are responsible for the identification, mitigation and management of risk. To achieve this, a register of all risks identified is maintained and, alongside it, a management and mitigation strategy. This is subject to review by the trustees on an annual basis with the responsibility of risk management being delegated to the Resources Committee, where it is a standing item on each meeting agenda.

The risk register identifies 2 areas where the risk of either failure to act or the impact of the events is considered 'high' even after mitigation measures. These areas and the associated mitigation strategies are:

- Pupil numbers reduction (national position) affecting sustainability and viability of Church Schools
  - Monitor and review pupil number predictions (based on actual birth rates) by school
  - Liaison with representatives of Government, National Society, Local Authorities, Schools and Academies
  - Membership of and staff involvement with various organisations in the sector
  - Strong governance structure including Trust Board and Resource Committee

- Small Schools sustainability and viability
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each school
  - Senior Academies Advisor post
  - Academisation strategy
  - Monitoring and evaluation processes to hold each school and LA to account
  - Monitor and review pupil number predictions (based on actual birth rates) by school
  - Liaison with representatives of Government, National Society, Local Authorities, Schools and Academies
  - Membership of and staff involvement with various organisations in the sector
  - Strong governance structure including Trust Board and Resource Committee

Funds held as trustee

The Board holds 31 individual financial trusts which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds normally arising from the sale proceeds of former church schools or teachers' houses that are waiting scheming. Each of these funds is held in a separate designated account with CCLA Investment Management Ltd. On 31 March 2025 the value of these funds was £4,555k (2024: £5,382k). See note 25 of the accounts for further information.

Public benefit

The trustees have had due regard to the Charity Commission's guidance on public benefit in determining the Charity's priorities and plans for the future. The trustees' report sets out our aims, objectives and activities and conveys clearly the public benefit the Charity has delivered over the last 12 months, namely: engaging, inspiring and equipping the people of Salisbury Diocese to provide outstanding education and training for children and young people within their schools and parishes.

Statement of Trustees responsibilities

The trustees (who are also directors of Salisbury Diocesan Board of Education (The) for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Disclosure of information to auditor

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

- so far as that trustee is aware, there is no relevant audit information of which the charitable Group's auditor is unaware, and

- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charitable group's auditor in connection with preparing their report and to establish that the charitable Group's auditor is aware of that information.

Auditor

The re-appointment of Moore (South) LLP as auditors to the charity will be considered as part of a tender process in the ensuing year.

This report was approved by the trustees, on …….. and signed on their behalf by:

.....
The Venerable P Sayer, Chair

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Opinion

We have audited the consolidated financial statements of Salisbury Diocesan Board of Education (the 'charitable parent company') and its subsidiary ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Income and Expenditure Statement, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the consolidated financial statements:

- give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report. We are independent of the group and charitable parent company in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors 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 Trustees' annual report (incorporating the Directors' report) other than the consolidated financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the consolidated 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 consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the Directors' Report) prepared for the purpose of company law, for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report, included in the Trustees' Report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us: or
- the charitable parent company's financial statements are not in agreement with the accounting records; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirements to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the statement of trustees responsibilities, the Trustees, who are also the Directors of the charitable parent company for the purpose of company law, are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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.

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

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 charitable company and the group.

Our approach was as follows:

- The engagement partner selected a team for the audit, led by persons who had prior knowledge of the client and who had the required competence and skills to be able to identify or recognise non-compliance with laws and regulations.

- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including those due to fraud. Management override was identified as a significant fraud risk. This is due to the ability to bypass controls and disclosure requirements.

- Revenue recognition was also identified as a significant risk of material mis-statement. Although the processing of transactions is simple and not complex, there is a potential for recognition of income to an incorrect period or an incorrect allocation of income and associated expenditure between restricted and unrestricted funds.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable parent company and the group and considered that the most significant are the Companies Act 2006, The Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable parent company and the group complies with these requirements through 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. Consideration was also made of the internal controls in place to mitigate the identified risks.

- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of controls where appropriate, analytical review and substantive procedures involving tests of transactions and balances.

- The consolidated financial statements of the group incorporate the results of the subsidiary company. Moore (South) LLP are the auditors to the whole group and the same approach has been adopted to the subsidiary company as appropriate to that entity.

To address the risk of fraud through management override, we:

- performed analytical procedures, tested journal entries and related party transactions to identify any unusual transactions or unexpected relationships;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- reviewed the nature of the disclosures within the financial statements to ensure they meet the requirements of accounting standards and relevant legislation.

In response to the risk relating to revenue recognition, we:

- agreed a sample of income receipts from source documentation into the accounting records.
- reviewed the terms and conditions of a sample of grants received to ensure the income is accounted for in the correct period.
- Reviewed board minutes and correspondence for evidence of any further unrecorded income.

In response to the classification of income between restricted and unrestricted funds we:

- agreed a sample of income receipts from source documentation into the accounting records to ensure any restrictions to the income were correctly identified in revenue.
- reviewed the analysis of funds for any obvious misallocations of income or expenditure; and
- confirmed that expenses and payroll costs allocated against restricted and unrestricted funds met the purpose for which the income was given.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

Use of our report

This report is made solely to the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable parent company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert MacDonald (Senior Statutory Auditor)

for and on behalf of Moore (South) LLP .....

Chartered Accountants
Statutory Auditor

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Moore (South) LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	310,995	239,432	550,427	290,239	784,945	1,075,184
Charitable activities	4	26,344	653,407	679,751	2,717	1,059,222	1,061,939
Other trading activities	5	261,221	-	261,221	255,374	-	255,374
Investments	6	28,399	252,675	281,074	39,217	240,101	279,318
Other income	7	79,011	172,277	251,288	76,547	-	76,547
Total income		705,970	1,317,791	2,023,761	664,094	2,084,268	2,748,362
Expenditure on:							
Raising funds	8	230,068	-	230,068	236,729	-	236,729
Charitable activities	9	500,975	1,541,056	2,042,031	476,249	1,396,044	1,872,293
Total resources expended		731,043	1,541,056	2,272,099	712,978	1,396,044	2,109,022
Net gains/(losses) on investments	15	-	(313,242)	(313,242)	-	562,989	562,989
Net incoming/(outgoing) resources before transfers		(25,073)	(536,507)	(561,580)	(48,884)	1,251,213	1,202,329
Gross transfers between funds		-	-	-	-	-	-
Net movement in funds		(25,073)	(536,507)	(561,580)	(48,884)	1,251,213	1,202,329
Fund balances at 1 April 2024		1,383,774	8,646,139	10,029,913	1,432,658	7,394,926	8,827,584
Fund balances at 31 March 2025		1,358,701	8,109,632	9,468,333	1,383,774	8,646,139	10,029,913

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 21 to 44 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED SUMMARY OF INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Income	1,743,056	2,469,044
Gains on investments	-	562,989
Interest and investment income	280,705	279,318
Gross income	2,023,761	3,311,351
Expenditure	2,225,677	2,070,885
Losses on investments	313,242	-
Depreciation of fixed assets	46,422	38,137
Total expenditure	2,585,341	2,109,022
Net income/(expenditure) before tax for the financial year	(561,580)	1,202,329
Tax on net income from ordinary activities	-	-
	(561,580)	1,202,329

The group's income and expenditure derive from continuing activities.

The notes on pages 21 to 44 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	**13**		-		-
Tangible assets	**14**		1,577,323		1,322,656
Investments	**15**		7,884,565		8,316,330
			9,461,888		9,638,986
Current assets					
Debtors	**16**	332,372		461,492	
Cash at bank and in hand		195,023		604,031	
		527,395		1,065,523	
Creditors: amounts falling due within one year	**17**	(520,950)		(674,596)	
Net current assets/(liabilities)			6,445		390,927
Total assets less current liabilities			9,468,333		10,029,913
Income funds					
Restricted funds	**19**		8,109,632		8,646,139
Unrestricted funds			1,358,701		1,383,774
			9,468,333		10,029,913

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on……and signed on their behalf, by:

.....
The Venerable P Sayer, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CHARITY BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**14**		1,523,114		1,311,855
Investments	**15**		7,884,566		8,316,331
			9,407,680		9,628,186
Current assets					
Debtors	**16**	310,455		442,356	
Cash at bank and in hand		179,326		473,325	
		489,781		915,681	
Creditors: amounts falling due within one year	**17**	(504,715)		(585,873)	
Net current assets/(liabilities)			(14,934)		329,808
Total assets less current liabilities			9,392,746		9,957,994
Income funds					
Restricted funds	**19**		8,109,632		8,646,139
Unrestricted funds			1,283,114		1,311,855
			9,392,746		9,957,994

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on……and signed on their behalf, by:

.....
The Venerable P Sayer, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash absorbed by operations	**21**		(507,516)		146,382
Investing activities					
Purchase of tangible fixed assets		(301,090)		-	
Purchase of investments		(81,452)		(391,155)	
Proceeds on disposal of other investments		199,976		299,828	
Dividends, interest and rents from investments		281,074		279,318	
Net cash generated from investing activities			98,508		187,991
Net increase/(decrease) in cash and cash equivalents			(409,008)		334,373
Cash and cash equivalents at beginning of year			604,031		269,658
Cash and cash equivalents at end of year			195,023		604,031

1 Accounting policies

1.1 Charity information

Salisbury Diocesan Board of Education (The) is a private company limited by guarantee incorporated in England and Wales, registered number 00464306 and a charity registered with the Charity Commission in England & Wales registered number 1059195. The registered office is Emmaus House, The Avenue, Wilton, Salisbury, Wiltshire, SP2 0FG, which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Trustees' Report.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Ireland (FRS102), the "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) (effective 1 January 2019)" and the Companies Act 2006 .The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking, Saled Limited. The results of the subsidiary are consolidated on a line by line basis.

These financial statements comprising the consolidated statement of financial activities, the consolidated and charity Balance Sheet, consolidated cash flow statement and the related notes 1 to 25 constitute the consolidated financial statements of Salisbury Diocesan Board of Education for the financial year ended 31 March 2025.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006. The income and expenditure account for the year dealt with in the accounts of the Charity was a deficit of £508,910 (2023 - surplus £1,221,872).

1.3 Company status

The Charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

1.4 Going concern

The trustees have reviewed the anticipated performance of the period of at least twelve months from the date of approval of financial statements, which demonstrate that there is no material uncertainty regarding the charity to meet its liabilities as they fall due, and to continue as a going concern. The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board has in place a 5 year strategy, the aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board. On this basis the trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the charity was unable to continue as a going concern.

1 Accounting policies

1.5 Charitable funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. The UST funds are for the capital account to be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) are be used for the provision of advice and resources in connection with the management of or education provided at the schools. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.6 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Trading income represents the total invoice value, excluding VAT, of sales made during the year and derives from the provision of services falling within the company's ordinary activities.

The Charity can hold old school sites which are no longer required for educational purposes. These sites are recognised for revenue purposes at the date of sale of the property.

Within the trading subsidiary in line with FRS102 capital grants received for the purchase of a capitalised asset are recognised over the useful life of that asset. The grant is recognised as deferred income and is written back to the profit and loss account in line with the depreciation policy.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

1 Accounting policies

1.7 Expenditure - continued

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the Charity's educational operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment.

A constructive obligation arises when:
the charity has communicated its intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant or
the charity has made a public announcement about a commitment which is specific enough for the recipient to have a reasonable expectation that they will receive a grant or
there is an established pattern of practice which indicates to the recipient that we will honour our commitment.

The trustees have control over the amount and timing of grant payments and consequently where approval has been given by the charitable fund committee, on behalf of the trustee, and any of the above criteria have been met then a liability is recognised. Grants are not usually awarded with conditions attached. However, when they are then those conditions have to be met before the liability is recognised.

Where an intention has not been communicated, then no expenditure is recognised but an appropriate designation is made in the appropriate fund. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised but a contingent liability is disclosed.

1.8 Intangible fixed assets and amortisation

Intangible assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset, less their estimated residual value, over their expected useful lives on the following bases:

Software	16.66% straight line

1.9 Tangible fixed assets and depreciation

All assets costing more than £2,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

1 Accounting policies

1.9 Tangible fixed assets and depreciation - continued

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long term Leasehold property	2% straight line
Long term Leasehold land	125 years straight line over lease term
Educational land	Not depreciated
Fixtures and fittings	25% straight line
Office equipment	16% - 33% straight line
Computer equipment	15% - 33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.10 Fixed asset investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The tax currently payable is based on taxable profit for the year of the subsidiary. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date. The subsidiary has an option to pay all its taxable profits to parent charity within nine months of the reporting date and as such, there is no taxable profits. The gift aid payment to the parent charity will be recognised as a change in equity when the payment is made as the company does not have a legal obligation to pay its profits.

1.12 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

1.13 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.14 Cash and cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies

1.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.16 Trust funds

The Board holds over 30 individual financial 'trusts' which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds arising from the sale proceeds of former Church Schools or Teachers' Houses that are waiting scheming. Each of these funds is held in a separately designated account with CCLA Investment Management Ltd.

1.17 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.18 Liquid resources

For the preparation of the cash flow the only asset treated as a liquid resource is cash at bank and in hand.

1.19 Retirement benefits

The Charity operates defined benefit pension schemes. As the schemes are multi-employers' schemes, their assets and liabilities are not separately identifiable. In this instance they are treated in the financial statements as defined contribution pension schemes.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

1.20 Agency arrangements

Salisbury Diocesan Board of Education acts as an agent in distributing the Devolved Formula Capital (DFC) grant and to voluntary aided schools. Payments received from the EFSA and subsequent disbursements to the contractors/suppliers are excluded from the statement of financial activities as the Board does not have control over the charitable application of the funds.

Interest received on these funds is recognised as soon as it is receivable and it is used towards its the cost of administration of the Diocesan DFC scheme and also towards the governors liabilities on the majority of the DFC funded projects and that is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 18.

2 Critical accounting estimates and judgements

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 continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Critical judgements

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

SCA grant obligation
SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment. There is an estimate relating to the total grant payable as can be variable based on construction costs incurred as part of the project which occasionally results in additional funding to be issued to reflect an overspend or withdrawal of funding offers if projects underspent or do not go ahead. The grants payable provision is based on applications made by schools with supporting quotes and tenders detailing the value of the work required.

Depreciation
The determination of the depreciation rates and residual values of tangible fixed assets involves significant judgement and estimation. Management assesses the expected useful economic life of each asset based on historical experience, anticipated technological changes, industry benchmarks, and expected usage. Residual values are based on the expected proceeds on disposal at the end of the asset's useful life, considering current prices for similar assets and expected future market conditions. These estimates are reviewed annually and revised if necessary.

3 Donations and legacies

	Unrestricted funds	**Restricted funds**	**Total**	Total
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
Grants	310,995	179,079	490,074	484,109
Other	-	60,353	60,353	591,075
	310,995	239,432	550,427	1,075,184
For the year ended 31 March 2024	290,239	784,945		1,075,184

4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total	Total
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
SCA	-	362,895	362,895	725,791
Governors contributions	-	90,741	90,741	132,726
Section 106 capital grants	-	183,416	183,416	112,548
Trust Funded capital grants	-	16,355	16,355	88,157
Funding from ESFA	26,344	-	26,344	2,717
	26,344	653,407	679,751	1,061,939
For the year ended 31 March 2024	2,717	1,059,222		1,061,939

5 Activities for generating funds

	Unrestricted funds	Restricted funds	Total	Total
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
Educational Support Services	261,221	-	261,221	255,374
For the year ended 31 March 2024	255,374	-		255,374

6 Investment income

	Unrestricted funds	Restricted funds	Total	Total
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
Property investment income	-	369	369	530
Listed investment income	-	243,153	243,153	236,790
Interest receivable	28,399	9,153	37,552	41,998
	28,399	252,675	281,074	279,318
For the year ended 31 March 2024	39,217	240,101		279,318

7 Other income

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2025 £	**2025 £**	**2025 £**	2024 £	2024 £	2024 £
SDBF secondment and project management income	45,620	-	45,620	66,668	-	66,668
School property disposal income	-	172,277	172,277	-	-	-
Other income	33,391	-	33,391	9,879	-	9,879
	79,011	172,277	251,288	76,547	-	76,547

8 Cost of raising funds

	Staff costs	**Depreciation**	**Other costs**	**Total**	Total
	2025 £	**2025 £**	**2025 £**	**2025 £**	2024 £
Trading expenses	87,577	17,682	124,809	230,068	236,729
For the year ended 31 March 2024	111,132	9,397	116,200		236,729

9 Charitable activities

	Staff costs	**Depreciation**	**Other costs**	**Total**	Total
	2025 £	**2025 £**	**2025 £**	**2025 £**	2024 £
Support for the church schools in the diocese	681,673	28,741	152,150	862,564	1,018,535
Capital grant projects on diocese properties	-	-	1,159,517	1,159,517	832,854
Other support costs	-	-	19,950	19,950	20,904
	681,673	28,741	1,331,617	2,042,031	1,872,293
For the year ended 31 March 2024	731,988	28,740	1,111,565		1,872,293

9 Charitable activities (continued)

	Unrestricted funds	Restricted funds	Total	Total
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
Staff costs	439,491	242,182	681,673	731,989
Depreciation and impairment	28,741	-	28,741	28,740
SCA capital projects grants	-	869,006	869,006	611,974
Governors capital projects	-	90,740	90,740	132,726
Other capital grant funded projects	-	199,771	199,771	200,702
Insurance premium for church schools	-	10,656	10,656	8,197
Travel costs	-	10,400	10,400	7,022
Legal fees	-	(2,663)	(2,663)	18,972
Professional subscriptions	-	8,016	8,016	8,573
Courses and training	-	16,852	16,852	5,355
Miscellaneous expenditure	-	4,076	4,076	3,248
IT Costs	-	-	-	4,576
Consultancy costs	-	44,863	44,863	49,235
Other expenses	32,743	27,207	59,950	40,080
Support costs	-	19,950	19,950	20,904
	500,975	1,541,056	2,042,031	1,872,293
For the year ended 31 March 2024	476,249	1,396,044		1,872,293

The SCA capital project grants have been summarised between schools below. Certain grants were accrued in previous years, some projects were either overprovided or not undertaken leading to negative expenditure.

9 Charitable activities (continued)

Analysis of grants made	**SCA Grant Expenditure during 24/25**	SCA Grant Expenditure during 23/24
	£	£
Bourton St Georges	106,494	73,127
Child Okeford	-	6,170
Hampreston	97,314	52,171
Heddington	28,842	
Lyme Regis St Michaels	(86,227)	86,227
Milton-on-Stour	-	13,243
Mosterton, Parrett & Axe	(1,158)	36,561
Powerstock	(10,007)	22,500
Kennet Valley	36,000	-
Sandford St Martins	-	7,201
Semley	(2,068)	-
Evershot Sticklands	31,046	-
Weymouth, St Nicholas & St Laurence	-	(900)
Winterbourne Valley	2,974	-
Western Downland	84,127	(19,172)
Wylye Valley	1,727	28,976
Aldbourne St Michael's	(11,140)	21,913
Broad Chalke	-	(443)
Chapmanslade	2,008	23,437
Cherill	17,998	6,285
Chilmark & Fonthill Bishop	5,896	30,342
Coombe Bissett	65,750	86,908
Crockerton	487,624	934
Derry Hill	-	(2,237)
Downton	5,934	30,427
Hindon	-	9,631
Laverstock St Andrews	-	21,942
Porton St Nicholas	-	(1,646)
Sarum St Martins	-	9,741
Evershot, Sticklands	-	68,636
Whiteparish	5,872	-
	869,006	611,974

10 Support costs - governance

	Unrestricted funds	Restricted funds	Total	Total
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
Auditors' remuneration	-	16,625	16,625	16,740
Auditors' non audit costs	-	3,325	3,325	4,091
Trustees expenses reimbursed	-	-	-	73
	-	19,950	19,950	20,904
For the year ended 31 March 2024	-	20,904		20,904

11 Net movement in funds

	2025	2024
	£	**£**
Net movement in funds is stated after charging/(crediting)		
Amortisation - intangible fixed assets	-	-
Depreciation of tangible fixed assets - owned by the charitable group	46,423	38,137
Auditor's remuneration - audit	16,625	16,740
Auditor's remuneration - other services	3,325	4,091

Audit fees for the parent charity were £13,875 (2024 - £13,950) and non-audit fees for the parent charity were £2,750 (2024 - £2,750)

12 Employees

Staff costs were as follows:	2025	2024
	£	£
Wages and salaries	616,675	666,585
Social security costs	54,341	60,028
Other pension costs	98,233	116,508
	769,249	843,121

Wages and salaries includes redundancy costs of £9,477 (2024 - £35,000).

The average number of persons employed by the Charity during the year was as follows:

	2025	2024
	Number	Number
Staff	13	15

Average headcount expressed as a full time equivalent:

	2025	2024
	Number	Number
Staff	11.1	12.3

The number of employees whose annual remuneration was £60,000 or more were:

	2025	2024
	Number	Number
In the band £70,001-£80,000	-	-
In the band £80,001-£90,000	-	1
In the band £90,001-£100,000	2	1

Remuneration of key management personnel
Key management personnel are deemed to be those having authority and responsibility delegated to them by the trustees, for planning, directing and controlling the activities of the Charity and the Group. During 2025 they were:

CEO/Director of Education	- Mrs K Fitzsimmons
Deputy CEO/Deputy Director of Education	- Mr G Pugh
Assistant Director of Education	- Mrs A Christopher

The key management personnel of the parent charity comprise the trustees, the Director of Education, the Assistant Director of Education and the Deputy Director of Education. The total employee benefits of the key management personnel of the Charity were £271,140 (2024: £282,118).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiary SALED Limited. The key management personnel of SALED Limited is an element of the employee benefits of the Assistant Director of Education whose employee benefits total £Nil (2024: £44,318).

The employee benefits of key management personnel for the group was therefore £271,140 (2024: £326,436).

12 Employees (continued)

Trustees

No trustees (2024: None) received remuneration or other benefits from their role within the charity.

The legal authority to remunerate the trustee is contained in the provisions of the governing document of the charity.

During the year expenses of £1,538, (2024: £1,760) was reimbursed to CEO/Diocesan Director of Education respectively in respect to their employment.

13 Intangible fixed assets (Group and Charity)

	Software
Group	£
Cost or valuation	
At 1 April 2024 and 31 March 2025	24,190
Amortisation	
At 1 April 2024 and 31 March 2025	24,190
Carrying amount	
At 31 March 2025	-
At 31 March 2024	-

The intangible asset relates to the acquisition of IT software by the group. This was amortised over the useful life of 6 years.

14 Tangible fixed assets (Group and Charity)

Group	Leasehold land and buildings	Freehold educational land	Fixtures and fittings	Office equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2024	1,698,592	-	89,731	48,738	1,837,061
Additions	-	240,000	61,090	-	301,090
At 31 March 2025	1,698,592	240,000	150,821	48,738	2,138,151
Depreciation and impairment					
At 1 April 2024	386,737	-	80,664	47,004	514,405
Depreciation charged in the year	28,741	-	15,948	1,734	46,423
At 31 March 2025	415,478	-	96,612	48,738	560,828
Carrying amount					
At 31 March 2025	1,283,114	240,000	54,209	-	1,577,323
At 31 March 2024	1,311,855	-	9,067	1,734	1,322,656

Charity	Leasehold land and buildings	Freehold educational land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2024	1,698,592	-	21,437	30,004	1,750,033
Additions	-	240,000	-	-	240,000
At 31 March 2025	1,698,592	240,000	21,437	30,004	1,990,033
Depreciation and impairment					
At 1 April 2024	386,737	-	21,437	30,004	438,178
Depreciation charged in the year	28,741	-	-	-	28,741
At 31 March 2025	415,478	-	21,437	30,004	466,920
Carrying amount					
At 31 March 2025	1,283,114	240,000	-	-	1,523,114
At 31 March 2024	1,311,855	-	-	-	1,311,855

15 Fixed asset investments (Group and Charity)

	Listed investments
	£
Cost or valuation (Group and Charity)	
At 1 April 2024	8,316,330
Additions	81,477
Disposals	(200,000)
Valuation changes	(313,242)
At 31 March 2025	7,884,565
Carrying amount	
At 31 March 2025	7,884,565
At 31 March 2024	8,316,330

	2025	2024
Group & Charity material investments	£	£
CBF Church of England Investment Fund	7,195,893	7,637,655
CBF Church of England Property Fund	688,672	678,675
	7,884,565	8,316,330

Charity only	Listed investments	Investment in subsidiary	Total
	£	£	£
Cost			
At 1 April 2024	8,316,330	1	8,316,331
Additions	81,477	-	81,477
Disposals	(200,000)		(200,000)
Valuation changes	(313,242)		(313,242)
At 31 March 2025	7,884,565	1	7,884,566
Historical cost			
At 31 March 2025	5,478,851		5,478,851
At 31 March 2024	5,597,399	-	5,597,399

15 Fixed asset investments (Group and Charity)

Holdings of more than 20%
The charity holds more than 20% of the share capital of the following companies:

Name of undertaking	Nature of business	Country of incorporation	Class of share held	% held
SALED Limited (Company Number 05369157)	Provision of services to SDBE	England	Ordinary	100

Results of the subsidiary for the year ended 31 March are:

	2025	2024
	£	£
Turnover	261,730	255,374
Expenditure	(230,068)	(236,388)
Surplus for the year	31,662	18,986
Retained earnings brought forward	71,917	91,461
Distribution to parent charity	(27,994)	(38,530)
Retained earnings carried forward	75,585	71,917
Fixed assets	54,209	10,801
Current assets	63,613	169,112
Current liabilities	(42,236)	(107,995)
Non-current liabilities	-	-
Share capital	(1)	(1)
	75,585	71,917

16 Debtors

	Group		Charity	
	2025	2024	2025	2024
Amounts falling due within one year:	£	£	£	£
Governors contributions	38,614	69,721	38,614	69,721
Trade debtors	259,859	300,402	245,857	292,648
Other debtors	7,915	11,382	-	-
DFC not drawn down	25,984	79,987	25,984	79,987
	332,372	461,492	310,455	442,356

Within governors contributions balance, there are £Nil (2024: £Nil) due after one year.

17 Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
Amounts falling due within one year:	£	£	£	£
Trade creditors	30,604	22,222	25,098	12,672
Amounts owed to group undertakings	-	-	19,294	19,273
Other taxation and social security	12,199	40,908	-	-
Other creditors and accruals	106,045	91,711	99,002	75,913
Deferred income	10,781	41,740	-	-
SCA capital grants	361,321	478,015	361,321	478,015
	520,950	674,596	504,715	585,873

Within deferred income, there are £Nil (2024: £Nil) due after one year.

Deferred income and grants included within creditors above are detailed below

At the balance sheet date, the charity was holding funds received in advance for the following:

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
PSA membership	10,781	20,671	-	-
PCSF training	-	13,000	-	-
Project income in advance	-	8,069	-	-
	10,781	41,740	-	-

Movement in SCA capital grants during the year

	Group Charitable commitments accrued		Charity Charitable commitments accrued	
	2025	2024	2025	2024
	£	£	£	£
Opening balance	478,015	397,137	478,015	397,137
New grant commitments charged	826,426	666,627	826,426	666,627
Grants paid during the year	(973,070)	(582,860)	(973,070)	(582,860)
Increase in commitment to approved projects	31,641	-	31,641	-
Underspent project during 2024/25	(1,691)	(2,889)	(1,691)	(2,889)
Amount of grant commitments recognised	361,321	478,015	361,321	478,015

18 Funds held as intermediary agent

In April 2006, the Department for Schools, Children and Families (DCSF), now called the Education and Skills Funding Agency (ESFA) changed its procedures for the administration of Devolved Formula Capital (DFC) grants (DFC grants provide the Diocese's church schools with direct funding to invest in buildings and equipment).

Consequently, where the individual schools have decided to appoint the charity as their agent, the charity received their DFC grants direct from the DfE and defrays qualified expenditure according to their instructions. At 31 March 2025 the charity held £451,080 (2024 - £550,409) in designated bank accounts separate from those of the charity. The money is only transferred into the charity's bank accounts when the expenditure has been authorised by the schools governors and payment to the contractor/supplier made. As at the year end SDBE was owed from DFC £25,984 (2024 £79,987) (as shown in note 16). Interest received of £35,817 (2024 - £38,875) on these funds is recognised by the charity as soon as it is receivable since the governors of the schools involved donate the interest towards the cost of administration of the Diocesan DFC scheme.

	£
Opening balance brought forward	550,409
Income received in year	173,440
Expenditure incurred in year	(273,185)
Transfer of funds to clear governor contribution balance	(25,568)
Funds to be drawn down	25,984
Balance held in designated bank account	451,080

19 Group statement of funds

	Balance at 1 April 2024	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2025
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	-	444,240	(472,234)	27,994	-	-
DEC capital funds	1,311,855	-	(28,741)	-	-	1,283,114
SALED Limited	71,919	261,730	(230,068)	(27,994)	-	75,587
	1,383,774	705,970	(731,043)	-	-	1,358,701
Restricted funds						
UST Capital account	5,917,172	175,177	-	-	(219,457)	5,872,892
UST Income account	2,531,395	310,129	(204,260)	-	(93,785)	2,543,479
Other restricted revenue funds	-	179,079	(179,079)	-	-	-
SCA Capital Funds	197,572	362,895	(867,206)	-	-	(306,739)
Governors contribution	-	90,740	(90,740)	-	-	-
Other Capital Funds	-	199,771	(199,771)	-	-	-
	8,646,139	1,317,791	(1,541,056)	-	(313,242)	8,109,632
Total of funds	10,029,913	2,023,761	2,272,099	-	(313,242)	9,468,333

19 Group statement of funds (continued)

Under the terms of the Education Act 1993, the UST funds may for the capital account be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools.

The Board took the proactive decision to expend more SCA funding than it received in 24/25 to meet the priority needs of the remaining VA schools and thus support the education of the children in these schools. The funding received was only enough to undertake priority capital work at Crockerton CE Primary School (replacement of two old mobile classrooms with two purpose built classrooms with link corridor to main building) and to ensure other priority works at 9 other VA schools were undertaken it was agreed to overspend against the SCA funding received hence the £250k deficit. This will be repaid from the SCA funding received in 25/26 which will bring the deficit back into balance.

	Balance at 1 April 2023	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2024
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	600	408,379	(447,509)	38,530	-	-
DEC capital funds	1,340,595	-	(28,740)	-	-	1,311,855
SALED Limited	91,463	255,715	(236,729)	(38,530)	-	71,919
	1,432,658	664,094	(712,978)	-	-	1,383,774
Restricted funds						
UST Capital account	5,301,692	272,181	-	-	343,299	5,917,172
UST Income account	2,011,324	558,995	(258,614)	-	219,690	2,531,395
Other restricted revenue funds	-	193,870	(193,870)	-	-	-
SCA Capital Funds	81,910	725,791	(610,129)	-	-	197,572
Governors contribution	-	132,726	(132,726)	-	-	-
Other Capital Funds	-	200,705	(200,705)	-	-	-
	7,394,926	2,084,268	(1,396,044)	-	562,989	8,646,139
Total of funds	8,827,584	2,748,362	(2,109,022)	-	562,989	10,029,913

20 Group analysis of net assets between funds

	Unrestricted funds 2025 £	**Restricted funds 2025 £**	**Total 2025 £**	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 March 2025 are represented by:						
Intangible fixed assets	-	-	-	-	-	-
Tangible assets	1,337,323	240,000	1,577,323	1,322,656	-	1,322,656
Investments	-	7,884,565	7,884,565	-	8,316,330	8,316,330
Current assets	63,614	463,781	527,395	169,113	896,410	1,065,523
Current liabilities	(42,236)	(478,714)	(520,950)	(107,995)	(566,601)	(674,596)
	1,358,701	8,109,632	9,468,333	1,383,774	8,646,139	10,029,913

21 Cash generated from operations

	2025 £	**2024 £**
Surplus/(deficit) for the year	(561,580)	1,202,329
Adjustments for:		
Investment income recognised in statement of financial activities	(281,074)	(279,318)
Fair value gains and losses on investments	313,242	(562,989)
Depreciation and impairment of tangible fixed assets	46,422	38,137
Movements in working capital:		
Decrease/(increase) in debtors	129,120	(104,955)
(Decrease)/increase in creditors	(153,646)	(146,822)
Cash absorbed by operations	(507,516)	146,382

22 Financial commitments, guarantees and contingent liabilities/assets

The subject of Contingent Liabilities has been reviewed and, on the basis that contracts for building works are between school governors and contractors, it is concluded that there is no actual capital commitments that should be recognised. The committed grants from the SCA funds have been recognised as a liability as deemed to meet the criteria of constructive obligations and a reconciliation of this provision can be seen on note 17.

23 Pension commitments

The group has employees who are members of the Teachers' Pension Scheme (TPS) and the Church Workers Pension Scheme (CWPS). The contributions made in the year were £10,427 (2024 - £20,136) to the Teachers' Pension Scheme and £87,806 (2024 - £98,746) to the Church Workers Pension Scheme.

There were £Nil (TPS) and £8,065 (CWPS) contributions outstanding at the year end (2024: £2,543 (TPS) and £11,658 (CWPS)) and these are included within other creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Teachers' Pension Scheme - The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academy trusts. All teachers have the option to opt-out of the TPS following enrolment. The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates increasing to 28.68% of pensionable pay (including a 0.08% employer administration charge). This is an increase of 5% in employer contributions and cost control result is such that no change in member benefits is needed.
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for the service to the effective date of £262 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222.2 billion giving a notional past service deficit of £39.8 billion

The result of this valuation was implemented on 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme.

23 Pension commitments (continued)

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1157th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £10,427 (2024: £20,136)

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Group is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the Group has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The Group has set out above the information available on the plan and the implications for the Group in terms of the anticipated contribution rates.

Church Workers Pension Fund (CWPF)

The Board participated in the Pension Builder Scheme section of CWPF for lay staff. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

The Board closed its DBS Scheme to new members in 2008 and there are currently no staff members in the scheme, all staff members are members of the Pension Builder Scheme.

23 Pension commitments (continued)

Pension Builder Scheme

For eligible salaried employees, the Board participates in the Church of England Pension Builder Scheme (PBS). The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Pension Builder Scheme of the Church Workers Pension Fund is made up of two sections, Pension Builder Classic and Pension Builder 2014, both of which are classed as defined benefit schemes.

Pension Builder Classic provides a pension for members for payment from retirement, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Bonuses may also be declared, depending upon the investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum that members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' Normal Pension Age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102 as it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers. This means that contributions are accounted for as if the scheme were a defined contribution scheme. The pension costs charged to the SOFA in the year are contributions payable.

A valuation of the Pension Builder scheme is carried out once every three years. The most recent scheme valuation completed was carried out as at 31 December 2016.

For the Pension Builder Classic section, the valuation revealed a deficit of £14.2m on the ongoing assumptions used. At the most annual review the board choose not to grant a discretionary bonus which will have acted to improve the funding position. There is no requirement for deficit payments at the current time.

Pension Builder 2014 section valuation revealed £1.8m surplus on the ongoing assumptions. There are no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, SDBE could become responsible for paying a share of that employer's pension liabilities.

24 Related party transactions

The trustees consider that the Salisbury Diocesan Board of Finance (SDBF) to be a connected charity as the work of education in the Diocese is carried out by the Salisbury Diocesan Board of Education (SDBE).

SDBE and its charity subsidiary were charged by SDBF £38,927 (2024: £157,721) in respect of building services provided. At the year end £Nil (2024: £94) was due to SDBF. Also £Nil (2024: £5,000) was invoiced to SDBF Building Consultant Ltd for the production and preparation of report regarding an operational review.

SDBF has granted aid to SDBE for its educational work in the Diocese. During the year £310,995 (2024: £290,239) was paid to the SDBE in respect of grants. SDBF also contributed £45,620 (2024: £63,868) for a SDBE employee who was on secondment with the SDBF. SDBF reimbursed legal costs to SDBE of £Nil (2024: £2,800) for legal costs regarding the Emmaus House merger. Finally, SDBF paid SDBE £75,460 (2024: £26,514) for the share of facilities. At the year end £Nil (2024: £Nil) was due to SDBE.

In 2024/25, £34,336 (2024: £33,663) was received from The Reverend Doctor S F and Mrs Jackson Mappowder Trust, which has common trusteeship with one SDBE trustee Mr N Harrison and one member of key management being Katie Fitzsimmons.

During the year, £31,352 (2024: £20,102) was received from Diocese of Salisbury Academies Trust (DSAT) for office accommodation and recharge of staff time and expenses. Mr G Pugh, is a trustee of DSAT and Mrs K Fitzsimmons, a member of DSAT. At the year end £8,219 (2024: £Nil) was due to Saled Ltd.

During the year £4,000 (2024: £2,250) was received re training and academy conversion support and PSA training from Initio Learning Trust. Mr N Harrison is a common trustee of both entities. At the year end £4,000 (2024: £Nil) was due to Saled Ltd

During the year, the charity received a project administration fee from its subsidiary, SALED Limited of £21,878 (2024: £25,134). At the year end, a creditor of £Nil (2024: £Nil) was due to SALED Limited in relation to project administration fees. At the year ended there was balance outstanding of £19,273 (2024 £19,273) for recharges of costs between the two entities.

25 Trust funds

The SDBE acts as trustee for 31 trust funds - as at 31 March 2025, the value of these funds are £4,554,535 (2024: £5,382,445). Included in these funds, the SDBE hold cash on behalf of these trusts in designated bank accounts separate to those of the SDBE and not recognised in these accounts which totalled £138,640 (2024: £159,379).

The SDBE also acts as custodian for 13 trust funds - as at 31 March 2025 the value of these funds was £1,073,800 (2024: £984,388). Included in these funds, the SDBE hold cash as custodian for these trusts in designated bank accounts separate to those of the SDBE and which are not recognised in these accounts which totalled £2,833 (2024: £2,081).

26 Post balance sheet events

The SDBE will be transferring a proportion of ownership within Emmaus House to the Salisbury Diocese Board of Finance in return for investment on the leasehold.

On 13 June 2025 the SDBE completed on the sale of the old school at Okeford Fitzpaine for £344k (before any costs). On 31 July 2025, the SDBE completed on the sale of the old school known as Trinity Education Centre in Devizes for £310k (before any costs).

THE SALISBURY DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1059195

Accounts

Charity Registration No. 1059195

Company Registration No. 00464306 (England and Wales)

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2024

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SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2024

Trustees and members	The Venerable A C MacRow-Wood - Chair Reverend R Ayer-Harris (resigned 25 September 2024) Mrs A L Aze Mr A J Brown Mr T Farrer (resigned 1 May 2024) Mr N Harrison Mrs L Henderson (appointed 4 July 2024 Reverand M Lee (appointed 21 January 2024) Mr N Rees - Vice Chair Mr I K Robinson Canon J Triffitt (resigned 30 November 2023) Reverend L Ellis (co-opted on 3 October 2024)
Secretary	Mr G Pugh
Diocesan Director of Education	Canon J Tubbs (resigned 1 September 2023) Mrs K Fitzsimmons (appointed 1 September 2023)
Charity number	1059195
Company number	00464306
Registered office	The Diocesan Education Centre The Avenue Wilton Salisbury Wiltshire
Auditor	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury Wiltshire
Bankers	Lloyds Bank PLC 38 Blue Boar Row Salisbury Wiltshire SP1 1DB
Solicitors	Parker Bullen LLP 45 Castle Street Salisbury Wiltshire SP1 3SS
Investment Manager	CCLA Investment Management Ltd 80 Cheapside London

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2024

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Salisbury Diocesan Board of Education (the Charity and the Group) for the year ended 31 March 2024. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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) (effective 1 January 2019)".

Since the Charity and the Group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

Strategic Objectives

Objectives and activities

The Board's principal objects are to:

- Promote and assist in the promotion of education in the Diocese that is consistent with the faith and practice of the Church of England.
- Promote and assist in the promotion of religious education and religious worship in schools in the Diocese.
- Promote and assist in the promotion of Church schools in the Diocese.
- Promote co-operation between itself and other persons concerned with education in the Diocese.
- Promote and encourage the Christian nature of children and young people within the parishes of the Diocese.

The Board lives out the diocesan vision of 'Making Jesus Known'.

The flourishing of church schools, Academy Trusts and the children and young people they cherish is at the heart of the Salisbury Diocesan Board of Education's reason for being. The SDBE journeys alongside schools and communities; through courageous Christian leadership and governance of education and church culture and through astute stewardship, we work to empower Christian flourishing in church schools, trusts and the parishes they serve.

The Board also acts as trustee of the Uniform Statutory Trusts (USTs), which form its restricted fund for the improvement of the fabric of church school buildings and educational purposes. The Board is also the trustee of a number of educational Trusts as well as acting as custodian trustee.

Under the terms of the Education Act 1993, the UST funds may be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese (restricted capital account) or educational purposes (restricted income account). The income derived from the restricted capital account fund may also be used for the provision of advice and resources in connection with the management of education provided at the schools.

Achievements and performance

Review of activities

As at the 31/3/24 there were 191 Church Schools in the Diocese of Salisbury serving 42,000 children of which 9 are secondary and 4 middle schools. In total, 123 schools are academies with 116 within a multi-academy trust (MAT) and 7 single academy trusts. This will continue to increase with an additional 7 having permission to convert to academies in the summer term 2024. 28 of the academies are within the Diocese of Salisbury Academy Trust (DSAT).

One school (Shalbourne CE Primary) closed in April 2024 due to a fall in pupil numbers. In addition to the 7 already in receipt of permission to join a MAT, a further 12 schools are expected to have received this by the end of 2024. This will bring the total number of schools in MATs up to 135 out of 190 (71% of all schools).

This is the first year of a new 5-year strategy, the SDBE strategic plan 2023-2028, approved by Trust Board in July 2023; this plan expresses our vision in the words of the diocesan vision, Making Jesus Known, and our purpose to enable the flourishing of church schools, Academy Trusts and the children and young people they cherish. The new plan reflects the maturity of the Board of Education and a strategic vision that being present, we will show compassion, speak truth, and offer hope. Underpinning these objects and the strategic vision, are work streams under three core bold aims for courageous leadership and governance of church and education culture, for empowering Christian flourishing and for astute stewardship.

On the 1st September 2023 Katie Fitzsimmons took up post as the new CEO/Director of Education, following the retirement of Joy Tubbs. Leading a team of 14 staff (12 FTE) each utterly committed to the full flourishing of Trusts, schools, children and young people and the communities to which they belong – Making Jesus Known.

Bishop Stephen has led on the new diocesan vision and we celebrate the diocese's commitment to become a diocese highly valued for church and school partnerships, maximising the missional opportunities that sit at the interface between church, Trust, school, and households and enabling children and young people to express their voice and their agency to lead change in the church and in society. To better maximise the experience and strengths of the Children and Young People team, the team joined, in April 2023, the Salisbury Diocesan Board of Finance (SDBF) to integrate their work deeply within diocesan mission and ministry. Bishop Stephen has become a frequent guest of academy trusts and church schools.

In July 2023 we welcomed the SDBF to join us at Emmaus House (the new name for the Diocesan Education Centre) following the closure and sale of Church House. In return for investment at Emmaus House to allow expansion of the building and reconfiguration to meet the needs of the SDBF a proportion of the ownership of the building will be transferred to the SDBF in 2024/25. This means that the SDBE, SDBF and DSAT central team are all now based in one building. This has already enabled further collaboration and closer working at all levels of each organisation.

In summarising the year, we draw attention to key strands which have been crucial to the on-going development of the SDBE and our ability to fulfil our mission, and vision:

Programme for Church School Flourishing: The Programme for Church School Flourishing (PCSF) continues to grow and positively impact Trusts across the Diocese. March 2024 marks two years of delivery with 13 Trusts working within the PCSF through three cohorts of enrolments. This equates to over 100 church schools empowered and over 50 leaders equipped, through the SDBE led training, to further enable the flourishing of pupils, adults and families within the communities they serve. Quality Assurance (QA) visits have evolved and developed, bringing together compliance and opportunities for professional growth. The QA visits completed indicate that Trusts have refined and developed recruitment practices and those that have recruited a headteacher have held the SDBE expectations and honoured church school distinctiveness throughout the process. Further QA visits have indicated growth and development of RE planning and provision and church school visits have been carried out with care, challenge, and clarity. Feedback has been positive, with a recent SIAMS report stating: 'The school and trust work in close partnership with the diocese. The innovative, diocesan led 'Programme for Church School Flourishing' has promoted purposeful support and monitoring.' We started the PCSF journey with the intended outcomes of enriching and deepening the expertise of school trusts and providing a sustainable and rigorous heart to the partnership between school trust and SDBE; it is evident that this ambition is being realised. In addition to these successes, much has been learned by the SDBE leaders involved in delivery and continual reflection on, and reshaping of, the programme will take place to ensure that future relevance, sustainability, and impact of SDBE PCSF will be accomplished.

Following regional sharing of the SDBE PCSF, the SDBE team developed a delivery model that would train DBE teams and Trusts across the Southwest of England. In September 2023, the PCSF SW was launched with five DBE teams and 12 Trusts participating. In July 2024, a day of learning and celebration will bring together trainees from Truro, Exeter, Bath and Wells, Bristol, and Gloucester Dioceses to reflect on the impact and potential of the programme.

Foundation Governance: We continue to proactively provide foundation governance support which encompassed work with local authority-maintained schools, governing bodies and academy committee constituents, Trustees and Members in Trusts. Our work included assisting with and confirming appointments, providing ongoing support and guidance, and leading training. This saw our officers attending governance meetings, supporting trust boards and advocating wherever needed.

This year has seen over a hundred and forty governance appointments across all levels, yet still Foundation appointed vacancies running at about 25% across all role types (which is down slightly from 2022/23). It is an ongoing piece of work with schools and trusts to support how they recruit into these positions, as well as offering training and broad support. This work is also linked to the PCSF, ensuring that our trusts are equipped to support governance rooted in its Christian foundation at every level. In all but one Trust that includes a church school, the SDBE is a Corporate Member and appoints representatives to attend Members meeting and interact accordingly throughout the year. Half of these representative roles are currently held directly by officers of SDBE which further facilitates another layer of SDBE improvement work within these Trusts.

Support for SIAMS: Since April 2023 the significant SIAMS focus has been supporting schools and Trusts to transition positively to the new framework and ensure the heightened expectations of the new framework: the requirements of a deeply rooted theological vision, a vision shaped curriculum with intrinsic spiritual development, collective worship that enables adults and pupils to spiritually flourish and an effective RE curriculum are understood and planned. An ambitious list of 45 SDBE SIAMS inspections was published in May 2023 ensuring schools could take relevant action to prepare for the new framework. The SDBE SIAMS leader delivered a programme of in-person training during the summer term 2023 to support schools with their transitional work. Further virtual and in-person SIAMS CPD was offered in the Autumn and Spring term. Schools on the published list for inspection were prioritised by SDBE School Improvement Advisers (SIAs) when arranging school visits. In addition to school level training, new framework training was provided to the Trust Leaders for Church School Flourishing and embedded into the training for Trust RE and Collective Worship Faculty leaders. Up to Easter 2023, 32 SIAMS inspections had been carried out in our Diocese and all schools inspected were judged to be living up to their Church school foundations and enabling pupils and adults to flourish.

Schools Causing Concern: There has been a further reduction in the number of Schools Causing Concern (SCC) and schools have found solutions more quickly due to the swift and agile response using the SCC strategy. DfE funded Trust School Improvement support has been accessed for schools by using the SDBE's detailed knowledge of schools to help schools qualify under the exceptional circumstances criteria, resulting in more schools working alongside Trusts. Governing bodies have been supported resulting in them having ownership of the future of the school when DfE intervention powers have been applied. Bespoke support has been targeted to trusts within the reviewed Trust Support Strategy, with members and trustees being given clear, bold recommendations for moving forward, with the impact being that significant concerns have been mitigated.

Religious Education and Collective Worship: In addition to the adviser meetings in PSA subscribed schools, where RE is always on the agenda, the SDBE has continued to run training for RE subject leaders, which is delivered through online courses, and an in-person moderation session. The HLPs (Hub Lead Practitioners) lead RE Network hubs of strong practice to support schools in local areas. We have also run the fourth annual virtual RE Conference. This year 79 delegates attended, and typical feedback was, "It was very well organised and run! All the links were shared in advance, resources available on Thinkific and up-to-date and very interesting presenters. Thank you!" The DBE is embedding the RE Strategy Document which sets out how we liaise with stakeholders including the LA in order to secure the best possible provision for the delivery of high-quality RE in every school. The SDBE SIA is a member of the three SACRES (Standing Advisory Councils for RE) that advise Local Authorities. In this role we have had a strong, well-respected voice into the creation of the Locally Agreed Syllabuses for BCP (launched this year), Dorset (being written this year and launched in Jan 2025) and Wiltshire (ongoing review this year with writing beginning next year). We also support the CPD that they offer in collaboration with Bristol Diocese.

The RE and Collective Worship Faculty Leaders (RECWFL) role in the Programme for Church School Flourishing (PCSF) has been building well. In Salisbury, Cohort 2 training is complete and 15 RECWFLs are now working within 6 trusts. Quality Assurance of their work is clearly showing impact as they evaluate the strengths and areas of development of all the schools in the trust. With SDBE support they are developing trust-based expertise and training. The PCSF work in the Southwest included training of RECWFLs in up to 3 Trusts in each of 5 dioceses.

The SDBE continues to support schools' delivery of collective worship (CW), ensuring it is invitational, inclusive and inspiring. All courses are open to CW leaders in schools and clergy are also able to book. We repeated a pupil leadership course aimed at young people to develop spiritually and to be confident leaders of worship and this was well-attended. Six schools shared their work across two sessions. In order to support schools in deepening their understanding of and provision for pupils' spirituality in line with the new SIAMS framework, bespoke CPD has been led for trusts by SIAs and a central SDBE course on 'Spirituality across the curriculum' was well attended and a delegate reflected: "Using prayer spaces and implementing the idea of weaving spirituality (analogy to golden thread was nice) into curriculum. Great examples given - especially in morning section! Great to actually trial some of the activities."

Our SDBE advisor also led a working party in Wiltshire SACRE to create a Collective Worship Guide for Community Schools - launched in May 2024. In March 2024, the advisor presented on this work at the southwest conference for SACRES and will support Dorset SACRE in this context in 2024-25 academic year.

Each of these elements helps SDBE play its part in ensuring those leading Collective Worship have confidence and that RE is of high quality for young people in all schools, not just CE schools.

Leavers' Services; Summer 2023 services were the first of a new approach to this event. A collaborative project with colleagues working in the CYP/Growing Faith group in Mission and Ministry resulted in the creation of a reflection trail around the cathedral linked to the theme of 'light'. This was then followed by a service including a play and prayers involving children which had been enabled by Rise Theatre. 1600 pupils took part over 3 days which included one DSAT day enabling the trust to have all their schools present. Typical pupil feedback included: "I enjoyed getting the chance to look around as I've never been before. I wished we had longer."

Partnership Service Agreement; Our delivery of support to schools continues to evolve; this is in recognition of the growing number of schools who are moving into Multi Academy Trusts who are equipped, through the PCSF, to support their church schools. The PSA offer remains stable in content; a vision-based visit, offer of Spiritual development, RE and CW training, offer of Foundation Governance training and induction of new headteachers. Additionally, subscribing to the PSA entitles the school to various discounted rates, including to additional training. The PCSF training equips Trusts to fulfil the PSA package of support to their schools. As a result of the shift to a majority Multi Academy Trust landscape fewer individual schools subscribed to the SDBE Partnership Service Agreement (PSA) in 2022/23 and fewer still in 2023/24. However, the actual numbers of schools receiving SDBE support through the PSA or PCSF remains stable at approximately 90% (2022-23: 91% of schools and 89% in 2023-24). This slight reduction reflects schools that subscribe bi-annually or who have notified the SDBE that budget constraints will not enable a 2023-24 subscription.

Recruiting and inducting headteachers; Headteacher recruitment continues to be challenging for all schools across the Diocese, with fewer candidates applying and a reduced number of suitably equipped candidates being shortlisted. The SDBE has supported 18 recruitment processes and Trusts, through their Champion for Church School Recruitment leaders, have supported a further 11 HT recruitment processes. 24 new headteachers have commenced roles between April in 2023 and March 2024. One highly impactful development this year has been the introduction of a Headteacher Commissioning service hosted by Bishop Stephen at South Canonry. At these events 7 new Headteacher were commissioned in Spring 2023, a further 17 between June 2023 and April 2024 and approximately 12 more are expected to join in June 2024. As part of the post-covid catch-up, these numbers reflect Headteachers who were appointed in the previous 3 years. Moving forward this opportunity will be solely for newly appointed Headteachers and as such numbers will decrease slightly.

Pastoral Support: The SDBE team, from advisors, to the Education Services Team, to the leadership team, offer ongoing and available pastoral support to our schools. This can take the form of information sharing via email or phone calls, practical support for buildings issues and inspection support. This has meant both turning up to help clear up after a fire and arranging to visit following a tragic incident. The whole team is committed to supporting our schools which is valued by school leaders, those who volunteer in governance at all levels, and trust teams. Sadly, our support has been much in demand this year. The team pull together to support our schools and those around them, valuing the fantastic support provided by local clergy and parish teams as part of this.

School Trusts: There are 18 MATs that include SDBE church schools. All but 4 of these Trusts now operate according to equality (or majority in one case) Articles of Association. Brunel Academies Trust incorporated Somerset Road Education Trust in February 2024 thereby incorporating its first SDBE church school and adopting equality Articles at that time. The SDBE plays a crucial role in the rationalisation process towards a stable and fully constructed family of safe MAT homes for all of its church schools.

2023 saw significant numbers of enquiries and completions of academy conversions. By April 2024, 61% of schools were in MATs (increased from 54% at the start of the reporting period). This work requires a range of support from the team covering governance and finance and estates. For the team, this draws on skills of our finance and estates leads to ensure that conversion processes go smoothly. The team has been working proactively to identify potential issues and resolve them early, and this year has implemented a comprehensive Teams planner tool to track process and apply actions in a timely way school by school across all conversion and transfer projects which in year now amounts to 30-40 at any one time. Our role has been increasingly to offer system level solutions as the only agency which has sight across the whole system, with connections at school level, with trusts and across local authorities.

Simultaneously DSAT our diocesan MAT has continued to flourish and grow and now consists of 28 Church Schools, 15% of the dioceses Church Schools. Schools have received strong Ofsted and SIAMS outcomes and challenges are being addressed at 2 of the schools. The DSAT trust board has approved a growth strategy which will see the trust grow to potentially 35 to 40 schools over the next several years and strong church schools are now seeing DSAT as a trust of choice. The trust's Christian vision and leadership is strong and the Members' group, across the year, has further developed its practice and engagement with the trust board. The Board of Education can be proud of the Diocesan MAT and all that it is achieving as it secures a flourishing home for church schools and their children.

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Estates and Net Zero: The SBDE Estates and Finance team continue making progress on delivering against the SDBE Estates Strategy, in supporting the SDBE church school estates, focusing on sustainability, and responding to the national new zero carbon targets by 2030.

The main achievement in 2023/24 was the successful installation of an air source heat pump (with oil boiler back up) at Chilmark CE VA Primary School, including provision for a second air source heat pump when funding becomes available, allowing the school to move completely away from fossil fuels. Bishop Stephen visited the school to meet the children and celebrate the progress of their net zero journey.

Grant funding via the Salix Public Sector Decarbonisation Scheme Phase 3c has successfully been achieved to contribute towards the installation of air source heat pumps at Coombe Bissett CE VA Primary School (£75k), which is due to be completed over the summer period 2024, ready for the next academic year. Funding has also been secured for the installation of an air source heat pump project at Bourton St George Academy Primary School (£65k), which transferred to Pickwick Academy Trust on 01/02/2024. SDBE is developing a strong working relationship with Pickwick, working together to deliver this project by 31/03/2025.

DfE funded projects via SCA funding were instructed across 19 schools, totalling £779k, delivering capital projects to improving both the energy efficiency of the school estate and improving the physical environment for the benefit of the children in the diocese.

The SDBE works closely with their SDBF colleagues, especially given the opportunities afforded by the new working arrangements at Emmaus House allowing the strengthening of working relationships across the Diocese and will continue to proactively work to support the environmental strand of the Diocesan vision.

This review of activities seeks to give an overview of our work in 2023/24 with our schools, be that on our own or in connection with the SDBF, with clergy and parish facing teams, with multi academy trusts, with local authorities, with the national church or with the Department for Education. Through our system leadership, we are sharing what works and also ensuring we can benefit from the expertise of others. We are grateful to all those who support our schools, either in their work roles or as volunteers, and we never take this support for granted.

Investment policy

Under the Memorandum of Association, the Charity has the power to invest monies possessed by the Board, or held by it on Trust, in any legal investments or securities according to UK legislation. The trustees, having regard to the liquidity requirements of the VA school's capital schemes cash flows, have operated a policy of keeping available funds in interest bearing deposit accounts and investments.

The Board's investment management strategy for UST funds, placed with CCLA, is to achieve a targeted net return of RPI plus 3% p.a., between capital growth of invested funds and dividend and other income, with distributed income being set at a requirement of £238k in 2023/24. For the year ended 31 March 2024 net distributed investment income received was £237k (2023 £235k). The average distributed rate achieved was 3.2% (2023 3.1%) against the RPI rate for the year of 4.3%. There has also been a significant capital increase in year and the net gain on investments was £563k (2023: loss £383k). This reflecting the recovery of the worldwide stock market position. The overall net return in 2024 was 11.0% (2023 –1.8%) which was above the targeted net return of 7.3% (RPI being 4.3% in 2024) due primarily to the significant unrealised net gain of £563k.

Financial review

The SDBE consolidated accounts for 23/24 include, as in 22/23, both the income and expenditure of ESFA School Condition Allocation (SCA) capital funding schemes at VA schools which are project administered only by the SDBE. The consolidated accounts as in prior years include Saled Ltd (100% owned subsidiary of the SDBE).

Income

Overall income has remained at a similar level £2,748k compared to £2,755k in 2023.This is primarily due to the expected reduction in charitable activities income (SCA) of in total £274k between the two years being offset by an increase in one off other donations (S554 transfers) of £296k. The SCA funding being lower in 2024 and this reflects a known trend as SCA funding reduces as both more VA church schools convert to academies and the transitional protection given by the ESFA is steadily reduced over 4 years to zero in 2025/26. This trend will therefore continue into future years.

Expenditure

This has decreased by £629k from £2,738k in 2023 to £2,109k in 2024. This is linked primarily to the decrease in SCA projects funding noted above and compared to 2023 SCA expenditure has decreased by £515k to £612k.

Underlying operating deficit

The Board has recognised that the SDBE has a financial gap between its normal income and expenditure levels. It has taken the formal decision to fund this gap by utilising income from the sale of old schools and trust funds as appropriate. In 2024 the underlying operating deficit was £67k compared to £188k in 2023 and it is planned to reduce this over the next 3 years and achieve an underlying operating breakeven position by 2027. The underlying operating deficit is reconciled to the net movement in funds below. The budgeted underlying operating deficit for 2024/25 is £129k (2023/24 was £197k).

The SDBE has increased its reserves in 2023/24 by £1,202k (2022/23 decreased by £366k). This is due primarily to a significant investment gain of £563k, S554 transfer of £591k combined with increases in the SCA restricted capital reserve of £115k partially offset by the underlying operating deficit of £67k. The SCA restricted capital reserve relates to funding received which has not yet been committed and increased in 23/24 as less funding was used than planned due to a mix of both projects not being undertaken and net underspends. The SCA restricted reserve increasing from £82k in 2023 to £197k in 2024 and this is planned to be fully utilised in 2024/25. The S554 transfer relates to the historic net income received from the disposal of two old Church School sites at Worton and Marston and Winterbourne Earls, which had to go through the formal S554 legal process and was approved by the Secretary of State in February 2024.

The total reserves at the 31/3/24 are £9,958k split into restricted capital £5,917k, restricted SCA capital £197k, restricted income £2,531k and unrestricted £1,384k. An increase of £1,202k on total reserves at the 31/3/23 of £8,736k.

The above shows that there are sufficient funds in the restricted income fund and unrestricted reserve to continue to fund the gap noted above and therefore there are no issues with going concern.

Going concern

The Board recognises the risk of financial viability, and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board in September 2021 approved the SDBE of the Future strategy to seek to ensure achievement of key objectives and move to an underlying recurrent operational surplus by 2027.The aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board.

As the SDBE receives no direct funding from the government it has to ensure its long term financial viability and therefore needs to make the best use of its resources to support education in the Diocese. The Board has agreed to support the objectives of the SDBE over the period covered by the SDBE of the Future strategy by using funding from the disposal proceeds of old school buildings and appropriate trust fund transfers.

The total reserves as at the 31 March 2024 are £9,958k of which £8,896k are restricted reserves. The restricted reserves are split into income restricted reserves of £2,782k, which can be used to support education in the Diocese, capital restricted reserves of £5,917k, which can be used for capital purposes in the Diocese and SCA capital restricted reserves of £197k. There is an unrestricted reserve of £1,062k. This further supports the trustees view on going concern.

After making appropriate enquiries, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

Having considered financial risk, liquidity requirement and the timing of cash flows throughout the year, the Board's policy is to hold a balance of readily realisable assets in free income funds equivalent to 3 months budgeted expenditure for the year. Based on the financial statements to 31 March 2024 3 months' expenditure totals £284k. Free income funds are deemed to be unrestricted general funds, the trading subsidiary's retained earnings and restricted UST income account. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools, this is deemed to be free income funds as it can be used for the general running of the charity and to assist in meeting the charitable objectives. As of 31/3/24 the charity had £nil in unrestricted general funds, £72k of reserves held by Saled Ltd and UST income funds of £2,531k meaning total unrestricted funds of £2,603k which is in excess of the required value. The long term spending strategy for these reserves is to support the planned operational financial deficits until the 31/3/27 and allow flexibility for any future expenditure whilst retaining a significant reserve. The majority of these funds are held in an investment portfolio which can be accessed readily if required.

The Board recognises the importance of increasing the UST funds to enable it to continue to work in the long term. The trustees consider that the value of restricted reserves under a managed investment agreement should not fall below £2 million. The total of funds held by CCLA at the yearend totalled £8,316k in line with the prior year balance of £7,662k. This was due to a significant in year positive revaluation adjustment of £563k plus net in year additions of shares of £91k.

SALED Ltd

SALED Limited is the wholly owned trading subsidiary of the Salisbury Diocesan Board of Education and has the same accounting year end as SDBE. For the year to 31st March 2024 the company had a turnover of £255k (2023: £263k). It had a net surplus of £19k (2023: £28k) and accumulated reserves of £72k (2023: £91k).

Plans for future periods

The year has again seen us continue our strong focus on ensuring that actions to meet agreed priorities are well timed and staged. We are taking forward our very clear vision for the SDBE of the future through the 5 year plan for 2023 to 2028. In 2024/25 we will be implementing the second year of our five-year strategic plan

The plan is based on the SDBE learning with and from schools, children, young people, school trusts and parishes; we thus step confidently into this work centred within the Salisbury Diocesan vision of Making Jesus Known.

The three aims and priorities of the SDBE Strategic Plan for 2023-28 have evolved to address our shared learning, and particularly give emphasis to:

- ensuring every church school belongs within a strong school trust family, or is linked to a school trust to secure its full flourishing
- leading the re-thinking of foundation governance, developing new models of governance for the future, fit for the school trust landscape
- supporting the development of courageous leadership across the diocese to ensure children and young people are rooted in the heart of mission and ministry, re-imagining school and parish partnership
- ensuring equity, diversity and inclusion is foundational to all SDBE work
- ever deepening the excellence of SDBE work in support of the development of spiritual leadership, church school flourishing, and as a significant influence for Christian education, locally, regionally, and nationally
- shaping the SDBE workforce to ensure the strategic leadership of church school education across the diocese within a sustainable financial model

In the year ahead we will:

1. further strengthen the confidence and accountability of trust governance of the SDBE
2. support the on-going accelerated development of a culture of school trusts, church led, and non-church led, enabling rich partnerships, sponsorship and the long-term viability of schools through full academisation
3. Continue to partner the SDBF in their leadership of the Growing Faith network, to support mission and ministry amongst children and young people, maximising the SDBE's unique relationship with Trusts and schools.
4. draw on external expertise to create SDBE strategy for Equity, Diversity and Inclusion and begin to implement
5. in partnership with the SDBF continue to develop and evaluate a communication and engagement strategy including, effective use of SDBE website and relevant social media platforms
6. embed, quality assure and evaluate the strategy for Christian flourishing in trusts, including consistent non-negotiables across MATs
7. swiftly, boldly and courageously enact trust and schools causing concern strategies
8. lead in supporting trusts to share learning and think boldly to create re-imagined models of effective local governance for the future
9. evaluate the new Religious Education strategy and policy
10. evaluate the new collective worship policy which will enable school leaders to lead as spiritual leaders and parish leaders to contribute appropriately
11. maintain a professional partnership with the national SIAMS leadership which appropriately challenges and supports national practice and the impact of national practice on our diocese
12. review and refine the 5-year financial plan ensuring appropriate progress in implementing adjustments reflecting changes including work-force re-patterning
13. promote and support the delivery of exceptional educational environments, enabling children to flourish and achieve their best outcome, including adopting an approach that deeply embeds the net zero 2030 agenda and is centred around bringing positive decarbonisation change to the church school estate
14. continue to embed all learning processes across all IT platforms e.g SharePoint, Learning Platform and to be progressive and actively seek innovative IT solutions
15. Seek to further collaborate, develop and share best practices for the use of the space within Emmaus House with the SDBF and DSAT.

The SDBE Board and senior leadership team remain of the view that furthering the role of school trusts as custodians of church schools' Anglican foundation is crucial to the long-term flourishing of the church schools. The SDBE has therefore used the year to continue to re-imagine its own role in-light-of the changed and changing leadership of the education landscape as part of a deep organisational change. This organisational change involved working with all South West dioceses to adopt the SDBE Programme for Church School Flourishing and the new CEO/Diocesan Director taking up the role of Chair of the National Directors of Education network. Within the diocese organisational change is leading to us building further our partnership with the SDBF, including the sharing of Emmaus House and the full alignment of our strategy with the new diocesan vision – Making Jesus Known.

The year ahead will continue to focus especially on further building those relationships in ways that are innovative, challenging and supportive - using the relationship to help school and parish leaders identify for themselves new thinking about their own roles and the communities they serve as the new educational and diocesan landscape is formed.

Structure, governance and management

Constitution

The Charity and the Group is constituted under a Memorandum of Association dated 4 February 1949 and is a registered charity number 1059195.The guarantors are the Members of the Board and the limit of their liability in the event of winding up is £1 each.

The Board is the sole trustee of the Uniform Statutory Trusts (also known as the USTs or Section Funds), which are now governed by section 287 of the Education Act 1993. The funds held in trust are derived from ancient educational endowments and the proceeds of property sales authorised by the Department of Education under section 86(1) of the Education Act 1944 and section 2 of the Education Act 1973.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

The Venerable A C MacRow-Wood - Chair	
Reverend R Ayer-Harris	
Mrs A L Aze	
Mr A J Brown	
Mr T Farrer	Resigned 1 May 2024
Mr N Harrison	
Mrs L Henderson	Appointed 4 July 2024
Rev M P Lee	Appointed 2 January 2024
Mr N Rees - Vice Chair	
Mr I K Robinson	
Canon J Triffitt	Resigned 30 November 2023

Method of appointment or election of trustees

The Articles of Association were revised in 2021/22, following the introduction of the new DBE Measure in 2021.The makeup of the Board's membership now comprise of a maximum of ten members and up to 2 co-opted members. The members are appointed triennially, normally in the same year as the Diocesan Synod is elected and this was last done in November 2021, with new members being appointed on the 1 January 2023.

Policies adopted for the induction and training of trustees

New trustees undergo a comprehensive period of orientation and induction with the Chairman of trustees, Diocesan Director of Education and Deputy Director of Education to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, decision making processes, strategy, and recent financial performance of the Charity. They also met key employees and other trustees to explore and be briefed on all areas of the work undertaken by the SDBE. Trustees are encouraged to undertake development activity that will facilitate the execution of their role.

Organisational structure and decision making

The Board of Education administer the Charity. The trustees meet usually six times a year (minimum of three times annually is stipulated in the Articles of Association) and five members personally present is the quorum necessary for the transaction of business. There is a sub committee covering Resources (including remuneration).

A Diocesan Director of Education is appointed by the trustees to manage the day to day operations of the Charity. To facilitate effective operations, the Diocesan Director of Education has delegated authority, within terms of delegation approved by trustees, for operational matters including finance, employment and other activities pursuant to the objectives of Salisbury Diocesan Board of Education.

Pay policy for senior staff

Emoluments of higher paid employees are determined by the Chair and the Resources Committee.

Related party relationships

The Charity's wholly owned subsidiary, SALED Ltd, was established in 2005 primarily to undertake services as required by the Trustees in the course of the Board's normal activities in connection with the administration of the maintenance and development of schools within the Diocese and also to undertake activities that fall outside the objectives of the Board of Education. All profits of SALED Ltd available for distribution as dividend are to be applied towards the promotion of its charitable objects, i.e. for the benefit of Salisbury Diocesan Board of Education.

Although not a related party but a connected charity, the Salisbury Board of Finance makes a contribution, from Share income it receives from the Parishes in the diocese, to the Salisbury Board of Education in respect of the costs incurred by the Board of Education in supporting the Board's work in providing advice, guidance and resources at church schools within the Diocese and for work with children and young people in the Diocese.

Risk management

The trustees have a risk management strategy which comprises:

- a regular review of the risks the charity may face
- establishment or review of systems and procedures to mitigate risks
- the implementation of procedures designed to minimise any identified potential impact on the Charity should those risks materialise.

The corporate risk register is reviewed at each Resource Committee meeting and by the Board on a regular basis.

Principal risks and uncertainties

The trustees are responsible for the identification, mitigation and management of risk. To achieve this, a register of all risks identified is maintained and, alongside it, a management and mitigation strategy. This is subject to review by the trustees on an annual basis with the responsibility of risk management being delegated to the Resources Committee, where it is a standing item on each meeting agenda.

The risk register identifies 3 areas where the risk of either failure to act or the impact of the events is considered 'high' even after mitigation measures. These areas and the associated mitigation strategies are:

- Change is unheralded, unstructured or at faster speed and SDBE unable to respond appropriately or cope
  - SDBE for the Future strategic plan and appropriate staff structure in place linked to financial and budget plans
  - Annual strategic plan review and update
  - Liaison with representatives of Government, National Society, Local Authorities, Schools and Academies
  - Membership of and staff involvement with various organisations in the sector
  - Strong governance structure including Trust Board and Resource Committee

- Reputational risk if our Church maintained schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each school and LA to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each school
  - Foundation Governance Advisor post
  - Academisation strategy

- Reputational risks if our Church Academies fail, including DSAT and same risk if Multi Academy Trusts including church schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each academy to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each academy at both Board and Academy level
  - Foundation Governance Advisor post
  - Governance structure and MOU

Funds held as trustee

The Board holds 32 individual financial trusts which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds normally arising from the sale proceeds of former church schools or teachers' houses that are waiting scheming. Each of these funds is held in a separate designated account with CCLA Investment Management Ltd. On 31 March 2024 the value of these funds was £5,851k (2023: £5,984k). See note 25 of the accounts for further information.

Public benefit

The trustees have had due regard to the Charity Commission's guidance on public benefit in determining the Charity's priorities and plans for the future. The trustees' report sets out our aims, objectives and activities and conveys clearly the public benefit the Charity has delivered over the last 12 months, namely: engaging, inspiring and equipping the people of Salisbury Diocese to provide outstanding education and training for children and young people within their schools and parishes.

Statement of Trustees responsibilities

The trustees (who are also directors of Salisbury Diocesan Board of Education (The) for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Disclosure of information to auditor

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

- so far as that trustee is aware, there is no relevant audit information of which the charitable Group's auditor is unaware, and

- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charitable group's auditor in connection with preparing their report and to establish that the charitable Group's auditor is aware of that information.

Auditor

The re-appointment of Moore (South) LLP as auditors to the charity will be considered as part of a tender process in the ensuing year.

This report was approved by the trustees, on 3/10/2024 and signed on their behalf by:

A MacRow-Wood

The Venerable A C MacRow-Wood, Chair

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Opinion

We have audited the consolidated financial statements of Salisbury Diocesan Board of Education (the 'charitable parent company') and its subsidiary ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Income and Expenditure Statement, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the consolidated financial statements:

- give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report. We are independent of the group and charitable parent company in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors 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 Trustees' annual report (incorporating the Directors' report) other than the consolidated financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the consolidated 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 consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the Directors' Report) prepared for the purpose of company law, for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report, included in the Trustees' Report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us: or
- the charitable parent company's financial statements are not in agreement with the accounting records; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirements to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the statement of trustees responsibilities, the Trustees, who are also the Directors of the charitable parent company for the purpose of company law, are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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.

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

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 charitable company and the group.

Our approach was as follows:

- The engagement partner selected a team for the audit, led by persons who had prior knowledge of the client and who had the required competence and skills to be able to identify or recognise non-compliance with laws and regulations.

- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including those due to fraud. Management override was identified as a significant fraud risk. This is due to the ability to bypass controls and disclosure requirements.

- Revenue recognition was also identified as a significant risk of material mis-statement. Although the processing of transactions is simple and not complex, there is a potential for recognition of income to an incorrect period or an incorrect allocation of income and associated expenditure between restricted and unrestricted funds.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable parent company and the group and considered that the most significant are the Companies Act 2006, The Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable parent company and the group complies with these requirements through 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. Consideration was also made of the internal controls in place to mitigate the identified risks.

- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of controls where appropriate, analytical review and substantive procedures involving tests of transactions and balances.

- The consolidated financial statements of the group incorporate the results of the subsidiary company. Moore (South) LLP are the auditors to the whole group and the same approach has been adopted to the subsidiary company as appropriate to that entity.

To address the risk of fraud through management override, we:

- performed analytical procedures, tested journal entries and related party transactions to identify any unusual transactions or unexpected relationships;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- reviewed the nature of the disclosures within the financial statements to ensure they meet the requirements of accounting standards and relevant legislation.

In response to the risk relating to revenue recognition, we:

- agreed a sample of income receipts from source documentation into the accounting records.
- reviewed the terms and conditions of a sample of grants received to ensure the income is accounted for in the correct period.
- Reviewed board minutes and correspondence for evidence of any further unrecorded income.

In response to the classification of income between restricted and unrestricted funds we:

- agreed a sample of income receipts from source documentation into the accounting records to ensure any restrictions to the income were correctly identified in revenue.
- reviewed the analysis of funds for any obvious misallocations of income or expenditure; and
- confirmed that expenses and payroll costs allocated against restricted and unrestricted funds met the purpose for which the income was given.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

Use of our report

This report is made solely to the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable parent company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert MacDonald (Senior Statutory Auditor)

for and on behalf of Moore (South) LLP

14th October 2024

Chartered Accountants
Statutory Auditor

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Moore (South) LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	290,239	784,945	1,075,184	310,292	593,057	903,349
Charitable activities	4	2,717	1,059,222	1,061,939	2,250	1,333,237	1,335,487
Other trading activities	5	255,374	-	255,374	262,614	-	262,614
Investments	6	39,217	240,101	279,318	10,125	236,436	246,561
Other income	7	76,547	-	76,547	6,967	-	6,967
Total income		664,094	2,084,268	2,748,362	592,248	2,162,730	2,754,978
Expenditure on:							
Raising funds	8	236,729	-	236,729	234,797	-	234,797
Charitable activities	9	476,249	1,396,044	1,872,293	767,529	1,735,661	2,503,190
Total resources expended		712,978	1,396,044	2,109,022	1,002,326	1,735,661	2,737,987
Net gains/(losses) on investments	15	-	562,989	562,989	-	(382,514)	(382,514)
Net incoming/(outgoing) resources before transfers		(48,884)	1,251,213	1,202,329	(410,078)	44,555	(365,523)
Gross transfers between funds		-	-	-	1,669,336	(1,669,336)	-
Net movement in funds		(48,884)	1,251,213	1,202,329	1,259,258	(1,624,781)	(365,523)
Fund balances at 1 April 2023		1,432,658	7,394,926	8,827,584	173,400	9,019,707	9,193,107
Fund balances at 31 March 2024		1,383,774	8,646,139	10,029,913	1,432,658	7,394,926	8,827,584

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 23 to 46 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED SUMMARY OF INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
Income	2,469,044	2,508,417
Gains on investments	562,989	-
Interest and investment income	279,318	246,651
Gross income	3,311,351	2,755,068
Expenditure	2,070,885	2,709,246
Losses on investments	-	382,514
Depreciation of fixed assets	38,137	28,741
Total expenditure	2,109,022	3,120,501
Net income before tax for the financial year	1,202,329	(365,523)
Tax on net income from ordinary activities	-	-
	1,202,329	(365,523)

The group's income and expenditure derive from continuing activities.

The notes on pages 23 to 46 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Intangible assets	13		-		-
Tangible assets	14		1,322,656		1,360,793
Investments	15		8,316,330		7,662,015
			9,638,986		9,022,808
Current assets					
Debtors	16	461,492		356,537	
Cash at bank and in hand		604,031		269,658	
		1,065,523		626,195	
Creditors: amounts falling due within one year	17	(674,596)		(821,419)	
Net current assets/(liabilities)			390,927		(195,224)
Total assets less current liabilities			10,029,913		8,827,584
Income funds					
Restricted funds	19		8,646,139		7,394,926
Unrestricted funds			1,383,774		1,432,658
			10,029,913		8,827,584

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 3/10/24 and signed on their behalf, by:

A MacRow-Wood

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CHARITY BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	14		1,311,855		1,340,595
Investments	15		8,316,331		7,662,016
			9,628,186		9,002,611
Current assets					
Debtors	16	442,356		341,414	
Cash at bank and in hand		473,325		112,694	
		915,681		454,108	
Creditors: amounts falling due within one year	17	(585,873)		(720,597)	
Net current assets/(liabilities)			329,808		(266,489)
Total assets less current liabilities			9,957,994		8,736,122
Income funds					
Restricted funds	19		8,646,139		7,394,926
Unrestricted funds			1,311,855		1,341,196
			9,957,994		8,736,122

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 3/10/24 and signed on their behalf, by:

A MacRow-Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash absorbed by operations	21		146,382		(305,168)
Investing activities					
Purchase of investments		(391,155)		(356,426)	
Proceeds on disposal of other investments		299,828		-	
Dividends, interest and rents from investments		279,318		246,561	
Net cash generated from investing activities			187,991		(109,865)
Net increase/(decrease) in cash and cash equivalents			334,373		(415,033)
Cash and cash equivalents at beginning of year			269,658		684,691
Cash and cash equivalents at end of year			604,031		269,658

1 Accounting policies

1.1 Charity information

Salisbury Diocesan Board of Education (The) is a private company limited by guarantee incorporated in England and Wales, registered number 00464306 and a charity registered with the Charity Commission in England & Wales registered number 1059195. The registered office is Emmaus House, The Avenue, Wilton, Salisbury, Wiltshire, SP2 0FG, which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Trustees' Report.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Ireland (FRS102), the "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) (effective 1 January 2019)" and the Companies Act 2006 .The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking, Saled Limited. The results of the subsidiary are consolidated on a line by line basis.

These financial statements comprising the consolidated statement of financial activities, the consolidated and charity Balance Sheet, consolidated cash flow statement and the related notes 1 to 25 constitute the consolidated financial statements of Salisbury Diocesan Board of Education for the financial year ended 31 March 2024.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006. The income and expenditure account for the year dealt with in the accounts of the Charity was a surplus of £1,221,872 (2023 - deficit £393,340).

1.3 Company status

The Charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

1.4 Going concern

The trustees have reviewed the anticipated performance of the period of at least twelve months from the date of approval of financial statements, which demonstrate that there is no material uncertainty regarding the charity to meet its liabilities as they fall due, and to continue as a going concern. The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board has in place a 5 year strategy, the aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board. On this basis the trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the charity was unable to continue as a going concern.

1 Accounting policies

1.5 Charitable funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. The UST funds are for the capital account to be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) are be used for the provision of advice and resources in connection with the management of or education provided at the schools. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.6 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Trading income represents the total invoice value, excluding VAT, of sales made during the year and derives from the provision of services falling within the company's ordinary activities.

Within the trading subsidiary in line with FRS102 capital grants received for the purchase of a capitalised asset are recognised over the useful life of that asset. The grant is recognised as deferred income and is written back to the profit and loss account in line with the depreciation policy.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

1 Accounting policies

1.7 Expenditure - continued

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the Charity's educational operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment.

A constructive obligation arises when:
the charity has communicated its intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant or
the charity has made a public announcement about a commitment which is specific enough for the recipient to have a reasonable expectation that they will receive a grant or
there is an established pattern of practice which indicates to the recipient that we will honour our commitment.

The trustees have control over the amount and timing of grant payments and consequently where approval has been given by the charitable fund committee, on behalf of the trustee, and any of the above criteria have been met then a liability is recognised. Grants are not usually awarded with conditions attached. However, when they are then those conditions have to be met before the liability is recognised.

Where an intention has not been communicated, then no expenditure is recognised but an appropriate designation is made in the appropriate fund. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised but a contingent liability is disclosed.

1.8 Intangible fixed assets and amortisation

Intangible assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset, less their estimated residual value, over their expected useful lives on the following bases:

Software	16.66% straight line

1.9 Tangible fixed assets and depreciation

All assets costing more than £2,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

1 Accounting policies

1.9 Tangible fixed assets and depreciation - continued

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long term Leasehold property	2% straight line
Long term Leasehold land	125 years straight line over lease term
Fixtures and fittings	25% straight line
Office equipment	16% - 33% straight line
Computer equipment	15% - 33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.10 Fixed asset investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The tax currently payable is based on taxable profit for the year of the subsidiary. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date. The subsidiary has an option to pay all its taxable profits to parent charity within nine months of the reporting date and as such, there is no taxable profits. The gift aid payment to the parent charity will be recognised as a change in equity when the payment is made as the company does not have a legal obligation to pay its profits.

1.12 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

1.13 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.14 Cash and cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies

1.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.16 Trust funds

The Board holds over 30 individual financial 'trusts' which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds arising from the sale proceeds of former Church Schools or Teachers' Houses that are waiting scheming. Each of these funds is held in a separately designated account with CCLA Investment Management Ltd.

1.17 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.18 Liquid resources

For the preparation of the cash flow the only asset treated as a liquid resource is cash at bank and in hand.

1.19 Retirement benefits

The Charity operates defined benefit pension schemes. As the schemes are multi-employers' schemes, their assets and liabilities are not separately identifiable. In this instance they are treated in the financial statements as defined contribution pension schemes.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

1.20 Agency arrangements

Salisbury Diocesan Board of Education acts as an agent in distributing the Devolved Formula Capital (DFC) grant and to voluntary aided schools. Payments received from the EFSA and subsequent disbursements to the contractors/suppliers are excluded from the statement of financial activities as the Board does not have control over the charitable application of the funds.

Interest received on these funds is recognised as soon as it is receivable and it is used towards its the cost of administration of the Diocesan DFC scheme and also towards the governors liabilities on the majority of the DFC funded projects and that is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 18.

2 Critical accounting estimates and judgements

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 continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Critical judgements

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment. There is an estimate relating to the total grant payable as can be variable based on construction costs incurred as part of the project which occasionally results in additional funding to be issued to reflect an overspend or withdrawal of funding offers if projects underspent or do not go ahead. The grants payable provision is based on applications made by schools with supporting quotes and tenders detailing the value of the work required.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Grants	290,239	193,870	484,109	608,279
Other	-	591,075	591,075	295,070
	290,239	784,945	1,075,184	903,349
For the year ended 31 March 2023	310,292	593,057		903,349

4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total	Total
	2024	2024	2024	2023
	£	£	£	£
SCA	-	725,791	725,791	1,088,686
Governors contributions	-	132,726	132,726	221,993
Section 106 capital grants	-	112,548	112,548	-
Trust Funded capital grants	-	88,157	88,157	22,558
Funding from ESFA	2,717	-	2,717	2,250
	2,717	1,059,222	1,061,939	1,335,487
For the year ended 31 March 2023	2,250	1,333,237		1,335,487

5 Activities for generating funds

	Unrestricted funds	Restricted funds	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Educational Support Services	255,374	-	255,374	262,614
For the year ended 31 March 2023	262,614	-		262,614

6 Investment income

	Unrestricted funds	Restricted funds	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Property investment income	-	533	533	530
Listed investment income	-	236,790	236,790	235,007
Interest receivable	39,217	2,778	41,995	11,024
	39,217	240,101	279,318	246,561
For the year ended 31 March 2023	10,125	236,436		246,561

7 Other income

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £
SDBF secondment and project management income	66,668	-	66,668	-	-	-
Other income	9,879	-	9,879	6,967	-	6,967
Other income	76,547	-	76,547	6,967	-	6,967

8 Cost of raising funds

	Staff costs	Depreciation	Other costs	Total	Total
	2024 £	2024 £	2024 £	2024 £	2023 £
Trading expenses	111,132	9,397	116,200	236,729	234,797
For the year ended 31 March 2023	103,103	11,188	120,506		234,797

9 Charitable activities

	Staff costs	Depreciation	Other costs	Total	Total
	2024 £	2024 £	2024 £	2024 £	2023 £
Support for the church schools in the diocese	731,988	28,740	257,807	1,018,535	891,590
Capital grant projects on diocese properties	-	-	832,854	832,854	1,372,305
Other support costs	-	-	20,904	20,904	20,200
	731,988	28,740	1,111,565	1,872,293	2,503,190
For the year ended 31 March 2023	807,903	28,741	1,666,546		2,503,190

9 Charitable activities (continued)

	Unrestricted funds	Restricted funds	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Staff costs	447,509	284,480	731,989	807,903
Depreciation and impairment	28,740	-	28,740	28,741
SCA capital projects grants	-	611,974	611,974	1,127,754
Governors capital projects	-	132,726	132,726	221,993
Other capital grant funded projects	-	200,702	200,702	22,558
Insurance premium for church schools	-	8,197	8,197	9,923
Travel costs	-	7,022	7,022	12,961
Legal fees	-	18,972	18,972	46,920
Professional subscriptions	-	8,573	8,573	6,323
Resources	-	-	-	77
Courses and training	-	5,355	5,355	3,273
Miscellaneous expenditure	-	3,248	3,248	5,164
IT Costs	-	4,576	4,576	6,389
Consultancy costs	-	49,235	49,235	60,169
Other expenses	-	40,080	40,080	123,137
Support costs	-	20,904	20,904	19,905
	476,249	1,396,044	1,872,293	2,503,190
For the year ended 31 March 2023	767,529	1,735,661		2,503,190

The SCA capital project grants have been summarised between schools below. Certain grants were accrued in previous years, some projects were either overprovided or not undertaken leading to negative expenditure.

9 Charitable activities (continued)

Analysis of grants made	SCA Grant Expenditure during 23/24	SCA Grant Expenditure during 22/23
	£	£
Bourton St Georges	73,127	-
Child Okeford	6,170	29,719
Durweston	-	38,375
Hampreston	52,171	39,999
Lyme Regis St Michaels	86,227	89,197
Marnhull, St Gregory's	-	(34,600)
Milton-on-Stour	13,243	45,061
Mosterton, Parrett & Axe	36,561	42,307
New Forest	-	(8,257)
Portesham	-	2,866
Powerstock	22,500	1,247
Kennet Valley	-	(2,766)
Salway Ash	-	37,202
Sandford St Martins	7,201	87,440
Shaftesbury, The Abbey	-	2,437
Semley	-	39,224
Evershot Sticklands	-	(4,140)
Stoborough	-	27,365
Symondsbury	-	(6,092)
Thorners' Litton Cherney	-	(3,618)
Weymouth, St Nicholas & St Laurence	(900)	69,760
Winterbourne Valley	-	7,184
Western Downland	(19,172)	107,501
Wylye Valley	28,976	37,430
Aldbourne St Michael's	21,913	16,330
Alderbury & West Grimstead	-	48,274
Broad Chalke	(443)	(4,362)
Chapmanslade	23,437	78,186
Cherill	6,285	50,659
Chilmark & Fonthill Bishop	30,342	81,782
Coombe Bissett	86,908	43,412
Crockerton	934	6,842
Derry Hill	(2,237)	23,993
Downton	30,427	13,147
Hindon	9,631	(1,350)
Laverstock St Andrews	21,942	8,991
Porton St Nicholas	(1,646)	24,855
Sarum St Martins	9,741	43,565
Sarum St Pauls	-	29,598
Evershot, Sticklands	68,636	-
Whiteparish	-	66,841
Winterslow	-	(11,048)
Tilshead	-	(2,925)
Other	-	(33,877)
	611,974	1,127,754

10 Support costs - governance

	Unrestricted funds	Restricted funds	Total	Total
	2024	2024	2024	2023
	£	£	£	£
Auditors' remuneration	16,740	-	16,740	16,600
Auditors' non audit costs	4,091	-	4,091	3,135
Trustees expenses reimbursed	73	-	73	170
	20,904	-	20,904	19,905
For the year ended 31 March 2023	19,905	-		19,905

11 Net movement in funds

	2024	2023
	£	£
Net movement in funds is stated after charging/(crediting)		
Amortisation - intangible fixed assets	-	-
Depreciation of tangible fixed assets - owned by the charitable group	38,137	39,929
Auditor's remuneration - audit	16,740	16,600
Auditor's remuneration - other services	4,091	3,135

Audit fees for the parent charity were £13,950 (2023 - £13,100) and non-audit fees for the parent charity were £2,750 (2023 - £3,500)

12 Employees

Staff costs were as follows:	2024	2023
	£	£
Wages and salaries	666,585	717,679
Social security costs	60,028	65,060
Other pension costs	116,508	128,267
	843,121	911,006

Wages and salaries includes redundancy costs of £35,000 (2023 - £Nil).

The average number of persons employed by the Charity during the year was as follows:

	2024	2023
	Number	Number
Staff	15	19

Average headcount expressed as a full time equivalent:

	2024	2023
	Number	Number
Staff	12.3	15

The number of employees whose annual remuneration was £60,000 or more were:

	2024	2023
	Number	Number
In the band £70,001-£80,000	-	1
In the band £80,001-£90,000	1	2
In the band £90,001-£100,000	1	-

Remuneration of key management personnel
Key management personnel are deemed to be those having authority and responsibility delegated to them by the trustees, for planning, directing and controlling the activities of the Charity and the Group. During 2024 they were:

Director of Education	- Canon J Tubbs left 1 September 2023
	- Mrs K Fitzsimmons appointed 1 September 2023
Deputy Director of Education	- Mr G Pugh
Assistant Director of Education	- Mrs A Christopher

The key management personnel of the parent charity comprise the trustees, the Director of Education, the Assistant Director of Education and the Deputy Director of Education. The total employee benefits of the key management personnel of the Charity were £282,118 (2023: £248,572).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiary SALED Limited. The key management personnel of SALED Limited is an element of the employee benefits of the Assistant Director of Education whose employee benefits total £44,318 (2023: £42,013).

The employee benefits of key management personnel for the group was therefore £326,436 (2023: £290,585).

12 Employees (continued)

Trustees

No trustees (2023: None) received remuneration or other benefits from their role within the charity.

The legal authority to remunerate the trustee is contained in the provisions of the governing document of the charity.

During the year expenses of £2,102, £127, £Nil (2023: £Nil, £Nil £170) was reimbursed to K Fitzsimmons, J Tubbs and N Harrison respectively in respect of their role as trustee.

In addition, during the year expenses of £1,760 (2023: £794) was reimbursed to The Diocesan Director of Education in respect to their employment.

13 Intangible fixed assets (Group and Charity)

	Software
Group	£
Cost or valuation	
At 1 April 2023 and 31 March 2024	24,190
Amortisation	
At 1 April 2023 and 31 March 2024	24,190
Carrying amount	
At 31 March 2024	-
At 31 March 2023	-

The intangible asset relates to the acquisition of IT software by the group. This was amortised over the useful life of 6 years.

14 Tangible fixed assets (Group and Charity)

Group	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2023	1,698,592	125,997	48,738	1,873,327
Disposal	-	(36,266)	-	(36,266)
At 31 March 2024	1,698,592	89,731	48,738	1,837,061
Depreciation and impairment				
At 1 April 2023	357,997	107,864	46,673	512,534
Depreciation charged in the year	28,740	9,066	331	38,137
Eliminated on disposal	-	(36,266)	-	(36,266)
At 31 March 2024	386,737	80,664	47,004	514,405
Carrying amount				
At 31 March 2024	1,311,855	9,067	1,734	1,322,656
At 31 March 2023	1,340,595	18,133	2,065	1,360,793

Charity	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2023	1,698,592	21,437	30,004	1,750,033
At 31 March 2024	1,698,592	21,437	30,004	1,750,033
Depreciation and impairment				
At 1 April 2023	357,997	21,437	30,004	409,438
Depreciation charged in the year	28,740	-	-	28,740
At 31 March 2024	386,737	21,437	30,004	438,179
Carrying amount				
At 31 March 2024	1,311,855	-	-	1,311,855
At 31 March 2023	1,340,595	-	-	1,340,595

15 Fixed asset investments (Group and Charity)

	Listed investments £
Cost or valuation (Group and Charity)	
At 1 April 2023	7,662,015
Additions	391,155
Disposals	(300,000)
Valuation changes	563,160
At 31 March 2024	8,316,330
Carrying amount	
At 31 March 2024	8,316,330
At 31 March 2023	7,662,015

	2024 £	2023 £
Group & Charity material investments		
CBF Church of England Investment Fund	7,637,655	6,947,260
CBF Church of England Property Fund	678,675	714,755
	8,316,330	7,662,015

Charity only	Listed investments £	Investment in subsidiary £	Total £
Cost			
At 1 April 2023	7,662,015	1	7,662,016
Additions	391,155	-	391,155
Disposals	(300,000)	-	(300,000)
Valuation changes	563,160	-	563,160
At 31 March 2024	8,316,330	1	8,316,331
Historical cost			
At 31 March 2024	5,597,399	-	5,597,399
At 31 March 2023	5,220,973	-	5,220,973

15 Fixed asset investments (Group and Charity)

Holdings of more than 20%
The charity holds more than 20% of the share capital of the following companies:

Name of undertaking	Nature of business	Country of incorporation	Class of share held	% held
SALED Limited (Company Number 05369157)	Provision of services to SDBE	England	Ordinary	100

Results of the subsidiary for the year ended 31 March are:

	2024 £	2023 £
Turnover	255,374	262,613
Expenditure	(236,388)	(234,796)
Surplus for the year	18,986	27,817
Retained earnings brought forward	91,461	63,644
Distribution to parent charity	(38,530)	-
Retained earnings carried forward	71,917	94,461
Fixed assets	10,801	20,198
Current assets	169,112	174,366
Current liabilities	(107,995)	(94,102)
Non-current liabilities	-	(9,000)
Share capital	(1)	(1)
	71,917	91,461

16 Debtors

	Group		Charity	
	2024	2023	2024	2023
Amounts falling due within one year:	£	£	£	£
Governors contributions	69,721	95,178	69,721	95,178
Amount owed by subsidiary undertaking	-	-	-	1,271
Trade debtors	300,402	77,517	292,648	68,281
Other debtors	11,382	13,405	-	7,267
Accrued income	-	77,650	-	76,630
DFC not drawn down	79,987	92,787	79,987	92,787
	461,492	356,537	442,356	341,414

Within governors contributions balance, there are £Nil (2023: £21,948) due after one year.

17 Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
Amounts falling due within one year:	£	£	£	£
Trade creditors	22,222	70,912	12,672	66,856
Amounts owed to group undertakings	-	-	19,273	-
Other taxation and social security	40,908	23,563	-	-
Other creditors and accruals	91,711	184,233	75,913	170,768
Deferred income	41,740	145,574	-	85,836
SCA capital grants	478,015	397,137	478,015	397,137
	674,596	821,419	585,873	720,597

Within deferred income, there are £Nil (2023: £9,000) due after one year.

Deferred income and grants included within creditors above are detailed below

At the balance sheet date, the charity was holding funds received in advance for the following:

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
PSA membership	20,671	33,646	-	-
St Deny's grant	-	85,836	-	85,836
PCSF training	13,000	-	-	-
Project income in advance	8,069	26,092	-	-
	41,740	145,574	-	85,836

Movement in SCA capital grants during the year

	Group Charitable commitments accrued		Charity Charitable commitments accrued	
	2024	2023	2024	2023
	£	£	£	£
Opening balance	397,137	544,735	397,137	544,735
New grant commitments charged	666,627	1,259,933	666,627	1,259,933
Grants paid during the year	(582,860)	(1,401,547)	(582,860)	(1,401,547)
Underspent project during 2023/23	(2,889)	(5,984)	(2,889)	(5,984)
Amount of grant commitments recognised	478,015	397,137	478,015	397,137

18 Funds held as intermediary agent

In April 2006, the Department for Schools, Children and Families (DCSF), now called the Education and Skills Funding Agency (ESFA) changed its procedures for the administration of Devolved Formula Capital (DFC) grants (DFC grants provide the Diocese's church schools with direct funding to invest in buildings and equipment).

Consequently, where the individual schools have decided to appoint the charity as their agent, the charity received their DFC grants direct from the DfE and defrays qualified expenditure according to their instructions. At 31 March 2024 the charity held £550,409 (2023 - £819,105) in designated bank accounts separate from those of the charity. The money is only transferred into the charity's bank accounts when the expenditure has been authorised by the schools governors and payment to the contractor/supplier made. As at the year end SDBE was due £79,987 (2023 - £92,787) from DFC (as shown in note 16). Interest received of £38,875 (2023 - £10,125) on these funds is recognised by the charity as soon as it is receivable since the governors of the schools involved donate the interest towards the cost of administration of the Diocesan DFC scheme.

	£
Opening balance brought forward	819,105
Income received in year	233,607
Expenditure incurred in year	(475,377)
Transfer of funds to clear governor contribution balance	(106,913)
Funds to be drawn down	79,987
Balance held in designated bank account	550,409

19 Group statement of funds

	Balance at 1 April 2023	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2024
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	600	408,379	(447,509)	38,530	-	-
DEC capital funds	1,340,595	-	(28,740)	-	-	1,311,855
SALED Limited	91,463	255,715	(236,729)	(38,530)	-	71,919
	1,432,658	664,094	(712,978)	-	-	1,383,774
Restricted funds						
UST Capital account	5,301,692	272,181	-	-	343,299	5,917,172
UST Income account	2,011,324	558,995	(258,614)	-	219,690	2,531,395
Other restricted revenue funds	-	193,870	(193,870)	-	-	-
SCA Capital Funds	81,910	725,791	(610,129)	-	-	197,572
Governors contribution	-	132,726	(132,726)	-	-	-
Other Capital Funds	-	200,705	(200,705)	-	-	-
	7,394,926	2,084,268	(1,396,044)	-	562,989	8,646,139
Total of funds	8,827,584	2,748,362	(2,109,022)	-	562,989	10,029,913

19 Group statement of funds (continued)

In 2022/23, under the terms of the Education Act 1993, the UST funds may for the capital account be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools. During both 2021/22 and 2022/23 the Trustees agreed to a transfer of £300,000 from the UST Income Account to the general fund to support the provision of advice and resources to church schools in the Diocese.

In 2022/23, the charity had been unable to verify the source of UST reserves pre-2001 and therefore a prudent approach had been applied and the full amount was assumed to be UST capital. During 2021/22 the charity reviewed and took professional advice on how to split the reserves amounting to £3,713k and the appropriate subsequent net revaluation of gains. Charity Commission guidance was obtained regarding the proposed spilt of 65% capital and 35% revenue. Guidance was received via a S15 notice in July 2023 stating that the trustees' body of a Uniform Trust fund has the power to determine the division of funds between capital and income. In July 2023 the board approved a transfer to be made between funds. The original £3,713k was spilt between £2,413k capital and £1,300k revenue. The subsequent gains on this investment from 2001 to 2023 spilt on the same basis of 65% capital and 35% income amounted to £1,370k. In total £2,670k has been transferred from UST capital to income following this review.

It was also agreed that a transfer was to be made from the UST income funds to assist with the funding for the Salisbury Diocesan Education Centre previously accumulated in the UST funds, this transfer was confirmed at £1,369k.

	Balance at 1 April 2022	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2023
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	109,754	329,634	(738,788)	300,000	-	600
DEC capital funds	-	-	(28,741)	1,369,336	-	1,340,595
SALED Limited	63,646	262,614	(234,797)	-	-	91,463
	173,400	592,248	(1,002,326)	1,669,336	-	1,432,658
Restricted funds						
UST Capital account	8,040,561	162,801	-	(2,669,454)	(232,216)	5,301,692
UST Income account	806,922	368,705	(14,123)	1,000,118	(150,298)	2,011,324
SCA Capital Funds	120,978	1,088,686	(1,127,754)	-	-	81,910
Governors contribution	-	221,993	(221,993)	-	-	-
Other Capital Funds	-	22,558	(22,558)	-	-	-
Other restricted grants	51,246	297,987	(349,233)	-	-	-
	9,019,707	2,162,730	(1,735,661)	(1,669,336)	(382,514)	7,394,926
Total of funds	9,193,107	2,754,978	(2,737,987)	-	(382,514)	8,827,584

20 Group analysis of net assets between funds

	Unrestricted funds 2024	Restricted funds 2024	Total 2024	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£	£	£	£
Fund balances at 31 March 2024 are represented by:						
Intangible fixed assets	-	-	-	-	-	-
Tangible assets	1,322,656	-	1,322,656	1,360,793	-	1,360,793
Investments	-	8,316,330	8,316,330	-	7,662,015	7,662,015
Current assets	169,113	896,410	1,065,523	232,841	393,354	626,195
Current liabilities	(107,995)	(566,601)	(674,596)	(160,976)	(660,443)	(821,419)
	1,383,774	8,646,139	10,029,913	1,432,658	7,394,926	8,827,584

21 Cash generated from operations

	2024	2023
	£	£
Surplus/(deficit) for the year	1,202,329	(365,523)
Adjustments for:		
Investment income recognised in statement of financial activities	(279,318)	(246,561)
Fair value gains and losses on investments	(562,989)	382,514
Depreciation and impairment of tangible fixed assets	38,137	39,929
Movements in working capital:		
Decrease/(increase) in debtors	(104,955)	(18,449)
(Decrease)/increase in creditors	(146,822)	(97,079)
Cash absorbed by operations	146,382	(305,168)

22 Financial commitments, guarantees and contingent liabilities/assets

The subject of Contingent Liabilities has been reviewed and, on the basis that contracts for building works are between school governors and contractors, it is concluded that there is no actual capital commitments that should be recognised. The committed grants from the SCA funds have been recognised as a liability as deemed to meet the criteria of constructive obligations and a reconciliation of this provision can be seen on note 17.

23 Pension commitments

The group has employees who are members of the Teachers' Pension Scheme (TPS) and the Church Workers Pension Scheme (CWPS). The contributions made in the year were £20,136 (2023 - £19,333) to the Teachers' Pension Scheme and £98,746 (2023 - £105,270) to the Church Workers Pension Scheme.

There were £2,543 (TPS) and £11,658 (CWPS) contributions outstanding at the year end (2023: £2,388 (TPS) and £10,819 (CWPS)) and these are included within other creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Teachers' Pension Scheme - The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academy trusts. All teachers have the option to opt-out of the TPS following enrolment. The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024. Published outcomes in October 2023 of the valuation of the Teachers' Pension Scheme based upon 2020 data include:

- employer contribution rates increasing to 28.68% from 1 April 2024 (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for the service to the effective date of £262 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222.2 billion giving a notional past service deficit of £39.8 billion

23 Pension commitments (continued)

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme.

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1157th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £20,136 (2023: £19,333)

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Group is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the Group has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The Group has set out above the information available on the plan and the implications for the Group in terms of the anticipated contribution rates.

Church Workers Pension Fund (CWPF)

The Board participated in the Pension Builder Scheme section of CWPF for lay staff. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

The Board closed its DBS Scheme to new members in 2008 and there are currently no staff members in the scheme, all staff members are members of the Pension Builder Scheme.

23 Pension commitments (continued)

Pension Builder Scheme

For eligible salaried employees, the Board participates in the Church of England Pension Builder Scheme (PBS). The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Pension Builder Scheme of the Church Workers Pension Fund is made up of two sections, Pension Builder Classic and Pension Builder 2014, both of which are classed as defined benefit schemes.

Pension Builder Classic provides a pension for members for payment from retirement, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Bonuses may also be declared, depending upon the investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum that members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' Normal Pension Age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102 as it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers. This means that contributions are accounted for as if the scheme were a defined contribution scheme. The pension costs charged to the SOFA in the year are contributions payable.

A valuation of the Pension Builder scheme is carried out once every three years. The most recent scheme valuation completed was carried out as at 31 December 2016.

For the Pension Builder Classic section, the valuation revealed a deficit of £14.2m on the ongoing assumptions used. At the most annual review the board choose not to grant a discretionary bonus which will have acted to improve the funding position. There is no requirement for deficit payments at the current time.

Pension Builder 2014 section valuation revealed £1.8m surplus on the ongoing assumptions. There are no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, SDBE could become responsible for paying a share of that employer's pension liabilities.

24 Related party transactions

The trustees consider that the Salisbury Diocesan Board of Finance (SDBF) to be a connected charity as the work of education in the Diocese is carried out by the Salisbury Diocesan Board of Education (SDBE).

SDBE and its charity subsidiary were charged by SDBF £Nil (2023: £3,452) in respect of a contribution to IT development, and £157,721 (2023: £139,954) in respect of building services provided. At the year end £94 (2023: £12,302) was due to SDBF. During the year, £5,000 was invoiced to SDBF Building Consultant Ltd for the production and preparation of report regarding an operational review.

SDBF has granted aid to SDBE for its educational work in the Diocese. During the year £290,239 (2023: £310,292) was paid to the SDBE in respect of grants. SDBF also contributed £63,868 (2023: £Nil) for a SDBE employee who is on secondment with SDBF. SDBF reimbursed legal costs to SDBE of £2,800 (2023: £Nil) for legal costs regarding the Emmaus House merger. Finally, SDBF paid SDBE £26,514 (2023: £Nil) for the share of facilities. At the year end £Nil (2023: £Nil) was due to SDBE.

In 2023/24, £33,663 (2023: £54,425) was received from The Reverend Doctor S F and Mrs Jackson Mappowder Trust, which has common trusteeship with one SDBE trustee Mr N Harrison and one member of member of key management being Joy Tubbs to 31 August 2023 and Katie Fitzsimmons from 1 September 2023.

During the year, £20,102 (2023: £24,797) was received from Diocese of Salisbury Academies Trust (DSAT) for office accommodation and recharge of staff time and expenses. They also paid £Nil (2023: £8,050) for PSA subscriptions and training. Canon J Tubbs and Mr G Pugh, are trustees of DSAT.

During the year £Nil (2023: £4,550) was received for PSA subscriptions and training from Sherbourne Area Schools Trust. £Nil (2023: £4,000) was invoiced during the year in relation to consultancy regarding academy conversion, the total outstanding at the year end is £Nil (2023: £4,800). Mr N Rees and Mr G Pugh are common trustees of both entities.

During the year £2,250 (2023: £4,813) was received re training and academy conversion support and PSA training from Initio Learning Trust. Mr N Harrison is a common trustee of both entities. At the year end there were no balances receivable.

During the year, the charity received a project administration fee from its subsidiary, SALED Limited of £25,134 (2023: £33,647). At the year end, a creditor of £Nil (2023: £1,007) was due to SALED Limited in relation to project administration fees. There was also a debtor outstanding of £19,273 creditor (2023 £1,271 debtor) for recharges of costs between the two entities.

25 Trust funds

The SDBE acts as trustee - as at 31 March 2024, the value of these funds are £5,382,445 (2023: £5,850,675). Included in these funds, the SDBE hold cash on behalf of these trusts in designated bank accounts separate to those of the SDBE and not recognised in these accounts which totalled £159,379 (2023: £311,877).

The SDBE also acts as custodian for various school trust funds - as at 31 March 2024 the value of these funds was £984,388 (2023: £950,383). Included in these funds, the SDBE hold cash as custodian for these trusts in designated bank accounts separate to those of the SDBE and which are not recognised in these accounts which totalled £2,081 (2023: £1,383).

26 Post balance sheet events

The SDBE will be transferring a proportion of ownership within Emmaus House to the Salisbury Diocese Board of Finance in return for investment on the leasehold.

On 30th September 2024 the SDBE completed the purchase of part of Loders Primary Academy from a private land owner for £240,000. Loders Primary Academy is a church school and the purchase means that the ownership of the site is now solely with SDBE and Dorset Council.

THE SALISBURY DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1059195

Accounts

Charity Registration No. 1059195

Company Registration No. 00464306 (England and Wales)

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2023

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SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2023

Trustees and members	The Venerable A C MacRow-Wood - Chair Reverend R Ayer-Harris Mrs A L Aze Mr A J Brown Mr T Farrer Mrs S L Hallis (resigned 24/11/22) Mr N Harrison Mr N Rees - Vice Chair Mr I K Robinson Canon J Triffitt
Secretary	Mr G Pugh
Diocesan Director of Education	Canon J Tubbs (resigned 1/9/23) K Fitzsimmons (appointed 1/9/23)
Charity number	1059195
Company number	00464306
Registered office	The Diocesan Education Centre The Avenue Wilton Salisbury Wiltshire
Auditor	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury Wiltshire
Bankers	Lloyds Bank PLC 38 Blue Boar row Salisbury Wiltshire SP1 1DB
Solicitors	Parker Bullen LLP 45 Castle Street Salisbury Wiltshire SP1 3SS
Investment Manager	CCLA Investment Management Ltd 80 Cheapside London

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2023

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Salisbury Diocesan Board of Education (the Charity and the Group) for the year ended 31 March 2023. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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) (effective 1 January 2019)".

Since the Charity and the Group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

Strategic Objectives

Objectives and activities

The Board's principal objects are to:

- Promote and assist in the promotion of education in the Diocese that is consistent with the faith and practice of the Church of England.
- Promote and assist in the promotion of religious education and religious worship in schools in the Diocese.
- Promote and assist in the promotion of Church schools in the Diocese.
- Promote co-operation between itself and other persons concerned with education in the Diocese.
- Promote and encourage the Christian nature of children and young people within the parishes of the Diocese.

The Board lives out the diocesan vision of 'Making Jesus Known'.

The flourishing of church schools, Academy Trusts and the children and young people they cherish is at the heart of the Salisbury Diocesan Board of Education's reason for being. The SDBE journeys alongside schools and communities; through courageous Christian leadership and governance of education and church culture and through astute stewardship, we work to empower Christian flourishing in church schools, trusts and the parishes they serve.

The Board also acts as trustee of the Uniform Statutory Trusts (USTs), which form its restricted fund for the improvement of the fabric of church school buildings and educational purposes. The Board is also the trustee of a number of educational Trusts as well as acting as custodian trustee.

Under the terms of the Education Act 1993, the UST funds may be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese (restricted capital account) or educational purposes (restricted income account). The income derived from the restricted capital account fund may also be used for the provision of advice and resources in connection with the management of education provided at the schools.

Achievements and performance

Review of activities

As at the 31/3/23 there were 192 Church Schools in the Diocese of Salisbury serving 42,000 children; 9 secondary and 4 middle schools. In total, 111 schools are academies with 104 within a multi-academy trust, with an additional 17 having permission to convert in the summer term. 24 of the academies are within the Diocese of Salisbury Academy Trust (DSAT) with a further 4 schools seeking to join in the next few months. There are 7 single academy trusts. By the close of the summer term 2023 a total of 59 schools will remain maintained with further 2 schools actively seeking a Trust home. In the past year, two schools have merged (to become Wyvern St Edmunds Academy) and one school (Okeford Fitzpaine Primary Academy) has closed. The 192 church schools are a vital part of our diocesan hope for Making Jesus Known across our diocese.

As we reach the close of our 5-year strategic plan we give thanks to God for the opportunities He has given us; the learning the years have offered, and the promise of the journey ahead. The year has had at its centre the arrival of Bishop Stephen; the team celebrated the Bishop's visit to the Diocesan Education centre on the day his appointment by Queen Elizabeth was announced. The Bishop met with children and young people from all over the diocese and promised their teachers he would be visiting their schools. This promise has been kept with Bishop Stephen becoming a frequent guest of academy trusts and church schools. The year has seen the development of a diocesan vision and plan which sets out diocesan commitments. SDBE staff have been honoured to play a valued part in the development of this vision and we celebrate the diocese's new commitment to become a diocese highly valued for church and school partnerships, maximising the missional opportunities that sit at the interface between church, Trust, school, and households and enabling children and young people to express their voice and their agency to lead change in the church and in society.

In turn, the SDBE has turned its attention to the review of the 5-year strategy; an external reviewer reporting in September 2022 noted the work of the SDBE as 'highly respected by schools' playing 'a significant part in protecting and developing the Christian character of church schools and in shaping the education landscape across the Diocese, for the greater good of all schools'. The review enabled our learning and as a result we have further developed our work on foundation governance and staff performance management. The review supported our thinking about how the SDBE and Salisbury Diocesan Board of Finance (SDBF) might better maximise the experience and strengths of the Children and Young People team, which has led to the team joining the SDBF (from April 2023) to integrate their work deeply within diocesan mission and ministry. The review set the scene for the staff team to create the SDBE strategic plan 2023-2028, which will be approved by Trust Board in July 2023; this plan expresses our vision in the words of the diocesan vision, Making Jesus Known, and our purpose to enable the flourishing of church schools, Academy Trusts and the children and young people they cherish. The new plan reflects the maturity of the Board of Education – bold aims for courageous leadership of church and education culture, for empowering Christian flourishing and for astute stewardship.

The year is also marked by the appointment of the Director of Education designate; Katie Fitzsimmons took up post on 1st September 2023, leading a team of 15 staff (13 FTE) each utterly committed to the full flourishing of Trusts, schools, children and young people and the communities to which they belong – Making Jesus Known.

In summarising the year, we draw attention to key strands which have been crucial to the on-going development of the SDBE and our ability to fulfil our mission, and vision:

Programme for Church School Flourishing: The Education Office of the Church of England joined the SDBE for a day to learn about our work as we build the capacity, capability, and commitment of academy trusts to the Christian foundation of church schools. The national director and his deputy were deeply impressed by the responsibility and accountability CEOs and Chairs of academy trusts evidenced for the church schools in their care. They were impressed by the quality of the Programme for church school flourishing (PCSF) which is placing the SDBE at the heart of the Schools' Trust landscape for the long-term future in this diocese.
The year has seen the introduction of the programme to all the southwest dioceses and the launch of the programme with southwest trusts is planned for September 2023. Within the Salisbury Diocese, growth in engagement with the PCSF has continued, 37 trust leaders have engaged with training from 10 different trusts, with 3 of the first cohort of 6 trusts fully equipped to deliver their own church school flourishing programme to replace the SDBE PSA from September 2023. The training engagement has been well supported by the Thinkific learning platform that has enabled remote training, hosted recorded training presentations for distance learning and the full set of materials and resources developed to support the PCSF roles.

Foundation Governance: 149 foundation governance processes ran to completion including both new and renewing; the web-based process continues to be further enhanced and refined with developments built in to resolve discrepancies, increase functionality and uplift the user experience. Across the Autumn Term, the governance administrator undertook a comprehensive project to perform a deep dive into the status of governance across all of our MATs. This highlighted the need to adapt our systems to accommodate the specific character of our Trusts, most especially those with more than one Diocese as Corporate Member. As well as embedding these system improvements, the completion of the project resulted in a greatly improved level of accuracy in the governance records and data we hold for each Trust, alongside building stronger and deeper relationships with the governance leads and Clerks within each of these Trusts. This work has addressed the issues raised by the external review.

Support for SIAMS: The support for SIAMS inspections has continued to be a learning process with the national announcements in November 2022 detailing the changes to the inspection process to commence in September 2023. To support school leaders further, follow-up sessions were held to offer a time for 'what this might mean for me' reflection. In January 2023, the national team identified how the extensive national inspection list for 2022/23 was over ambitious and required amending; 16 SDBE schools were removed from the list to a mixed reaction; those disappointed at not being able to prove themselves against the grading system and those relieved not to be inspected with a graded outcome. Further SDBE led CPD has taken place to support those 16 schools and schools more widely as we develop our understanding of the new framework. The SDBE SIAMS leader has successfully trained to be a SIAMS inspector and has attended training to inspect under the new framework from September 2023 which has deepened the CPD offer to school and trust leaders. A respectful relationship with the national team has been maintained, one offering both challenge and support as required.
Schools Causing Concern: There has been a second year in the reduction of Schools Causing Concern (SCC), which is the result of an increased range of actions being taken which have enacted the SCC strategy in a bolder, swifter way. The established relationship with the Regions Group (DfE) has ensured the SDBE can participate fully in determining the immediate and long-term support for schools designated as coasting under the new regulations for DfE intervention, alongside those schools voting to convert and those with a Direct Academy Order. Additional time has been gifted to trusts new to receiving diocesan SCC, to support and help shape their school improvement offer for the most vulnerable schools. Strategic work has been started with Wiltshire as the LA with the most remaining maintained schools.

RE and Collective Worship: The SDBE has written an RE strategy that places pupils, teachers and schools at the heart. It sets out our aims for RE and ways of working with partners. This has focused mostly on supporting the creation of SACRE Locally Agreed Syllabi and strong curriculums in schools. Hub Lead Practitioners (HLPs) have been intrinsic in this work. From September 2022, the RE Hub Network meetings have been un-linked from the PSA subscription and are managed directly by HLPs. This has enabled RE leaders from all schools to join without cost – a development which lives out the SDBE's vision for transformative support for RE across the diocese. Hub Lead Practitioners continue to give support to schools on a 1:1 basis and this is very highly valued by the schools that seek it. For example a MAT-wide project has been carried out with INITIO to co-create a First School RE curriculum for all schools to use.

We have continued to be flexible about courses offered in RE and Collective Worship (CW) and have provided a mixed offer of online as well as in-person sessions. 64 schools have attended at least one CW session. A new virtual course aimed at Pupil Leaders of collective worship involved pupil worship leaders from six schools presenting to attendees. It was well attended, running twice. Our third CREative, REinspiring RE Conference was very well attended with 'national standard' speakers and rich content that drew in 76 attendees. Evaluation shows that there has been an increase in use of PSA Adviser time on RE and CW in the annual visits, and, as hoped, the Hub Lead Practitioners (HLPs) have been 'bought in' by schools on a school-to-school support basis to deliver a suite of training for the whole school staff, typically in a series of twilights. Excitingly, the first four MATs have identified RE and CW Faculty Leads (RECWFLs) and training will be complete by September 2023. This will enrich further the distributed leadership of DBE-held wisdom for schools.

Community Hubs and work with children and young people: 7 Community hubs are being supported across the diocese, with a change since last year from a Warminster hub to one that is focussed on the area across Salisbury Plain within the same academy trust. The Benefact Trust have been pleased with the progress their funding has enabled in the 1st year and the additional capacity this and the Community of St Denys (CSD) funding has enabled is contributing to a greater pace and depth of the work in the hubs with new provision established, reviewed, deepened and shared. Work in the Sherborne and Shaftesbury hubs has been recognised by the national Growing Faith Foundation and has become a Growing Faith learning hub in the first national wave of support and funding for these. In response to the review and the many cultural challenges that developing work with CYP faces across the diocese the CYP team have moved from the SDBE, on the 1 April 2023, to the MMC team in the SDBF. This is placing this work more centrally to the mission and ministry of the diocese and it is hoped will enable a greater voice within the developing diocesan plans. Particularly work related to Growing Faith and the development of missional communities.

School Trusts: There are 18 MATs that include SDBE church schools. The last year has seen three Trusts transfer all their schools into three different Trusts. These have each been large projects involving SDBE officers. Three Trusts have appointed new CEOs, one Trust adopted church Articles for the first time (at 50%), one Trust now has a new name, and one Trust has been heavily supported by the SDBE to emerge from a period of considerable instability. This represents significant change in the MAT landscape across our Diocese over the past year with the SDBE playing a crucial role in the rationalisation process towards a stable and fully constructed family of safe MAT homes for all of its church schools. The Schools White Paper has led to a considerable surge in the number of schools seeking conversion into a MAT with a number resulting from the new definition of 'coasting' as well as a further large and increasing number who have come to appreciate the benefits of belonging in a MAT whilst at the same time experiencing growing dissatisfaction at the decline in support being provided by their local authority. A series of successful SDBE 'White Paper information forums' in the Autumn Term underpinned by the ongoing advocacy by the DBE for its 'safe home' MATs catalysed action by many schools.

Simultaneously our diocesan MAT has continued to flourish and grow; schools have received strong Ofsted outcomes and the Regions Group has asked the trust to sponsor a school that has received a Special Measures judgement. The trust board has approved a growth strategy which will see the trust grow to potentially 35 to 40 schools over the next several years and strong church schools are now seeing DSAT as a trust of choice. The trust's Christian vision and leadership is strong and the Members' group, across the year, has further developed its practice and engagement with the trust board. The Board of Education can be proud of the Diocesan MAT and all that it is achieving as it secures a flourishing home for church schools and their children.

Investment policy

Under the Memorandum of Association the Charity has the power to invest monies possessed by the Board, or held by it on Trust, in any legal investments or securities according to UK legislation. The trustees, having regard to the liquidity requirements of the VA schools capital schemes cash flows, have operated a policy of keeping available funds in interest bearing deposit accounts and investments.

The Board's investment management strategy for UST funds, placed with CCLA, is to achieve a targeted net return of RPI plus 3% p.a., between capital growth of invested funds and dividend and other income, with distributed income being set at a requirement of £228k in 2022/23. For the year ended 31 March 2023 net distributed investment income received was £235k (2022 £223k). The increase between the two years primarily reflecting the in year increase in the number of shares held. The average distributed rate achieved was 3.1% (2021 2.9%) against the RPI rate for the year of 13.5%.There has also been a significant capital decrease in year and the net loss on investments was £383k (2022: gain £629k). This reflecting the worldwide stock market position. The overall net return in 2023 was -1.8% (2022 12.3%) which was not in line with the targeted net return of 16.5% (RPI being 13.5% in 2023) due primarily to the high level of RPI and the significant unrealised loss of £383k.

Financial review

The SDBE consolidated accounts for 22/23 include, as in 21/22, both the income and expenditure of ESFA School Condition Allocation (SCA) capital funding schemes at VA schools which are project administered only by the SDBE. The consolidated accounts as in prior years include Saled Ltd (100% owned subsidiary of the SDBE).

Income

Overall income has decreased by £351k from £3,106k in 2022 to £2,755k in 2023. This is primarily due to the expected reduction in charitable activities income (SCA) of in total £675k between the two years partially offset by a one off trust fund transfer (Chisledon) of £295k. The SCA funding being lower in 2023 and this reflects a known trend as SCA funding reduces as both more VA church schools convert to academies and the transitional protection given by the ESFA is steadily reduced over 4 years. This trend will therefore continue into future years.

Expenditure

This has decreased by £696k from £3,434k in 2022 to £2,738k in 2023. This is linked primarily to the decrease in SCA projects funding noted above and compared to 2022 SCA expenditure has decreased by £613k to £1,128k.

Underlying operating deficit

The Board has recognised that the SDBE has a financial gap between its normal income and expenditure levels. It has taken the formal decision to fund this gap by utilising income from the sale of old schools and trust funds as appropriate. In 2023 the underlying operating deficit was £188k compared to £90k in 2022 and it is planned to reduce this over the next 4 years and achieve an underlying operating breakeven position by 2027. The underlying operating deficit is reconciled to the net movement in funds below. The budgeted underlying operating deficit for 2023/24 is £197k (2022/23 was £175k).

The SDBE has decreased its reserves in 2022/23 by £366k (2021/22 increased by £301k). This is due primarily to an underlying operating deficit of £188k plus a significant investment loss of £383k combined with releases from the SCA restricted capital reserve of £39k and the restricted grant (All Churches Trust) of £51k partially offset by the Chiseldon trust fund transfer of £295k. The SCA restricted capital reserve relates to funding received which has not yet been committed and reduced as expected in 22/23 as an element was used to allow the SCA program for VA schools to be higher than the funding received in year. The SCA restricted reserve reducing from £121k in 2022 to £82k in 2023 and this is planned to be fully utilised in 2023/24. The All Churches Trust restricted grant of £51k was specifically for Community Hubs and as it was transferred to the Salisbury Diocese Board of Finance (SDBF). It has been accounted for as a reduction in the reserve as part of the CYP transfer of responsibility from the SDBE to the SDBF from the 1/4/23.

As noted in last year's accounts, the SDBE in 2021/22 reviewed and took professional advice on how to split its restricted reserve prior to 2001 of £3,713k (which was all included in restricted capital) into both capital and income and then adjust as appropriate the net revaluation on investments gain of £2,414k from 2001 to 2021. The Board, following the review and taking account of the professional advice, considered that a fair estimate of the split within the restricted reserve of £3,713k would be restricted capital of 65% (£2,413k) and restricted income of 35% (£1,300k). Charity Commission guidance was subsequently requested by the Board on the suggested split. This guidance was received via a S15 notice in July 2022, stating that the trustee body of a Uniform Trust fund has the power to determine the division of funds between capital and income. The Board subsequently approved that a transfer could be made between the funds from restricted capital to restricted income, within the 2022/23 accounts and this has now been done. The transfer has been based on a 65%:35% split and the net revaluation on investment gain adjustment. This has resulted in a significant transfer from restricted capital reserves to restricted income reserves, which is shown in more detail in note 19.

A transfer of £1,369k has also been made in 2022/23 from the restricted income reserve to set up an unrestricted new capital fund to represent the costs (at net book value) of the Diocesan Education Centre. This has been done for further clarity in the accounts.

In 2020/21 for the first time the charity received funding from the ESFA direct in relation to School Condition Allocation (capital funding) for VA schools. Therefore, as the SDBE has control over these funds, as they approve capital bids from various VA schools in the diocese, this needs to be reflected in the accounts. The effect of the adjustment is to add in the income and associated expenditure relating to those grants and show any grant expenditure not incurred yet but contractually obliged within SCA capital grants as seen in note 17.

The total reserves at the 31/3/23 are £8,828k split into restricted capital £5,302k, restricted SCA capital £82k, restricted income £2,011k and unrestricted £1,433k (of which £1,341k relates to DEC capital funds). A decrease of £365k on total reserves at the 31/3/22 of £9,193k. For 2022/23, as in 2021/22, the Board approved a £300k transfer, to support the provision of advice and resources to church schools in the Diocese, from the restricted income reserves to unrestricted reserves.

The above shows that there are sufficient funds in the restricted income fund and unrestricted reserve to continue to fund the gap noted above and therefore there are no issues with going concern.

Going concern

The Board recognises the risk of financial viability, and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board in September 2021 approved the SDBE of the Future strategy to seek to ensure achievement of key objectives and move to an underlying recurrent operational surplus by 2027.The aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board.

As the SDBE receives no direct funding from the government it has to ensure its long term financial viability and therefore needs to make the best use of its resources to support education in the Diocese. The Board has agreed to support the objectives of the SDBE over the period covered by the SDBE of the Future strategy by using funding from the disposal proceeds of old school buildings and appropriate trust fund transfers.

The total reserves as at the 31 March 2023 are £8,828k of which £7,395k are restricted reserves. The restricted reserves are split into income restricted reserves of £2,011k, which can be used to support education in the Diocese, capital restricted reserves of £5,302k, which can be used for capital purposes in the Diocese and SCA capital restricted reserves of £82k. There is an unrestricted reserve of £1,433k. This further supports the trustees view on going concern.

After making appropriate enquiries, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

Unrestricted reserves

Having considered financial risk, liquidity requirement and the timing of cash flows throughout the year, the Board's policy is to hold a balance of readily realisable assets in the general fund equivalent to 3 months budgeted unrestricted expenditure for the year. At 31 March 2023 the amount required under this policy totalled £222k (2022: £244k). Actual unrestricted reserves as at 31 March 2023 totalled £92k (2022: £173k). A transfer of £300k from income restricted reserve to the unrestricted reserve was made in 2022/23. A further transfer is planned to be made in 2023/24 to increase the level of unrestricted reserves.

Restricted reserves

The Board recognises the importance of increasing the UST funds to enable it to continue to work. The trustees consider that the value of restricted reserves under a managed investment agreement should not fall below £2 million. The total of funds held by CCLA at the year end totalled £7,662k in line with the prior year balance of £7,688k. This was due to a significant in year negative revaluation adjustment of £383k offset by in year purchases of shares of £356k.

SALED Ltd

SALED Limited is the wholly owned trading subsidiary of the Salisbury Diocesan Board of Education and has the same accounting year end as SDBE. For the year to 31st March 2023 the company had a turnover of £262,613 (2022: £267,080). It had a net surplus of £27,817 (2022: £40,378) and accumulated reserves of £91,461 (2022: £63,644).

Plans for future periods

The year has again seen us continue our strong focus on ensuring that actions to meet agreed priorities are well timed and staged. We are taking forward our very clear vision for the SDBE of the future through the 5 year plan for 2023 to 2028. In 2023/24 we will be implementing the first year of our new five-year strategic plan

The plan is based on the SDBE learning with and from schools, children, young people, school trusts and parishes; we thus step confidently into this work centred within the Salisbury Diocesan vision of Making Jesus Known.

The three aims and priorities of the SDBE Strategic Plan for 2023-28 have evolved to address our shared learning, and particularly give emphasis to:

- ensuring every church school belongs within a strong school trust family, or is linked to a school trust to secure its full flourishing
- leading the re-thinking of foundation governance, developing new models of governance for the future, fit for the school trust landscape
- supporting the development of courageous leadership across the diocese to ensure children and young people are rooted in the heart of mission and ministry, re-imagining school and parish partnership
- ensuring equity, diversity and inclusion is foundational to all SDBE work
- ever deepening the excellence of SDBE work in support of the development of spiritual leadership, church school flourishing, and as a significant influence for Christian education, locally, regionally, and nationally
- shaping the SDBE workforce to ensure the strategic leadership of church school education across the diocese within a sustainable financial model

In the year ahead we will:

1. further strengthen the confidence and accountability of trust governance of the SDBE
2. support the on-going accelerated development of a culture of school trusts, church led and non-church led, enabling rich partnerships, sponsorship and the long term viability of schools through full academisation
3. partner the SDBF in their leadership of the Growing Faith network, to support mission and ministry amongst children and young people, maximising the SDBE's unique relationship with Trusts and schools.
4. draw on external expertise to create SDBE strategy for Equity, Diversity and Inclusion and begin to implement
5. in partnership with the SDBF, write, implement, and evaluate a communication and engagement strategy including, effective use of SDBE website and relevant social media platforms
6. embed, quality assure and evaluate the strategy for Christian flourishing in trusts, including consistent non-negotiables across MATs
7. swiftly, boldly and courageously enact trust and schools causing concern strategies
8. lead in supporting trusts to share learning and think boldly to create re-imagined models of effective local governance for the future
9. develop and evaluate the Religious Education strategy and policy
10. write a strategy document for collective worship which will enable school leaders to lead as spiritual leaders and parish leaders to contribute appropriately
11. maintain a professional partnership with the national SIAMS leadership which appropriately challenges and supports national practice and the impact of national practice on our diocese
12. review and refine the 5-year financial plan ensuring appropriate progress in implementing adjustments reflecting changes including work-force re-patterning
13. promote and support the delivery of exceptional educational environments, enabling children to flourish and achieve their best outcome, including adopting an approach that deeply embeds the net zero 2030 agenda and is centred around bringing positive decarbonisation change to the church school estate
14. embed all learning processes across all IT platforms e.g SharePoint, Learning Platform and to be progressive and actively seek innovative IT solutions
15. develop and share best practices for administration, IT processes and Diocesan Centre Management

The SDBE Board and senior leadership team remain convinced that furthering the role of school trusts as custodians of church schools' Anglican foundation is crucial to the long-term flourishing of the church schools. The SDBE has therefore used the year to continue to re-imagine its own role in-light-of the changed and changing leadership of the education landscape as part of a deep organisational change. This organisational change is also involving plans for all South West dioceses to adopt the SDBE Programme for Church School Flourishing and for the new Diocesan Director to take up the role of Chair of the National Directors of Education network. Within the diocese organisational change is leading to us building further our partnership with the DBF and the full alignment of our strategy with the new diocesan vision.

We firmly believe that it is God's love that transforms a person's life and that our relationships with those we serve can give witness to that love. The year ahead will continue to focus especially on further building those relationships in ways that are innovative, challenging and supportive - using the relationship to help school and parish leaders identify for themselves new thinking about their own roles and the communities they serve as the new educational and diocesan landscape is formed.

The SDBE is proud of the work. As a team we know our strengths and acknowledge and seek to learn from and resolve our weaknesses. We take heart from the external review judgement in July 2022 that our empowerment of school leaders has led the SDBE to be "a respected key strategic partner and force for good; the influence of the SDBE is far beyond the traditional reach of Church of England schools". We look to the future with optimism. With Bishop Stephen discerning the vision for God's mission and ministry in Salisbury Diocese, a national commitment from the Church of England to become a younger and more diverse church and a wider context in which society is adjusting to meet the demands of a post-pandemic world, we believe that there is a moment in time, here and now, to confidently respond to God's call, to model a new way of being and to proclaim the good news of Jesus Christ afresh in each generation – Making Jesus Known.

We prayerfully look forward; the very best is yet to come.

Structure, governance and management

Constitution

The Charity and the Group is constituted under a Memorandum of Association dated 4 February 1949 and is a registered charity number 1059195.The guarantors are the Members of the Board and the limit of their liability in the event of winding up is £1 each.

The Board is the sole trustee of the Uniform Statutory Trusts (also known as the USTs or Section Funds), which are now governed by section 287 of the Education Act 1993. The funds held in trust are derived from ancient educational endowments and the proceeds of property sales authorised by the Department of Education under section 86(1) of the Education Act 1944 and section 2 of the Education Act 1973.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

The Venerable A C MacRow-Wood - Chair	
Reverend R Ayer-Harris	
Mrs A L Aze	
Mr A J Brown	
Mr T Farrer	
Mrs S L Hallis	Resigned 24 November 2022
Mr N Harrison	
Mr N Rees - Vice Chair	
Mr I K Robinson	
Canon J Triffitt	

Method of appointment or election of trustees

The Articles of Association were revised in 2021/22, following the introduction of the new DBE Measure in 2021.The makeup of the Board's membership now comprise of a maximum of ten members and up to 2 co-opted members. The members are appointed triennially, normally in the same year as the Diocesan Synod is elected and this was last done in November 2021, with new members being appointed on the 1 January 2022.

Policies adopted for the induction and training of trustees

New trustees undergo a comprehensive period of orientation and induction with the Chairman of trustees, Diocesan Director of Education and Deputy Director of Education to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, decision making processes, strategy, and recent financial performance of the Charity. They also met key employees and other trustees to explore and be briefed on all areas of the work undertaken by the SDBE. Trustees are encouraged to undertake development activity that will facilitate the execution of their role.

Organisational structure and decision making

The Board of Education administer the Charity. The trustees meet usually six times a year (minimum of three times annually is stipulated in the Articles of Association) and five members personally present is the quorum necessary for the transaction of business. There is a sub committee covering Resources (including remuneration).

A Diocesan Director of Education is appointed by the trustees to manage the day to day operations of the Charity. To facilitate effective operations, the Diocesan Director of Education has delegated authority, within terms of delegation approved by trustees, for operational matters including finance, employment and other activities pursuant to the objectives of Salisbury Diocesan Board of Education.

Pay policy for senior staff

Emoluments of higher paid employees are determined by the Chair and the Resources Committee.

Related party relationships

The Charity's wholly owned subsidiary, SALED Ltd, was established in 2005 primarily to undertake services as required by the Trustees in the course of the Board's normal activities in connection with the administration of the maintenance and development of schools within the Diocese and also to undertake activities that fall outside the objectives of the Board of Education. All profits of SALED Ltd available for distribution as dividend are to be applied towards the promotion of its charitable objects, i.e. for the benefit of Salisbury Diocesan Board of Education.

Although not a related party but a connected charity, the Salisbury Board of Finance makes a contribution, from Share income it receives from the Parishes in the diocese, to the Salisbury Board of Education in respect of the costs incurred by the Board of Education in supporting the Board's work in providing advice, guidance and resources at church schools within the Diocese and for work with children and young people in the Diocese.

Risk management

The trustees have a risk management strategy which comprises:

- a regular review of the risks the charity may face
- establishment or review of systems and procedures to mitigate risks
- the implementation of procedures designed to minimise any identified potential impact on the Charity should those risks materialise.

The corporate risk register is reviewed at each Resource Committee meeting and by the Board on a regular basis.

Principal risks and uncertainties

The trustees are responsible for the identification, mitigation and management of risk. To achieve this, a register of all risks identified is maintained and, alongside it, a management and mitigation strategy. This is subject to review by the trustees on an annual basis with the responsibility of risk management being delegated to the Resources Committee, where it is a standing item on each meeting agenda.

The risk register identifies 3 areas where the risk of either failure to act or the impact of the events is considered 'high' even after mitigation measures. These areas and the associated mitigation strategies are:

- Change is unheralded, unstructured or at faster speed and SDBE unable to respond appropriately or cope
  - SDBE for the Future strategic plan and appropriate staff structure in place linked to financial and budget plans
  - Annual strategic plan review and update
  - Liaison with representatives of Government, National Society, Local Authorities, Schools and Academies
  - Membership of and staff involvement with various organisations in the sector
  - Strong governance structure including Trust Board and Resource Committee

- Reputational risk if our Church maintained schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each school and LA to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each school
  - Foundation Governance Advisor post
  - Academisation strategy

- Reputational risks if our Church Academies fail, including DSAT and same risk if Multi Academy Trusts including church schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each academy to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each academy at both Board and Academy level
  - Foundation Governance Advisor post
  - Governance structure and MOU

Funds held as trustee

The Board holds 32 individual financial trusts which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds normally arising from the sale proceeds of former church schools or teachers' houses that are waiting scheming. Each of these funds is held in a separate designated account with CCLA Investment Management Ltd. On 31 March 2023 the value of these funds was £5,851k (2022: £5,984k). See note 25 of the accounts for further information.

Public benefit

The trustees have had due regard to the Charity Commission's guidance on public benefit in determining the Charity's priorities and plans for the future. The trustees' report sets out our aims, objectives and activities and conveys clearly the public benefit the Charity has delivered over the last 12 months, namely: engaging, inspiring and equipping the people of Salisbury Diocese to provide outstanding education and training for children and young people within their schools and parishes.

Statement of Trustees responsibilities

The trustees (who are also directors of Salisbury Diocesan Board of Education (The) for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Disclosure of information to auditor

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

- so far as that trustee is aware, there is no relevant audit information of which the charitable Group's auditor is unaware, and

- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charitable group's auditor in connection with preparing their report and to establish that the charitable Group's auditor is aware of that information.

Auditor

The re-appointment of Moore (South) LLP as auditors to the charity will be considered as part of a tender process in the ensuing year.

This report was approved by the trustees, on 3/10/2023 and signed on their behalf by:

A MacRow-Wood

The Venerable A C MacRow-Wood, Chair

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Opinion

We have audited the consolidated financial statements of Salisbury Diocesan Board of Education (the 'charitable parent company') and its subsidiary ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Income and Expenditure Statement, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the consolidated financial statements:

- give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report. We are independent of the group and charitable parent company in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors 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 Trustees' annual report (incorporating the Directors' report) other than the consolidated financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the consolidated 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 consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the Directors' Report) prepared for the purpose of company law, for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report, included in the Trustees' Report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us: or
- the charitable parent company's financial statements are not in agreement with the accounting records; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirements to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the statement of trustees responsibilities, the Trustees, who are also the Directors of the charitable parent company for the purpose of company law, are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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.

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

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 charitable company and the group.

Our approach was as follows:

- The engagement partner selected a team for the audit, led by persons who had prior knowledge of the client and who had the required competence and skills to be able to identify or recognise non-compliance with laws and regulations.
- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including those due to fraud. Management override was identified as a significant fraud risk. This is due to the ability to bypass controls and disclosure requirements.
- Revenue recognition was also identified as a significant risk of material mis-statement. Although the processing of transactions is simple and not complex, there is a potential for recognition of income to an incorrect period or an incorrect allocation of income and associated expenditure between restricted and unrestricted funds.
- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable parent company and the group and considered that the most significant are the Companies Act 2006, The Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable parent company and the group complies with these requirements through 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. Consideration was also made of the internal controls in place to mitigate the identified risks.
- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of controls where appropriate, analytical review and substantive procedures involving tests of transactions and balances.
- The consolidated financial statements of the group incorporate the results of the subsidiary company. Moore (South) LLP are the auditors to the whole group and the same approach has been adopted to the subsidiary company as appropriate to that entity.

To address the risk of fraud through management override, we:

- performed analytical procedures, tested journal entries and related party transactions to identify any unusual transactions or unexpected relationships;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- reviewed the nature of the disclosures within the financial statements to ensure they meet the requirements of accounting standards and relevant legislation.

In response to the risk relating to revenue recognition, we:

- agreed a sample of income receipts from source documentation into the accounting records.
- reviewed the terms and conditions of a sample of grants received to ensure the income is accounted for in the correct period.
- Reviewed board minutes and correspondence for evidence of any further unrecorded income.

In response to the classification of income between restricted and unrestricted funds we:

- agreed a sample of income receipts from source documentation into the accounting records to ensure any restrictions to the income were correctly identified in revenue.
- reviewed the analysis of funds for any obvious misallocations of income or expenditure; and
- confirmed that expenses and payroll costs allocated against restricted and unrestricted funds met the purpose for which the income was given.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

Use of our report

This report is made solely to the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable parent company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Ann Mathias

Ann Mathias (Senior Statutory Auditor)

for and on behalf of Moore (South) LLP

4 October 2023

Chartered Accountants
Statutory Auditor

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Moore (South) LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	3	310,292	593,057	903,349	329,364	261,079	590,443
Charitable activities	4	2,250	1,333,237	1,335,487	-	2,010,421	2,010,421
Other trading activities	5	262,614	-	262,614	272,705	3,268	275,973
Investments	6	10,125	236,436	246,561	-	223,741	223,741
Other income	7	6,967	-	6,967	5,215	-	5,215
Total income		592,248	2,162,730	2,754,978	607,284	2,498,509	3,105,793
Expenditure on:							
Raising funds	8	234,797	-	234,797	226,701	-	226,701
Charitable activities	9	767,529	1,735,661	2,503,190	691,719	2,515,834	3,207,553
Total resources expended		1,002,326	1,735,661	2,737,987	918,420	2,515,834	3,434,254
Net gains/(losses) on investments	15	-	(382,514)	(382,514)	-	629,200	629,200
Net incoming/(outgoing) resources before transfers		(410,078)	44,555	(365,523)	(311,136)	611,875	300,739
Gross transfers between funds		1,669,336	(1,669,336)	-	300,000	(300,000)	-
Net movement in funds		1,259,258	(1,624,781)	(365,523)	(11,136)	311,875	300,739
Fund balances at 1 April 2022		173,400	9,019,707	9,193,107	184,536	8,707,832	8,892,368
Fund balances at 31 March 2023		1,432,658	7,394,926	8,827,584	173,400	9,019,707	9,193,107

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 22 to 45 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED SUMMARY OF INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Income	2,508,417	2,882,052
Gains on investments	-	629,200
Interest and investment income	246,651	223,741
Gross income	2,754,978	3,734,993
Expenditure	2,709,246	3,404,152
Losses on investments	382,514	-
Depreciation of fixed assets	28,741	28,741
Total expenditure	3,120,501	3,432,893
Net income before tax for the financial year	(365,523)	302,100
Tax on net income from ordinary activities		(1,361)
	(365,523)	300,739

The group's income and expenditure derive from continuing activities.

The notes on pages 22 to 45 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Intangible assets	13		-		-
Tangible assets	14		1,360,793		1,400,722
Investments	15		7,662,015		7,688,104
			9,022,808		9,088,826
Current assets					
Debtors	16	356,537		338,088	
Cash at bank and in hand		269,658		684,691	
		626,195		1,022,779	
Creditors: amounts falling due within one year	17	(821,419)		(918,498)	
Net current assets			(195,224)		104,281
Total assets less current liabilities			8,827,584		9,193,107
Income funds					
Restricted funds	19		7,394,926		9,019,707
Unrestricted funds			1,432,658		173,400
			8,827,584		9,193,107

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 3/10/2023 and signed on their behalf, by:

A MacRow-Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CHARITY BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	14		1,340,595		1,369,336
Investments	15		7,662,016		7,688,104
			9,002,611		9,057,440
Current assets					
Debtors	16	341,414		290,748	
Cash at bank and in hand		112,694		565,953	
		454,108		856,701	
Creditors: amounts falling due within one year	17	(720,597)		(784,679)	
Net current assets			(266,489)		72,022
Total assets less current liabilities			8,736,122		9,129,462
Income funds					
Restricted funds	19		7,394,926		9,019,707
Unrestricted funds			1,341,196		109,755
			8,736,122		9,129,462

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on...3/10/2023.....and signed on their behalf, by:

A MacRow-Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash absorbed by operations	21		(305,168)		(440,992)
Investing activities					
Purchase of fixed assets		-		(36,266)	
Purchase of investments		(356,426)		(177,433)	
Proceeds on disposal of other investments				-	
Dividends, interest and rents from investments		246,561		223,741	
Net cash generated from investing activities			(109,865)		10,042
Net (decrease)/increase in cash and cash equivalents			(415,033)		(430,950)
Cash and cash equivalents at beginning of year			684,691		1,115,641
Cash and cash equivalents at end of year			269,658		684,691

1 Accounting policies

1.1 Charity information

Salisbury Diocesan Board of Education (The) is a private company limited by guarantee incorporated in England and Wales, registered number 00464306 and a charity registered with the Charity Commission in England & Wales registered number 1059195. The registered office is The Diocesan Education Centre, The Avenue, Wilton, Salisbury, Wiltshire, SP2 0FG, which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Trustees' Report.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Ireland (FRS102), the "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) (effective 1 January 2019)" and the Companies Act 2006 .The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking, Saled Limited. The results of the subsidiary are consolidated on a line by line basis.

These financial statements comprising the consolidated statement of financial activities, the consolidated and charity Balance Sheet, consolidated cash flow statement and the related notes 1 to 25 constitute the consolidated financial statements of Salisbury Diocesan Board of Education for the financial year ended 31 March 2023.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006. The income and expenditure account for the year dealt with in the accounts of the Charity was a deficit of £393,340 (2022 – surplus £260,359).

1.3 Company status

The Charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

1.4 Going concern

The trustees have reviewed the anticipated performance of the period of at least twelve months from the date of approval of financial statements, which demonstrate that there is no material uncertainty regarding the charity to meet its liabilities as they fall due, and to continue as a going concern. The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board has in place a 5 year strategy, the aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board. On this basis the trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the charity was unable to continue as a going concern.

1 Accounting policies

1.5 Charitable funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. The UST funds are for the capital account to be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) are be used for the provision of advice and resources in connection with the management of or education provided at the schools. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.6 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Trading income represents the total invoice value, excluding VAT, of sales made during the year and derives from the provision of services falling within the company's ordinary activities.

Within the trading subsidiary in line with FRS102 capital grants received for the purchase of a capitalised asset are recognised over the useful life of that asset. The grant is recognised as deferred income and is written back to the profit and loss account in line with the depreciation policy.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

1 Accounting policies

1.7 Expenditure - continued

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the Charity's educational operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment.

A constructive obligation arises when:
the charity has communicated its intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant or
the charity has made a public announcement about a commitment which is specific enough for the recipient to have a reasonable expectation that they will receive a grant or
there is an established pattern of practice which indicates to the recipient that we will honour our commitment.

The trustees have control over the amount and timing of grant payments and consequently where approval has been given by the charitable fund committee, on behalf of the trustee, and any of the above criteria have been met then a liability is recognised. Grants are not usually awarded with conditions attached. However, when they are then those conditions have to be met before the liability is recognised.

Where an intention has not been communicated, then no expenditure is recognised but an appropriate designation is made in the appropriate fund. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised but a contingent liability is disclosed.

1.8 Intangible fixed assets and amortisation

Intangible assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset, less their estimated residual value, over their expected useful lives on the following bases:

Software	16.66% straight line

1.9 Tangible fixed assets and depreciation

All assets costing more than £2,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

1 **Accounting policies**

1.9 Tangible fixed assets and depreciation - continued

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long term Leasehold property	2% straight line
Long term Leasehold land	125 years straight line over lease term
Fixtures and fittings	25% straight line
Office equipment	16% - 33% straight line
Computer equipment	15% - 33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.10 Fixed asset investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The tax currently payable is based on taxable profit for the year of the subsidiary. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date. The subsidiary has an option to pay all its taxable profits to parent charity within nine months of the reporting date and as such, there is no taxable profits. The gift aid payment to the parent charity will be recognised as a change in equity when the payment is made as the company does not have a legal obligation to pay its profits.

1.12 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

1.13 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.14 Cash and cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies

1.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.16 Trust funds

The Board holds over 35 individual financial 'trusts' which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds arising from the sale proceeds of former Church Schools or Teachers' Houses that are waiting scheming. Each of these funds is held in a separately designated account with CCLA Investment Management Ltd.

1.17 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.18 Liquid resources

For the preparation of the cash flow the only asset treated as a liquid resource is cash at bank and in hand.

1.19 Retirement benefits

The Charity operates defined benefit pension schemes. As the schemes are multi-employers' schemes, their assets and liabilities are not separately identifiable. In this instance they are treated in the financial statements as defined contribution pension schemes.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

1.20 Redundant church schools

When land and buildings are transferred to the Charity upon closure of a church school, the Charity recognises the asset on the balance sheet as a current asset held for sale at its open market value. This market value is updated each year to reflect changes in the circumstances.

1.21 Agency arrangements

Salisbury Diocesan Board of Education acts as an agent in distributing the Devolved Formula Capital (DFC) grant and to voluntary aided schools. Payments received from the EFSA and subsequent disbursements to the contractors/suppliers are excluded from the statement of financial activities as the Board does not have control over the charitable application of the funds.

Interest received on these funds is recognised as soon as it is receivable and it is used towards its the cost of administration of the Diocesan DFC scheme and also towards the governors liabilities on the majority of the DFC funded projects and that is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 18.

2 Critical accounting estimates and judgements

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 continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Critical judgements

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The carrying value of redundant church schools which are in the course of disposal. The Charity uses evidence obtained from professional advisors used in the course of disposing of the properties in order to determine an appropriate carrying value in the financial statements.

As referred to in note 19 judgement and estimation has had to be made in the split of restricted funds between income and capital funds that existed prior to 2001 that the charity brought forward into 2022/23. This has now been amended in year with a transfer between funds approved by the Trustees with their rights, based on a split of 35:65 between UST revenue and capital fund.

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment. There is an estimate relating to the total grant payable as can be variable based on construction costs incurred as part of the project which occasionally results in additional funding to be issued to reflect an overspend or withdrawal of funding offers if projects underspent or do not go ahead. The grants payable provision is based on applications made by schools with supporting quotes and tenders detailing the value of the work required.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Total
	2023	2023	2023	2022
	£	£	£	£
Grants	310,292	297,987	608,279	590,443
Other	-	295,070	295,070	-
	310,292	593,057	903,349	590,443
For the year ended 31 March 2022	329,364	261,079		590,443

4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total	Total
	2023 £	2023 £	2023 £	2022 £
SCA	-	1,088,686	1,088,686	1,451,581
Governors contributions	-	221,993	221,993	135,186
SALEX capital grants	-	-	-	210,500
Trust Funded capital grants	-	22,558	22,558	157,640
IT capital grant	-	-	-	55,514
Funding from ESFA	2,250	-	2,250	-
	2,250	1,333,237	1,335,487	2,010,421
For the year ended 31 March 2022	-	2,010,421		2,010,421

5 Activities for generating funds

	Unrestricted funds	Restricted funds	Total	Total
	2023 £	2023 £	2023 £	2022 £
DFC generated income	-	-	-	3,268
Educational Support Services	262,614	-	262,614	272,705
	262,614	-	262,614	275,973
For the year ended 31 March 2022	272,705	3,268		275,973

6 Investment income

	Unrestricted funds	Restricted funds	Total	Total
	2023 £	2023 £	2023 £	2022 £
Property investment income	-	530	530	892
Listed investment income	-	235,007	235,007	222,661
Interest receivable	10,125	899	11,024	188
	10,125	236,436	246,561	223,741
For the year ended 31 March 2022	-	223,741		223,741

7 Other income

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2023 £	2023 £	2023 £	2022 £	2022 £	2022 £
Other income	6,967	-	6,967	5,215	-	5,215

8 Cost of raising funds

	Staff costs	Depreciation	Other costs	Total	Total
	2023 £	2023 £	2023 £	2023 £	2022 £
Maintenance of let properties	-	-	-	-	-
Trading expenses	103,103	11,188	120,506	234,797	226,701
	103,103	11,188	120,506	234,797	226,701
For the year ended 31 March 2022	122,152	13,048	91,501		226,701

9 Charitable activities

	Staff costs	Depreciation	Other costs	Total	Total
	2023 £	2023 £	2023 £	2023 £	2022 £
Support for the church schools in the diocese	807,903	28,741	274,041	1,110,685	891,590
Capital grant projects on diocese properties	-	-	1,372,305	1,372,305	2,299,883
Other fundraising costs	-	-	20,200	20,200	16,080
	807,903	28,741	1,666,546	2,503,190	3,207,553
For the year ended 31 March 2022	715,700	28,741	2,463,112		3,207,553

9 Charitable activities (continued)

	Unrestricted funds	Restricted funds	Total	Total
	2023	2023	2023	2022
	£	£	£	£
Staff costs	541,556	266,347	807,903	715,700
Depreciation and impairment	28,741	-	28,741	28,741
SCA capital projects grants	-	1,127,754	1,127,754	1,741,043
Governors capital projects	-	221,993	221,993	135,186
Other capital grant funded projects	-	22,558	22,558	423,654
Insurance premium for church schools	-	9,923	9,923	5,106
Travel costs	12,961	-	12,961	5,758
Legal fees	35,920	11,000	46,920	37,305
Professional subscriptions	6,323	-	6,323	2,798
Resources	77	-	77	114
Courses and training	3,273	-	3,273	11,288
Miscellaneous expenditure	5,164	-	5,164	2,337
IT Costs	6,389	-	6,389	2,460
Consultancy costs	60,169	-	60,169	53,678
Devizes old school expenditure	-	-	-	-
Other expenses	47,051	76,086	123,137	26,305
Support costs	19,905	-	19,905	16,080
	767,529	1,735,661	2,503,190	3,207,553
For the year ended 31 March 2022	691,719	2,515,834		3,207,553

The SCA capital project grants have been summarised between schools below. Certain grants were accrued in previous years, some projects were either overprovided or not undertaken leading to negative expenditure.

9 Charitable activities (continued)

Analysis of grants made	SCA Grant Expenditure during 22/23	SCA Grant Expenditure during 21/22
	£	£
Child Okeford	29,719	49,503
Durweston	38,375	55,644
Hampreston	39,999	87,746
Langton Matravers	-	6,742
Lyme Regis St Michaels	89,197	-
Marnhull, St Gregory's	(34,600)	260,645
Milton-on-Stour	45,061	61,733
Mosterton, Parrett & Axe	42,307	49,500
New Forest	(8,257)	11,930
Portesham	2,866	67,645
Powerstock	1,247	984
Kennet Valley	(2,766)	-
Salway Ash	37,202	9,657
Sandford St Martins	87,440	-
Shaftesbury, The Abbey	2,437	72,900
Semley	39,224	106
Evershot Sticklands	(4,140)	21,356
Stoborough	27,365	33,121
Symondsbury	(6,092)	38,700
Thomers' Litton Cherney	(3,618)	(1,618)
Verwood Trinty First	-	(2,147)
Weymouth, St Nicholas & St Laurence	69,760	2,771
Wimborne St Giles	-	51,338
Winterbourne Valley	7,184	131,036
Western Downland	107,501	54,216
Wylye Valley	37,430	1,223
Aldbourne St Michael's	16,330	(13,210)
Alderbury & West Grimstead	48,274	9,961
Broad Chalke	(4,362)	2,478
Chapmanslade	78,186	-
Cherill	50,659	-
Chilmark & Fonthill Bishop	81,782	29,299
Chilton Foliat	-	52,321
Coombe Bissett	43,412	102,994
Cranborne	-	(8,386)
Crockerton	6,842	36,578
Derry Hill	23,993	20,394
Downton	13,147	114,389
Hindon	(1,350)	(124)
Laverstock St Andrews	8,991	16,121
Porton St Nicholas	24,855	71,949
Sarum St Martins	43,565	(2,847)
Sarum St Pauls	29,598	83,123
Sticklands	-	(443)
Whiteparish	66,841	23,107
Winterslow	(11,048)	86,216
Tilshead	(2,925)	27,237
Other	(33,877)	25,155
	1,127,754	1,741,043

10 Support costs - governance

	Unrestricted funds	Restricted funds	Total	Total
	2023	2023	2023	2022
	£	£	£	£
Auditors' remuneration	16,600	-	16,600	13,650
Auditors' non audit costs	3,135	-	3,135	3,850
Trustees expenses reimbursed	170	-	170	-
	19,905	-	19,905	17,500
For the year ended 31 March 2022	17,500	-		17,500

11 Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Amortisation - intangible fixed assets	-	-
Depreciation of tangible fixed assets - owned by the charitable group	39,929	41,789
Auditor's remuneration - audit	16,600	13,650
Auditor's remuneration - other services	3,135	3,850

Audit fees for the parent charity were £13,100 (2022 - £10,650) and non-audit fees for the parent charity were £3,500 (2022 - £3,000)

No trustees (2022: 1) received remuneration or other benefits from their employment with the charity. Canon J Tubbs resigned as a trustee on 1 January 2022 and only received remuneration and benefits in respect of services provided as Director of Education, refer to note 12.

The legal authority to remunerate the trustee is contained in the provisions of the governing document of the charity.

During the year expenses of £170 (2022: £Nil) was reimbursed to N Harrison (2022: none) in respect of their role as trustee. In addition, during the year expenses of £794 (2022: £174) was reimbursed to The Diocesan Director of Education in respect to her employment. No expenses were reimbursed in respect of her role as trustee.

12 Employees

Staff costs were as follows:	2023	2022
	£	£
Wages and salaries	717,679	649,945
Social security costs	65,060	63,330
Other pension costs	128,267	124,576
	911,006	837,851

The average number of persons employed by the Charity during the year was as follows

	2023	2022
	Number	Number
Staff	19	18

Average headcount expressed as a full time equivalent:

	2023	2022
	Number	Number
Staff	15	15

The number of employees whose annual remuneration was £60,000 or more were:

	2023	2022
	Number	Number
In the band £60,001-£70,000	-	-
In the band £70,001-£80,000	1	2
In the band £80,001-£90,000	2	1
In the band £90,001-£100,000	-	-

12 Employees (continued)

Remuneration of key management personnel
Key management personnel are deemed to be those having authority and responsibility delegated to them by the trustees, for planning, directing and controlling the activities of the Charity and the Group. During 2023 they were:

Director of Education	- Canon J Tubbs
Deputy Director of Education	- Mr G Pugh
Assistant Director of Education	- Mrs A Christopher

The key management personnel of the parent charity comprise the trustees, the Director of Education, the Assistant Director of Education and the Deputy Director of Education. The total employee benefits of the key management personnel of the Charity were £248,572 (2022: £239,636).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiary SALED Limited. The key management personnel of SALED Limited is an element of the employee benefits of the Assistant Director of Education and the Deputy Director of Education whose employee benefits total £42,013 (2022: £40,044).

The employee benefits of key management personnel for the group were therefore £290,585 (2022: £279,680).

The Diocesan Director of Education, who was appointed as a trustee of the Charity up to 1 January 2022, received £74,982 (2022: £73,545) in the form of remuneration for her role as Diocesan Director of Education. Furthermore £13,497 (2022: £13,300) was paid by the Charity in respect of employer defined benefit pension contributions. She did not receive remuneration in respect of her role as trustee.

13 Intangible fixed assets (Group and Charity)

	Software £
Group	
Cost or valuation	
At 1 April 2022 and 31 March 2023	24,190
Amortisation	
At 1 April 2022	24,190
At 31 March 2023	24,150
Carrying amount	
At 31 March 2023	-
At 31 March 2022	-

The intangible asset relates to the acquisition of IT software by the group. This was amortised over the useful life of 6 years.

14 Tangible fixed assets (Group and Charity)

Group	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2022	1,698,592	125,997	48,738	1,873,327
At 31 March 2023	1,698,592	125,997	48,738	1,873,327
Depreciation and impairment				
At 1 April 2022	329,256	97,708	45,641	472,605
Depreciation charged in the year	28,741	10,156	1,032	39,929
At 31 March 2023	357,997	107,864	46,673	512,534
Carrying amount				
At 31 March 2023	1,340,595	18,133	2,065	1,360,793
At 31 March 2022	1,369,336	28,289	3,097	1,400,722

Charity	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2022	1,698,592	21,437	30,004	1,750,033
At 31 March 2023	1,698,592	21,437	30,004	1,750,033
Depreciation and impairment				
At 1 April 2022	329,256	21,437	30,004	380,697
Depreciation charged in the year	28,741	-	-	28,741
At 31 March 2023	357,997	21,437	30,004	409,438
Carrying amount				
At 31 March 2023	1,340,595	-	-	1,340,595
At 31 March 2022	1,369,336	-	-	1,369,336

15 Fixed asset investments (Group and Charity)

	Listed investments
	£
Cost or valuation (Group and Charity)	
At 1 April 2022	7,688,103
Additions	376,426
Valuation changes	(382,514)
At 31 March 2023	7,662,015
Carrying amount	
At 31 March 2023	7,662,015
At 31 March 2022	7,688,103

	2023	2022
Group & Charity material investments	£	£
CBF Church of England Investment Fund	6,947,260	6,839,968
CBF Church of England Property Fund	714,755	848,135
	7,662,015	7,688,103

Charity only	Listed investments	Investment in subsidiary	Total
	£	£	£
Cost			
At 1 April 2022	7,688,103	1	7,688,104
Additions	376,426	-	376,426
Valuation changes	(382,514)	-	(382,514)
At 31 March 2023	7,662,015	1	7,662,016
Historical cost			
At 31 March 2023	5,597,399	-	5,597,399
At 31 March 2022	5,220,973	-	5,220,973

Holdings of more than 20%
The charity holds more than 20% of the share capital of the following companies:

Name of undertaking	Nature of business	Country of incorporation	Class of share held	% held
SALED Limited (Company Number 05369157)	Provision of services to SDBE	England	Ordinary	100

16 Debtors

	Group		Charity	
	2023	2022	2023	2022
Amounts falling due within one year:	£	£	£	£
Governors contributions	95,178	69,533	95,178	69,533
Amount owed by subsidiary undertaking	-	-	1,271	625
Trade debtors	77,517	90,149	68,281	60,995
Other debtors	13,405	42,429	7,267	38,378
Accrued income	77,650	88,904	76,630	74,144
DFC not drawn down	92,787	47,073	92,787	47,073
	356,537	338,088	341,414	290,748

Within governors contributions balance, there are £21,948 (2022: £22,762) due after one year.

17 Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
Amounts falling due within one year:	£	£	£	£
Trade creditors	70,912	75,386	66,856	69,918
Amounts owed to group undertakings	-	-	-	-
Other taxation and social security	23,563	43,506	-	-
Other creditors and accruals	184,233	98,617	170,768	83,964
Deferred income	145,574	156,254	85,836	86,062
SCA capital grants	397,137	544,735	397,137	544,735
	821,419	918,498	720,597	784,679

Within deferred income, there are £9,000 (2022: £18,000) due after one year.

Deferred income and grants included within creditors above are detailed below

At the balance sheet date, the charity was holding funds received in advance for the following:

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
PSA membership	33,646	43,192	-	-
St Deny's grant	85,836	-	85,836	
DARE Grant	-	86,062	-	86,062
Others	26,092	27,000	-	-
	145,574	156,254	85,836	86,062

17 Creditors: amounts falling due within one year (contined)

Movement in SCA capital grants during the year

	Group Charitable commitments accrued 2023	2022	Charity Charitable commitments accrued 2023	2022
	£	£	£	£
Opening balance	544,735	502,594	544,735	502,594
New grant commitments charged	1,259,933	1,852,026	1,259,933	1,852,026
Grants paid during the year	(1,401,547)	(1,626,631)	(1,401,547)	(1,626,631)
Underspent project during 2022/23	(5,984)	(183,254)	(5,984)	(183,254)
Amount of grant commitments recognised	397,137	544,735	397,137	544,735

18 Funds held as intermediary agent

In April 2006, the Department for Schools, Children and Families (DCSF), now called the Education and Skills Funding Agency (ESFA) changed its procedures for the administration of Devolved Formula Capital (DFC) grants (DFC grants provide the Diocese's church schools with direct funding to invest in buildings and equipment).

Consequently, where the individual schools have decided to appoint the charity as their agent, the charity received their DFC grants direct from the DfE and defrays qualified expenditure according to their instructions. At 31 March 2023 the charity held £819,105 (2022 - £649,804) in designated bank accounts separate from those of the charity. The money is only transferred into the charity's bank accounts when the expenditure has been authorised by the school's governors and payment to the contractor/supplier made. As at the year end SDBE was due £92,787 (2022 - £47,073) from DFC (as shown in note 16). Interest received of £10,125 (2022 - £2,268) on these funds is recognised by the charity as soon as it is receivable since the governors of the schools involved donate the interest towards the cost of administration of the Diocesan DFC scheme.

	£
Opening balance brought forward	602,731
Income received in year	826,957
Expenditure incurred in year	(574,502)
Transfer of funds to clear governor contribution balance	(36,081)
	819,105

19 Statement of funds

	Balance at 1 April 2022	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2023
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	109,754	329,634	(738,788)	300,000	-	600
DEC capital funds	-	-	(28,741)	1,369,336	-	1,340,595
SALED Limited	63,646	262,614	(234,797)	-	-	91,463
	173,400	592,248	(1,002,326)	1,669,336	-	1,432,658
Restricted funds						
UST Capital account	8,040,561	162,801	-	(2,669,454)	(232,216)	5,301,692
UST Income account	806,922	368,705	(14,123)	1,000,118	(150,298)	2,011,324
SCA Capital Funds	120,978	1,088,686	(1,127,754)	-	-	81,910
Governors contribution	-	221,993	(221,993)	-	-	-
Other Capital Funds	-	22,558	(22,558)	-	-	-
Other restricted grants	51,246	297,987	(349,233)	-	-	-
	9,019,707	2,162,730	(1,735,661)	(1,669,336)	(382,514)	7,394,926
Total of funds	9,193,107	2,754,978	(2,737,987)	-	(382,514)	8,827,584

Under the terms of the Education Act 1993, the UST funds may for the capital account be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools. During both 2021/22 and 2022/23 the Trustees agreed to a transfer of £300,000 from the UST Income Account to the general fund to support the provision of advice and resources to church schools in the Diocese.

The charity had been unable to verify the source of UST reserves pre-2001 and therefore a prudent approach had been applied and the full amount was assumed to be UST capital. During 2021/22 the charity reviewed and took professional advice on how to split the reserves amounting to £3,713k and the appropriate subsequent net revaluation of gains. Charity Commission guidance was obtained regarding the proposed spilt of 65% capital and 35% revenue. Guidance was received via a S15 notice in July 2022 stating that the trustees' body of a Uniform Trust fund has the power to determine the division of funds between capital and income. In July 2022 the board approved a transfer to be made between funds. The original £3,713k was spilt between £2,413k capital and £1,300k revenue. The subsequent gains on this investment from 2001 to 2022 spilt on the same basis of 65% capital and 35% income amounted to £1,370k. In total £2,670k has been transferred from UST capital to income following this review.

It was also agreed that a transfer was to be made from the UST income funds to assist with the funding for the Salisbury Diocesan Education Centre previously accumulated in the UST funds, this transfer was confirmed at £1,369k.

19 Statement of funds (continued)

	Balance at 1 April 2021	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	161,269	340,204	(691,719)	300,000	-	109,754
SALED Limited	23,267	267,080	(226,701)	-	-	63,646
	184,536	607,284	(918,420)	300,000	-	173,400
Restricted funds						
UST Capital account	7,411,361	-	-	-	629,200	8,040,561
UST Income account	886,033	227,008	(6,119)	(300,000)	-	806,922
SCA Capital Funds	410,438	1,451,582	(1,741,042)	-	-	120,978
Governors contributions	-	135,186	(135,186)			-
Other Capital Funds	-	423,654	(423,654)	-	-	-
Other restricted grants	-	261,079	(209,833)	-	-	51,246
	8,707,832	2,498,509	(2,515,834)	(300,000)	629,200	9,019,707
Total of funds	8,892,368	3,105,793	(3,434,254)	-	629,200	9,193,107

20 Analysis of net assets between funds

	Unrestricted funds 2023	Restricted funds 2023	Total 2023	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Intangible fixed				-	-	-
Tangible assets	1,360,793	-	1,360,793	1,400,722	-	1,400,722
Investments	-	7,662,015	7,662,015	-	7,688,104	7,688,104
Current assets	232,841	393,354	626,195	(939,621)	1,962,400	1,022,779
Current liabilities	(160,976)	(660,443)	(821,419)	(287,701)	(630,797)	(918,498)
	1,432,658	7,394,926	8,827,584	173,400	9,019,707	9,193,107

21	**Cash generated from operations**	**2023**	**2022**
		£	**£**
	Deficit/surplus for the year	(365,523)	300,739
	Adjustments for:		
	Investment income recognised in statement of financial activities	(246,561)	(223,741)
	Fair value gains and losses on investments	382,514	(629,200)
	Depreciation and impairment of tangible fixed assets	39,929	41,789
	Movements in working capital:		
	Decrease/(increase) in debtors	(18,449)	3,886
	Increase in creditors	(97,079)	65,535
	Cash absorbed by operations	(305,168)	(440,992)

22 Financial commitments, guarantees and contingent liabilities/assets

The subject of Contingent Liabilities has been reviewed and, on the basis that contracts for building works are between school governors and contractors, it is concluded that there is no actual capital commitments that should be recognised. The committed grants from the SCA funds have been recognised as a liability as deemed to meet the criteria of constructive obligations and a reconciliation of this provision can be seen on note 17.

23 Pension commitments

The group has employees who are members of the Teachers' Pension Scheme (TPS) and the Church Workers Pension Scheme (CWPS). The contributions made in the year were £19,333 (2022 - £18,270) to the Teachers' Pension Scheme and £105,270 (2022 - £106,293) to the Church Workers Pension Scheme.

There were £2,388 (TPS) and £10,819 (CWPS) contributions outstanding at the year end (2022: £2,275 (TPS) and £10,845 (CWPS)) and these are included within other creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act 1972 and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 5 March 2019. The key results of the valuation are:

New employer contribution rates are 23.68% (from 16.48%) of pensionable pay (including administration fees of 0.08%);
The rise in contribution rates was delayed from 1 April to September 2019;
Total scheme liabilities for service to the effective date of £218.1 billion, and notional assets of £196.1 billion, giving a notional past service deficit of £22 billion; an employer cost cap of 10.9% of pensionable pay.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

The next valuation is due to be implemented from 1 April 2023.

23 Pension commitments (continued)

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1157th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £19,333 (2022: £18,270)

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2016.

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Group is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the Group has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The Group has set out above the information available on the plan and the implications for the Group in terms of the anticipated contribution rates.

Church Workers Pension Fund (CWPF)

The Board participated in the Pension Builder Scheme section of CWPF for lay staff. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

The Board closed its DBS Scheme to new members in 2008 and there are currently no staff members in the scheme, all staff members are members of the Pension Builder Scheme.

23 Pension commitments (continued)

Pension Builder Scheme

For eligible salaried employees, the Board participates in the Church of England Pension Builder Scheme (PBS). The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Pension Builder Scheme of the Church Workers Pension Fund is made up of two sections, Pension Builder Classic and Pension Builder 2014, both of which are classed as defined benefit schemes.

Pension Builder Classic provides a pension for members for payment from retirement, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Bonuses may also be declared, depending upon the investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum that members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' Normal Pension Age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102 as it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers. This means that contributions are accounted for as if the scheme were a defined contribution scheme. The pension costs charged to the SOFA in the year are contributions payable.

A valuation of the Pension Builder scheme is carried out once every three years. The most recent scheme valuation completed was carried out as at 31 December 2016.

For the Pension Builder Classic section, the valuation revealed a deficit of £14.2m on the ongoing assumptions used. At the most annual review the board choose not to grant a discretionary bonus which will have acted to improve the funding position. There is no requirement for deficit payments at the current time.

Pension Builder 2014 section valuation revealed £1.8m surplus on the ongoing assumptions. There are no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, SDBE could become responsible for paying a share of that employer's pension liabilities.

24 Related party transactions

The trustees consider that the Salisbury Diocesan Board of Finance (SDBF) to be a connected charity as the work of education in the Diocese is carried out by the Salisbury Diocesan Board of Education (SDBE).

SDBE and its charity subsidiary were charged by SDBF £3,452 (2022: £ Nil) in respect of a contribution to IT development, and £139,954 (2022: £145,212) in respect of building services provided. At the year end £12,302 (2022: £3,730) was due to SDBF.

SDBF has granted aid to SDBE for its educational work in the Diocese. During the year £310,292 (2022: £329,364) was paid to the SDBE in respect of grants. At the year end £Nil (2022: £Nil) was due to SDBE.

In 2023, £54,425 (2022: £52,907) was received from The Reverend Doctor S F and Mrs Jackson Mappowder Trust, which has common trusteeship with two SDBE trustees: Canon J Tubbs and Mr N Harrison.

During the year, £24,797 (2022: £21,430) was received from Diocese of Salisbury Academies Trust (DSAT) for office accommodation and recharge of staff time and expenses. They also paid £8,050 (2022: £13,500) for PSA subscriptions and training. Canon J Tubbs and Mr G Pugh, are trustees of DSAT.

During the year £4,550 (2022: £9,025) was received for PSA subscriptions and training from Sherbourne Area Schools Trust. £4,000 was invoiced during the year in relation to consultancy regarding academy conversion, the total outstanding at the year end is £4,800. Mr N Rees is a common trustee of both entities.

During the year £4,813 (2022: £2,875) was received re training and academy conversion support from Initio Learning Trust. Split of £4,813 is conversion support £4,000 and RE training £813, in 2022 the £2,875 was PSA training. Mr N Harrison is a common trustee of both entities. At the year end there were no balances receivable.

During the year, the charity received a project administration fee from its subsidiary, SALED Limited of £33,647 (2022: £42,476). At the year end, a creditor of £1,007 (2022: £nil) was due to SALED Limited in relation to project administration fees. There was also a debtor outstanding of £1,271 (2022 £625) for recharges of costs between the two entities.

25 Trust funds

The SDBE acts as trustee for 32 individual financial trusts, which have not been included in the accounts. These comprise of School Governors' Funds, Educational Trusts and funds arising from sale proceeds for former Church Schools or Teachers' Houses. Each of these funds are held in separate designated accounts with CCLA Investment Management Ltd. As at 31 March 2023, the value of these funds are £5,850,675 (2022: £5,983,826). Included in these funds, the SDBE hold cash on behalf of these trusts in designated bank accounts separate to those of the SDBE and not recognised in these accounts which totalled £311,877 (2022: £208,290).

The SDBE also acts as custodian for various school trust funds. Each of these funds is held in a separate designated accounts with CCLA Investment Management Ltd. As at 31 March 2023 the value of these funds was £950,383 (2022: £973,100). Included in these funds, the SDBE hold cash as custodian for these trusts in designated bank accounts separate to those of the SDBE and which are not recognised in these accounts which totalled £1,383 (2022: £1,842).

THE SALISBURY DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1059195

Accounts

Charity Registration No. 1059195

Company Registration No. 00464306 (England and Wales)

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2022

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SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2022

Trustees and members	The Venerable A C MacRow-Wood - Chair Reverend R Ayer-Harris Mrs A L Aze Mr A J Brown Mr T Farrer Mrs S L Hallis Mr N Harrison Mr N Rees - Vice Chair Mr I K Robinson Canon J Triffitt
Secretary	Mr G Pugh
Diocesan Director of Education	Canon J Tubbs
Charity number	1059195
Company number	00464306
Registered office	The Diocesan Education Centre The Avenue Wilton Salisbury Wiltshire SP2 0FG
Auditor	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury Wiltshire SP1 2TJ
Bankers	Lloyds Bank PLC 38 Blue Boar row Salisbury Wiltshire SP1 1DB
Solicitors	Parker Bullen LLP 45 Castle Street Salisbury Wiltshire SP1 3SS
Investment Manager	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Salisbury Diocesan Board of Education (the Charity and the Group) for the year ended 31 March 2022. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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) (effective 1 January 2019)".

Since the Charity and the Group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

Strategic Objectives

Objectives and activities

The Board's principal objects are to:

- Promote and assist in the promotion of education in the Diocese that is consistent with the faith and practice of the Church of England.
- Promote and assist in the promotion of religious education and religious worship in schools in the Diocese.
- Promote and assist in the promotion of Church schools in the Diocese.
- Promote co-operation between itself and other persons concerned with education in the Diocese.
- Promote and encourage the Christian nature of children and young people within the parishes of the Diocese.

The Board's vision is 'living out God's transforming presence'.

The mission of Salisbury Diocese Board of Education is to lead the development & be a body of:

- Confident effective, church school and academies that are deeply Christian, belonging at the heart of the church and community, serving society's common good.
- Church communities that serve children and young people enabling them to develop worshiping communities where they truly belong and encounter God's love.

The Board also acts as trustee of the Uniform Statutory Trusts (USTs), which form its restricted fund for the improvement of the fabric of church school buildings and educational purposes. The Board is also the trustee of a number of educational Trusts as well as acting as custodian trustee.

Under the terms of the Education Act 1993, the UST funds may be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese (restricted capital account) or educational purposes (restricted income account). The income derived from the restricted capital account fund may also be used for the provision of advice and resources in connection with the management of education provided at the schools.

Achievements and performance

Review of activities

There are 193 Church Schools in the Diocese of Salisbury serving 42,000 children; 10 are secondary and 4 are middle schools. In total, as at 31 March 2022, 104 schools are academies with 97 within a multi-academy trust, with an additional number having permission to convert in the very near future. 22 of the academies are within the Diocese of Salisbury Academy Trust (DSAT) with a further 2 seeking to join shortly. There are 7 single academy trusts. A total of 89 schools remains maintained: 46 VA and 43 VC. The 193 church schools are a vital part of our diocesan hope for a thriving Christian presence, serving God in every community.

We are a team of 18 staff (15 full time equivalent) with the strongest sense of belonging together, working to common purpose. We are all leaders, whatever our role within the organisation. As a team we are learning how to seek God's will for His work amongst us; we pray, worship, and reflect together regularly, following our shared Rule of Life, asking God to guide us in our mission and ministry. We thank Him for helping us grow in Him as we seek to serve children and young people and the schools and parishes to which they belong. There is a momentum to our work that reflects the organisation being a body of many, working together as one.

The year is characterised by our growth in organisational confidence and consequently the way we exercise authority and influence. This is evidenced especially clearly in our work with the Schools' Trust landscape; with schools and multi academy trusts causing concern and in the visionary work which underpins the Programme for Church School Flourishing. We were encouraged by school and Trust leaders in 2017 to step confidently into our leadership to shape the culture of education and the church and we believe we are increasingly placing our feet in that place of influence and seeing the impact of our action.

In summarising the year, we draw attention to key strands which have been crucial to the on-going development of the organisation and our ability to fulfil our mission, and vision:

Programme for Church School Flourishing: an example of future thinking at its best, as we build the capacity, capability, and commitment of academy trusts to the Christian foundation of church schools, transferring responsibility and accountability for traditional Diocesan Board of Education (DBE) work to their trusts. The programme has been exceptionally well received by the first six trusts with a further cohort joining the programme in September 2022; a seismic shift in how church schools are supported by the DBE is underway, placing the DBE at the heart of the Schools' Trust landscape for the long-term future in this diocese.

Foundation Governance: Governor courses in an almost exclusively virtual format has enabled a high level of attendance from Foundation Governors in all roles across the Diocese, including the appointment of 70 new Foundation Governors, and a total attendance across all courses of over 220 delegates. The appointment microsite has been further refined and developed across the year and this has enabled both a significant deepening of the relationship with school and Trust clerks. We have vitally supported local authorities in establishing 3 interim executive boards with an appropriate level of Foundation members thus enabling schools' improvement journey.

Growing Faith, the nexus of church and school: The DBE has continued developing its role in Growing Faith, for example the joint leadership conference and follow up programme with Diocesan Board of Finance (DBF) which seeks to grow understanding and work in the nexus between church and school. Collaborative thinking with the DBF team around areas for joint provision, moved from identifying individual 'courses' to work together on to the creation of a joint leadership conference, where the collaborative development of the conference modelled the collaboration, we see in the best of our school and parish relationships. Attendance reflected the engagement of both school and parish leaders. This conference has also provided the opportunity to explore and model the strongest possible practice in young people's voice, with each speaker speaking in response to a video conversation with young people and young people contributing to panels across the day.

We have been actively involved with the Church of England Education Office (CEEO) as they developed the Church of England Institute for Growing Faith, including sharing thinking in the funding application, serving on panels as staff were recruited and inviting the new head of the institute to speak at conference. Across the year the advisory team has worked within the framework provided by Growing Faith to deepen understanding around spiritual encounter and its relationship to spiritual development of children and adults and spiritual leadership.

Support for SIAMS: The resumption of SIAMS inspections was a significant challenge in the context of a new national system. The success of the inspection restart across the Diocese in the Autumn and then Spring term has been enabled through ongoing and widely shared communication and information with school leaders; regular email updates communicated the amended schedule, timeline, and accompanying documents. A range of development opportunities have been offered to support schools to strengthen the use of the SIAMS schedule as a framework for school improvement as well as a tool for inspection. The SIAMS Manager has developed a positive relationship with the National Team that has been used to clarify concerns and develop diocesan strategy to support schools better understand the concept of SIAMS Excellence.

Schools Causing Concern: Quality assurance visits and developmental work alongside trust leaders have resulted in changes at trust level to better support those schools in trusts causing concern. Deeper and more accurate knowledge of schools causing concern (SCC) has come from the stronger relationships with Wiltshire and Dorset which has led to the local authorities increasing pace of support, taking alternative actions and giving better support to Headteachers. The closer work between Headteacher recruitment and new Headteacher visits has identified SCC issues earlier. These developments have led to a reduction in the number of red and orange graded SCC. The improved systems for data monitoring of SCC this year, have enabled accurate reporting to the trust board, efficient use of time and agile working around SCC, with closer work with the Foundation Governor and Academy trust Adviser (FGATA) linking SCC with academisation.

RE and Collective Worship: Ways to support schools in delivering high quality RE have further developed this year. Acting on feedback from teachers, the decision to 'remain virtual' for the conference was taken after the successful delivery of the Spring 2021 virtual CREative, REinspiring RE Conference. Evaluation shows that there has been an increase in use of Partnership Schools Agreement (PSA) Adviser time on RE in the annual visits, and, as hoped, the Hub Lead Practitioners (HLPs) have been 'bought in' by schools on a school-to-school support basis to deliver a suite of training for the whole school staff, typically in a series of twilights. Excitingly, several key developments are growing from the Hub Lead Practitioner Project including: the Leader for Church School Flourishing collective worship (CW) and RE Faculty Leads and the free secondary and middle school forums for RE and CW. The forums have begun – meeting three times virtually over the year. These groups are owned and run by 4 secondary HLPs, with support from the DBE adviser. The DBE will in 22/23 financial year review its RE and CW strategy, reflecting deeply on our crucial role and responsibilities in this area.

Community Hubs and work with children and young people: 7 Communities hubs are now being supported. Both Warminster and Royal Wootton Bassett have begun since March 2021. The All Churches Trust (ACT) bid was successful, and the Community of St Denys (CSD) renewed their funding for a further 3 years. This has enabled the employment of two Community hub development advisers adding significant capacity to the support of local leaders in the hub areas. Over the last year the work with the Ministry and Mission Council (MMC) team, of the DBF, has also developed and the Mission Coordinator is more embedded in the hub work adding to the capacity and enabling us to build links with those he knows in the hub areas and to bring his expertise on mission and pioneer ministry into the team. In partnership with The Children's Society we have gained a better understanding of pupil's wellbeing in school and this has directly influenced the DBE's strategy for supporting work around Well Being and Mental Health (WBMH) in schools.

School Trusts: The DBE team a successful round of individual conversations across the Autumn Term and into Spring 2022 with all the Trusts that include church schools. This further deepened existing relationships, especially in advance of the rollout of the PCSF, but has also facilitated additional strategic conversations around the government's ambition to see all schools inside Multi Academy Trust (MATs) by 2030. The relationship of DBE team members with the Regional Delivery Directorate teams has gone from strength to strength and has shaped ongoing partnership work across the landscape enabling targeted support and challenge dialogue with other accountable bodies and the channelling of Department funded resource into church schools where it has been greatly appreciated. Similarly, the strong relationship that has been built with teams in neighbouring Dioceses has underpinned joined up approaches and consistent responses with reciprocal knowledge building as an appreciated by-product.

Self-evaluation, personal professional development: A new methodology of 'Task and Finish' groups has been piloted and adopted replacing the Leadership and Children and Young People (CYP) committees, providing a different mechanism for the Trust Board to evaluate DBE progress.

This work has been intentionally designed to interweave with the research-based review of DBE self-evaluation practice, recognising the strength of what has gone before and an intent to create an even greater depth of learning from its own practice. A model has been developed and trialled which 'deep dives' into progress and impact of key priorities from the annual plan, alongside a dashboard that gives a high-level overview of progress across the annual plan. The evidence base for deep dives includes case studies and interviews and 'story' alongside relevant quantitative data. Alongside the piece of work on self-evaluation, performance management has been reimagined by the Assistant Director and reformed into personal professional development with an increased emphasis on enabling personal professional learning. The Board has agreed its implementation for one year, followed by a review in the autumn of 2022.

Information Technology platform development: work in this area has been significant, in collaboration with the DBF, as part of the planned Diocesan Information Technology (IT) strategy, and has included the implementation, launch and further development of SharePoint as a platform for an improved efficient system to share files. The SharePoint development has transformed our internal communications and had real impact on rationalising how we manage information. The work has enabled us to redistribute administrative support time, thus maximising resource. It is one of several IT developments taken forward in 21/22 in line with the Diocesan IT strategy.

DBE of the Future strategy and DBE Measure: Autumn 2021 saw the approval by the Board of a long-term strategy and direction for the DBE and its transformational journey towards achieving a breakeven operating position in 7 years, securing long term sustainability. This decision was the result of a year's research by the Trust Board. Similarly detailed work, led by the Deputy Director has taken place leading to the approval of the Salisbury Diocese DBE Measure 2021 scheme which came into effect on the 1st January 2022. This confirmed amongst other things the continued approach of a separate incorporated DBE for Salisbury Diocese and a change in the formal appointment process and skill sets required for new trustees (to reflect the changing and future educational and parish landscape). Following the introduction of the above SDBE governance was further strengthened by the approval and adoption of both an 'Operational scheme of delegation from the Board to the Diocesan Director of Education' and 'Financial scheme of delegation.'

New Trustees: Five new Trustees joined the Board in January 2022 and have engaged in a programme of induction. The programme covers the key contexts and priorities of the DBE work and gives new trustees opportunity to meet and work with staff from across the team, as well as visit a DSAT school. We are planning an away day to reflect together as a Trust Board on how we might further develop our spiritual leadership. Our Trust Board's commitment to our work is significant as they seek to further develop the quality of their governance and confidence in spiritual leadership.

Conclusion

We expect an outcome of the external review planned for the summer term 2022 will be to aid our sharper identification of areas where progress might be questioned; equally to act as sense check for our ambition and strategy – enabling us to take confident next steps.

With a vision to 'Live Out God's Transforming Presence', we focus on both school and parish leadership (whether lay or ordained), as well as championing the voice of young people as agents of change. Our vision recognises the interdependence and co-dependency of schools and churches to build vibrant, intergenerational worshipping communities where all can truly belong and flourish and fully encounter God's transformational love. We do this whilst managing organisational culture and change, working to develop the effectiveness of our Trust governance and accountability structures and the impact of the Board's work to strategically influence national, regional and local policy in order to shape educational and church culture. 2021/22 has seen us take steps forward toward living out our vision, furthering how we impact on the flourishing of the lives of children and young people in the schools and parishes we serve.

Investment policy

Under the Memorandum of Association the Charity has the power to invest monies possessed by the Board, or held by it on Trust, in any legal investments or securities according to UK legislation. The trustees, having regard to the liquidity requirements of the VA schools capital schemes cash flows, have operated a policy of keeping available funds in interest bearing deposit accounts and investments.

The Board's investment management strategy for UST funds, placed with CCLA, is to achieve a targeted net return of RPI plus 3% p.a., between capital growth of invested funds and dividend and other income, with distributed income being set at a requirement of £214k in 2021/22. For the year ended 31 March 2022 net distributed investment income received was £223k (2021 £204k). The increase between the two years primarily reflecting the in year increase in the number of shares held. The average distributed rate achieved was 2.9% (2021 3.1%) against the RPI rate for the year of 9.0%, there being a significant increase in RPI in the later part of the year. There has also been a significant capital increase in year and the net gain on investments was £629k (2021: gain £963k). This reflecting the worldwide stock market recovery at the year end which has since fallen post year end for several reasons including the Russian invasion of Ukraine. The overall net return in 2022 was 12.3% (2021 21.2%) which was in line with the targeted net return of 12.0% (RPI being 9.0% in 2022) due to the significant unrealised gain of £629k which accounted for 9.4%.

Financial review

The SDBE consolidated accounts for 21/22 include, as in 20/21, both the income and expenditure of ESFA School Condition Allocation (SCA) capital funding schemes at VA schools which are project administered only by the SDBE. This relates to a change from 1/4/20 in government policy in how this funding is allocated and administered. The consolidated accounts as in prior years include Saled Ltd (100% owned subsidiary of the SDBE).

Income

Overall income has decreased by £373k from £3,479k in 2021 to £3,106k in 2022. This is primarily due to the expected reduction in charitable activities income of in total £443k between the two years. The SCA funding being lower in 2022 and this reflects a known trend as SCA funding reduces as both more VA church schools convert to academies and the transitional protection given by the ESFA is steadily reduced over 4 years. 2022 being the first year of the reduction and this trend will therefore continue into future years.

Expenditure

This has increased by £159k from £3,275k in 2021 to £3,434k in 2022. This is linked primarily to the increase in committed SCA projects compared to the previous year with SCA funds brought forward from 2020/21 being utilised. This is reflected in the reduction in the restricted SCA capital funds which have decreased from £401K in 2021 to £121k in 2022.

Underlying operating deficit

The Board has recognised that the SDBE has a financial gap between its normal income and expenditure levels. It has taken the formal decision to fund this gap by utilising income from the sale of old schools and trust funds as appropriate. In 2022 the underlying operating deficit was £90k compared to £206k in 2021 and it is planned to continue to reduce this over the next 5 years and achieve an underlying operating breakeven position by 2027. The underlying operating deficit is reconciled to the net movement in funds below. The budgeted underlying operating deficit for 2022/23 is £175k (2021/22 was £198k).

The SDBE has increased its reserves in 2021/22 by £301k (2020/21 by £1,167k). This is due to an underlying operating deficit of £90k being more than offset by a significant investment gain of £629k combined with a release from the SCA restricted capital reserve of £289k and the setup of a restricted grant (All Churches Trust) of £51k. The SCA restricted capital reserve relates to funding received which has not yet been committed and reduced as expected in 21/22 as an element was used to allow the SCA program for VA schools to be higher than the funding received in year. The SCA restricted reserve reducing from £410k in 2021 to £121k in 2022 and this is planned to be fully utilised in 2022/23. The All Churches Trust grant received in year of £67k was specifically for Community Hubs and as only £16k was spent in year, the remaining £51k has been set up as a restricted reserve at the year end.

The DBE in 2021/22 reviewed and took professional advice on how to split its restricted reserve prior to 2001 of £3,713k (currently in capital) into both capital and income and then adjust as appropriate the net revaluation on investments gain of £2,414k from 2001 to 2021. The Board, following the review and taking account of the professional advice, considered that a fair estimate of the split within the restricted reserve of £3,713k would be restricted capital of 65% (£2,413k) and restricted income of 35% (£1,300k). Charity Commission guidance was subsequently requested by the Board on the suggested split. This guidance was received via a S15 notice in July 2022, stating that the trustee body of a Uniform Trust fund has the power to determine the division of funds between capital and income. The Board subsequently approved that a transfer could be made between the funds from restricted capital to restricted income, within the 2022/23 accounts. The transfer would be based on a 65%:35% split and the net revaluation on investment gain adjustment. This will result in a significant transfer from restricted capital reserves to restricted income reserves, of some £1,300K, before the split in net revaluation gain of investments currently which is currently estimated at £1,369K.

In 2020/21 for the first time the charity received funding from the ESFA direct in relation to School Condition Allocation (capital funding) for VA schools. Therefore, as the DBE now has control over these funds, as they approve capital bids from various VA schools in the diocese, this needs to be reflected in the accounts. The effect of the adjustment is to add in the income and associated expenditure relating to those grants and show any grant expenditure not incurred yet but contractually obliged within SCA capital grants as seen in note 17.

The total reserves at the 31/3/22 are £9,193k split into restricted capital £8,040k, restricted SCA capital £121k, other restricted grants £51k (new in 2021/22) restricted income £807k and unrestricted £173k, an increase of £301k on total reserves at the 31/3/21 of £8,892k. For 2021/22, the Board approved a £300k transfer, to support the provision of advice and resources to church schools in the Diocese, from the restricted income reserves to unrestricted reserves.

The above shows that there are sufficient funds in the restricted income fund and unrestricted reserve to continue to fund the gap noted above and therefore there are no issues with going concern.

Going concern

The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board in September 2021 approved the SDBE of the Future strategy to seek to ensure achievement of key objectives and move to an underlying recurrent operational surplus by 2027.The aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board.

As the SDBE receives no direct funding from the government it has to ensure its long term financial viability and therefore needs to make the best use of its resources to support education in the Diocese. The Board has agreed to support the objectives of the SDBE over the period covered by the SDBE of the Future strategy by using funding from the disposal proceeds of old school buildings and appropriate trust fund transfers.

The total reserves as at the 31 March 2022 are £9,193k of which £9,020k are restricted reserves. The restricted reserves are split into income restricted reserves of £807k, which can be used to support education in the Diocese, capital restricted reserves of £8,040k, which can be used for capital purposes in the Diocese and SCA capital restricted reserves of £121k and other restricted grants of £51k. There is an unrestricted reserve of £173k. As noted above the split of the 2002 opening restricted reserve between restricted capital and restricted income ,even before the split of net revaluation gain of investments, will result in a transfer of £1,300k from restricted capital into restricted income in 2022/23. This further supports the trustees view on going concern.

After making appropriate enquiries, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

Unrestricted reserves

Having considered financial risk, liquidity requirement and the timing of cash flows throughout the year, the Board's policy is to hold a balance of readily realisable assets in the general fund equivalent to 3 months budgeted unrestricted expenditure for the year. At 31 March 2022 the amount required under this policy totalled £244k (2021: £310k). Actual unrestricted reserves as at 31 March 2022 totalled £173k (2021: £185k). A transfer of £300k from income restricted reserve to the unrestricted reserve was made in 2021/22.

Restricted reserves

The Board recognises the importance of increasing the UST funds to enable it to continue to work. The trustees consider that the value of restricted reserves under a managed investment agreement should not fall below £2 million. The total of funds held by CCLA at the year end totalled £7,688k a 12% increase on the prior year balance of £6,881k. This was due to a significant in year positive revaluation adjustment of £629k and in year purchases of shares of £177k.

SALED Ltd

SALED Limited is the wholly owned trading subsidiary of the Salisbury Diocesan Board of Education and has the same accounting year end as SDBE. For the year to 31st March 2022 the company had a turnover of £267,080 (2021: £199,547). It had a net surplus of £40,378 (2021: net deficit of £12,588) and accumulated reserves of £63,644 (2021: £23,266).

Plans for future periods

The year has again seen us continue our strong focus on ensuring that actions to meet agreed priorities are well timed and staged. We are taking forward our very clear vision for the SDBE of the future through the annual plan for 2022/23. In 2022/23 we will be reflecting on an external review of the DBE commissioned by the Board and using this appropriately as part of agreeing a new strategic plan linked to our overall DBE of the Future Strategy and the new diocesan strategy. The key challenges ahead are:

1. exploring further with schools, parishes and the Diocese what it means and what it should look like for church schools to lie at the heart of the mission of the Church
2. successfully delivering and learning from our programme for church school flourishing (PCSF) as it rolls out
3. evaluating our learning from community hub work and further developing our CYP work
4. working with partners to secure the strongest school improvement so that all church schools are great schools
5. supporting a culture of academy trusts, church led and non-church led, enabling rich partnerships, sponsorship and the long term viability of schools through full academisation
6. working with school governors, clergy, heads, RSC, local authorities, local communities and others to successfully deliver the government vision of all schools being within a strong MAT family by 2030
7. placing chaplaincy and the development of spiritual leadership at the heart of our work
8. work with MAT's to shape or reimagine local governance including criteria for foundation governance
9. supporting the training, recruitment and retention of inspiring school leaders and teachers
10. making known the difference made by faith, belief and spiritual development, for mental health and well- being, for children and for adults
11. supporting the national Church of England initiative Net Zero Carbon 2030
12. developing the next strategy for the SDBE and our vision of 'Living out God's transforming presence'
13. to be a voice of influence locally, regionally and nationally, within the landscape of education and the church.
14. developing and living out the one diocese vision with all our partners and reimagining the use of the current centre

The landscape of education continues to change with the move from a mixed system of maintained schools and academies to academies only announced in the recent white paper. This, combined with the effects of new ways of working, financial pressures, fall in birth rates and changes in organisations we work with have brought new challenges and we remain aware of the need to explore the opportunities for innovation and improvement that are emerging. We are learning that this is not to say we must try to do more of the same, but rather we must challenge entrenched old ideas of how our service is run, what it provides, and the impact that it should have, and find new ways to fulfil our role. These all forming part of our DBE for the Future strategy.

The Education Office of the Church of England in 2017 in its vision for education, published its commitment as an influencer for the 'common good'. The DBE strategic plan emphasises our role in building 'confident, effective, church schools and academies that are deeply Christian, belonging at the heart of the church and community and serving society's common good.

The DBE has worked intentionally in the last decade and will continue to do so as to influence the shape of the emerging education landscape; a landscape in which 'School Trusts are a new civic structure, created with the sole purpose of advancing education for public benefit' (Building Bridges: Confederation of Schools Trust (CST) 2021). We have worked to ensure the development of an Academy Trust landscape committed to civic partnership with the DBE and to the deeply Christian vision and character of Church schools. The DBE continues to act as a system leader; we have purposefully acted on, rather than just in the system: system leadership which 'goes beyond collaboration and engages deliberately in system design and system building' (Building Bridges: CST 2021).

SDBE work – as architects and as builders - is now focused on the capacity and capability of each Trust to further their strategic and operational role in upholding the protection and progression of the deeply Christian character of each of its church schools and their place within the heart of the community. With our DBE for the Future strategy and PCSF programme we are intentionally moving core SDBE responsibilities to Trusts, holding them to account for the outworking of those responsibilities across this next decade. The intention being to enable key aspects of the DBEs current role in supporting the flourishing of church schools, to be held in trust within Trusts.

The DBE Board and senior leadership team remain convinced that furthering the role of MATs as custodians of church schools' Anglican foundation is crucial to the long-term flourishing of the church schools. The DBE is therefore re-imagining its own role in-light-of the changed and changing leadership of the education landscape as part of a deep organisational change. This change including building further our partnership with the DBF and the full alignment of our strategy with the new diocesan vision.

We firmly believe that it is God's love that transforms a person's life and that our relationships with those we serve can give witness to that love. The year ahead will continue to focus especially on further building those relationships in ways that are innovative, challenging and supportive - using the relationship to help school and parish leaders identify for themselves new thinking about their own roles and the communities they serve as the new educational and diocesan landscape is formed.

Structure, governance and management

Constitution

The Charity and the Group is constituted under a Memorandum of Association dated 4 February 1949 and is a registered charity number 1059195.The guarantors are the Members of the Board and the limit of their liability in the event of winding up is £1 each.

The Board is the sole trustee of the Uniform Statutory Trusts (also known as the USTs or Section Funds), which are now governed by section 287 of the Education Act 1993. The funds held in trust are derived from ancient educational endowments and the proceeds of property sales authorised by the Department of Education under section 86(1) of the Education Act 1944 and section 2 of the Education Act 1973.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

The Venerable A C MacRow-Wood - Chair	
Mr M Antram	Resigned 1 January 2022
Reverend R Ayer-Harris	Appointed 1 January 2022
Mrs A L Aze	
Mr A J Brown	Appointed 1 January 2022
Mr T Farrer	Appointed 1 January 2022
Mrs S L Hallis	Appointed 1 January 2022
Mr N Harrison	
Mr N Rees - Vice Chair	
Mr I K Robinson	Appointed 1 January 2022
Canon J Triffitt	
Canon J Tubbs	Resigned 1 January 2022
Mrs C Tunnicliffe	Resigned 1 January 2022
Mr T Balmforth	Resigned 31 July 2021
Mrs M Pearson	Resigned 31 July 2021

Method of appointment or election of trustees

The Articles of Association were revised in 2021/22, following the introduction of the new DBE Measure in 2021.The makeup of the Board's membership now comprise of a maximum of ten members and up to 2 co-opted members. The members are appointed triennially, normally in the same year as the Diocesan Synod is elected and this was last done in November 2021, with new members being appointed on the 1 January 2022.

Policies adopted for the induction and training of trustees

New trustees undergo a comprehensive period of orientation and induction with the Chairman of trustees, Diocesan Director of Education and Deputy Director of Education to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, decision making processes, strategy, and recent financial performance of the Charity. They also met key employees and other trustees to explore and be briefed on all areas of the work undertaken by the DBE. Trustees are encouraged to undertake development activity that will facilitate the execution of their role.

Organisational structure and decision making

The Board of Education administer the Charity. The trustees meet usually six times a year (minimum of three times annually is stipulated in the Articles of Association) and five members personally present is the quorum necessary for the transaction of business. There are two sub committees covering Resources and Remuneration.

A Diocesan Director of Education is appointed by the trustees to manage the day to day operations of the Charity. To facilitate effective operations, the Diocesan Director of Education has delegated authority, within terms of delegation approved by trustees, for operational matters including finance, employment and other activities pursuant to the objectives of Salisbury Diocesan Board of Education.

Pay policy for senior staff

Emoluments of higher paid employees are determined by a Remuneration Committee consisting of the Chair, Chair of Resources Committee and 2 other Trustees. The terms of reference of the Remuneration Committee is established by the Trust Board and include: remuneration and salary benchmarking and consequent recommendation of changes.

Related party relationships

The Charity's wholly owned subsidiary, SALED Ltd, was established in 2005 primarily to undertake services as required by the Trustees in the course of the Board's normal activities in connection with the administration of the maintenance and development of schools within the Diocese and also to undertake activities that fall outside the objectives of the Board of Education. All profits of SALED Ltd available for distribution as dividend are to be applied towards the promotion of its charitable objects, i.e. for the benefit of Salisbury Diocesan Board of Education.

Although not a related party but a connected charity, the Salisbury Board of Finance makes a grant to the Board of Education in respect of the costs incurred by the Board of Education in supporting the Board's work in providing advice, guidance and resources at church schools within the Diocese and for work with children and young people in the Diocese.

Risk management

The trustees have a risk management strategy which comprises:

- a regular review of the risks the charity may face
- establishment or review of systems and procedures to mitigate risks
- the implementation of procedures designed to minimise any identified potential impact on the Charity should those risks materialise.

The corporate risk register is reviewed at each Resource Committee meeting and by the Board on a regular basis.

Principal risks and uncertainties

The trustees are responsible for the identification, mitigation and management of risk. To achieve this, a register of all risks identified is maintained and, alongside it, a management and mitigation strategy. This is subject to review by the trustees on an annual basis with the responsibility of risk management being delegated to the Resources Committee, where it is a standing item on each meeting agenda.

The risk register identifies 8 areas where the risk of either failure to act or the impact of the events is considered 'high'. These areas and the associated mitigation strategies are:

- Change is unheralded, unstructured or at faster speed and SDBE unable to respond appropriately or cope
  - SDBE for the Future strategic plan and appropriate staff structure in place linked to financial and budget plans
  - Annual strategic plan review and update
  - Liaison with representatives of Government, National Society, Local Authorities, Schools and Academies
  - Membership of and staff involvement with various organisations in the sector
  - Strong governance structure including Trust Board and associated Committees

- Reputational risk if our Church maintained schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each school and LA to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each school
  - Foundation Governance Advisor post
  - Academisation strategy

- Reputational risks if our Church Academies fail, including DSAT and same risk if Multi Academy Trusts including church schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each academy to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each academy at both Board and Academy level
  - Foundation Governance Advisor post
  - Governance structure and MOU

- Sustainability of Uniform Statutory Trusts (UST's) and financial viability
  - Monitoring of UST's and financial position
  - Annual strategic plan review and update
  - Budget setting and financial reporting systems and processes
  - Resources Committee
  - Plan for in year financial operating balance by 2027

- Coronavirus escalates and effects short, medium and long term strategic aims of the SDBE including financial
  - Business interruption plan in place, IT kit in place for home and office working and IT systems improved
  - Ongoing review undertaken of what courses/PSA can be provided virtually and alternative delivery methods
  - New ways of working introduced
  - Contact by staff with schools, parishes and other stakeholders done by a variety of virtual and communication means using zoom or teams
  - Board, Committee, and staff meetings undertaken using zoom or teams

- Staff recruitment/retention difficulties and loss of experienced staff
  - Identification of key staff and provision of cover arrangements
  - Succession planning
  - Review of salaries including implementation of real living wage
  - Staff development and training
  - Personal development plan and learning contract
  - Wellbeing provision through external company

- Management stretch affects achievement of objectives and strategic aims
  - Identification of key staff and provision of support
  - Monitoring of workloads
  - Annual staff planning
  - Management process

- Stock market collapse adversely impacts the value of the USTs and reduces reserves
  - Review of investment advisors and performance
  - Investments in pooled asset schemes including property diversification
  - Investment policy

Funds held as trustee

The Board holds over 35 individual financial trusts which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds normally arising from the sale proceeds of former church schools or teachers' houses that are waiting scheming. Each of these funds is held in a separate designated account with CCLA Investment Management Ltd. On 31 March 2022 the value of these funds was £5984k (2021: £5,990k). See note 25 of the accounts for further information.

Public benefit

The trustees have had due regard to the Charity Commission's guidance on public benefit in determining the Charity's priorities and plans for the future. The trustees' report sets out our aims, objectives and activities and conveys clearly the public benefit the Charity has delivered over the last 12 months, namely: engaging, inspiring and equipping the people of Salisbury Diocese to provide outstanding education and training for children and young people within their schools and parishes.

Statement of Trustees responsibilities

The trustees (who are also directors of Salisbury Diocesan Board of Education (The) for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Disclosure of information to auditor

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

- so far as that trustee is aware, there is no relevant audit information of which the charitable Group's auditor is unaware, and

- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charitable group's auditor in connection with preparing their report and to establish that the charitable Group's auditor is aware of that information.

Auditor

A resolution will be proposed at the Annual General Meeting that Moore (South) LLP be re-appointed as auditors to the charity for the ensuing year.

This report was approved by the trustees, on 29/9/2022 and signed on their behalf by:

A MacRow-Wood

The Venerable A C MacRow-Wood, Chair

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Opinion

We have audited the consolidated financial statements of Salisbury Diocesan Board of Education (the 'charitable parent company') and its subsidiary ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the consolidated financial statements:

- give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report. We are independent of the group and charitable parent company in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors 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 Trustees' annual report (incorporating the Directors' report) other than the consolidated financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the consolidated 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 consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the Directors' Report) prepared for the purpose of company law, for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and their environment obtained in the course of the audit, we have not identified material misstatements in Directors' Report, included in the Trustees' Report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us: or
- the charitable parent company's financial statements are not in agreement with the accounting records; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirements to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the statement of trustees responsibilities, the Trustees, who are also the Directors of the charitable parent company for the purpose of company law, are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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.

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

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 charitable company and the group.

Our approach was as follows:

- The engagement partner selected a team for the audit, led by persons who had prior knowledge of the client and who had the required competence and skills to be able to identify or recognise non-compliance with laws and regulations.
- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including those due to fraud. Management override was identified as a significant fraud risk. This is due to the ability to bypass controls and disclosure requirements.
- Revenue recognition was also identified as a significant risk of material mis-statement. Although the processing of transactions is simple and not complex, there is a potential for recognition of income to an incorrect period or an incorrect allocation of income and associated expenditure between restricted and unrestricted funds.
- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable parent company and the group and considered that the most significant are the Companies Act 2006, The Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable parent company and the group complies with these requirements through 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. Consideration was also made of the internal controls in place to mitigate the identified risks.
- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of controls where appropriate, analytical review and substantive procedures involving tests of transactions and balances.
- We obtained an understanding and assessed the impact of Covid-19 on the operations of the charitable parent company and adapted our audit approach accordingly. We enquired and obtained evidence to support the going concern assumption and reviewed support received through various Coronavirus support schemes, dovetailed with work undertaken on management override.
- The consolidated financial statements of the group incorporate the results of the subsidiary company. Moore (South) LLP are the auditors to the whole group and the same approach has been adopted to the subsidiary company as appropriate to that entity.

To address the risk of fraud through management override, we:

- performed analytical procedures, tested journal entries and related party transactions to identify any unusual transactions or unexpected relationships;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- reviewed the nature of the disclosures within the financial statements to ensure they meet the requirements of accounting standards and relevant legislation.

In response to the risk relating to revenue recognition, we:

- agreed a sample of income receipts from source documentation into the accounting records.
- reviewed the terms and conditions of a sample of grants received to ensure the income is accounted for in the correct period.
- Reviewed board minutes and correspondence for evidence of any further unrecorded income.

In response to the classification of income between restricted and unrestricted funds we:

- agreed a sample of income receipts from source documentation into the accounting records to ensure any restrictions to the income were correctly identified in revenue.
- reviewed the analysis of funds for any obvious misallocations of income or expenditure; and
- confirmed that expenses and payroll costs allocated against restricted and unrestricted funds met the purpose for which the income was given.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Use of our report

This report is made solely to the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable parent company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Ann Mathias

Ann Mathias (Senior Statutory Auditor)

for and on behalf of Moore (South) LLP

29/9/2022

Chartered Accountants
Statutory Auditor

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Moore (South) LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	329,364	261,079	590,443	336,661	155,406	492,067
Charitable activities	4	-	2,010,421	2,010,421	-	2,453,653	2,453,653
Other trading activities	5	272,705	3,268	275,973	206,047	35,496	241,543
Investments	6	-	223,741	223,741	-	209,412	209,412
Other income	7	5,215	-	5,215	16,314	66,461	82,775
Total income		607,284	2,498,509	3,105,793	559,022	2,920,428	3,479,450
Expenditure on:							
Raising funds	8	226,701	-	226,701	228,399	55,066	283,465
Charitable activities	9	691,719	2,515,834	3,207,553	757,542	2,234,219	2,991,761
Total resources expended		918,420	2,515,834	3,434,254	985,941	2,289,285	3,275,226
Net gains/(losses) on investments	15	-	629,200	629,200	-	962,806	962,806
Net incoming/(outgoing) resources before transfers		(311,136)	611,875	300,739	(426,919)	1,593,949	1,167,030
Gross transfers between funds		300,000	(300,000)	-	600,000	(600,000)	-
Net movement in funds		(11,136)	311,875	300,739	173,081	993,949	1,167,030
Fund balances at 1 April 2021		184,536	8,707,832	8,892,368	11,455	7,713,883	7,725,338
Fund balances at 31 March 2022		173,400	9,019,707	9,193,107	184,536	8,707,832	8,892,368

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 23 to 46 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	13		-		-
Tangible assets	14		1,400,722		1,406,245
Investments	15		7,688,104		6,881,470
			9,088,826		8,287,715
Current assets					
Debtors	16	338,088		341,975	
Cash at bank and in hand		684,691		1,115,641	
		1,022,779		1,457,616	
Creditors: amounts falling due within one year	17	(918,498)		(852,963)	
Net current assets			104,281		604,653
Total assets less current liabilities			9,193,107		8,892,368
Income funds					
Restricted funds	19		9,019,707		8,707,832
Unrestricted funds			173,400		184,536
			9,193,107		8,892,368

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 29/9/2022 and signed on their behalf, by:

A MacRow-Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CHARITY BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	14		1,369,336		1,398,077
Investments	15		7,688,104		6,881,471
			9,057,440		8,279,548
Current assets					
Debtors	16	290,748		339,846	
Cash at bank and in hand		565,953		1,018,559	
		856,701		1,358,405	
Creditors: amounts falling due within one year	17	(784,679)		(768,850)	
Net current assets			72,022		589,555
Total assets less current liabilities			9,129,462		8,869,103
Income funds					
Restricted funds	19		9,019,707		8,707,833
Unrestricted funds			109,755		161,270
			9,129,462		8,869,103

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 29/9/2022 and signed on their behalf, by:

A MacRow Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities					
Cash absorbed by operations	21		(440,992)		841,380
Investing activities					
Purchase of fixed assets		(36,266)		-	
Purchase of investments		(177,433)		(522,556)	
Proceeds on disposal of other investments		-		-	
Dividends, interest and rents from investments		223,741		209,412	
Net cash generated from investing activities			10,042		(313,144)
Net (decrease)/increase in cash and cash equivalents			(430,950)		528,236
Cash and cash equivalents at beginning of year			1,115,641		587,405
Cash and cash equivalents at end of year			684,691		1,115,641

1 Accounting policies

1.1 Charity information

Salisbury Diocesan Board of Education (The) is a private company limited by guarantee incorporated in England and Wales, registered number 00464306 and a charity registered with the Charity Commission in England & Wales registered number 1059195. The registered office is The Diocesan Education Centre, The Avenue, Wilton, Salisbury, Wiltshire, SP2 0FG, which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Trustees' Report.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Ireland (FRS102), the "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) (effective 1 January 2019)" and the Companies Act 2006 .The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking, Saled Limited. The results of the subsidiary are consolidated on a line by line basis.

These financial statements comprising the consolidated statement of financial activities, the consolidated and charity Balance Sheet, consolidated cash flow statement and the related notes 1 to 25 constitute the consolidated financial statements of Salisbury Diocesan Board of Education for the financial year ended 31 March 2022.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006. The income and expenditure account for the year dealt with in the accounts of the Charity was a surplus of £260,359 (2021 - £1,179,620).

1.3 Company status

The Charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

1.4 Going concern

The trustees have reviewed the anticipated performance of the period of at least twelve months from the date of approval of financial statements, which demonstrate that there is no material uncertainty regarding the charity to meet its liabilities as they fall due, and to continue as a going concern. The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board has in place a 5 year strategy, the aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board. On this basis the trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the charity was unable to continue as a going concern.

1 Accounting policies

1.5 Charitable funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. The UST funds are for the capital account to be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) are be used for the provision of advice and resources in connection with the management of or education provided at the schools. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.6 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Trading income represents the total invoice value, excluding VAT, of sales made during the year and derives from the provision of services falling within the company's ordinary activities.

Within the trading subsidiary in line with FRS102 capital grants received for the purchase of a capitalised asset are recognised over the useful life of that asset. The grant is recognised as deferred income and is written back to the profit and loss account in line with the depreciation policy.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

1 Accounting policies

1.7 Expenditure - continued

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the Charity's educational operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment.

A constructive obligation arises when:
the charity has communicated its intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant or
the charity has made a public announcement about a commitment which is specific enough for the recipient to have a reasonable expectation that they will receive a grant or
there is an established pattern of practice which indicates to the recipient that we will honour our commitment.

The trustees has control over the amount and timing of grant payments and consequently where approval has been given by the charitable fund committee, on behalf of the trustee, and any of the above criteria have been met then a liability is recognised. Grants are not usually awarded with conditions attached. However, when they are then those conditions have to be met before the liability is recognised.

Where an intention has not been communicated, then no expenditure is recognised but an appropriate designation is made in the appropriate fund. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised but a contingent liability is disclosed.

1.8 Intangible fixed assets and amortisation

Intangible assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset, less their estimated residual value, over their expected useful lives on the following bases:

Software	16.66% straight line

1.9 Tangible fixed assets and depreciation

All assets costing more than £2,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

1 Accounting policies

1.9 Tangible fixed assets and depreciation - continued

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long term Leasehold property	2% straight line
Long term Leasehold land	125 years straight line over lease term
Fixtures and fittings	25% straight line
Office equipment	16% - 33% straight line
Computer equipment	15% - 33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.10 Fixed asset investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The tax currently payable is based on taxable profit for the year of the subsidiary. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date. The subsidiary has an option to pay all its taxable profits to parent charity within nine months of the reporting date and as such, there is no taxable profits. The gift aid payment to the parent charity will be recognised as a change in equity when the payment is made as the company does not have a legal obligation to pay its profits.

1.12 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

1.13 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.14 Cash and cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies

1.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.16 Trust funds

The Board holds over 35 individual financial 'trusts' which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds arising from the sale proceeds of former Church Schools or Teachers' Houses that are waiting scheming. Each of these funds is held in a separately designated account with CCLA Investment Management Ltd.

1.17 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.18 Liquid resources

For the preparation of the cash flow the only asset treated as a liquid resource is cash at bank and in hand.

1.19 Retirement benefits

The Charity operates defined benefit pension schemes. As the schemes are multi-employers' schemes, their assets and liabilities are not separately identifiable. In this instance they are treated in the financial statements as defined contribution pension schemes.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

1.20 Redundant church schools

When land and buildings are transferred to the Charity upon closure of a church school, the Charity recognises the asset on the balance sheet as a current asset held for sale at its open market value. This market value is updated each year to reflect changes in the circumstances.

1.21 Agency arrangements

Salisbury Diocesan Board of Education acts as an agent in distributing the Devolved Formula Capital (DFC) grant and to voluntary aided schools. Payments received from the EFSA and subsequent disbursements to the contractors/suppliers are excluded from the statement of financial activities as the Board does not have control over the charitable application of the funds.

Interest received on these funds is recognised as soon as it is receivable and it is used towards its the cost of administration of the Diocesan DFC scheme and also towards the governors liabilities on the majority of the DFC funded projects and that is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 18.

2 Critical accounting estimates and judgements

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 continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Critical judgements

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The carrying value of redundant church schools which are in the course of disposal. The Charity uses evidence obtained from professional advisors used in the course of disposing of the properties in order to determine an appropriate carrying value in the financial statements.

As referred to in note 19 judgement and estimation has had to be made in the spilt of restricted funds between income and capital funds that existed prior to 2001.

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment. There is an estimate relating to the total grant payable as can be variable based on construction costs incurred as part of the project which occasionally results in additional funding to be issued to reflect an overspend or withdrawal of funding offers if projects underspent or do not go ahead. The grants payable provision is based on applications made by schools with supporting quotes and tenders detailing the value of the work required.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Total
	2022	2022	2022	2021
	£	£	£	£
Grants	329,364	261,079	590,443	492,067
For the year ended 31 March 2021	336,661	155,406		492,067

4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total	Total
	2022	2022	2022	2021
	£	£	£	£
SCA	-	1,451,581	1,451,581	1,914,796
Governors contributions	-	135,186	135,186	314,714
SALEX capital grants	-	210,500	210,500	29,455
Trust Funded capital grants	-	157,640	157,640	-
IT capital grant	-	55,514	55,514	194,688
	-	2,010,421	2,010,421	2,453,653
For the year ended 31 March 2021	-	2,453,653		2,453,653

5 Activities for generating funds

	Unrestricted funds	Restricted funds	Total	Total
	2022	2022	2022	2021
	£	£	£	£
DFC generated income	-	3,268	3,268	35,496
Educational Support Services	272,705	-	272,705	206,047
	272,705	3,268	275,973	241,543
For the year ended 31 March 2021	206,047	35,496		241,543

6 Investment income

	Unrestricted funds	Restricted funds	Total	Total
	2022	2022	2022	2021
	£	£	£	£
Property investment income	-	892	892	4,473
Listed investment income	-	222,661	222,661	203,676
Interest receivable	-	188	188	1,263
	-	223,741	223,741	209,412
For the year ended 31 March 2021	-	209,412		209,412

7 Other income

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	**2022**	**2022**	2021	2021	2021
	£	**£**	**£**	£	£	£
Other income	5,215	-	5,215	16,314	66,461	82,775

8 Cost of raising funds

	Staff costs	Depreciation	Other costs	Total	Total
	2022	**2022**	**2022**	**2022**	2021
	£	**£**	**£**	**£**	£
Maintenance of let properties	-	-	-	-	55,066
Trading expenses	122,152	13,048	91,501	226,701	228,399
	122,152	13,048	91,501	226,701	283,465
For the year ended 31 March 2021	129,883	10,886	142,696		283,465

9 Charitable activities

	Staff costs	Depreciation	Other costs	Total	Total
	2022	**2022**	**2022**	**2022**	2021
	£	**£**	**£**	**£**	£
Support for the church schools in the diocese	715,700	28,741	147,149	891,590	934,746
Capital grant projects on diocese properties	-	-	2,299,883	2,299,883	2,043,215
Other fundraising costs	-	-	16,080	16,080	13,800
	715,700	28,741	2,463,112	3,207,553	2,991,761
For the year ended 31 March 2021	776,012	29,149	2,186,600		2,991,761

9 Charitable activities (continued)

	Unrestricted funds	Restricted funds	Total	Total
	2022	2022	2022	2021
	£	£	£	£
Staff costs	505,867	209,833	715,700	776,012
Depreciation and impairment	28,741	-	28,741	29,149
SCA capital projects grants	-	1,741,043	1,741,043	1,606,577
Governors capital projects	-	135,186	135,186	212,495
Other capital grant funded projects	-	423,654	423,654	224,143
Insurance premium for church schools	-	5,106	5,106	7,997
Travel costs	5,758	-	5,758	843
Legal fees	37,305	-	37,305	4,468
Professional subscriptions	2,798	-	2,798	1,771
Resources	114	-	114	58
Courses and training	11,288	-	11,288	6,344
Miscellaneous expenditure	2,337	-	2,337	7,430
IT Costs	2,460	-	2,460	24,823
Consultancy costs	53,678	-	53,678	43,468
Devizes old school expenditure	-	-	-	(2,268)
Other expenses	25,293	1,012	26,305	34,646
Bank charges	-	-	-	5
Support costs	16,080	-	16,080	13,800
	691,719	2,515,834	3,207,553	2,991,761
For the year ended 31 March 2021	757,542	2,234,219		2,991,761

The SCA capital project grants have been summarised between schools below. Certain grants were accrued in previous years, some projects were either overprovided or not undertaken leading to negative expenditure.

9 **Charitable activities (continued)**

Analysis of grants made	**SCA Grant Committed during 21/22**	SCA Grant Committed during 20/21
	£	£
Child Okeford	49,503	55,982
Durweston	55,644	60,598
Hampreston	87,746	-
Langton Matravers	6,742	14,412
Lyme Regis St Michaels	-	25,916
Marnhull, St Gregory's	260,645	138,864
Milton-on-Stour	61,733	-
Mosterton, Parrett & Axe	49,500	-
New Forest	11,930	134,221
Portesham	67,645	-
Powerstock	984	-
Kennet Valley	-	11,754
Salway Ash	9,657	-
Shaftesbury, The Abbey	72,900	-
Semley	106	31,500
Evershot Sticklands	21,356	31,639
Stoborough	33,121	35.212
Symondsbury	38,700	-
Thorners' Litton Cherney	(1,618)	19,800
Verwood Trinty First	(2,147)	26,842
Weymouth, St Nicholas & St Laurence	2,771	53,963
Wimborne St Giles	51,338	-
Winterbourne Valley	131,036	-
Western Downland	54,216	43,110
Wool CE VA Primary	-	115,506
Wylye Valley	1,223	50,781
Aldbourne St Michael's	(13,210)	38.054
Alderbury & West Grimstead	9,961	27.558
Bemerton	3,145	-
Broad Chalke	2,478	-
Chilmark & Fonthill Bishop	29,299	69,947
Chilton Foliat	52,321	26,233
Coombe Bissett	102,994	108,435
Cranborne	(8,386)	56,352
Crockerton	36,578	3,183
Derry Hill	20,394	
Downton	114,389	56,727
Hindon	(124)	51,331
Laverstock St Andrews	16,121	16,614
Pitton	-	20,767
Porton St Nicholas	71,949	76,028
Sarum St Martins	(2,847)	21,087
Sarum St Pauls	83,123	184,159
Sticklands	(443)	-
Whiteparish	23,107	-
Winterslow	86,216	-
Tilshead	27,237	-
Other	22,010	-
	1,741,043	1,606,577

10 Support costs - governance

	Unrestricted funds	Restricted funds	Total	Total
	2022	2022	2022	2021
	£	£	£	£
Auditors' remuneration	13,650	-	13,650	10,600
Auditors' non audit costs	3,850	-	3,850	3,200
Trustees expenses reimbursed	-	-	-	-
	17,500	-	17,500	13,800
For the year ended 31 March 2021	13,800	-		13,800

11 Net movement in funds

	2022	2021
	£	£
Net movement in funds is stated after charging/(crediting)		
Amortisation - intangible fixed assets	-	5,512
Depreciation of tangible fixed assets - owned by the charitable group	41,789	34,523
Auditor's remuneration - audit	13,650	10,600
Auditor's remuneration - other services	3,850	3,200

Audit fees for the parent charity were £10,650 (2021 - £8,450) and non-audit fees for the parent charity were £3,000 (2021 - £2,150)

One (2021: 1) trustee received remuneration and other benefits from their employment with the charity. Canon J Tubbs only received remuneration and benefits in respect of services provided as Director of Education, refer to note 12.

The legal authority to remunerate the trustee is contained in the provisions of the governing document of the charity.

During the year expenses of £nil (2021: £Nil) was reimbursed to no trustees (2021: none) in respect of their role as trustee. In addition, during the year expenses of £174 (2021: £304) was reimbursed to The Diocesan Director of Education in respect to her employment. No expenses were reimbursed in respect of her role as trustee.

12 Employees

Staff costs were as follows:	2022	2021
	£	£
Wages and salaries	649,945	686,017
Social security costs	63,330	62,376
Other pension costs	124,576	123,452
	837,851	871,845

Total redundancy/termination payments amount to £nil (2021: £4,833 and related to one voluntary redundancy agreement made in the year).

The average number of persons employed by the Charity during the year was as follows

	2022	2021
	Number	Number
Staff	18	20

Average headcount expressed as a full time equivalent:

	2022	2021
	Number	Number
Staff	15	16

The number of employees whose annual remuneration was £60,000 or more were:

	2022	2021
	Number	Number
In the band £60,001-£70,000	-	-
In the band £70,001-£80,000	2	2
In the band £80,001-£90,000	1	1
In the band £90,001-£100,000	-	-

12 Employees (continued)

Remuneration of key management personnel
Key management personnel are deemed to be those having authority and responsibility delegated to them by the trustees, for planning, directing and controlling the activities of the Charity and the Group. During 2022 they were:

Director of Education	- Canon J Tubbs
Deputy Director of Education	- Mr G Pugh
Assistant Director of Education	- Mrs A Christopher

The key management personnel of the parent charity comprise the trustees, the Director of Education, the Assistant Director of Education and the Deputy Director of Education. The total employee benefits of the key management personnel of the Charity were £239,636 (2021: £286,551).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiary SALED Limited. The key management personnel of SALED Limited is an element of the employee benefits of the Assistant Director of Education and the Deputy Director of Education whose employee benefits total £40,044 (2021: £20,744).

The employee benefits of key management personnel for the group was therefore £279,680 (2021: £307,295).

The Diocesan Director of Education, who was appointed as a trustee of the Charity up to 1 January 2022, received £73,545 (2021: £70,819) in the form of remuneration for her role as Diocesan Director of Education. Furthermore £13,300 (2021: £8,268) was paid by the Charity in respect of employer defined benefit pension contributions. She did not receive remuneration in respect of her role as trustee.

13 Intangible fixed assets (Group and Charity)

	Software
Group	£
Cost or valuation	
At 1 April 2021 and 31 March 2022	24,190
Amortisation	
At 1 April 2021	24,190
At 31 March 2022	24,190
Carrying amount	
At 31 March 2022	-
At 31 March 2021	-

The intangible asset relates to the acquisition of IT software by the group. This is being amortised over the useful life of 6 years. The amortisation is recognised within trading expenditure.

14 Tangible fixed assets (Group and Charity)

Group	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2021	1,698,592	89,731	48,738	1,837,061
Additions	-	36,266	-	36,266
At 31 March 2022	1,698,592	125,997	48,738	1,873,327
Depreciation and impairment				
At 1 April 2021	300,515	86,463	43,838	430,816
Depreciation charged in the year	28,741	11,245	1,803	41,789
At 31 March 2022	329,256	97,708	45,641	472,605
Carrying amount				
At 31 March 2022	1,369,336	28,289	3,097	1,400,722
At 31 March 2021	1,398,077	3,268	4,900	1,406,245

Charity	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2021	1,698,592	21,437	30,004	1,750,033
At 31 March 2022	1,698,592	21,437	30,004	1,750,033
Depreciation and impairment				
At 1 April 2021	300,515	21,437	30,004	351,956
Depreciation charged in the year	28,741	-	-	28,741
At 31 March 2022	329,256	21,437	30,004	380,697
Carrying amount				
At 31 March 2022	1,369,336	-	-	1,369,336
At 31 March 2021	1,398,077	-	-	1,398,077

15 Fixed asset investments (Group and Charity)

	Listed investments
	£
Cost or valuation (Group and Charity)	
At 1 April 2021	6,881,470
Additions	177,433
Valuation changes	629,200
At 31 March 2022	7,688,103
Carrying amount	
At 31 March 2022	7,688,103
At 31 March 2021	6,881,470

	2022	2021
Group & Charity material investments	£	£
CBF Church of England Investment Fund	6,839,968	6,143,925
CBF Church of England Property Fund	848,135	737,545
	7,688,103	6,881,470

Charity only	Listed investments	Investment in subsidiary	Total
	£	£	£
Cost			
At 1 April 2021	6,881,470	1	6,881,471
Additions	177,433	-	177,434
Valuation changes	629,200	-	629,200
At 31 March 2022	7,688,103	1	7,688,104
Historical cost			
At 31 March 2022	5,220,973	-	5,220,973
At 31 March 2021	5,043,539	1	5,043,540

Holdings of more than 20%
The charity holds more than 20% of the share capital of the following companies:

Name of undertaking	Nature of business	Country of incorporation	Class of share held	% held
SALED Limited (Company Number 05369157)	Provision of services to SDBE	England	Ordinary	100

16 Debtors

	Group		Charity	
	2022	2021	2022	2021
Amounts falling due within one year:	£	£	£	£
Governors contributions	69,533	151,806	69,533	151,806
Amount owed by subsidiary undertaking	-	-	625	24,958
Trade debtors	90,149	94,483	60,995	85,456
Other debtors	42,429	91,141	38,378	80,995
Accrued income	88,904	9,354	74,144	1,440
Grants due from the ESFA	47,073	(4,809)	47,073	(4,809)
	338,088	341,975	290,748	339,846

Within governors contributions balance, there are £22,762 (2021: £3,825) due after one year.

17 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
Amounts falling due within one year:	£	£	£	£
Trade creditors	75,386	91,547	69,918	85,872
Amounts owed to group undertakings	-	-	-	9,545
Other taxation and social security	43,506	26,054	-	-
Other creditors and accruals	98,617	192,249	83,964	170,839
Deferred income	156,254	40,519	86,062	-
SCA capital grants	544,735	502,594	544,735	502,594
	918,498	852,963	784,679	768,850

Within deferred income, there are £18,000 (2021: £Nil) due after one year.

Deferred income and grants included within creditors above are detailed below

At the balance sheet date, the charity was holding funds received in advance for the following:

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
PSA membership	43,192	40,519	-	-
DARE Grant	86,062	-	86,062	-
Others	27,000	-	-	-
	156,254	40,519	86,062	-

17 Creditors: amounts falling due within one year (contined)

Movement in SCA capital grants during the year

	Group Charitable commitments accrued 2022	2021	Charity Charitable commitments accrued 2022	2021
	£	£	£	£
Opening balance	502,594	-	502,594	-
New grant commitments charged	1,852,026	1,770,085	1,852,026	1,770,085
Grants paid during the year	(1,626,631)	(1,267,491)	(1,626,631)	(1,267,491)
Underspent project during 2021/22	(183,254)		(183,254)	
Amount of grant commitments recognised	544,735	502,594	544,735	502,594

18 Funds held as intermediary agent

In April 2006, the Department for Schools, Children and Families (DCSF), now called the Education and Skills Funding Agency (ESFA) changed its procedures for the administration of Devolved Formula Capital (DFC) grants (DFC grants provide the Diocese's church schools with direct funding to invest in buildings and equipment).

Consequently, where the individual schools have decided to appoint the charity as their agent, the charity received their DFC grants direct from the DfE and defrays qualified expenditure according to their instructions. At 31 March 2022 the charity held £649,804 (2021 - £531,583) in designated bank accounts separate from those of the charity. The money is only transferred into the charity's bank accounts when the expenditure has been authorised by the schools governors and payment to the contractor/supplier made. As at the year end SDBE was due £47,073 from DFC (as shown in note 16). Interest received of £3,268 (2021 - £35,497) on these funds is recognised by the charity as soon as it is receivable since the governors of the schools involved donate the interest towards the cost of administration of the Diocesan DFC scheme.

	£
Opening balance brought forward	531,583
Income received in year	275,276
Expenditure incurred in year	(190,669)
Transfer of funds to clear governor contribution balance	(13,459)
	602,731

19 Statement of funds

	Balance at 1 April 2021	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2022
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	161,269	340,204	(691,719)	300,000	-	109,754
SALED Limited	23,267	267,080	(226,701)	-	-	63,646
	184,536	607,284	(918,420)	300,000	-	173,400
Restricted funds						
UST Capital account	7,411,361	-	-	-	629,200	8,040,561
UST Income account	886,033	227,008	(6,119)	(300,000)	-	806,922
SCA Capital Funds	410,438	1,451,582	(1,741,042)	-	-	120,978
Governors contribution	-	135,186	(135,186)	-	-	-
Other Capital Funds	-	423,654	(423,654)	-	-	-
Other restricted grants	-	261,079	(209,833)	-	-	51,246
	8,707,832	2,498,509	(2,515,834)	(300,000)	629,200	9,019,707
Total of funds	8,892,368	3,105,793	(3,434,254)	-	629,200	9,193,107

Under the terms of the Education Act 1993, the UST funds may for the capital account be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools. During both 2020/21 and 2019/20 the Trustees agreed to a transfer of £600,000 from the UST Income Account to the general fund to support the provision of advice and resources to church schools in the Diocese.

In 2017 the SDBE undertook a review of its restricted funds and has split these as appropriate into two restricted funds: one for income and one for capital. Of the restricted funds of £6,865k at the 31 March 2016 these have been split into £5,335k for capital restricted fund and £1,530k for income restricted fund. A prudent approach has been taken to date in the calculation of the split noted earlier in that anything in restricted reserves prior to 2001 has been assumed to be capital.

Since the year end, following discussions with the charity commission, the trustees have concluded that a more appropriate split of pre 2001 reserves should be 65% capital and 35% income. The changes will be reflected in the 22/23 accounts when the decision was made. Details of the review and outcome from the charity commission's guidance is on page 7 of the trustees' report.

19 Statement of funds (continued)

	Balance at 1 April 2020	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	(24,400)	343,211	(757,542)	600,000	-	161,269
SALED Limited	35,855	215,811	(228,399)	-	-	23,267
	11,455	559,022	(985,941)	600,000	-	184,536
Restricted funds						
UST Capital account	6,501,353	-	(52,798)	-	962,806	7,411,361
UST Income account	1,212,530	285,973	(12,470)	(600,000)	-	886,033
SCA Capital Funds	-	2,229,510	(1,819,072)	-	-	410,438
Other Capital Funds	-	224,143	(224,143)	-	-	-
Other restricted grants	-	180,802	(180,802)	-	-	-
	7,713,883	2,920,428	(2,289,285)	(600,000)	962,806	8,707,832
Total of funds	7,725,338	3,479,450	(3,275,226)	-	962,806	8,892,368

20 Analysis of net assets between funds

	Unrestricted funds 2022	Restricted funds 2022	Total 2022	Unrestricted funds 2021	Restricted funds 2021	Total 2021
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Intangible fixed	-	-	-	-	-	-
Tangible assets	1,400,722	-	1,400,722	1,406,245	-	1,406,245
Investments	-	7,688,104	7,688,104	-	6,881,470	6,881,470
Current assets	(939,621)	1,962,400	1,022,779	(981,736)	2,439,352	1,457,616
Current liabilities	(287,701)	(630,797)	(918,498)	(239,973)	(612,990)	(852,963)
	173,400	9,019,707	9,193,107	184,536	8,707,832	8,892,368

21	**Cash generated from operations**	**2022** £	**2021** £
	Surplus for the year	300,739	1,167,030
	Adjustments for:		
	Investment income recognised in statement of financial activities	(223,741)	(209,412)
	Fair value gains and losses on investments	(629,200)	(962,806)
	Depreciation and impairment of tangible fixed assets	41,789	40,035
	Movements in working capital:		
	Decrease/(increase) in debtors	3,886	371,534
	Increase in creditors	65,535	434,999
	Cash absorbed by operations	(440,992)	841,380

22 Financial commitments, guarantees and contingent liabilities/assets

The subject of Contingent Liabilities have been reviewed and, on the basis that contracts for building works are between school governors and contractors, it is concluded that there is no actual capital commitments that should be recognised. The committed grants from the SCA funds have been recognised as a liability as deemed to meet the criteria of constructive obligations and a reconciliation of this provision can be seen on note 17.

Since the year end, it was identified from further investigations that trust funds were available to be transferred to the charity amounting to £296,200, this is split between restricted capital income of £163,931 and restricted income of £132,269. This will be introduced into the accounts during the year ended 31 March 2023.

23 Pension commitments

The group has employees who are members of the Teachers' Pension Scheme (TPS) and the Church Workers Pension Scheme (CWPS). The contributions made in the year were £18,270 (2021 - £24,294) to the Teachers' Pension Scheme and £106,293 (2021 - £99,158) to the Church Workers Pension Scheme.

There were £2,275 (TPS) and £10,845 (CWPS) contributions outstanding at the year end (2021: £1,498 (TPS) and £9,096 (CWPS)) and these are included within other creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act 1972 and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 5 March 2019. The key results of the valuation are:

New employer contribution rates are 23.68% (from 16.48%) of pensionable pay (including administration fees of 0.08%);
The rise in contribution rates was delayed from 1 April to September 2019;
Total scheme liabilities for service to the effective date of £218.1 billion, and notional assets of £196.1 billion, giving a notional past service deficit of £22 billion; an employer cost cap of 10.9% of pensionable pay.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

The next valuation is due to be implemented from 1 April 2023.

23 Pension commitments (continued)

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1157th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £18,270 (2021: £24,294)

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2016.

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Group is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the Group has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The Group has set out above the information available on the plan and the implications for the Group in terms of the anticipated contribution rates.

Church Workers Pension Fund (CWPF)

The Board participated in the Pension Builder Scheme section of CWPF for lay staff. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

The Board closed its DBS Scheme to new members in 2008 and there are currently no staff members in the scheme, all staff members are members of the Pension Builder Scheme.

23 Pension commitments (continued)

Pension Builder Scheme

For eligible salaried employees, the Board participates in the Church of England Pension Builder Scheme (PBS). The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Pension Builder Scheme of the Church Workers Pension Fund is made up of two sections, Pension Builder Classic and Pension Builder 2014, both of which are classed as defined benefit schemes.

Pension Builder Classic provides a pension for members for payment from retirement, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Bonuses may also be declared, depending upon the investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum that members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' Normal Pension Age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102 as it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers. This means that contributions are accounted for as if the scheme were a defined contribution scheme. The pension costs charged to the SOFA in the year are contributions payable.

A valuation of the Pension Builder scheme is carried out once every three years. The most recent scheme valuation completed was carried out as at 31 December 2016.

For the Pension Builder Classic section, the valuation revealed a deficit of £14.2m on the ongoing assumptions used. At the most annual review the board choose not to grant a discretionary bonus which will have acted to improve the funding position. There is no requirement for deficit payments at the current time.

Pension Builder 2014 section valuation revealed £1.8m surplus on the ongoing assumptions. There are no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, SDBE could become responsible for paying a share of that employer's pension liabilities.

24 Related party transactions

The trustees consider that the Salisbury Diocesan Board of Finance (SDBF) to be a connected charity as the work of education in the Diocese is carried out by the Salisbury Diocesan Board of Education (SDBE).

SDBE and its charity subsidiary were charged by SDBF £Nil (2021: £27,325) in respect of a range of other services including communication and IT, and £145,212 (2021: £131.872) in respect of building services provided. At the year end £3,730 (2021: £20,190) was due to SDBF.

SDBF has granted aid to SDBE for its educational work in the Diocese. During the year £329,364 (2021: £331,361) was paid to the SDBE in respect of grants. At the year end £Nil (2021: £Nil) was due to SDBE.

In 2022, £52,907 (2021: £53,742) was received from The Reverend Doctor S F and Mrs Jackson Mappowder Trust, which has common trusteeship with two SDBE trustees: Canon J Tubbs and Mr N Harrison.

During the year, £21,430 (2021: £19,601) was received from Diocese of Salisbury Academies Trust (DSAT) for office accommodation and recharge of staff time and expenses. They also paid £13,500 (2021: £10,350) for PSA subscriptions and training. Canon J Tubbs and Mr G Pugh, are trustees of DSAT. Mr T P Balmforth is also was a trustee of both charities until his resignation on 31 July 2021. At the year end £1,320 (2021: £502) was due to Saled (2021: due to SDBE).

During the year £9,025 (2021: £7,475) was received for PSA subscriptions and training from Sherbourne Area Schools Trust. Mr N Rees is a common trustee of both entities. At the year end there were no balances receivable.

During the year, the charity received a project administration fee from its subsidiary, SALED Limited of £42,476 (2021: £28,615). At the year end, a debtor of £625 (2021: £24,958 and a £9,545 creditor) was due from SALED Limited.

25 Trust funds

The SDBE acts as trustee for over 35 individual financial trusts, which have not been included in the accounts. These comprise of School Governors' Funds, Educational Trusts and funds arising from sale proceeds for former Church Schools or Teachers' Houses. Each of these funds are held in separate designated accounts with CCLA Investment Management Ltd. As at 31 March 2022, the value of these funds are £5,775,536 (2021: £5,912,617). The SDBE also hold cash on behalf of these trusts in designated bank accounts separate to those of the SDBE and not recognised in these accounts which totalled £208,290 (2021: £77,968).

The SDBE also acts as custodian for various school trust funds. Each of these funds is held in a separate designated accounts with CCLA Investment Management Ltd. As at 31 March 2022 the value of these funds was £973,100 (2021: £656,208). The SDBE also hold cash as custodian for these trusts in designated bank accounts separate to those of the SDBE and which are not recognised in these accounts which totalled £1,842 (2021: £5,978).

THE SALISBURY DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1059195

Accounts

Charity Registration No. 1059195

Company Registration No. 00464306 (England and Wales)

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2021

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SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY
YEAR ENDED 31 MARCH 2021

Trustees and members	The Venerable A C MacRow-Wood - Chair Mr M Antram Mrs A L Aze Mr T P Balmforth - resigned 31/7/21 Mr N Harrison Mr D C Pain - resigned 28/1/21 Mrs M Pearson - resigned 31/7/21 Mr N Rees - Vice Chair Reverend J Triffitt Mrs J Tubbs Mrs C Tunnicliffe
Secretary	Mr G Pugh
Diocesan Director of Education	Mrs J Tubbs
Charity number	1059195
Company number	00464306
Registered office	The Diocesan Education Centre The Avenue Wilton Salisbury Wiltshire SP2 0FG
Auditor	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury Wiltshire SP1 2TJ
Bankers	Lloyds Bank PLC 38 Blue Boar row Salisbury Wiltshire SP1 1DB
Solicitors	Parker Bullen LLP 45 Castle Street Salisbury Wiltshire SP1 3SS
Investment Manager	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Salisbury Diocesan Board of Education (the Charity and the Group) for the year ended 31 March 2021. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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) (effective 1 January 2019)".

Since the Charity and the Group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

Strategic Objectives

Objectives and activities

The Board's principal objects are to act as an advocate for children and young people, supporting head teachers, principals, governors and clergy to proclaim the Gospel through their actions, words, quality of the community life they build and the concern for individuals they model.

The Board's vision is of:

God working through us to inspire transformational leadership, in schools and parishes which in turn transforms the lives of children and young people.

To achieve these objects the Board works in partnership with the Salisbury Diocesan Board of Finance (SDBF) in the delivery of services and resources to church schools and parishes within the Diocese. The principle public benefit of this work relates to the provision of high quality education based upon the principles of the Church of England, and the strengthening of local communities around the encouragement and support they provide for children and young people. The Salisbury Diocesan Board of Education (SDBE) aims to empower, enable and encourage:

- The transformational leadership of church schools and academies
- Parish leaders in their ministry of service to children, young people and their families in their churches and local communities
- Transformational SDBE governance and leadership
- The delivery of transparent, reliable, financial and resource planning
- Outstanding local, regional and national diocesan partnerships and collaborations

The Board also acts as trustee of the Uniform Statutory Trusts (USTs), which form its restricted fund for the improvement of the fabric of church school buildings and educational purposes. The Board is also the trustee of a number of educational Trusts as well as acting as custodian trustee.

Under the terms of the Education Act 1993, the UST funds may be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese (restricted capital account) or educational purposes (restricted income account). The income derived from the restricted capital account fund may also be used for the provision of advice and resources in connection with the management of education provided at the schools.

Achievements and performance

Review of activities

The Diocese by population is the 28th largest of the 41 dioceses yet for the number of children in church schools it is 7th (43,000 children) and in terms of numbers of church schools it is 5th (194 schools). This puts us in a great starting position for achieving our vision of a thriving Christian presence serving God in every community. The SDBE lead on the engagement with church schools and young people in the diocese and the Diocese unreservedly supports the work of the SDBE through an annual grant, £331k in 2020/21.

There are 194 Church Schools in the Diocese of Salisbury serving 43,000 children; 11 are secondary, 6 are middle and the remaining schools are predominantly primary schools. In total, as at the 1st August 2021, 104 schools are academies either within a multi-academy trust (of which there are 21) or as single academies (of which there are 7).Twenty two of the academies are within the Diocese of Salisbury Academy Trust (DSAT). The 194 church schools are a vital part of our diocesan hope for a thriving Christian presence, serving God in every community.

We are now a team of 18 staff, a full time equivalent of 16, with the strongest sense of belonging together, working to a common purpose. We are all leaders, whatever our role within the organisation. As a team we are learning how to seek God's will for His work amongst us; we pray, worship and reflect together regularly, asking God to guide us in our mission and ministry. We thank Him for helping us grow in Him as we seek to serve children and young people and the schools and parishes to which they belong.

There is a momentum to our work that reflects the organisation being a body of many, working together as one. Increasingly the partnerships between SDBE staff and our key partners within schools and parishes, Salisbury Diocesan Board of Finance (SDBF), wider diocesan clergy and laity, Church of England Education Office (CEEO), Local Authorities and Department for Education (DfE), ensure that together we achieve a great deal more than we would by working alone. In September 2018 we set out our vision and mission in the Strategic Plan 2018/23 which sets out action plans for the 5 years from 2018/19 to 2022/23. This strategic plan is the result of consultation with over 100 partners in schools and parishes and sets out what we will do to fulfil our vision of 'Living Out God's Transforming Presence'.

We are involved in education to empower, enable and encourage the greatest achievement for every child and young person through the provision of transformational education at the heart of each Christian community and the 2020/21 annual plan has brought us a step closer to fulfilling that purpose. On a termly basis each team, administration and advisory colleagues, working together, have evaluated the progress made against the success criteria contained within the 2020/21 annual plan. The following narrative is an evaluative summary of the progress made in the 2020/21 financial year (the third year of the strategic plan) towards the aims of the strategic plan and highlights a few elements of our work which shine a light on the breadth and depth of our ministry. The team's work is diverse and known for its depth and impact over its three strategic aims and there is much to celebrate this year.

Coronavirus made 2020/21 a uniquely challenging year especially for church schools, children and young people and the SDBE from the start made the strongest commitment to unwavering service to schools and parishes. It is humbling to write of the excellent work of our school and parish leaders throughout this year and of the way the SDBE team has worked with them to support them and progress its core vision in this difficult year.

Innovative practice supported by new IT platforms has enabled the SDBE to lead and contribute to a range of activities vital to schools and multi academy trusts. In April 2020 school leaders noted the SDBE as the 'steady voice beside them' – and their trust and confidence in its work has continued to be expressed across the year. We highlight especially the way the SDBE has supported the virtual appointment of headteachers; developed an on-line CPD programme; has developed materials for schools for worship and crucially for bereavement; maximised the innovative role of school based Hub Lead Practitioners for RE and collective worship. The SDBE also proactively launched the online foundation governance appointment process (a national first), ensuring the appointment of governors to ensure its core vision and service for schools and parishes was fulfilled. Direct support to individual schools through its partnership service agreement continued through on-line meetings, and when it has been possible, through actual visits.

The SDBE knew how important it would be to hold key strategic roles across the year, working with a range of partners. This has seen us further build our relationship with the National Education Office of the Church of England, taking a leading role in the innovative 'Teach Rural' project; supporting the re-definition of the national programme 'Growing Faith' - the drawing together of church and school partnership and a focus on the spiritual development of young people within the home and school. The SDBE have continued to lead with confidence on the development of the multi-academy trust (MAT) system, exercising careful judgement to further enable the growth in system capacity through MAT mergers and school conversions to academies within MATs. Over 53% of our Church schools are now academies. The DBE have been consistent in working strategically with the statutory bodies holding responsibility for school improvement – whether LA or MATs and we have worked tirelessly to support and when appropriate challenge the Regional Schools Commission (RSC) and DfE to secure decision making for the common good, around individual schools and in two instances, MATs, causing concern.

Close partnership with the SDBF has continued to develop and is particularly seen in the on-going development of community hubs and the engagement of the SDBE in shaping the Mission and Pastoral Plan. Small steps but a beginning that is setting strong foundations for a re-imagined future with children and young people at the heart of diocesan decision making.

The SDBE support the Diocesan MAT, Diocese of Salisbury Academy Trust (DSAT), through Trusteeship and the Members' group. We are proud of DSAT's growth to 22 schools and of the leadership of the CEO and Trust Board. The influence of the Trust continues to grow across our diocese but also the south west; crucially throughout the year we have seen the depth of the Trust's practical support of church schools and the development of the Trust's spiritual leadership. The performance of DSAT as a separately registered charity, is covered more fully in its own annual accounts which can be accessed via the Diocesan website.

We step into the new financial year with confidence, having laid the foundations of our work in this year in key areas, including our strategy for small schools; the development by staff and Trustees of our vision wheel, connecting our actions with our theology and deeply held Christian values; a re-imagining of our self-evaluation processes and performance management and Net Zero Carbon 2030. Crucially important has been our work on the long-term development of the SDBE through Trustees' deep engagement in 'Holding the Present, Shaping the Future' – our mission to be a strong spiritual leader of an organisation that is financially secure and sustainable. We are thankful to God for each other and our spiritual and professional growth as a staff team this year. We give thanks to God for the 43,000 children within church schools in our diocese and the gift He has given to us of serving and advocating for them.

Investment policy

Under the Memorandum of Association the Charity has the power to invest monies possessed by the Board, or held by it on Trust, in any legal investments or securities according to UK legislation. The trustees, having regard to the liquidity requirements of the VA schools capital schemes cash flows, have operated a policy of keeping available funds in interest bearing deposit accounts and investments.

The Board's investment management strategy for UST funds, placed with CCLA, is to achieve a targeted net return of RPI plus 3% p.a., between capital growth of invested funds and dividend and other income, with distributed income being set at a requirement of £194k in 2020/21. For the year ended 31 March 2021 net distributed investment income received was £204k (2020 £189k). The increase between the two years primarily reflecting the in year increase in the number of shares held. The average distributed rate achieved was 3.1% (2020 3.4%) against the average RPI for the year of 1.5%.There has also been a significant capital increase in year and the net gain on investments was £963k (2020: loss on investments of £96k). This reflecting the worldwide stock market recovery following the crash in the spring of 2020. The overall net return in 2021 was 21.2% (2020 1.7%) which was higher than the targeted net return of 4.5% (RPI being 1.5% in 2021) due to the significant unrealised gain of £963k which accounted for 18.1%.

Financial review

The SDBE consolidated accounts for 2020/21 now include both the income and expenditure of ESFA School Condition Allocation (SCA) capital funding schemes at VA schools which are project administered only by the SDBE. This relates to a change in government policy in how this funding is allocated and administered. As this only changed on the 1/4/20 this funding is only included in 2020/21 and not 2019/20 and is the main difference between the two years figures. The consolidated accounts as in prior years include Saled Ltd (100% owned subsidiary of the SDBE).

Income

Overall income is up by £1,778k from £1,701k in 2020 to £3,479k in 2021. This is primarily due to the inclusion of £2,453k of SCA, governors contributions and other ESFA capital grant income in 2020/21 (none in 2019/20) partly offset by one off income in 2019/20 of £661k related to the sale of two old school sites (Southbroom and Lulworth) and a related trust fund transfer. Coronavirus did have an effect on income especially in Saled Ltd as there was no conference income in the year and training income was down however this was offset by proactive action including securing income from the Coronavirus Job Retention Scheme in year.

Expenditure

This has increased by £1,865k from £1,410k in 2020 to £3,275k in 2021. This primarily relates to the costs of SCA expenditure of £1,819k included in 2020/21 compared to none in 2019/20.

Underlying operating deficit

The Board has recognised that the SDBE has a financial gap between its normal income and expenditure levels. It has taken the formal decision to fund this gap by utilising income from the sale of old schools. In 2021 the underlying operating deficit was £206k compared to £267k in 2020 and it is planned to continue at a similar underlying operating deficit over the next few years. The underlying operating deficit is reconciled to the net movement in funds below. The budgeted underlying operating deficit for 2021/22 is £198k.

The SDBE has increased its reserves in 2020/21 by £1,167k (2019/20 by £196k). This is due to an underlying operating deficit of £206k being more than offset by a significant investment gain of £963k and a new SCA restricted capital reserve of £410k. The new SCA restricted capital reserve relates to SCA funding for 2020/21 which was not committed in year and has been carried over to be used in 2021/22. In 2019/20 the increase in reserves of £196k was due to the underlying operating deficit of £267k and the revaluation loss on investments of £96k being offset by net income of £559k from old school disposals and trust fund transfers in year.

In 2017 the SDBE undertook a review of its restricted funds and has split these as appropriate into two restricted funds one for income and one for capital. Of the restricted funds of £6,865k at the 31 March 2016 these were split into £5,335k for capital restricted fund and £1,530k for income restricted fund. There is further work to do on this split as there are no records on the makeup of the restricted reserves prior to 2001. A prudent approach has been taken to date in the calculation of the split noted earlier in that anything in restricted reserves prior to 2001 has been assumed to be capital and all revaluation gain since 2001 has also been treated as capital. This is not however the case and there is ongoing work, after taking appropriate professional advice, to split the restricted reserve prior to 2001 of £3,713k into both capital and income and then adjust as appropriate the net revaluation on investments gain of £2,414k from 2001 to 2021. The outcome of this will be reflected as appropriate in the 2021/22 accounts.

In 2020/21 for the first time the charity has received funding from the ESFA direct in relation to School Condition Allocation (capital funding) for VA schools. Therefore as the SDBE now has control over these funds, as they approve capital bids from various VA schools in the diocese, this needs to be reflected in the accounts. The effect of the adjustment is to add in the income and associated expenditure relating to those grants and show any grant expenditure not incurred yet but contractually obliged within accrued grants payable as seen in note 18.

The total reserves at the 31/3/21 are £8,892k split into restricted capital £7,411k, restricted SCA capital £410k (new in 2020/21) restricted income £886k and unrestricted £185k, an increase of £1,167k on total reserves at the 31/3/20 of £7,725k. In 2020/21, the Board approved a £600k transfer, to support the provision of advice and resources to church schools in the Diocese, from the restricted income reserves to unrestricted reserves.

The above shows that there are sufficient funds in the income restricted fund and unrestricted reserve to continue to fund the gap noted above and therefore there are no issues with going concern.

Going concern

The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board has in place a 5 year strategy, the aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board.

As the SDBE receives no direct funding from the government it has to ensure its long term financial viability and therefore needs to make the best use of its resources to support education in the Diocese. The Board has agreed to support the objectives of the SDBE over the 5 years by using funding from the disposal proceeds of old school buildings and appropriate trust fund transfers.

The total reserves as at the 31 March 2021 are £8.9m of which £8.7m are restricted reserves. The restricted reserves are split into income restricted reserves of £0.8m, which can be used to support education in the Diocese, capital restricted reserves of £7.5m, which can be used for capital purposes in the Diocese and SCA capital restricted reserves of £0.4m. There is an unrestricted reserve of £0.2m.

After making appropriate enquiries, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

Unrestricted reserves

Having considered financial risk, liquidity requirement and the timing of cash flows throughout the year, the Board's policy is to hold a balance of readily realisable assets in the general fund equivalent to 3 months budgeted unrestricted expenditure for the year. At 31 March 2021 the amount required under this policy totalled £310k (2020: £332k). Actual unrestricted reserves as at 31 March 2021 totalled £185k (2020: £11k). A transfer of £600k from income restricted reserve to the unrestricted reserve was made in 2020/21.

Restricted reserves

The Board recognises the importance of increasing the UST funds to enable it to continue to work. The trustees consider that the value of restricted reserves under a managed investment agreement should not fall below £2 million. The total of funds held by CCLA at the year end totalled £6,881k a 27% increase on the prior year balance of £5,396k. This was due to a significant in year positive revaluation adjustment of £963k and in year purchases of shares of £522k.

SALED Ltd

SALED Limited is the wholly owned trading subsidiary of the Salisbury Diocesan Board of Education and has the same accounting year end as SDBE. For the year to 31st March 2021 the company had a turnover of £199,547 (2020: £337,775). It had a net deficit of £12,588 (2020: net surplus of £25,936) and accumulated reserves of £23,266 (2020: £35,854).

Plans for future periods

The year has again seen us continue our strong focus on ensuring that actions to meet agreed priorities are well timed and staged. We are taking forward our very clear vision for the SDBE of the future through the current five year strategy covering 2018 to 2023 which has been produced in partnership with school and parish leaders. The key challenges ahead are:

1. exploring further with schools, parishes and the Diocese what it means and what it should look like for church schools to lie at the heart of the mission of the Church
2. supporting and facilitating the development of Community Hubs
3. working with partners to secure the strongest school improvement so that all church schools are great schools
4. supporting a culture of academy trusts, church led and non-church led, enabling rich partnerships, sponsorship and the long term viability of schools
5. placing chaplaincy and the development of spiritual leadership at the heart of our work
6. implementing our small school strategy to tackle the issue of viability
7. continuing to improve Foundation governance and exploring the concept of Foundation governance as ministry
8. supporting the training, recruitment and retention of inspiring school leaders and teachers
9. making known the difference made by faith, belief and spiritual development, for mental health and well- being, for children and for adults
10. supporting the national Church of England initiative Net Zero Carbon 2030
11. implementing the current five year strategy for the SDBE and our vision of 'Living out God's transforming presence'
12. developing the SDBE Holding the Present Creating the Future strategy and underlying financial model including resolving the long term financial viability of the SDBE
13. to be a voice of influence locally, regionally and nationally, within the landscape of education and the church.

The landscape of education continues to change and evolve with the clear direction announced by the Secretary of State for Education in April 2021 that all schools should be part of a strong Multi Academy Trust family. This, combined with the effects of Coronavirus, financial pressures, fall in birth rates and changes in organisations we work with have brought new challenges and we are aware of the need to explore the opportunities for innovation and improvement that are emerging. We are learning that this is not to say we must try to do more of the same, but rather we must challenge entrenched old ideas of how our service is run, what it provides, and the impact that it should have, and find new ways to fulfil our role.

The Education Office of the Church of England in 2017 in its vision for education, published its commitment as an influencer for the 'common good'. The SDBE strategic plan emphasises our role in building 'confident, effective, church schools and academies that are deeply Christian, belonging at the heart of the church and community and serving society's common good.

The SDBE has worked intentionally in the last decade to influence the shape of the emerging education landscape; a landscape in which 'School Trusts are a new civic structure, created with the sole purpose of advancing education for public benefit' (Building Bridges: Confederation of Schools Trust (CST) 2021). We have worked to ensure the development of an Academy Trust landscape committed to civic partnership with the SDBE and to the deeply Christian vision and character of Church schools. The SDBE acts as a system leader; we have purposefully acted on, rather than just in the system: system leadership which 'goes beyond collaboration and engages deliberately in system design and system building' (Building Bridges: CST 2021).

SDBE work – as architects and as builders - is now focused on the capacity and capability of each Trust to further their strategic and operational role in upholding the protection and progression of the deeply Christian character of each of its church schools and their place within the heart of the community. From the foundations laid, we are considering intentionally moving core SDBE responsibilities to Trusts, holding them to account for the outworking of those responsibilities across this next decade. The intention would be to enable key aspects of the SDBEs current role in supporting the flourishing of church schools, to be held in trust within Trusts.

The SDBE senior leadership team is convinced that furthering the role of MATs as custodians of church schools' Anglican foundation is crucial to the long-term flourishing of the church schools. The time is right for the SDBE to lead the re-imagining of its own role in-light-of the changed and changing leadership of the education landscape. The SDBE has a need to move to a balanced budget by April 2028 and whilst a force for change in SDBE practice it is not the overriding factor; the year ahead will especially see SDBE work focus on setting the foundations for this deep organisational change. This change will be reflected in the SDBE Holding the Present Creating the Future strategy.

We believe that it is God's love that transforms a person's life and that our relationships with those we serve can give witness to that love. The year ahead will continue to focus especially on further building those relationships in ways that are innovative, challenging and supportive - using the relationship to help school and parish leaders identify for themselves new thinking about their own roles and the communities they serve.

Structure, governance and management

Constitution

The Charity and the Group is constituted under a Memorandum of Association dated 4 February 1949 and is a registered charity number 1059195.The guarantors are the Members of the Board and the limit of their liability in the event of winding up is £1 each.

The Board is the sole trustee of the Uniform Statutory Trusts (also known as the USTs or Section Funds), which are now governed by section 287 of the Education Act 1993. The funds held in trust are derived from ancient educational endowments and the proceeds of property sales authorised by the Department of Education under section 86(1) of the Education Act 1944 and section 2 of the Education Act 1973.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

The Venerable A C MacRow-Wood - Chair
Mr M Antram
Mrs A L Aze
Mr T P Balmforth - resigned 31/7/21
Mr N Harrison
Mr D C Pain - resigned 28/1/21
Mrs M Pearson - resigned 31/7/21
Mr N Rees - Vice Chair
Reverend J Triffitt
Mrs J Tubbs
Mrs C Tunnicliffe

Method of appointment or election of trustees

As set out in the revised Articles of Association, the makeup of the Board's membership comprised of a maximum of thirteen members and up to 2 co-opted members. The members are elected triennially, in the same year as the Diocesan Synod is elected and this was last done in November 2018. The process of election has started and action is being taken to increase the membership numbers, following a small number of recent resignations, in November 2021.

Policies adopted for the induction and training of trustees

New trustees undergo a period of orientation and induction with the Chairman of trustees, Diocesan Director of Education and Deputy Director of Education to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committees and decision making processes, the business plan and recent financial performance of the Charity. They also met key employees and other trustees. Trustees are encouraged to undertake development activity that will facilitate the execution of their role.

The terms of reference of the sub committees of the Board have been reviewed in 2020/21 and matched to the needs of the Strategic Plan in order that committees are still fit for purpose.

Organisational structure and decision making

The Board of Education administer the Charity. The trustees meet usually six times a year (minimum of four times annually is stipulated in the Articles of Association) and three members personally present is the quorum necessary for the transaction of business. There are sub committees covering Leadership, Children and Young People, Resources and Remuneration.

A Diocesan Director of Education is appointed by the trustees to manage the day to day operations of the Charity. To facilitate effective operations, the Diocesan Director of Education has delegated authority, within terms of delegation approved by trustees, for operational matters including finance, employment and other activities pursuant to the objectives of Salisbury Diocesan Board of Education.

Pay policy for senior staff

Emoluments of higher paid employees are determined by a Remuneration Committee consisting of the Chair, Chair of Resources Committee and 2 other Trustees. The terms of reference of the Remuneration Committee is established by the Trust Board and include: regular appraisals, remuneration and salary benchmarking and consequent recommendation of changes.

Related party relationships

The Charity's wholly owned subsidiary, SALED Ltd, was established in 2005 primarily to undertake services as required by the Trustees in the course of the Board's normal activities in connection with the administration of the maintenance and development of schools within the Diocese and also to undertake activities that fall outside the objectives of the Board of Education. All profits of SALED Ltd available for distribution as dividend are to be applied towards the promotion of its charitable objects, i.e. for the benefit of Salisbury Diocesan Board of Education.

Although not a related party but a connected charity, the Salisbury Board of Finance makes a grant to the Board of Education in respect of the costs incurred by the Board of Education in supporting the Board's work in providing advice, guidance and resources at church schools within the Diocese and for work with children and young people in the Diocese.

Risk management

The trustees have a risk management strategy which comprises:

- a regular review of the risks the charity may face
- establishment or review of systems and procedures to mitigate risks
- the implementation of procedures designed to minimise any identified potential impact on the Charity should those risks materialise.

The corporate risk register is reviewed at each Resource Committee meeting and by the Board annually.

Principal risks and uncertainties

The trustees are responsible for the identification, mitigation and management of risk. To achieve this, a register of all risks identified is maintained and, alongside it, a management and mitigation strategy. This is subject to review by the trustees on an annual basis with the responsibility of risk management being delegated to the Resources Committee, where it is a standing item on each meeting agenda.

The risk register identifies 9 areas where the risk of either failure to act or the impact of the events is considered 'high'. These areas and the associated mitigation strategies are:

- Coronavirus escalates and effects short, medium and long term strategic aims of the SDBE including financial
  - Business interruption plan in place, IT kit in place for home and office working and IT systems improved
  - Financial planning undertaken on a variety of scenarios
  - Regular meetings held to review operational and financial risk of situation
  - Ongoing review undertaken of what courses/PSA can be provided virtually and alternative delivery methods
  - Regular contact maintained by staff with schools, parishes and other stakeholders by a variety of virtual and communication means
  - Board, Committee, staff and weekly staff meetings undertaken using zoom or teams

- Change is unheralded, unstructured or at faster speed and SDBE unable to respond appropriately or cope
  - 5 year strategic plan and appropriate staff structure in place linked to financial and budget plans
  - Annual strategic plan review and update
  - Liaison with representatives of Government, National Society, Local Authorities, Schools and Academies
  - Membership of and staff involvement with various organisations in the sector
  - Strong governance structure including Trust Board and associated Committees

- Sustainability of Uniform Statutory Trusts (UST's) and financial viability
  - Monitoring of UST's and financial position
  - Annual strategic plan review and update
  - Budget setting and financial reporting systems and processes
  - Resources Committee
  - Plan for in year financial operating balance by 2027

- Reputational risk if church maintained schools and academies fail, including DSAT and same risk if Multi Academy Trusts including church schools fail and risk of losing church school status.
  - Monitoring and evaluation processes to hold each academy to account
  - Schools causing concern strategy
  - Brokerage of effective school improvement solutions
  - Foundation governors in each academy at both Board and Academy level

- New DBE Measure puts at risk SDBE incorporated status and therefore future planned strategy
  - Identification of key issues and briefing on changes undertaken
  - Implementation and approval timetable in place and monitored
  - Support and decision to remain incorporated achieved
  - Professional advice taken

- Staff recruitment/retention difficulties and loss of experienced staff
  - Identification of key staff and provision of cover arrangements
  - Succession planning
  - Review of salaries including implementation of real living wage
  - Staff development and training including Middle Management tier
  - Performance management process
  - Wellbeing provision through external company

- Management stretch affects achievement of objectives and strategic aims
  - Identification of key staff and provision of support
  - Monitoring of workloads
  - Staff planning
  - Performance management process
  - Termly self-evaluation process against objectives and strategic aims

- Stock market collapse adversely impacts the value of the USTs and reduces reserves
  - Review of investment advisors and performance
  - Investments in pooled asset schemes including property diversification
  - Investment policy

- New national management of SIAMs could put risk on delivery of quality SIAMs inspections
  - Involvement in SIAMs debate at national level
  - Discussions with CEEO to seek to ensure adequately resourced and planned
  - Provision of constructive feedback as implemented

Funds held as custodian trustee

The Board holds over 50 individual financial trusts which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds normally arising from the sale proceeds of former church schools or teachers' houses that are waiting scheming. Each of these funds is held in a separate designated account with CCLA Investment Management Ltd. At 31 March 2021 the value of these funds was £5,990k (2020: £5,207k).

Public benefit

The trustees have had due regard to the Charity Commission's guidance on public benefit in determining the Charity's priorities and plans for the future. The trustees' report sets out our aims, objectives and activities and conveys clearly the public benefit the Charity has delivered over the last 12 months, namely: engaging, inspiring and equipping the people of Salisbury Diocese to provide outstanding education and training for children and young people within their schools and parishes.

Statement of Trustees responsibilities

The trustees (who are also directors of Salisbury Diocesan Board of Education (The) for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and Group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Disclosure of information to auditor

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

- so far as that trustee is aware, there is no relevant audit information of which the charitable Group's auditor is unaware, and

- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charitable group's auditor in connection with preparing their report and to establish that the charitable Group's auditor is aware of that information.

Auditor

A resolution will be proposed at the Annual General Meeting that Moore (South) LLP be re-appointed as auditors to the charity for the ensuing year.

This report was approved by the trustees, on 5 October 2021 and signed on their behalf by:

A MacRow-Wood

The Venerable A C MacRow-Wood, Chair

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Opinion

We have audited the consolidated financial statements of Salisbury Diocesan Board of Education (the 'charitable parent company') and its subsidiary ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the consolidated financial statements:

- give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report. We are independent of the group and charitable parent company in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the directors 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 Trustees' annual report (incorporating the Directors' report) other than the consolidated financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the consolidated 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 consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the Directors' Report) prepared for the purpose of company law, for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and their environment obtained in the course of the audit, we have not identified material misstatements in Directors' Report, included in the Trustees' Report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us: or
- the charitable parent company's financial statements are not in agreement with the accounting records; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirements to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the statement of trustees responsibilities, the Trustees, who are also the Directors of the charitable parent company for the purpose of company law, are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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.

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

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 charitable company and the group.

Our approach was as follows:

- The engagement partner selected a team for the audit, led by persons who had prior knowledge of the client and who had the required competence and skills to be able to identify or recognise non-compliance with laws and regulations.

- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including those due to fraud. Management override was identified as a significant fraud risk. This is due to the ability to bypass controls and disclosure requirements.

- Revenue recognition was also identified as a significant risk of material mis-statement. Although the processing of transactions is simple and not complex, there is a potential for recognition of income to an incorrect period or an incorrect allocation of income and associated expenditure between restricted and unrestricted funds.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable parent company and the group and considered that the most significant are the Companies Act 2006, The Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable parent company and the group complies with these requirements through 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. Consideration was also made of the internal controls in place to mitigate the identified risks.

- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of controls where appropriate, analytical review and substantive procedures involving tests of transactions and balances.

- The consolidated financial statements of the group incorporate the results of the subsidiary company. Moore (South) LLP are the auditors to the whole group and the same approach has been adopted to the subsidiary company as appropriate to that entity.

To address the risk of fraud through management override, we:

- performed analytical procedures, tested journal entries and related party transactions to identify any unusual transactions or unexpected relationships;
- completed a review of the controls around the purchase invoice process and the levels of authorisations taking place;
- reviewed payroll reports, overtime and expense claims and invoices to ensure they were authorised by senior management;
- reviewed authorisation limits and procedures around bank and supplier payments to ensure they were correctly operated;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- reviewed the nature of the disclosures within the financial statements to ensure they meet the requirements of accounting standards and relevant legislation.

In response to the risk relating to revenue recognition, we:

- agreed a sample of income receipts from source documentation into the accounting records.
- reviewed the terms and conditions of a sample of grants received to ensure the income is accounted for in the correct period.
- reviewed expenditure comitted against the SCA grant to ensure unspent income was accounted for correctly
- discussed with management the progress of the sale of redundant properties and reviewed third party correspondence and minutes to assess the appropriateness of any judgements or estimates made in the recognition of the income receivable.
- compared land registry reports against internal record of properties held as custodian and reconciled any movements to help identify any undisclosed disposals .
- Reviewed board minutes and correspondence for evidence of any further unrecorded income.

In response to the classification of income between restricted and unrestricted funds we:

- agreed a sample of income receipts from source documentation into the accounting records to ensure any restrictions to the income were correctly identified in revenue.
- reviewed the analysis of funds for any obvious missallocations of income or expenditure; and
- confirmed that expenses and payroll costs allocated against restricted and unrestricted funds met the purpose for which the income was given.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

TO THE MEMBERS OF SALISBURY DIOCESAN BOARD OF EDUCATION (THE)

Use of our report

This report is made solely to the charitable parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable parent company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Ann Mathias

Ann Mathias (Senior Statutory Auditor)

for and on behalf of Moore (South) LLP

5 October 2021

Chartered Accountants
Statutory Auditor

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Moore (South) LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:							
Donations and legacies	3	336,661	155,406	492,067	330,085	148,929	479,014
Charitable activities	4	-	2,453,653	2,453,653	5,500	-	5,500
Other trading activities	5	206,047	35,496	241,543	318,624	9,310	327,934
Investments	6	-	209,412	209,412	-	227,902	227,902
Other income	7	16,314	66,461	82,775	151	661,087	661,238
Total income		559,022	2,920,428	3,479,450	654,360	1,047,228	1,701,588
Expenditure on:							
Raising funds	8	228,399	55,066	283,465	315,367	38,511	353,878
Charitable activities	9	757,542	2,234,219	2,991,761	770,227	285,699	1,055,926
Total resources expended		985,941	2,289,285	3,275,226	1,085,594	324,210	1,409,804
Net gains/(losses) on investments	16	-	962,806	962,806	-	(95,609)	(95,609)
Net incoming/(outgoing) resources before transfers		(426,919)	1,593,949	1,167,030	(431,234)	627,409	196,175
Gross transfers between funds		600,000	(600,000)	-	657,187	(657,187)	-
Net movement in funds		173,081	993,949	1,167,030	225,953	(29,778)	196,175
Fund balances at 1 April 2020		11,455	7,713,883	7,725,338	(214,498)	7,743,661	7,529,163
Fund balances at 31 March 2021		184,536	8,707,832	8,892,368	11,455	7,713,883	7,725,338

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 22 to 44 form part of these financial statements.

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	14		-		5,512
Tangible assets	15		1,406,245		1,440,768
Investments	16		6,881,470		5,396,108
			8,287,715		6,842,388
Current assets					
Debtors	17	341,975		713,509	
Cash at bank and in hand		1,115,641		587,405	
		1,457,616		1,300,914	
Creditors: amounts falling due within one year	18	(852,963)		(417,964)	
Net current assets			604,653		882,950
Total assets less current liabilities			8,892,368		7,725,338
Income funds					
Restricted funds	20		8,707,832		7,713,883
Unrestricted funds			184,536		11,455
			8,892,368		7,725,338

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime

The financial statements were approved and authorized for issue by the trustees on 5 October 2021 and signed on their behalf, by:

A MacRow-Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CHARITY BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	15		1,398,077		1,427,226
Investments	16		6,881,471		5,396,109
			8,279,548		6,823,335
Current assets					
Debtors	17	339,846		680,829	
Cash at bank and in hand		1,018,559		525,351	
		1,358,405		1,206,180	
Creditors: amounts falling due within one year	18	(768,850)		(340,032)	
Net current assets			589,555		866,148
Total assets less current liabilities			8,869,103		7,689,483
Income funds					
Restricted funds	20		8,707,833		7,713,883
Unrestricted funds			161,270		(24,400)
			8,869,103		7,689,483

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime

The financial statements were approved and authorized for issue by the trustees on 5 October 2021 and signed on their behalf, by:

A MacRow-Wood

.....

The Venerable A C MacRow-Wood, Chair
Trustee

Company Registration No. 00464306

SALISBURY DIOCESAN BOARD OF EDUCATION (THE)
(A COMPANY LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash absorbed by operations	22		841,380		(86,393)
Investing activities					
Purchase of fixed assets		-		(6,192)	
Purchase of investments		(522,556)		(349,449)	
Proceeds on disposal of other investments		-		176,000	
Dividends, interest and rents from investments		209,412		227,902	
Net cash generated from investing activities			(313,144)		48,261
Net increase in cash and cash equivalents			528,236		(38,132)
Cash and cash equivalents at beginning of year			587,405		625,537
Cash and cash equivalents at end of year			1,115,641		587,405

1 Accounting policies

1.1 Charity information

Salisbury Diocesan Board of Education (The) is a private company limited by guarantee incorporated in England and Wales, registered number 00464306 and a charity registered with the Charity Commission in England & Wales registered number 1059195. The registered office is The Diocesan Education Centre, The Avenue, Wilton, Salisbury, Wiltshire, SP2 0FG, which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Trustees' Report.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Financial Reporting Standard applicable in the UK and Ireland (FRS102), the "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) (effective 1 January 2019)" and the Companies Act 2006 .The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking, Saled Limted. The results of the subsidiary are consolidated on a line by line basis.

These financial statements comprising the consolidated statement of financial activities, the consolidated and charity Balance Sheet, consolidated cash flow statement and the related notes 1 to 27 constitute the consolidated financial statements of Salisbury Diocesan Board of Education for the financial year ended 31 March 2021.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006. The income and expenditure account for the year dealt with in the accounts of the Charity was a surplus of £1,179,620 (2020 - £227,849).

1.3 Company status

The Charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

1.4 Going concern

The trustees have reviewed the anticipated performance of the period of at least twelve months from the date of approval of financial statements, which demonstrate that there is no material uncertainty regarding the charity to meet its liabilities as they fall due, and to continue as a going concern. The Board recognises the risk of financial viability and this is reflected in the actions taken by the Board. To ensure the Charity is a going concern the Board has in place a 5 year strategy, the aims of which are underpinned by both detailed financial and staffing plans. This strategy is monitored and reviewed annually by both the Resources Committee and Board. On this basis the trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the charity was unable to continue as a going concern.

1 Accounting policies

1.5 Charitable funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed. The UST funds are for the capital account to be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) are be used for the provision of advice and resources in connection with the management of or education provided at the schools. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.6 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Trading income represents the total invoice value, excluding VAT, of sales made during the year and derives from the provision of services falling within the company's ordinary activities.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the Charity's educational operations, including support costs and costs relating to the governance of the Charity apportioned to charitable activities

1 Accounting policies

1.7 Expenditure - continued

SCA capital grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment.

A constructive obligation arises when:
the charity has communicated its intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant or
the charity has made a public announcement about a commitment which is specific enough for the recipient to have a reasonable expectation that they will receive a grant or
there is an established pattern of practice which indicates to the recipient that we will honour our commitment.

The trustees has control over the amount and timing of grant payments and consequently where approval has been given by the charitable fund committee, on behalf of the trustee, and any of the above criteria have been met then a liability is recognised. Grants are not usually awarded with conditions attached. However, when they are then those conditions have to be met before the liability is recognised.

Where an intention has not been communicated, then no expenditure is recognised but an appropriate designation is made in the appropriate fund. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised but a contingent liability is disclosed.

1.8 Intangible fixed assets and amortisation

Intangible assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset, less their estimated residual value, over their expected useful lives on the following bases:

Software	16.66% straight line

1.9 Tangible fixed assets and depreciation

All assets costing more than £2,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long term Leasehold property	2% straight line
Fixtures and fittings	25% straight line
Office equipment	16% - 33% straight line
Computer equipment	15% - 33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1 Accounting policies

1.10 Fixed asset investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.12 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

1.13 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.14 Cash and cash equivalents

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.15 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.16 Trust funds

The Board holds over 50 individual financial 'trusts' which have not been included in its accounts. These comprise School Governors' funds, Educational Trusts and funds arising from the sale proceeds of former Church Schools or Teachers' Houses that are waiting scheming. Each of these funds is held in a separately designated account with CCLA Investment Management Ltd.

1 Accounting policies

1.17 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.18 Liquid resources

For the preparation of the cash flow the only asset treated as a liquid resource is cash at bank and in hand.

1.19 Public benefit concessionary loans

The Charity initially measures public benefit concessionary loans at the amount received or paid. Subsequently the carrying amount of concessionary loans are adjusted to reflect any accrued interest payable or receivable. To the extent that a loan that has been made is irrecoverable, an impairment loss is recognised in income and expenditure.

1.20 Retirement benefits

The Charity operates defined benefit pension schemes. As the schemes are multi-employers' schemes, their assets and liabilities are not separately identifiable. In this instance they are treated in the financial statements as defined contribution pension schemes.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

1.21 Redundant church schools

When land and buildings are transferred to the Charity upon closure of a church school, the Charity recognises the asset on the balance sheet as a current asset held for sale at its open market value. This market value is updated each year to reflect changes in the circumstances.

1.22 Agency arrangements

Salisbury Diocesan Board of Education acts as an agent in distributing the Devolved Formula Capital (DFC) grant and local authorities to voluntary aided schools. Payments received from the EFSA and local authorities and subsequent disbursements to the contractors/suppliers are excluded from the statement of financial activities as the Board does not have control over the charitable application of the funds.

Interest received on these funds is recognised as soon as it is receivable and it is used towards its the cost of administration of the Diocesan DFC scheme and also towards the governors liabilities on the majority of the DFC funded projects and that is recognised in the statement of financial activities. The funds received and paid and any balances held are disclosed in note 12 and note 19.

2 Critical accounting estimates and judgements

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 continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Critical judgements

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The carrying value of redundant church schools which are in the course of disposal. The Charity uses evidence obtained from professional advisors used in the course of disposing of the properties in order to determine an appropriate carrying value in the financial statements.

As referred to in note 20 judgement and estimation has had to be made in the spilt of restricted funds between income and capital funds that existed prior to 2001.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Total
	2021	2021	2021	2020
	£	£	£	£
Grants	336,661	155,406	492,067	479,014
For the year ended 31 March 2020	330,085	148,929		479,014

4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total	Total
	2021	2021	2021	2020
	£	£	£	£
SCA and governors contributions	-	2,229,510	2,229,510	5,500
Other DFE capital grant income	-	224,143	224,143	-
	-	2,453,653	2,453,653	5,500
For the year ended 31 March 2020	5,500	-		5,500

5 Activities for generating funds

	Unrestricted funds	Restricted funds	Total	Total
	2021 £	2021 £	2021 £	2020 £
DFC generated income	-	35,496	35,496	9,310
Educational Support Services	206,047	-	206,047	318,624
	206,047	35,496	241,543	327,934
For the year ended 31 March 2020	318,624	9,310		327,934

6 Investment income

	Unrestricted funds	Restricted funds	Total	Total
	2021 £	2021 £	2021 £	2020 £
Property investment income	-	4,473	4,473	36,753
Listed investment income	-	203,676	203,676	188,971
Interest receivable	-	1,263	1,263	2,178
	-	209,412	209,412	227,902
For the year ended 31 March 2020	-	227,902		227,902

7 Other income

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021 £	2021 £	2021 £	2020 £	2020 £	2020 £
Other income	16,314	66,461	82,775	151	661,087	661,238

Included within other income is a transfer of trust funds which has been included in other income which amounted to £41,065 (2020 - £136,209). The previous year included property disposal income of £515,883 from the sale of the Southbroom and West Lulworth sites.

8 Cost of raising funds

	Staff costs	Depreciation	Other costs	Total	Total
	2021 £	2021 £	2021 £	2021 £	2020 £
Maintenance of let properties	-	-	55,066	55,066	38,511
Trading expenses	129,883	10,886	87,630	228,399	315,367
	129,883	10,886	142,696	283,465	353,878
For the year ended 31 March 2020	153,312	14,886	185,680		353,878

9 Charitable activities

	Staff costs	Depreciation	Other costs	Total	Total
	2021 £	2021 £	2021 £	2021 £	2020 £
Support for the church schools in the diocese	776,012	29,149	2,172,800	2,977,961	1,042,161
Other fundraising costs	-	-	13,800	13,800	13,765
	776,012	29,149	2,186,600	2,991,761	1,055,926
For the year ended 31 March 2020	726,660	35,170	294,096		1,055,926

9 **Charitable activities (continued)**

	Unrestricted funds	Restricted funds	Total	Total
	2021	2021	2021	2020
	£	£	£	£
Staff costs	626,362	149,650	776,012	726,660
Depreciation and impairment	29,149	-	29,149	35,169
Other DFE capital grants	-	224,143	224,143	878
SCA capital grants		1,819,072	1,819,072	-
Insurance premium for church schools	-	7,997	7,997	16,200
Travel costs	843	-	843	13,485
Legal fees	-	4,468	4,468	117,971
Professional subscriptions	1,771	-	1,771	3,749
Resources	58	-	58	190
Courses and training	6,344	-	6,344	9,375
Miscellaneous expenditure	7,430	-	7,430	16,776
IT Costs	24,823	-	24,823	15,613
Consultancy costs	23,468	20,000	43,468	60,132
Devizes old school expenditure	-	(2,268)	(2,268)	-
Other expenses	23,494	11,152	34,646	25,923
Bank charges	-	5	5	40
Support costs	13,800	-	13,800	13,765
	757,542	2,234,219	2,991,761	1,055,926
For the year ended 31 March 2020	770,227	285,699		1,055,926

Analysis of grants made

	Grants to schools	Grants to schools
	2021	2020
	£	£
Other DFE capital grants	224,143	878
SCA capital grants	1,819,072	-
	2,043,215	878

The capital grant funds were made towards building projects in 32 Voluntary Aided Schools within Dorset, Hampshire and Wiltshire. Project payments over £100,000 were made to: St Gregory's, CE VA Primary School, Marnhull for flat roofing works and new central heating systems; Coombe Bissett CE VA Primary School for asbestos removals works and replacement ceilings; Sarum St Martin's CE VA Primary School for urgent electrical, asbestos and heating works.

10 Support costs - governance

	Unrestricted funds	Restricted funds	Total	Total
	2021	2021	2021	2020
	£	£	£	£
Auditors' remuneration	10,600	-	10,600	10,600
Auditors' non audit costs	3,200	-	3,200	2,840
Trustees expenses reimbursed	-	-	-	325
	13,800	-	13,800	13,765
For the year ended 31 March 2020	13,765	-		13,765

11 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Amortisation - intangible fixed assets	5,512	3,870
Depreciation of tangible fixed assets - owned by the charitable group	34,523	46,186
Auditor's remuneration - audit	10,600	10,600
Auditor's remuneration - other services	3,200	2,840

Audit fees for the parent charity were £8,450 (2020 - £8,450) and non-audit fees for the parent charity were £2,150 (2020 - £2,150)

No (2020: one) trustee received remuneration from their employment with the charity in addition to their trusteeship in which no remuneration was received. No other benefits in the current or preceding year were paid to trustees.

The legal authority to remunerate the trustee is contained in the provisions of the governing document of the charity.

12 School building improvements and repairs

In 2020 the charity acted through the SCA programme and assisted voluntary aided schools with school building projects and the provision of IT equipment. It acted as the agent of school governors in helping to arrange funding through the DFE and local authorities in paying professional fees and building costs on behalf of school governors. This was a significant activity of the charity but is not reflected in the statement of financial activities as the transactions are those of the school governors rather than the charity which acts as agent or facilitator. In 2021, as highlighted in the report, the administration of the SCA funding programme is now run as principle and therefore the funding and grants towards capital expenditure are reflected in the financial statements.

13 Employees

Staff costs were as follows:	2021	2020
	£	£
Wages and salaries	686,017	690,854
Social security costs	62,376	62,876
Other pension costs	123,452	126,242
	871,845	879,972

Total redundancy/termination payments amount to £4,833 (2020: £4,809) and related to one voluntary redundancy agreement made in the year.

The average number of persons employed by the Charity during the year was as follows

	2021	2020
	Number	Number
Staff	20	21

Average headcount expressed as a full time equivalent:

	2021	2020
	Number	Number
Staff	16	17

The number of employees whose annual remuneration was £60,000 or more were:

	2021	2020
	Number	Number
In the band £60,001-£70,000	-	1
In the band £70,001-£80,000	2	1
In the band £80,001-£90,000	1	1
In the band £90,001-£100,000	-	1

13 **Employees (continued)**

Remuneration of key management personnel
Key management personnel are deemed to be those having authority and responsibility delegated to them by the trustees, for planning, directing and controlling the activities of the Charity and the Group. During 2021 they were:

Director of Education	- Mrs J Tubbs
Deputy Director of Education	- Mr G Pugh
Assistant Director of Education	- Mrs A Christopher
Lead School Improvement Adviser	- Mr N Revell

The key management personnel of the parent charity comprise the trustees, the Director of Education, the Assistant Director of Education, the Lead School Improvement Adviser and the Deputy Director of Education. The total employee benefits of the key management personnel of the Charity were £286,551 (2020: £322,803).

The key management personnel of the group comprise those of the Charity and the key management personnel of its wholly owned subsidiary SALED Limited. The key management personnel of SALED Limited is an element of the employee benefits of the Assistant Director of Education, the Lead School Improvement Adviser and the Deputy Director of Education whose employee benefits total £20,744 (2020: £47,770).

The employee benefits of key management personnel for the group was therefore £307,295 (2020: £370,572).

The Diocesan Director of Education, who is appointed as a trustee of the Charity, received £70,819 (2020: £91,343) in the form of remuneration for her role as Diocesan Director of Education. Furthermore £8,268 (2020: £16,442) was paid by the Charity in respect of employer defined benefit pension contributions. She did not receive remuneration in respect of her role as trustee.

During the year expenses of £nil (2020: £325) was reimbursed to no trustees (2020: 1) in respect of their role as trustee. In addition, during the year expenses of £304 (2020: £1,479) was reimbursed to The Diocesan Director of Education in respect to her employment. No expenses were reimbursed in respect of her role as trustee.

14 Intangible fixed assets (Group and Charity)

Group	Software £
Cost or valuation	
At 1 April 2020 and 31 March 2021	24,190
Amortisation	
At 1 April 2020	18,678
Charge for the year	5,512
At 31 March 2021	24,190
Carrying amount	
At 31 March 2021	-
At 31 March 2020	5,512

The intangible asset relates to the acquisition of IT software by the group. This is being amortised over the useful life of 6 years. The amortisation is recognised within trading expenditure.

15 Tangible fixed assets (Group and Charity)

Group	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2020	1,698,592	89,731	48,738	1,837,061
Additions	-	-	-	-
At 31 March 2021	1,698,592	89,731	48,738	1,837,061
Depreciation and impairment				
At 1 April 2020	271,774	83,801	40,718	396,293
Depreciation charged in the year	28,741	2,662	3,120	34,523
At 31 March 2021	300,515	86,463	43,838	430,816
Carrying amount				
At 31 March 2021	1,398,077	3,268	4,900	1,406,245
At 31 March 2020	1,426,818	5,930	8,020	1,440,768

15 Tangible fixed assets (Group and Charity) (continued)

Charity	Leasehold land and buildings	Fixtures and fittings	Office equipment	Total
	£	£	£	£
Cost				
At 1 April 2020	1,698,592	21,437	30,004	1,750,033
At 31 March 2021	1,698,592	21,437	30,004	1,750,033
Depreciation and impairment				
At 1 April 2020	271,774	21,437	29,596	322,807
Depreciation charged in the year	28,741	-	408	29,149
At 31 March 2021	300,515	21,437	30,004	351,956
Carrying amount				
At 31 March 2021	1,398,077	-	-	1,398,077
At 31 March 2020	1,426,818	-	408	1,427,226

16 Fixed asset investments (Group and Charity)

	Listed investments
	£
Cost or valuation (Group and Charity)	
At 1 April 2020	5,396,108
Additions	522,556
Valuation changes	962,806
At 31 March 2021	6,881,470
Carrying amount	
At 31 March 2021	6,881,470
At 31 March 2020	5,396,108

Group & Charity material investments	2021 £	2020 £
CBF Church of England Investment Fund	6,143,925	4,642,477
CBF Church of England Property Fund	737,545	753,631
	6,881,470	5,396,108

16 **Fixed asset investments (continued)**

Charity only	Listed investments	Investment in subsidiary	Total
	£	£	£
Cost			
At 1 April 2020	5,396,108	1	5,396,109
Additions	522,556	-	522,556
Valuation changes	962,806	-	962,806
At 31 March 2021	6,881,470	1	6,881,471
Historical cost			
At 31 March 2021	5,043,539	1	5,043,540
At 31 March 2020	4,520,983	1	4,520,984

Holdings of more than 20%
The charity holds more than 20% of the share capital of the following companies:

Name of undertaking	Nature of business	Country of incorporation	Class of share held	% held
SALED Limited (Company Number 05369157)	Provision of services to SDBE	England	Ordinary	100

17 **Debtors**

	Group 2021	2020	Charity 2021	2020
Amounts falling due within one year:	£	£	£	£
Governors contributions	151,806	168,419	151,806	168,419
Amount owed by subsidiary undertaking	-	-	24,958	-
Trade debtors	94,483	103,693	85,456	96,631
Other debtors	91,141	106,984	80,995	89,281
Accrued income	9,354	7,935	1,440	20
Grants due from the ESFA and LA's	(4,809)	326,478	(4,809)	326,478
	341,975	713,509	339,846	680,829

Within governors contributions balance, there are £3,825 (2020: £27,714) due after one year.

18 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
Amounts falling due within one year:	£	£	£	£
Trade creditors	91,547	55,891	85,872	53,436
Amounts owed to group undertakings	-	-	9,545	9,146
Other taxation and social security	26,054	26,403	-	-
Other creditors and accruals	192,249	115,348	170,839	100,889
Deferred income	40,519	79,092	-	35,331
Grants received in advance	-	141,230	-	141,230
SCA capital grants	502,594	-	502,594	
	852,963	417,964	768,850	340,032

Deferred income and grants included within creditors above are detailed below

At the balance sheet date, the charity was holding funds received in advance for the following:

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
PSA membership	40,519	43,761	-	-
DBF Grant	-	26,939	-	26,939
DFC & SCA grants	-	141,230	-	141,230
Others	-	8,392	-	8,392
	40,519	220,322	-	176,561

Movement in SCA capital grants during the year

	Group Charitable commitments accrued		Charity Charitable commitments accrued	
	2021	2020	2021	2020
	£	£	£	£
New grant commitments charged	1,770,085	-	1,770,085	-
Grants paid during the year	(1,267,491)	-	(1,267,491)	-
Amount of grant commitments recognised	502,594	-	502,594	-

19 Funds held as intermediary agent

In April 2006, the Department for Schools, Children and Families (DCSF), now called the Education and Skills Funding Agency (ESFA) changed its procedures for the administration of Devolved Formula Capital (DFC) grants (DFC grants provide the Diocese's church schools with direct funding to invest in buildings and equipment).

Consequently, where the individual schools have decided to appoint the charity as their agent, the charity received their DFC grants direct from the DfE and defrays qualified expenditure according to their instructions. At 31 March 2021 the charity held £531,583 (2020 - £782,253) in designated bank accounts separate from those of the charity. The money is only transferred into the charity's bank accounts when the expenditure has been authorised by the schools governors and payment to the contractor/supplier made. Interest received of £35,497 (2020 - £9,310) on these funds is recognised by the charity as soon as it is receivable since the governors of the schools involved donate the interest towards the cost of administration of the Diocesan DFC scheme.

	£
Opening balance brought forward	782,253
Income received in year	304,913
Expenditure incurred in year	(495,342)
Transfer of funds to clear governor contribution balance	(60,241)
	531,583

20 Statement of funds

	Balance at 1 April 2020	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2021
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	(24,400)	343,211	(757,542)	600,000	-	161,269
SALED Limited	35,855	215,811	(228,399)	-	-	23,267
	11,455	559,022	(985,941)	600,000	-	184,536
Restricted funds						
UST Capital account	6,501,353	-	(52,798)	-	962,806	7,411,361
UST Income account	1,212,530	285,973	(12,470)	(600,000)	-	886,033
SCA Capital Funds	-	2,229,510	(1,819,072)	-	-	410,438
Other Capital Funds	-	224,143	(224,143)	-	-	-
Other restricted grants	-	180,802	(180,802)	-	-	-
	7,713,883	2,920,428	(2,289,285)	(600,000)	962,806	8,707,832
Total of funds	7,725,338	3,479,450	(3,275,226)	-	962,806	8,892,368

20 **Statement of funds (continued)**

Under the terms of the Education Act 1993, the UST funds may for the capital account be applied towards the purchase of a site for, or the erection, improvement, enlargement or maintenance of any church school or church school's teacher's house in the Diocese. The income account funds (and all interest from the investments in the UST's) may also be used for the provision of advice and resources in connection with the management of or education provided at the schools. During both 2020/21 and 2019/20 the Trustees agreed to a transfer of £600,000 from the UST Income Account to the general fund to support the provision of advice and resources to church schools in the Diocese.

In 2017 the SDBE undertook a review of its restricted funds and has split these as appropriate into two restricted funds: one for income and one for capital. Of the restricted funds of £6,865k at the 31 March 2016 these have been split into £5,335k for capital restricted fund and £1,530k for income restricted fund. There is further work to do on this split as there are no records on the makeup of the restricted reserves prior to 2001. A prudent approach has been taken to date in the calculation of the split noted earlier in that anything in restricted reserves prior to 2001 has been assumed to be capital. Further work on this is currently ongoing and it is planned it will be reflected in the 2021/22 accounts.

	Balance at 1 April 2019	Income	Expenditure	Transfers	Gains/ (losses)	Balance at 31 March 2020
	£	£	£	£	£	£
Unrestricted funds						
General funds - SDBE	(262,107)	335,735	(773,755)	675,727	-	(24,400)
SALED Limited	47,609	318,625	(311,839)	(18,540)	-	35,855
	(214,498)	654,360	(1,085,594)	657,187	-	11,455
Restricted funds						
UST Capital account	6,161,097	652,094	(159,042)	(57,187)	(95,609)	6,501,353
UST Income account	1,582,564	246,205	(16,239)	(600,000)	-	1,212,530
Other restricted grants	-	148,929	(148,929)	-	-	-
	7,743,661	1,047,228	(324,210)	(657,187)	(95,609)	7,713,883
Total of funds	7,529,163	1,701,588	(1,409,804)	-	(95,609)	7,725,338

21 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:						
Intangible fixed	-	-	-	5,512	-	5,512
Tangible assets	1,406,245		1,406,245	1,440,768	-	1,440,768
Investments	-	6,881,470	6,881,470	-	5,396,108	5,396,108
Current assets	(981,736)	2,439,352	1,457,616	(1,158,091)	2,459,005	1,300,914
Current liabilities	(239,973)	(612,990)	(852,963)	(276,734)	(141,230)	(417,964)
	184,536	8,707,832	8,892,368	11,455	7,713,883	7,725,338

22 Cash generated from operations

	2021 £	2020 £
Surplus for the year	1,167,030	196,175
Adjustments for:		
Investment income recognised in statement of financial activities	(209,412)	(227,902)
Fair value gains and losses on investments	(962,806)	95,609
Depreciation and impairment of tangible fixed assets	40,035	50,057
Movements in working capital:		
Decrease/(increase) in debtors	371,534	(213,986)
Increase in creditors	434,999	13,654
Cash absorbed by operations	841,380	(86,393)

23 Financial commitments, guarantees and contingent liabilities

The subject of Contingent Liabilities have been reviewed and, on the basis that contracts for building works are between school governors and contractors, it is concluded that there is no actual liability that should be recognised as attaching to the UST funds.

24 Pension commitments

The group has employees who are members of the Teachers' Pension Scheme (TPS) and the Church Workers Pension Scheme (CWPS). The contributions made in the year were £24,294 (2020 - £30,964) to the Teachers' Pension Scheme and £99,158 (2020 - £95,278) to the Church Workers Pension Scheme.

There were £1,498 (TPS) and £9,096 (CWPS) contributions outstanding at the year end (2020: £nil) and these are included within other creditors..

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act 1972 and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 5 March 2019. The key results of the valuation are:

New employer contribution rates are 23.68% (from 16.48%) of pensionable pay (including administration fees of 0.08%);
The rise in contribution rates was delayed from 1 April to September 2019;
Total scheme liabilities for service to the effective date of £218.1 billion, and notional assets of £196.1 billion, giving a notional past service deficit of £22 billion; an employer cost cap of 10.9% of pensionable pay.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

24 Pension commitments (continued)

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1157th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £24,294 (2020: £30,964)

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2016.

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Group is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the Group has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The Group has set out above the information available on the plan and the implications for the Group in terms of the anticipated contribution rates.

Church Workers Pension Fund (CWPF)

The Board participated in the Pension Builder Scheme section of CWPF for lay staff. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Church Workers Pension Fund has a section known as the Defined Benefits Scheme, a deferred annuity section known as Pension Builder Classic and a cash balance section known as Pension Builder 2014.

The Defined Benefits Scheme ("DBS") section of the Church Workers Pension Fund provides benefits for lay staff based on final pensionable salaries.

The Board closed its DBS Scheme to new members in 2008 and there are currently no staff members in the scheme, all staff members are members of the Pension Builder Scheme.

24 **Pension commitments (continued)**

Pension Builder Scheme

For eligible salaried employees, the Board participates in the Church of England Pension Builder Scheme (PBS). The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the Employer and the other participating employers.

The Pension Builder Scheme of the Church Workers Pension Fund is made up of two sections, Pension Builder Classic and Pension Builder 2014, both of which are classed as defined benefit schemes.

Pension Builder Classic provides a pension for members for payment from retirement, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Bonuses may also be declared, depending upon the investment returns and other factors.

Pension Builder 2014 is a cash balance scheme that provides a lump sum that members use to provide benefits at retirement. Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' Normal Pension Age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102 as it is note possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers. This means that contributions are accounted for as if the scheme were a defined contribution scheme. The pension costs charged to the SOFA in the year are contributions payable.

A valuation of the Pension Builder scheme is carried out once every three years. The most recent scheme valuation completed was carried out as at 31 December 2016.

For the Pension Builder Classic section, the valuation revealed a deficit of £14.2m on the ongoing assumptions used. At the most annual review the board choose not to grant a discretionary bonus which will have acted to improve the funding position. There is no requirement for deficit payments at the current time.

Pension Builder 2014 section valuation revealed £1.8m surplus on the ongoing assumptions. There are no requirement for deficit payments at the current time.

The legal structure of the scheme is such that if another employer fails, SDBE could become responsible for paying a share of that employer's pension liabilities.

25 Related party transactions

The trustees consider that the Salisbury Diocesan Board of Finance (SDBF) to be a connected charity as the work of education in the Diocese is carried out by the Salisbury Diocesan Board of Education (SDBE).

SDBE and its charity subsidiary were charged by SDBF £27,325 (2020: £11,008) in respect of a range of other services including communication and IT, and £131,872 in respect of building services provided. At the year end £20,190 (2020: £2,647) was due to SDBF.

SDBF has granted aid to SDBE for its educational work in the Diocese. During the year £331,361 (2020: £324,885) was paid to the SDBE in respect of grants. At the year end £Nil (2020: £Nil) was due to SDBE. In 2020, there was £26,939 due back to SDBF in relation to an overpayment of the grant. There was no amount due back for 2021.

In 2021, £53,742 (2020: £50,995) was received from The Reverend Doctor S F and Mrs Jackson Mappowder Trust, which has common trusteeship with two SDBE trustees: Mrs J Tubbs and Mr N Harrison.

During the year, £19,601 (2020: £21,057) was received from Diocese of Salisbury Academies Trust (DSAT) for office accommodation and recharge of staff time and expenses. Mrs J Tubbs, trustee, and Mr G Pugh, company secretary, are trustees of DSAT. Mr T P Balmforth is also a trustee of both charities. At the year end £502 (2020: £2,874) was due to SDBE. Also SDBE paid DSAT £281 (2020: £Nil) for nursery vouchers in the year.

In 2020, £2,000 was charged to SDBE by Mrs M Pearson, trustee, for head teacher advisory services during the year. There was no such payment in 2021.

In 2020, £500 was received from the SDBE to Mr J Triffit, trustee, for pre-planning, leadership and follow up for a SDBE retreat. There was no such receipt in 2021.

The company has taken advantage of the exemption available in accordance with Section 33 'Related party disclosures' not to disclose transactions entered into with its subsidiary company, as the subsidiary is a wholly owned company.

26 Trust funds

The SDBE acts as trustee for over 50 individual financial trusts, which have not been included in the accounts. These comprise of School Governors' Funds, Educational Trusts and funds arising from sale proceeds for former Church Schools or Teachers' Houses. Each of these funds are held in separate designated accounts with CCLA Investment Management Ltd. As at 31 March 2021, the value of these funds are £5,912,617 (2020: £5,145,347). The SDBE also hold cash on behalf of these trusts in designated bank accounts separate to those of the SDBE and not recognised in these accounts which totalled £77,968 (2020: £61,708).

The SDBE also acts as custodian for various school trust funds. Each of these funds is held in a separate designated accounts with CCLA Investment Management Ltd. As at 31 March 2021 the value of these funds was £656,208 (2020: £663,572). The SDBE also hold cash as custodian for these trusts in designated bank accounts separate to those of the SDBE and which are not recognised in these accounts which totalled £5,978 (2020: £11,204).