

LINCOLN DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1151733

Details

Other names LINCOLN DBE

Status Registered

Legal form Charitable company

Company number [08334622](#)

Registered 2013-04-23

Register [View on the Charity Commission register](#)

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Activities

Objects: OBJECTS 1.1 THE OBJECTS OF THE BOARD ARE: TO PROMOTE OR ASSIST IN THE PROMOTION OF EDUCATION FOR THE PUBLIC BENEFIT IN THE DIOCESE. 1.2 THE OBJECTS SHALL BE CARRIED OUT IN ACCORDANCE WITH THE DOCTRINES AND PRINCIPLES OF THE CHURCH OF ENGLAND.

Activities: Provides support for Church of England Schools throughout the diocese of Lincoln (Lincolnshire, North Lincolnshire and North East Lincolnshire). Promotes a christian ethos within these schools and their communities. Provides training in the teaching of Religious Education, school Improvement consultancy and services, governor and senior teacher training. Hosts schools festivals and other events.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** LINCOLN
- Lincolnshire
- North East Lincolnshire
- North Lincolnshire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£629,671	£610,215	£7,576,816	8
2023-12-31	£599,932	£653,191	£7,221,979	8
2022-12-31	£543,881	£620,208	£6,009,492	8
2021-12-31	£620,314	£658,061	£6,534,092	9
2020-12-31	£628,950	£787,968	£5,983,040	10

Trustees

Name	Role	Appointed
Dr Daphne Whiteoak	Chair	2019-03-12
Alison Mary Warrick		2016-01-01
CHERRY ANNE EDWARDS OBE		2015-07-11
Dr Hilary Beverley		2015-11-07
Fiona Beth Booth		2025-01-14
Julie Kathleen Bacon		2020-11-21
Leanne Holmes		2025-01-14
Micheal Iain Adnitt		2019-01-01
Nicolete Fisher		2013-12-16
PAUL DAVID BREWSTER		2022-03-01
Prof Julian Stern		2022-03-01
Rev Georgina Machell		2019-05-07
Rev MICHELLE DAWN WEBB		2025-04-09
Rev Victoria Lawrence		2025-01-01
Revd Canon Ian Robinson		2022-03-01
Rt Revd Dr Nicholas Alan Chamberlain		2026-03-17
Sonya Yvonne Ely		2020-03-12
The Revd Canon Sudharshan Sarvananthan		2023-07-15

LINCOLN DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1151733

Accounts

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024



The Diocesan
Board of Education

Report of the Director of Education

Throughout 2024, the Lincoln Diocesan Board of Education (LDBE) team has shown great resilience and commitment to provide consistently high-quality support for church schools and academies in the diocese of Lincoln.

Unusually, the team encountered high staff absence in the latter part of the year due to medical issues, family bereavement and personal circumstances. In this situation, the team responded with great care and compassion for one another. With robust systems and processes in place, we were able to be flexible and agile in managing the workload, ensuring that the support we provided to schools was sustained at a high standard.

The pastoral care we have provided school leaders during the year has continued to be an important part of our work. We are really pleased that school leaders have the trust and confidence in the LDBE team to help them through challenging times. We have supported school communities in a variety of difficult situations such as bereavement, illness, parental complaints, managing the pressures of inspection and responding to changes in government policy.

In the summer term of 2024, we saw a change of government which consequently led to new educational policy decisions. There have been policy changes which have had implications for the diocesan multi-academy trust (MAT) strategy. For example, the new government revoked the academy orders that had been issued to five schools with double 'requires improvement' inspection judgements. There was then a policy decision that meant schools could only receive a grant to cover conversion costs if they were in a group of three schools applying to join the same MAT at the same time. It was then announced later in the year that the 'three-school rule' would be removed and there would be no grants to fund conversion costs or MAT growth from the 1st January 2025.

This flurry of government announcements relating to academisation generally left school leaders and governors confused and lacking certainty in the future of multi-academy trusts. The LDBE has responded constructively to the government announcements. Like the National Society for Education and other DBEs, we expressed our concern to the government about the withdrawal of the conversion grant, stating that it could leave some schools vulnerable if they needed to join a MAT but they could not afford the 'one-off' conversion costs. In December, the LDBE agreed in principle to explore how it may work with schools, MATs, the Local Authorities and the Department for Education to support schools with this funding issue.

A major event in the LDBE calendar last year was the diocesan MAT roadshows. From a survey of church schools, the LDBE recognised that they needed to raise awareness with Governing Boards about the pressures many schools can potentially expect (e.g. budget pressures, recruitment and retention), and that the church MATs in this diocese can help ease the pressures whilst preserving the Christian character of the schools. Following these roadshows, and the development of video resources, the LDBE is assured that at least 79 church schools now have accurate information to make more secure decisions about their long-term future.

During 2024, six schools joined church MATs and the LDBE gave consent to four schools wishing to join in 2025. The total number of academies within MATs by the end of 2024 was 39 schools.

Another significant change for schools in 2024 has been the revisions to the Ofsted inspection process. The revisions were made in response to a coroner's inquest which found the pressure of an Ofsted inspection contributed to the death of a headteacher in Berkshire. While the revisions in 2024 have been generally well received by schools (i.e. removal of the single word overall judgement and the notification of inspection now only being on Monday), school leaders still feel considerable pressure with the very 'high stakes' inspection. The LDBE has supported schools throughout the inspection process, e.g. speaking with inspectors and attending feedback sessions. This is not always easy to manage when there have been multiple schools getting the Ofsted call on the same day. The DBE team is grateful to DBE directors attending some feedback sessions.

In 2024, there were 36 Ofsted inspections of church schools. 92% were judged to be at least good across all key areas of inspection.

During 2024, there were also 32 church school inspections (Statutory Inspection for Anglican and Methodist Schools - SIAMS). I am delighted that all church schools inspected were judged to be 'living up to their Christian foundation.' Common strengths identified included the clear theologically rooted vision that is enabling all children and adults to flourish. The quality of collective worship and Religious Education were also often noted as strengths. Thanks to the LDBE team for their hard work in supporting school leaders at every stage of inspection, including preparation, at the time of inspection and afterwards.

The breadth and quality of the LDBE training, courses, conferences and support services for church schools and academies are reflected in the positive evaluations, the recognition in some inspection reports and the high number of schools subscribing to the Service Level Agreement (SLA) and the MAT Partnership Agreement (MPA). In 2024, all church MATs subscribed to the MPA and a record number of 125 schools joined the SLA. This is in a climate when school budgets are under pressure.

In 2024, the LDBE team has also invested significant time in developing resources for schools. A key resource for schools is the new Religious Education curriculum materials for Early Years through to Key Stage 3. The Diocesan RE adviser produced this fantastic resource in the summer and there are a growing number of academies within, and beyond, the diocese using these.

The LDBE continues to work closely with Lincoln Cathedral, the Lincoln Diocesan Trust and Board of Finance (LDTBF) and the Bishop's Office. The LDBE enjoys operating out of the same building at Edward King House and working collaboratively on key priorities. For example, during 2024 the Diocesan Director of Education attended Bishop's Staff meetings and presented on items such as Growing Faith and the diocesan vision of education. We have been working closely with the DBF on issues such as aligning our IT infrastructure and supporting the work towards carbon net zero in the diocese. With the Cathedral, we plan and host very successful events such as the Church Schools Festival, the Carol service and the new Headteacher's commissioning service.

At the end of 2024, the LDBE came to the end of the triennium. In the autumn, the LDBE concluded that over the three years, there had been considerable progress made against targets in the Strategic Plan. I would like to thank the DBE directors for the support and challenge they have provided the DBE team in these three years. The Bishop of Lincoln and Diocesan Synod appointed DBE directors, who then co-opted other directors with a range of skills and experiences, to serve the new triennium from January 2025 through to December 2027.

LINCOLN DIOCESAN BOARD OF EDUCATION

Company registered number: 08334622

TRUSTEES' REPORT

Charity registration number: 1151733

FOR THE YEAR ENDED 31 DECEMBER 2024

The DBE has approved a new Strategic plan for the next three years. It is underpinned by the diocesan vision for education and shaped by the four core vision drivers - 'Called, Aspirational, Rooted and Empowering – C.A.R.E.' More details about the new plan can be found on page 6.

Canon Paul Thompson - **Diocesan Director of Education**

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The Trustees present their report and audited financial statements for the year ended 31 December 2024.

Reference and Administrative Details of the Charity

Name of the Charity	Lincoln Diocesan Board of Education
Company registration number	08334622 registered in England and Wales
Charity registration number	1151733
Trustees	The constitution of the Board of Education and appointment of Directors is described in the section on "Structure, Governance and Management" on pages 25 et seq. Trustees in post at the date of signing of this report are shown on page 34.
Diocesan Director of Education	Canon Paul Thompson
Contact information	The registered office of the company and principal trading address of the charity with other contact details are shown on page 34 at the back of the Report.
Professional advisers	Details are shown on page 33.

Objectives

The objects of LDBE as stated in its Articles are:

- 1.1 The Objects of the Board are to promote or assist in the promotion of education for the public benefit of the Diocese
- 1.2 The Objects shall be carried out in accordance with the doctrines and principles of the Church of England

This is consistent as required by The Measure (see "Structure, Governance and Management" on pages 25 et seq.).

Vision and Mission

The Lincoln Diocesan Board of Education launched a new vision for education in October 2023. The vision is essentially our promise to schools. Throughout 2024, the vision has enabled us to deliver the LDBE's core functions of the DBE Measure 2021 and the objects as stated in our Articles. It is through our close partnerships with schools and academies that we have a clear understanding of the needs and aspirations of our church school communities. The LDBE's vision is our vehicle for meeting the needs of church schools so that all adults and pupils may flourish.

Our diocesan vision for education:

'Believing we are **called** into fellowship with God who seeks the flourishing of all, we **aspire** to strengthen our school communities with wisdom, knowledge and understanding.

Through partnerships firmly **rooted** in Christian hope and in the love of God, we **empower** all in our Church school family to love one another with humility, justice and kindness.'

Our vision is theologically rooted in the story of Moses and the Burning Bush (Exodus 3:3-12)



There are four vision drivers and they are theologically rooted in the story of Moses and the Burning Bush (Exodus 3:3-12). They are:

Called – Like Moses was called to help the people of God. We are called to serve all adults and pupils in our school communities so that they may live life to the full.

Aspirational – Just as Moses was aspirational in actively addressing injustice, we will work with schools and academies with the support of God to break down barriers and be aspirational for all.

Rooted – Just as the burning bush is rooted in holy ground, our schools are rooted by a Christian foundation, through Christian hope and the love of God. Our work is driven by our deep roots of faith, hope, love, family, partnerships and links with the church and community.

Empowering – Just as Moses was empowered by God to be an agent of change. The LDBE empowers church school leaders and pupils to be agents of positive change so that church schools can serve the common good in deeply Christian ways.

This is our vision. We **CARE**.

We have been very clear with schools that our vision is not to serve as their own school vision. Also, it does not replace the Church of England's national vision for education. Schools have been advised to relate to the national and diocesan vision for education and consider how the Church of England (at national, diocesan and parish level) can work with schools to fulfil the bespoke vision they have for their own unique communities.

Many schools have welcomed the diocesan model for developing a vision, that has deep theological roots. It is evident in schools that the national vision and diocesan vision is supporting the work in schools. Our new vision is shaping every decision, every policy and every aspect of our work with schools.

It underpins our new three-year strategic plan.

The diagram below shows how the national and diocesan vision helps to support and shape the bespoke vision schools have for their own unique communities.



Strategy

At the end of the academic year in 2024, the LDBE evaluated the progress made in the key priority areas listed in the strategic plan for 2021 to 2024. In the plan, there were 31 objectives across the four key functions of the DBE Measure. It was agreed that the following 23 objectives had been **fully achieved** but of course ongoing monitoring and attention in many of these areas is needed to sustain the good practice:

- ✓ Support every church school to get at least good in SIAMS.
- ✓ Ensure pupils and adults in church schools are able to flourish as people made in the image of God.
- ✓ Develop theologically-rooted strategies to best mitigate the impact of the cost of living on delivering education that is consistent with the faith and practice of the Church of England.
- ✓ Develop the capacity of RE support for church and community schools beyond the RE adviser.
- ✓ Support schools with the successful implementation of the new collective worship guidance.
- ✓ Develop support for high-quality secondary RE.
- ✓ Establish collective worship networks to help collective worship leads improve the impact of collective worship
- ✓ Support schools to develop pupil leadership of collective worship
- ✓ Expand the highly successful REConnecting Lincolnshire so that it has a wider impact on more communities.
- ✓ Raise the profile of Religious Education in schools in the diocese and deliver the RE Council Worldviews Project.
- ✓ Ensure schools are able to effectively monitor pupil progress and attainment in RE.

- ✓ Evaluate the capacity and impact of staffing to effectively fulfil the strategic objectives of LDBE.
- ✓ Support pastoral and wellbeing needs of DBE team – ensuring team have right support and resources in place to manage workload, and health and wellbeing.
- ✓ Support and develop future church school leaders at all levels.
- ✓ Strengthen School Improvement Partner offer with a focus on supporting vulnerable schools to provide a high-quality education for all pupils.
- ✓ To increase capacity to support secondary schools.
- ✓ Provide support and guidance for Governing Boards of small schools to secure a sustainable future.
- ✓ Establish post-Covid best working practices
- ✓ Develop financial and business transparency; to ensure financial sustainability for the work of LDBE.
- ✓ Ensure DBE relationship with all church MATs is equally strong.
- ✓ Support church schools to ensure all pupils, especially the most vulnerable.
- ✓ To foster connectedness across the church school family through effective communication
- ✓ To be a valued partner of key educational organisations/stakeholders.

For the other eight objectives, the work is ongoing and moving in the right direction:

- Develop and implement a programme to support school leaders to develop confident biblical literacy.
- Support and challenge developments in diversity, including developing diversity in leadership at all levels.
- Ensure all members of church schools communities develop a shared understanding of spiritual development and work towards developing everyone spiritually.
- Strengthen governance in church schools, academies and MATs.
- Support school leaders / governors to form the remaining two MATs required for diocese.
- Engage DBE in the conversations relating to Resourcing Sustainable Church in the Diocese of Lincoln [now Time to Change Together, TTCT].
- Develop partnerships between church schools, clergy and families (Growing Faith).
- Ensure LDBE is aspiring to the Church of England expectation of net zero by 2030 and DfE guidance on environment, climate and sustainability.

A new Strategic plan for 2025 – 2027

In autumn 2024, the LDBE team approved a new strategic plan to address key priorities for the DBE over the next three years, 2025 to 2027.

The plan is informed by the following:

- Priorities shared by DBE directors at their meeting on 18th June 2024.
- The new DBE vision for education – Called, Aspirational, Rooted and Empowering
- The national Church of England vision for Education – Wisdom, Hope, Community and Dignity
- The DBE Measure 2021 – the four core functions.
- Priorities which are on-going from the previous DBE strategic plan
- Local Authority Strategic Plans e.g. ESOP plan for Lincolnshire
- National annual report for Religious Education
- National annual report for SIAMS
- Areas for developments noted in SIAMS and Ofsted inspection reports
- Educational priorities under the new Labour government e.g. SEND and disadvantaged pupils

- School performance, attendance and exclusion data
- Pressures facing schools (now and expected) – budget pressures, recruitment and retention

This chart shows the three key strategic priorities and the 12 areas of focus for the DBE over the next three years.

Strategic priorities		Areas of focus	
Strategic priorities		Areas of focus	
1	Ensure all Church schools live up to their Christian foundation	1.1	SIAMS
		1.2	RE
		1.3	Spirituality
		1.4	Collective worship
		1.5	Justice, Equity, Diversity and Inclusion (JEDI)
2	Ensure Church school education is sustainable	2.1	Well-being and pastoral
		2.2	School improvement and sustainability
		2.3	Finance and income growth
		2.4	MAT strategy
		2.5	Governance
3	Develop and sustain partnerships for the benefit of church, school and home	3.1	Vision
		3.2	Partnerships

Public Benefit

In determining the activities the charity will pursue; the Board has had due regard to the guidance on Public Benefit issued by the Charity Commission.

LDBE works with the various partners described on pages 30 to 32 and with the 142 Church Schools within the diocese. Services are generally delivered to schools and to teachers, but the Board and staff are continually aware of the impact of its work on the pupils and students within the schools, then on the wider community.

Risk management

The key financial, educational and reputational risks, to which the charity is exposed, as identified by the Trustees, has been reviewed and systems established to manage those risks.

The Risk Register provides detailed information about the risks to the charity, the potential consequences if the risks are not managed, the actions being taken and a RAG rating of how well the risks are being managed. An example of key risks and actions being taken are as follows:

Insufficient growth and development of majority church MATs

Actions include an updated strategy to develop up to 6 majority MATs. In response to a school survey, the LDBE worked closely with church MATs to plan a MAT roadshow in Autumn 2024. The roadshow encouraged school leaders / governors to evaluate their capacity to manage pressures and consider how being part of a MAT can help them sustain good quality education. The LDBE gained approval from the DfE to establish a fifth MAT in Autumn 2024. Throughout 2024, the Diocesan Director of Education had led regular CEO network meetings to support MAT growth and development.

Inability to appoint suitably skilled foundation governors

Actions include the appointment of a new DBE administrator to develop systems and processes for recruiting new foundation governors. The LDBE team provides induction training, professional development and support for all governors. In 2024, a survey for governors identified future training needs. A MAT toolkit has been updated to strengthen local governance in MATS.

Inability to maintain links between schools, the church and the clergy to understand their role to protect and develop distinctively Christian education in their local church schools

The LDBE has continued to work closely with the church community to strengthen partnerships between church and school. For example, we support clergy to be effective foundation governors; we have developed the Bishop's Visitor programme, and we are promoting the Growing Faith Adventure through our training and SLA visits to promote links between church, school and home.

Inability to recruit appropriately skilled and qualified people to the LDBE team.

Actions include training and deployment of Associate advisers to support central team.

The RE adviser now undertakes SLA visits to talent spot Leading RE teachers.

The LDBE continues to review and develop policies and terms and conditions on a regular basis. There is robust induction, appraisal and training for staff to ensure the team is well placed to meet the needs of the organisation and schools – considering staff workload and wellbeing. Robust systems and processes have been developed to support business continuity.

Inability to support LAs and schools robustly enough to improve and maintain standards of education

Actions include diocesan advisers supporting and challenging LA and school leaders on issues impacting on quality of education. The LDBE continues to embed robust and effective Head Teacher Performance Management (HTPM) service for schools. The LDBE has established a comprehensive monitoring programme for church MATs.

Disruption and business continuity

Actions include the Senior Leadership Team responding to government guidance and national and local restrictions accordingly. The LDBE have further developed the systems in place to maintain close relationships and stay in contact with schools when face to face visits are not possible or feasible e.g. zoom. A new electronic file management system has been developed to enhance security and remote working practices. The LDBE has secured an IT agreement with the DBF to ensure IT infrastructure is secure and reliable.

Break even budget moving to profit

Actions included regular reviews of diaries and income generation streams e.g. course delivery, development of new training resources to adapt and develop new ways of working in the future. The sale of disused school properties and the strategic management of investments has led to the LDBE being able to set a budget for 2025 with an in-year surplus for the first time in many years.

The activities that LDBE has undertaken throughout 2024 to further the charity's purpose for public benefit are listed under four core functions which relate to the DBE Measure 2021. They are:

- To promote or assist in the promotion of education in the diocese that is consistent with the faith and practice of the Church of England (with a focus on SIAMS – Statutory Inspection of Anglican and Methodist Schools)
- To promote or assist in the promotion of religious education and religious worship in schools in the diocese
- To promote or assist in the promotion of church schools in the diocese (with a focus on school improvement to sustain good church schools)
- To promote co-operation between itself and other persons concerned with education in the diocese (partnerships).

Activities

The activities that LDBE has undertaken throughout 2024 to further the charity's purpose for public benefit and are listed under the four key functions that relate to the DBE Measure 2021, referenced below.

AREA 1 - To promote or assist in the promotion of education in the diocese that is consistent with the faith and practice of the Church of England (with a focus on SIAMS – Statutory Inspection of Anglican and Methodist Schools)

- Throughout 2024, we have supported every church school inspected to achieve a positive SIAMS outcome which demonstrates the schools are 'living up to their Christian foundation enabling all children and adults to flourish'.
- The Diocesan School Effectiveness Adviser has led the justice, equality, diversity and inclusion (JEDI) working party to drive forward the work we have done in this area with schools e.g. courses and conferences, audits, bulletins and the development of website to promote resources. The LDBE has been nationally recognised for the work it is doing to promote JEDI, e.g. at the national DDE conference and by Lord Boateng.
- We have continued to provide a significant level of pastoral care and guidance for school leaders in challenging situations.
- We have continued to support church school communities to develop a shared understanding of spiritual development which supports schools to develop everyone spiritually.

AREA 2 - To promote or assist in the promotion of religious education and religious worship in schools in the diocese

- The Diocesan RE adviser's work in Religious Education is recognised nationally, supporting the Church of England Education Office with RE development projects. The Diocesan RE advisor has been invited to speak at national conferences. In the summer of 2024, new RE curriculum materials were written and now being rolled out to academies within and beyond the diocese.
- For every headteacher recruitment process, we ensure that candidates lead collective worship and constructive feedback is provided. The LDBE continues to host cluster meetings for RE and Collective Worship leads. Training, guidance and resources are promoted through our professional development programme.
- We have continued to support schools to effectively monitor collective worship and pupil achievement in RE.

AREA 3 - To promote or assist in the promotion of church schools in the diocese (with a focus on school improvement to sustain good church schools)

- We continue to strengthen governance in church schools, academies and MATs. This has involved developing training, networking and communication to ensure all involved in governance are aware of key responsibilities in church schools.
- We have continued to evaluate the capacity and impact of staffing to effectively fulfil the strategic objectives of LDBE. This has involved ongoing monitoring and evaluation of finances, capacity, workload, staff wellbeing, staff effectiveness.

- We have continued to ensure that the pastoral and wellbeing needs of LDBE team are met with the right support and resources in place to manage workload, health and wellbeing.
- We have continued to promote national leadership programmes to all schools and support governors to recruit high quality school leaders.
- We have continued to focus on supporting vulnerable schools to provide a high-quality education for all pupils. This has involved working effectively with external partners and governors to support schools that are less than good (Ofsted and/or SIAMS) to become distinctive and effective church schools.
- We have supported Governing Boards of small schools to secure a sustainable future. This has involved working with key stakeholders (e.g. LA) to develop a strategy to support governing bodies of small schools to evaluate current provision and long-term sustainable options. This has led to some schools entering federations or church MATs.
- We have updated the LDBE MAT strategy and provided clear guidance for schools exploring options. Roadshow events and Governing Board briefing sessions have been held.
- In addition, the MAT Partnership Agreement (MPA) has been successfully implemented for a second year.
- Within the LDBE team, we continue to engage staff in LDBE financial planning, analysing current income streams in light of changing educational environment to mitigate risks to financial sustainability.
- We have developed communications and support for all church MATs established through MAT Partnership Agreements, CEO networking meetings and MAT presentations to the LDBE.

AREA 4 - To promote co-operation between itself and other persons concerned with education in the diocese (partnerships).

- We have further developed good quality communication between LDBE and school leaders. School leaders have provided positive feedback for our weekly bulletins, briefing sessions and responses to support and guidance.
- We have established successful working partnerships with the Teaching School, Lincolnshire Education Group, Local Authorities, Church of England Education Office and associated bodies, e.g. CEFEL and AADE, to ensure our services complement and support those offered by external partners.
- We have ensured we are a valued partner of church and other Christian organisations. This has involved developing partnerships with the Growing Faith Foundation to foster connections between church schools, churches and families.
- We have continued to engage in the work required to meet the Church of England aspiration of net zero by 2030 and related to the DfE guidance on environment, climate and sustainability. We commissioned an audit of the investment needed for voluntary aided schools to become carbon neutral. We have continued to advise schools on how to reduce their carbon footprint.

Courses, conferences and festivals

Over the past few years, to accommodate changing working patterns and school needs, we have continued to reduce the number of courses offered during the year and instead focused on what schools need. We have continued with the pattern of three conferences in a year. This is a more effective use of time for the schools and the education team.

By reducing the number of courses throughout the year, this frees up time for officers to deliver bespoke sessions in schools. Looking at the data from previous years, it was clear that the demand for these types of sessions has increased. This new way of working started in September 2023 and has continued into 2024. Feedback from schools for courses and conferences is overwhelmingly positive.

Topics for training events include RE, Christian Distinctiveness, Church School Inspection, School Improvement and Collective Worship. We have also seen a high demand for courses on spirituality and the governor and headteacher briefings.

LDBE continues to insist on high quality leaders and speakers for all the conferences, to ensure schools get the best support they need to be successful church schools.

The Church Schools' Festivals for infant and primary schools continue to grow in popularity. In 2024, eight days of Church Schools' Festival were at capacity after the success of an extra day being introduced the previous year. This ensured as many schools as possible, who expressed an interest, could attend. The 2024 Church Schools' Carol Service held in Lincoln Cathedral was, once again, successful with many parents joining to see their children involved in the afternoon worship. The LDBE Board meeting was arranged on the same day as the Carol Service to allow the trustees the opportunity to attend the service. This was appreciated by the trustees and very well attended. The popularity of this event has resulted in two dates secured for 2025. This will provide as much opportunity as possible for pupils to attend, subject to the number of the places available in Lincoln Cathedral, a key element of the events success.

Achievements and Performance

LDBE Strategic Overview

Education

SIAMS inspections

Since January 2024, there have been forty-two SIAMS inspections carried out in the Diocese of Lincoln. Every school received the first inspection outcome: "The inspection findings indicate that the school is living up to its foundation as a Church school, and is enabling pupils and adults to flourish". Two church schools had inspections deferred during this period.

The Diocesan RE and SIAMS Adviser continued to attend diocesan SIAMS lead briefings, deliver training and support for schools in the Diocese preparing for SIAMS inspection. SIAMS continued to be a focus in central courses and conferences held for school leaders and teachers throughout this year.

The education team have continued to provide SIAMS support and training for schools through virtual courses, conferences, bespoke reviews and SLA visits. Schools that are expecting inspection in the next year are accessing this training and support.

School leadership

Partnerships

The diocesan education team has continued to work closely with a variety of organisations to support church schools. Strategy meetings with the Local Authorities has taken place, mostly through virtual meetings, which have been productive in providing collaborative support and advice to schools. The LDBE senior leadership team continues to be a member of several partnership boards including the Lincolnshire Education Group, the North Lincolnshire Education Standards Board and Standing Advisory Council for RE. LDBE has nominated DBE directors to sit on LA scrutiny committees.

Officers meet with representatives from the schools' leadership team, the Local Authorities, Department for Education, teaching schools and Ofsted to provide tailored support for schools in focus. We also work collaboratively with the LEAD teaching school to allocate mentors to new headteachers. In Lincolnshire, the LA consider the LDBE as a key strategic partner and we have developed an Education 'One Plan' for Lincolnshire schools.

The LDBE continues to support and deploy Associate Advisers to enhance the capacity of the LDBE team. Associate advisers are serving headteachers with knowledge, and a proven track record, in church school leadership to be able to support other schools. They are briefed on national and diocesan policy and provided with templates and website resources to support schools in Service Level Agreement visits. The Associate Advisers, and other experienced headteachers, undertake mentoring roles for new headteachers when required.

Support for Schools

Service Level Agreement

In 2024, 125 (88%) of all Church of England schools chose to subscribe to the Diocesan Service Level Agreement (SLA) or MAT Partnership Agreement (MPA), which is an increase of 4 schools from the previous year. Despite the financial pressures facing schools, 2024 saw the highest number of schools joining the SLA or MPA.

Any school that joins a MAT is required to join the MPA if they not already done so. A Diocesan Officer or a Diocesan Associate Adviser makes an annual support visit to every school. Schools within a multi academy trust (MAT) are visited by the same advisor, a member of the LDBE team, and a report is provided to the MAT CEO after all visits have been completed. These visits have enabled the team to have a clearer insight in to the schools' strengths and areas for future development. Through these visits the team have been able to celebrate successes with the schools, identify and share good practice and provide appropriate support. Since the introduction of the National SIAMS team publishing a list of schools that may be inspected in a particular academic year, diocesan officers have offered an autumn support visit to schools that are expecting a SIAMS inspection, to ensure they feel prepared for the inspection. This has proved successful and popular and will continue, moving forward.

Schools in Focus

Through regular partnership meetings with the Local Authorities, school visits, inspection reports and data records, we have a good oversight of church school performance.

We maintain comprehensive confidential records about schools with vulnerabilities and those in need of careful monitoring, support and challenge. The vulnerability may include one or several of the following issues: poor inspection outcomes; below average pupil outcomes; unstable or weak leadership; staff recruitment and retention; underdeveloped curriculum; financial issues and general concerns about capacity to sustain a good quality of education for all pupils.

Four out of the five church schools that received a second 'requires improvement' judgement had their academy order revoked by the Department for Education due to a change of government policy. Two schools chose not to continue with academy conversion and will now receive government funded school improvement support instead.

In January 2024, 40% of schools recorded to be facing at least one of the challenges listed above. The most common vulnerability was end of Key Stage 2 (KS2) outcomes for pupils being below average in one or more core subject. The Lincolnshire average at KS2 remained below the national average for all schools.

With the intelligence we have about schools, we have been able to work with school leaders and key partners, such as the Local Authorities and teaching schools, to provide support and challenge needed to improve the quality of education in schools. For example, supporting the recruitment of new heads, training for subject leaders, strengthening governance, headteacher performance management and developing vision. More details about our school improvement offer can be found on page 17.

During 2024, some schools were taken out of focus for multiple reasons e.g. standards had improved, or leadership was more secure, but some different schools with vulnerabilities had come into focus. By October 2024, the figure rose to 45%. This is high but less than the 50% of schools reported to have a vulnerability in January 2023. We continue to work with our collaborative partners and develop the MAT infrastructure to help ease the pressures on schools.

Headteacher recruitment

During 2024, the LDBE team supported 28 recruitment processes. 18 out of 28 schools made successful appointments of substantive headteachers or heads of schools. 10 schools were unable to appoint a head and so we worked with the LA and Governing Board to secure an interim leader whilst continuing the search for a permanent headteacher or head of school. At the end of year, two headteachers announced they were retiring in 2025, and we will support the schools with these recruitment processes as well. The three most common reasons for headteachers leaving their schools are retirement, promotion to a larger school or senior post or resignation to leave education. These reasons each account for about a third of all departures.

To ensure the recruitment process is rigorous, the Diocesan Director of Education (DDE) invests a lot of time helping the governors to develop high quality recruitment packs and well-structured selection activities. The DDE, or his representative, attends all shortlisting and interview days and advises governors if candidates are appointable or not. Recruiting high quality headteachers continues to be a challenge for schools.

Induction visits take place for all new heads appointed and they are provided with a mentor, guidance and support needed to lead a church school. Headteachers appointed in 2024 were invited to special commissioning service in Lincoln Cathedral. The next commissioning service is planned to take place in March 2025.

Religious Education

Partnerships

The RE Adviser for LDBE attended Standing Advisory Council for Religious Education (SACRE) meetings in Lincolnshire, North Lincolnshire and North East Lincolnshire. In addition, working closely with the Local Authority RE Adviser for Lincolnshire and with staff at Bishop Grosseteste University on their regional RE hub meetings. Training has been provided on Religious Education for a range of ITE programmes, including Bishop Grosseteste University Primary PGCE, LEAD Equate Teaching School Alliance and Lincolnshire SCITT groups. A series of regular regional RE networking meetings were delivered, that are affiliated with the National Association of Teachers of

RE (NATRE) and advertised via the national RE Hubs. These sessions were open to all schools and academies in line with the requirements of the LDBE Measure in relation to RE.

As well as actively supporting and promoting high quality RE within the Diocese, the RE Adviser worked regionally and nationally; a member of the Church of England Education Office's RE Working Group, representative of the Archbishop's Council on the RE Council of England and Wales, a member of the Education Committee of the Faith and Belief Forum, the Oak National Academy Expert Advisory Group and a Trustee of Culham St Gabriel's. The RE Adviser continued to work as a supervisor for the Farmington Scholarship (Farmington Institute, University of Oxford) and as a mentor on the Leadership Programme offered by the Culham St Gabriel's Trust.

The Lincolnshire locally agreed syllabus for RE has been in use across greater Lincolnshire. This has enabled the Diocesan RE Adviser to offer more consistent support to church schools across the Diocese. To further support the effectiveness of this work, the RE Adviser continued to work alongside three Associate Diocesan RE Advisers, who provide RE support across the Diocese. The Lincolnshire locally agreed syllabus for RE is currently under review with the expectation that it will be available from summer 2025. In response to requests from MATs and standalone academies, the Diocesan RE Adviser has written a Primary RE Curriculum and is marketing it locally and nationwide. The RE Adviser is beginning to shape training and support in light of anticipated changes to RE, as well as in response to the National Content Standard for RE (2023) and the Ofsted RE Subject Report (2024).

This work forms the basis of support for teachers and subject leaders around the Diocese of Lincoln.

Work with schools

A Diocesan Board of Education should "promote or assist in the promotion of religious education and religious worship in schools in the diocese" (LDBE Measure, 2.1a). Throughout this year, the Diocesan RE Adviser delivered primary and secondary RE networking meetings around the Diocese of Lincoln. These sessions remain free and open to all teachers and subject leaders of RE (both church and non-church schools). The Diocesan RE Adviser produced three annual newsletters, as well as running social media accounts on Twitter and Facebook to keep in touch with RE teachers, subject leaders and other professionals around the country.

The courses and conferences programme included training sessions on teaching different religious worldviews, designing a RE Curriculum, meeting the expectations of Ofsted and SIAMS in relation to RE, assessing pupil progress in RE and other relevant topics. Bespoke training is frequently requested. Support was provided for teachers taking on the role of RE subject leader, as well as supporting head teachers and governors in their monitoring of RE. There was close working with colleagues to support schools to develop their distinctively Christian vision and monitor their effectiveness as church schools using the current SIAMS inspection framework. This included working with schools to ensure they are meeting the expectations of the Church of England Education Office's *Statement of Entitlement for Religious Education* (2019). In addition to this, the Diocesan RE Adviser continued to deliver keynote and workshop sessions at conferences accessed by teachers within and beyond the region.

Work beyond schools

The Diocesan RE Adviser is currently working with a variety of collaborative partners, including Shooting Fish Theatre Company and cultural solutions UK, to deliver *Empowering Voices, Exploring Worldviews*, the fourth phase of *REConnecting Lincolnshire* project. This project has received grant funding from a number of funders, including Culham St Gabriel's. The project involves supporting children and young people to engage with a diversity of religious and non-religious worldviews through the medium of podcasts and accompanying educational resources. To date, seven out of the proposed eight 30-minute podcasts have been launched; the final episode is in progress.

The Diocesan RE Adviser has been leading a national team of RE teachers and leaders to deliver The Religion and Worldviews Project, funded by the Templeton Foundation. This project is a major piece of work that involves trialling the draft National Statement of Entitlement for RE, which seeks to set a consistent standard for RE in schools and academies across the country. The project outcomes were launched in May 2024 and continue to be used to inform the future direction of Religious Education in England.

Bishop's Visitors

The Education team tries to ensure that each school has a Bishop's Visitor, although the task has proven difficult in recent years. In 2024 we had 44 active Bishop Visitors, this reflects a reduction of 15 from the 59 in 2023, however some of this data is due to more accurate communication from schools and Bishop's Visitors. This does not cover all schools. There is now an action plan in place to look at raising the profile of Bishop's Visitors, and their role, by working with the new Diocesan Children and Young People Enabler. We are also spending time training current Bishop Visitors, so they are better equipped to work in the schools.

School Improvement

School Reviews and general work with schools

LDBE is aspirational for all pupils and staff in all its schools. As such, strategies for school improvement are uniquely offered through the lens of the Church of England's vision for education. Whilst reflecting the Christian inspired vision, the offer is robust and of high quality. It reflects up-to-date thinking in education practice, pedagogy and policy. The offer also reflects the inspection frameworks for both SIAMS and Ofsted. Please note that since autumn term 2024, Ofsted's grading of schools has changed. Grades are now provided for key and provision areas but no overall grade is provided.

Strategies for school improvement in 2024 included:

- Head Teacher Performance Management

- School Improvement Partner days and packages

- School Reviews e.g. for special needs, governance, curriculum, pupil premium, etc.

- Bespoke training for individual schools e.g. governance, curriculum, pedagogy

- Planned training programmes with a particular focus on Diversity, Equity and Inclusion

Head Teacher and Governor briefings

Liaison with Local Authority school improvement partners and attendance at school strategy meetings

In 2024 a small number of schools bought into the school improvement package, accessing support in many areas. Areas of focus included: curriculum development, middle leader development, special needs and governance.

Bespoke training has been a feature of school improvement work and this has allowed school leaders the opportunity to really focus on the particular needs of their school. This area is a competitive market, particularly with the growth of the DfE funded offers for the wide range of National Professional Qualifications and the development packages provided by national education and teaching hubs e.g. Maths, English, behaviour, etc.

There continues to be an increased number of requests for bespoke governance training. Often these are focused on the roles and responsibilities of boards or to support boards' understanding of inspection. A Multi Academy Trust also requested whole trust training. We provided support for one governance review in 2024 and a further schools requested a full website review.

Themes of special needs, justice, diversity and inclusion continue to be a priority. A series of training focused on all forms of inclusion took place throughout the year.

Justice, Diversity, Equity and Inclusion are a significant thread through all LDBE work. In response to Lament to Action, racial justice remains a priority. A change of approach this year has seen elements of this training woven through the whole training offer. This work has formed part of governor and head teacher briefings.

25% of schools accessed support for their head teacher's performance management in 2024. A real strength of this offer is the opportunity it provides to work with governing boards, to support the professional development of their senior staff through the lens of the Church of England's vision for education. Robust conversations ensure head teachers' targets are appropriate to context, reflective of local and national priorities and the school's own Christian vision. As an increasing number of schools join MATs, the number of schools requesting this support is beginning to reduce.

Members of the central team maintain strong links with local authorities. This enables appropriate support to be offered to schools when needs arise. LDBE members provide additional support for all schools who are under scrutiny from their local authorities. Partnerships across local authorities continue to be prioritised. LDBE is a partner of LEG (Lincolnshire Education Group) and works closely with other organisations including Teaching school Hubs, SEND partnership boards and Research schools.

Head teacher and governor briefings continue to be well attended. They enable the central team to communicate updates to reflect both National and local priorities.

Church School Distinctiveness and Statutory Inspection of Church Schools (SIAMS)

The LDBE team have continued to provide the support schools need to further develop an effective and distinctive Christian character. There has been an ongoing focus on developing a Christian vision for the schools. Support and training are provided to help school leaders and governors to develop and embed a vision, that is

rooted in theology, in line with the Church of England and Diocesan vision for education and meets the needs of the community. This focus on vision has been particularly powerful for many schools as they have used this to steer through the challenges and identify areas for development. With the LDBE training offer in place, and the schools increasing engagement with in-person and virtual training, schools are well placed to further develop their Christian character and be successful at their next inspection.

In response to requests from schools the team has:

- Provided SIAMS training and support for school leaders and governors;
- Developed resources and training for collective worship;
- Focused professional dialogue at SLA and MPA visits on developing Christian character;
- Delivered RE, SIAMS and Governor training as well as RE cluster meetings and surgeries.

Courses, Conferences and Festivals

873 delegates attended a total of 37 training events in 2024. This year shows our new structure of offering fewer courses, giving officers more time to deliver bespoke training in schools. (2023 - 1,088 delegates attended 62 events). This also gives officers time to diversify their work and create resources that are needed by schools. Courses, conferences and events are now just one element of our provision for schools rather than the main element. SIAMS related topics and RE training are the most significant topics, as well as our free briefings for Headteachers and governors. The programme of courses, conferences and training opportunities is reviewed annually and aimed at a range of stakeholders including senior leaders, governors, teachers, RE subject leaders, support staff, Bishop Visitors, and clergy.

In addition to central training events, the team has provided 48 school-based training sessions for individual schools and MATS.

2,459 pupils attended the Church School Festival in 2024 (2,071 attended in 2023). 253 pupils attended the carol service in December 2024 (266 attended in 2023). The number of pupils attending the carol service is heading back to pre-covid levels. Next year a theme linked to Christmas will be explored, which will hopefully encourage more schools to attend.

Schools' capital (2024)

19 of the Church Schools in the Diocese of Lincoln, including 1 in North Lincolnshire, had Voluntary Aided (VA) status at the end of the year. One school in North Lincolnshire that began the year as VA school within a federation, moved to an academy trust on 01 September 2024.

Therefore, 2024 started with 20 VA schools but this figure reduced to 19 by the end of the year.

The 2024/25 academic year was the fourth year of the School Condition Allocation (SCA) grant. LDBE continued the partnership with the Diocese of Sheffield, established in 2020, continuing to share knowledge and expertise that has developed into a strong working relationship. LDBE remained the lead receiving the 2024/25 grant allocation for both organisations.

The grant was allocated to priority projects identified in the conditional surveys of all the VA schools across both Dioceses and beyond the financial capabilities of school budgets. Projects selected typically cost tens if not hundreds of thousands of pounds. To utilise the grant, and to get through as much priority work as possible, projects are considered being completed in phases that also helps the school manage their 10% financial contribution.

A panel discussion convened of representatives from both LDBE and the Diocese of Sheffield along with the architects, who work closely with the schools, consider projects that meet the criteria of most urgent need, the school financial position and whether it is necessary to complete the work in phases. A number of site visits to schools were organised to assess the current fabric of the buildings and where priority work was required to aid the decision making process. The rising cost of raw materials remains a financial constraint, leading to projects being phased to tackle the areas in most urgent need. When tenders have been issued, the number returned has been low so finding contractors can sometimes result in the work being planned later than in previous years. Projects that received funding this year included several roof replacements, like previous years, along with plans to replace single glazed windows.

On the net zero carbon agenda, Heat Decarbonisation Site Reports (HDSR) were completed for all but three of the VA schools within LDBE and the Diocese of Sheffield by the supplier selected in the previous year. The results for each site to achieve net zero carbon status listed projects to be completed, the reduction in CO2 emissions that would be achieved, an estimated cost of the work and any potential savings year on year. As a result of the reports, LDBE and the Diocese of Sheffield were able to consolidate the results and state, based on those findings, the total cost of all the work required. There are a number of caveats and assumptions, but this is the first piece of work commissioned and reported back to LDBE and the Diocese of Sheffield in the challenge to achieve net zero status for the VA school sites alone. The summary revealed a shortfall of £ millions to achieve net zero carbon at the VA school sites based on the funding likely to be received on current figures. The results of the findings have been reported back through the various panels and committees for further scrutiny and how this information can be used going forward.

The reports identified smaller projects that schools were encouraged to note and look to use the additional devolved formula capital funding received in December 2022. This has seen work on the installation of solar panels, replacement doors, additional insulation in the roof, improving boiler controls and temperature gauges. In some cases, the funding has been earmarked to fund replacement windows referenced above.

Several VA schools with LDBE were identified by the CofE Education Office as in scope for a survey on LED lighting to replace older less energy efficient installations. LED lighting is one of the quick wins in terms of reducing carbon emissions and saving money within the net zero carbon agenda.

During the year, other companies have approached both LDBE and the Diocese of Sheffield with potential solutions and improvements to reduce energy usage including the funding of larger scale installation of solar panels and additives to improve the performance of existing boilers.

The SCA grant continues to be received into the LDBE bank account. The contracts remain between the Governors and the suppliers and for the grants between the Governors and the DfE. The income and expenditure are not included in the LDBE Statement of Financial Activities for the charitable company. Note 12 to the Financial Statements discloses the amount of grant involved.

LDBE accounts continue to show a fee charged to the schools for administering the funds and completing the relevant returns to the DfE.

Site Trusts

Site trustees hold the school buildings and playground on trust for education in accordance with the principles of the Church of England. In many cases, the trustee was Lincoln Diocesan Trust and Board of Finance Limited (LDTBF), but often the Vicar and Churchwardens of the parish were appointed and sometimes a local charity is the Trustee, or the land rather than being freehold is leased.

Under the Transfer Agreement of 2018, LDTBF site trusts and custodian trusteeships have transferred to LDBE. To ensure the directors of LDBE, as trustees of the sites, are made aware of site matters these are presented to the Finance & Administration Committee and ratified by the full board.

During 2024 we have continued the exercise to ensure that all such trusts and land holdings are in order.

The table below indicates the types of trusteeship, and number of schools included in each category –

Trustees

• Lincoln Diocesan Board of Education (LDBE) -	60
• Lincoln Diocesan Trust Board of Finance (LDTBF) -	1
• Vicar & Churchwarden -	47
• Charity / Committee -	16
• Archdeacons -	4
• Lease Interest -	3
• No Trustee -	4
• Orphans -	2
• Unknown -	4

Custodian Trusteeships

• LDBE Custodian Trusteeships -	20
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The category 'Orphan' is used to indicate sites where work is needed with the Charity Commission, essentially these are sites where the trustees no longer exist. It is hoped these can be brought into LDBE's trusteeship.

Four sites remain completely unknown; work is ongoing – but it is possible that all routes may be exhausted without success. In such cases, work with the Charity Commission to determine a trustee will be needed.

Closed Schools General Purpose Reserve Fund

This is an LDBE restricted fund; its purpose is to support Christian education within the Diocese of Lincoln. During the year 19 grants of up to £500 totalling £9,056 (2023 - £5,930) were made to individual schools. The number of grants approved in 2024 was 10 more than in 2023. A common request in 2024 was for funds to promote and display the new LDBE vision around the school. Creating places of peace and reflection for both indoor and outdoor settings were requested on more than one occasion.

The £ value of grants submitted and approved, meeting the eligibility criteria in 2024, represents a 53% increase on the previous year. To maintain the fund over the long term the eligibility criteria have been revised. A school can now only apply every three years for a grant, previously this has been annually, but the clock is reset if a new head teacher is appointed.

The 2024 budget received Board approval to transfer £20,000 recorded as part of the grant income, from the fund to support the Schools Improvement programme.

Financial Review

Reserves policy

The Directors of LDBE considered the reserves policy at the Finance and Administration Committee in March 2025 and agreed to hold reserves equivalent to 12 months of operating costs.

At the end of the 2024 financial year, the total reserves have increased to £7,576,816 with unrestricted accounting for £847,248 (2023 - £795,011), restricted £811,077 (2023 - £784,142) and the endowment £5,918,491 (2023 - £5,642,826). The endowment includes properties and sales proceeds for surplus assets. The £1.1m debtor in last years accounts was realised as cash in October 2024 when the release of the funds was approved. The funds were invested by the investment managers for the long term for income generation from the fund aligned to total return accounting in December.

The level of free reserves, unrestricted less fixed assets, equates to £844,628.

Income

- The significant income sources remain unchanged over the last 12 months; investments and properties held under the Uniform Trusts under the endowment heading, courses, conferences and training primarily aimed at schools and their governors within the Diocese.
- The type of assets held in the portfolio changed in January 2024. The LDBE investment managers sold all assets in equities, bonds and alternatives re-investing the sale proceeds in a multi asset funds aligned with the LDBE total return investment strategy. The returns generated from the funds were higher than previous years, as shown on the Statement of Financial Activities. The purchase of an additional 2 million units in the fund in December 2024 will strengthen the return from investments in the years ahead. The interest rates also remained favourable for most of 2024 for any cash balances generating a return. The return on investments was a major factor to the improved financial performance for LDBE in 2024 when compared to budget assumptions. The change in the investment portfolio to one specific fund has also seen a reduction in the management charges, that also contributed to the improved financial position when compared to previous years and the budget assumptions.
- The service level agreement (SLA) is maintained as a key source of income and as mentioned under Support for Schools, the number joining in 2024 for the 2024/25 academic year is the highest it has been despite financial pressures on school budgets.
- The revised strategy for key conferences once a term, that was introduced in the previous year, continued with one key event per term. LDBE has an awareness of other events taking place, of interest to school leaders and heads of schools, which lead to the rescheduling of a conference to avoid a date clash. LDBE has also been aware of the delegate cost of similar events and changed its pricing strategy accordingly, to ensure a successful and well attended event.
- The other underlining reasons for consolidating key training events into one per term was to free up time for other areas of income generation. Work with the 142 CofE school within the geographical boundaries of LDBE continues, but increasingly more work is being gained from non-church schools and academies both within and outside those boundaries. The past year has allowed time to develop an RE Curriculum syllabus that is already being marketed to generate income in future years.
- The LDTBF currently provides a £100,000 grant subject to a triennial review shown under Note 2 as part of the Other Grants, General Funds.

Expenditure

- The start of the year LDBE received a letter of resignation from one member of staff, the Governance and Compliance Lead. This provided LDBE with an unexpected opportunity to review the staff structure. As a

result of the review, it was decided another full-time position to support the administration team would be the best option. The appointment to the administration team would see all three members able to share common duties whilst retaining their own areas of specialism. The recruitment period resulted in a two month period of pay savings where no one was in post. Recurrent savings year on year as a result of the changes implemented were also achieved. The staff complement at the end of the year remained at eight, all of whom are employed on a full-time basis. Staff costs remain the largest area of expenditure. This brings its own challenges with inflation and getting the right balance between a pay award and long-term financial stability of a small team. Different scenarios are presented to enable LDBE directors to have that discussion with the calculations on the recurrent impact before any decision is approved.

- There were additional audit costs for completing the 2023 accounts associated with the introduction of total return accounting and the presentation of the notes, specifically note 13 Funds of the Charity. The trustees decided it would also be an appropriate time to review external audit costs for the future as part of good governance. After inviting audit companies to submit their proposals, there were two returns and the incumbent reappointed. The process revealed changes to the audit sector trustees had not appreciated and how the accounts of LDBE had changed over the last few years.
- Only one contract changed in year. There was the opportunity to extend an existing contract that generated a financial saving that was accepted.
- LDBE continues to review and internally challenge current practices to ensure they are fit for purpose. Time continues to be referenced as a limiting factor. Planning workloads to free up time and place less reliance on external support continues. This has seen a reduction in the number of SLA visits scheduled to be delivered by external advisors with more from within the LDBE team itself.
- The Church of England and Dioceses are looking to reduce their carbon footprint. LDBE commissioned reports on the Voluntary Aided schools as mentioned under Schools Capital on page 19. LDBE continuously look to do its bit with virtual training where possible to reduce travel costs. Working out of serviced offices, LDBE is not directly involved with the selection of supplier but will add and assist with data and adopting new practices.
- Expected annual operating costs for 2025 as per the latest five year plan are stated at £626,082 with annual increase year on year with assumptions around inflation and potential future pay awards factored into the figures. At the end of the current five year plan, the annual operating costs are expected to rise to £674,000.

Based on the above in the context of the current economic and political environment, the Charity will aim to hold free reserves equivalent to 12 months of operating costs, in line with the reserves policy. 2024 general expenditure equals £579,708. At the 31 December 2024, the general funds stand at £847,248 ratio of 1 : 1.46 of 12 months operating costs.

The directors note that in the current five-year plan, maintaining free reserves equivalent to 12 months operating costs is achievable. This will be subject to any market fluctuations and the impact of the value of investments outside of the trustee's control in a challenging world order. A positive recurrent change to income generation potential going forward, the additional 2 million units purchased in multi asset fund in December 2024 mentioned in Income summary above. The returns on these units will begin to appear in the figures going forward that have been included in the current five year plan. These funds have been referenced for several years and are now in LDBE control to boost the financial sustainability in the years ahead.

LDBE is aware of the boost to the investment income, but challenges lie ahead with other income streams and costs expected to rise throughout the current five year plan. LDBE's own MAT strategy, promoting the benefits of joining will, in time, lead to a reduction in some income streams. This will depend on the level of services currently purchased by schools from LDBE, prior to joining a MAT. A change in government has led to the withdrawal of the £25k grant for schools converting to academy status. LDBE is now looking at how it could potentially support this change financially to ensure the education and Christian distinctive of the schools is maintained when it comes to joining a MAT in the future. Inflation has continued to fall over the last 12 months

but, as the largest area of expenditure is salaries, any increase through a pay award increases the recurrent costs of structure in place. There is the balancing act of rewarding, retaining and recruiting staff with affordability over the long term whilst addressing the other points raised above in this paragraph.

The risk register is split into two key sections; one of those deals specifically with financial issues, that are reviewed on a quarterly basis by the appropriate committee. The points raised above around how some income streams are likely to fall if more schools join MAT's, which is being promoted by LDBE, and the withdrawal of the conversion grant are noted as areas that need to be addressed. The risk register identifies various plans and ways these hurdles can be addressed to mitigate potential losses.

The directors are satisfied the reserves at 31 December 2024 are sufficient and the policy will be kept under review and revisited in 12 months' time. The review will compare 2025 performance against budget, forecast adjustments that will be recurrent, income assumptions in future years, new income streams, changes in policies, the implementation of any further cost reduction plans and the impact on the forecast reserves.

Principal funding sources

The Income and Expenditure Account shows Grants for the year totalling £195,442 compared to £1,324,129 in 2023, as per note 2. The reduction reflects the one off event in 2023 recognising the sale proceeds from a surplus asset. The investments generated £253,676 of income compared to £202,619 in 2023.

The total income earned from fees charged is shown in note 3. Fees are charged for attendance at courses, conferences and festivals with different rates for face to face and online delivery of training. Conferences remain face to face, allowing delegates the opportunity to network during planned intervals and workshops. HTPM and School Improvement Programme are two other key funding sources but are likely to reduce in the years ahead if schools currently purchasing these services from LDBE move into a MAT.

The Closed Schools General Purpose Reserve Fund receives income from investments which must be spent or granted in accordance with the terms of the fund.

Plans for future periods

As noted on page 8, the LDBE has approved a new strategic plan for 2024 to 2027 to set out its key operational approaches for carrying out the functions of the DBE Measure 2021, and realising the national and diocesan vision for education.

In addition to this plan, LDBE has updated its Diocesan Strategy for Academisation. This can be found on the diocesan website via this link: <https://www.lincolndioCESANeducation.com/matstrategy>

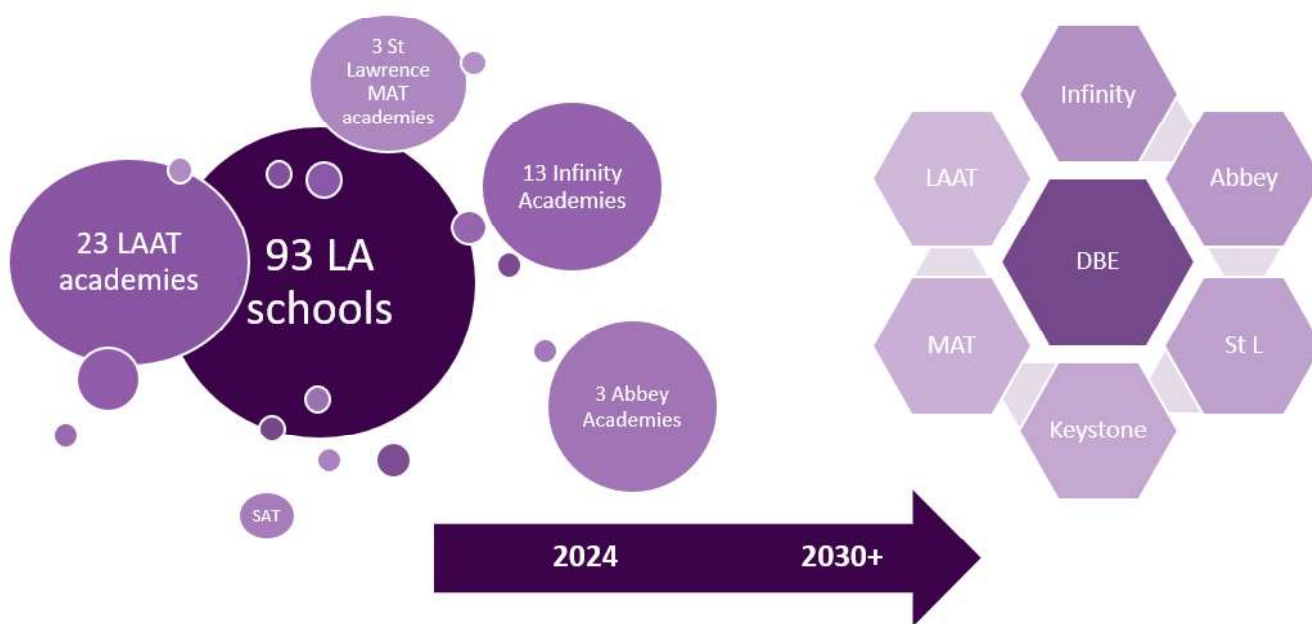
This is a public facing document that every diocese is expected to have according to the new model Articles for Church of England multi-academy trusts (MATs). The document provides comprehensive information about how the LDBE will relate to all key stakeholders in order to support the development and growth of church MATs in the diocese.

The LDBE MAT strategy aims to ensure that the church MATs in the diocese are supported to flourish, so that they can serve church schools of different sizes and in different contexts. The Diocesan Director of Education will continue to hold termly CEO network meetings, having proved to be a useful vehicle for implementing the MAT strategy. The roadshow events and developed videos for school leaders and governors have helped school leaders deepen their understanding of the MAT strategy and the benefits of being part of a church MAT. Due to the

increasing pressures upon schools, the LDBE have stated that is their 'desire and preference' for church schools to join a church MAT. It is, of course, made clear to schools that we respect it is ultimately the Governing Boards' decision.

In Autumn 2024, (following LDBE consent), the DfE approved for Keystone Academies Trust to become a church MAT. It is expected that it will take in the first church school in 2025. There are now five church MATs in the diocese. The current aim is to have six MATs in place across the diocese, as that number is considered to give the diocese the MAT capacity to serve all church schools wishing to join a MAT. The number of MATs needed however is continually kept under review.

The diagram below shows how the educational landscape may change if all the LA maintained church schools and stand-alone academies are part of the six church MATs. The LDBE will be at the centre of the 6 diocesan approved MATs, and have a pivotal role in supporting them to maintain the Christian character of all church schools within them. This diagram has been used regularly in our briefing and training sessions to explain the diocesan MAT strategy to school leaders.



The LDBE's strategic plans are regularly reviewed and designed to be flexible to accommodate emerging priorities.

Factors affecting our success

All church schools are subject to statutory legislation. The many and substantial changes over recent years are therefore significant to LDBE, as to other DBEs:

- Government policy (national level) directly impacts our work
 - Regional Director (DfE) and their intervention powers
 - Teaching School responsibilities

- Changing school improvement funding streams
- Ofsted framework
 - Quality of Education
 - Leadership and Management capacity
 - Safeguarding expectations
- National Church policy
 - The SIAMS framework
 - The National SIAMS management of SIAMS and inspector capacity
 - The Growing Faith Adventure
 - 'Flourishing For All – Anti-bullying guidance for church schools'
- Diocesan Church Policy
 - Time to Change Together
 - The role of the ex-officio foundation governors
- Economic climate
 - Cost of Living
 - Turbulent world issues impacting on investments
 - Pressure on budgets for the Board itself and for schools
 - Streamlining of external services for schools

Lincolnshire's geography has challenges relating to rural, coastal and urban poverty. There are many small, rural schools that are increasingly finding it difficult to attract a high calibre of staff or the resources they need to sustain high quality education. Promoting diversity in leadership and through the curriculum is also a challenge in some mono-cultural villages and towns in the diocese.

The LDBE continually reviews its Risk Register to ensure there are strategies in place to address the factors that may affect our success.

Structure, Governance and Management

Diocesan Boards of Education

Diocesan Boards of Education are regulated by measures – which stipulate how the board that oversees the Director of Education's work should be made up.

Members of the unincorporated Diocesan Board of Education became the first Members and Directors of LDBE on incorporation in 2013 and the company became active on 1 January 2014.

In April 2021, a new measure was approved by the General Synod. This required that a new scheme of the board be drafted, and certified by the Archbishops' Council, allowing it to then be ratified by Diocesan Synod. This scheme came into force on 1st March 2022, and states that the board will be comprised of:

- (a) The Bishop,
- (b) at least 1 but not more than 5 members appointed by the Bishop,
- (c) at least 5 but not more than 8 members elected by the Diocesan Synod, and
- (d) at least 4 but not more than 6 members co-opted by the LDBE

Where the number of nominations is within the maximum allowed within (b) or (c), the individual is automatically appointed to the Board. It is possible that under (c), there may be more nominations than the maximum places available. At this point, all nominees will be asked to present their case in front of the electing body as to why should be appointed to the Board. The electing body will decide who to appoint. Any unsuccessful applicant can apply under (d) to be a co-opted member of the LDBE. The appointed members of the Board under (a), (b) and (c) will make the decision around the appointment. All appointed trustees have equal voting rights.

If a vacancy becomes available, under (c) an individual can be nominated by members of Diocesan Synod to be elected to the Board. If a vacancy arises under (d), an individual with the skills set to aid the Board in meeting its strategic objectives may be approached. The individual may or may not choose to join the Board.

This new measure also required that new articles for the company be drafted, which were adopted by special resolution of the directors of the board on 10th February 2022, and which came into effect from 1st March 2022.

Committees of the Board

The Board delegates closer involvement in the work of LDBE to two committees, Learning & Development and Finance & Administration, each supported by a designated Officer. A Committee will be quorate at least 40% or five Members being present. In addition, the Director of Education or his Assistant Director must be present.

Trustees

The Trustees who have served at any time during the year or who were in post at the date of signing this Report are noted below:

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Adnitt	Michael Iain	01/01/19		F&A	CO-OPTED
Allain -Chapman	Justine Penelope Heathcote	19/04/22		n/a	BN
Bacon	Julie Kathleen	21/11/20		F&A	E
Barron	Sonia Patricia	01/01/16	31/12/24	L&D	E
Beverley	Joan Hilary	01/01/16		L&D	E
Booth	Fiona Beth	14/01/25		L&D	CO-OPTED
Brewster	Paul David	01/03/22		F&A	CO-OPTED
Brown	Nicholas James Watson	01/03/22		F&A	BN
Clements	David	01/01/19	31/12/24	F&A	E
Conway	Stephen David	11/11/23		n/a	EX-OFFICIO
Edwards	Cherry Anne	01/01/16		L&D	E
Ely	Sonya	12/03/20		L&D	CO-OPTED
Fisher	Nicolete	16/12/13		F&A	BN
Holmes	Leanne	14/01/25		F&A	CO-OPTED
Kyle	Martin James	10/10/19	12/09/24	L&D	CO-OPTED
Lawrence	Victoria	01/01/25		F&A	E
Machell	Georgina	07/05/19		L&D	BN
Mann	Frederick Frank	01/03/22	31/12/24	F&A	E
Robinson	Ian	01/03/22		L&D	BN
Sarvananthan	Sudharshan	15/07/23		F&A	E
Stern	Julian	01/03/22		L&D	CO-OPTED
Warrick	Alison	01/01/16		F&A	E
Webb	Michelle Dawn	09/04/25		F&A	E
Whiteoak	Daphne	12/03/19		L&D	CO-OPTED

F&A – Finance & Administration Committee

L&D – Learning & Development Committee

E – Elected by Diocesan Synod

BN – Bishop's Nomination

Remuneration of Key Personnel

LDBE officers and staff are all employees of the LDBE, a key responsibility of the Directors. The Finance & Administration Committee will make a recommendation to the Board on pay awards using the previous 12 months CPIH statistics as a guide. Affordability and the current economic trends will form part of those discussions. Benchmarking with other comparable organisations is also considered and provided where the information is available.

Induction and training of Trustees

Members are supplied with a Directors Induction Pack, which includes the Measure, the Memorandum and Articles of Association. Members also receive Charity Commission guidance on the Responsibilities of Trustees on appointment. In reporting to the Board and Committees, Officers ensure that they provide sufficient background information and explanations to enable Members to make informed decisions.

Conduct of Business

The full Board meets four times a year. It is responsible for ensuring that the charitable company complies with the requirements and regulations outlined above and that it works efficiently and effectively to further the diocesan vision for education. Board members are volunteers.

The Board delegates business to two sub-committees. Committee responsibilities are broadly as follows:

Finance and Administration Committee	Reviews budgets and forecasts for the company and monitors financial results. Oversees the implementation of policies and procedures, processes and systems.
Chair: Canon Nicolette Fisher	Supervises the appointment process for Foundation Governors.
Members: 9	Reviews the financial risks recorded on the risk register.

Learning and Development Committee	Monitors school effectiveness Considers school place provision
Chair: Rev S Barron	Produces strategy around teaching and learning particularly of RE
Members: 9	Reviews the educational risks recorded on the risk register

The Board has delegated day to day management of the charity to the Diocesan Director of Education and their team. During 2024 this included:

Education Officers	Assistant Diocesan Director of Education
School Improvement Officers	Two Schools Effectiveness Adviser
Core support staff	Finance & Operations Manager Two Administration Officers Third Administration Officer (started 03 June 2024) Compliance & Governance Lead (left 28 March 2024)

Within a small team it is often the case that we are working across different activities and helping each other.

Charitable company

Until 31 December 2013, the Board of Education of the Diocese of Lincoln operated from within the Lincoln Diocesan Trust and Board of Finance Limited (company registered number 97256, charity registration number 249355). With effect from 1 January 2014, operations transferred to a new company, limited by guarantee, which is also a registered charity.

The governing document of LDBE is its Articles of Association. The Board must also comply with The Measure, with company and charity law.

Working partnerships : related parties

LDBE is not part of a "group" of companies, but it has close operational and financial links with certain other bodies, as noted below.

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

LDBE works closely with LDTBF. LDBE relocated to the headquarters of LDTBF and now rents serviced offices from LDTBF.

The two organisations have a data sharing agreement which is GDPR compliant and allows us to work together to further the work of the schools and parishes. The two organisation work closely on the provision of IT services and security.

The Diocesan Director of Education is also member of Bishop's staff and attends monthly meetings and strategic away days. The Assistant Diocesan Director is a member of the Diocesan Safeguarding Advisory Board.

Academy Trusts

LDBE is a corporate Member of all the church multi-academy trusts and single academy trusts in the diocese of Lincoln (as per the Articles of Association) for these Trusts. The LDBE nominates a representative to attend the Annual General Meetings and other meetings arranged for Members of the Trust.

Working partnerships: wider network

Diocesan Education Officers are members of numerous networks, meeting regularly to share good practice with colleagues from other Dioceses and the Church of England Education Office.

The LDBE works closely with Lincolnshire, North Lincolnshire and North East Lincolnshire Local Authorities, the Lincolnshire Education Group, North Lincolnshire Education Standards Board, Ofsted and the Department for Education Regional Director's Office to support church schools and academies in the Diocese.

Every church school sits within a parish. The LDBE supports schools to develop a strong and fruitful relationship with the parish. As part of the diocesan-wide project, 'Time to Change Together', we will be engaging with the Local Mission Partnerships as they become established to ensure there is strong connectivity between schools and the church community.

Some of these relationships ensure officers keep up to date with new initiatives to provide appropriate support and advice to schools. Some are about influencing policy and others about working in partnership to ensure schools get a cohesive and relevant offer.

Table 1 below shows how we work with other organisations.

Table 1 : working with other organisations

Professional body	Main involvement
Department for Education	Working with the Regional Director/DfE to form new church MATs and convert church schools into academies; and to monitor performance in schools and academies.
Ofsted	Feedback at inspections and monitoring visits
Church of England Education Office	National guidance and support e.g. relating to SIAMS inspections
North Lincolnshire Local Authority	School improvement, headship recruitment, Education Standards Board, Scrutiny Panel and SACRE
Lincolnshire County Council	Children's and Young People Scrutiny Panel, Schools Forum, SACRE, Supporting vulnerable schools, Headteacher recruitment
North East Lincolnshire Local Authority	Children's and Young People Scrutiny Panel, SACRE
The Lincolnshire Education Group (LEG)	Key strategic partner to support sector led school improvement in Lincolnshire
Association of Anglican Directors of Education (AADE)	National updates and strategy on church school education
Diocesan Admissions Group	National updates on admission policy
Diocesan Governance Group	National Updates on Governance
Association of RE Advisers, Inspectors and Consultants	National updates on Religious Education
Lincoln Cathedral	Church Schools Festivals LD BE Carol Service Headteacher Commissioning Service The Diocesan Director of Education is a Lay Canon

Reference and Administrative Details of the Charity: itemised

Bankers	NatWest Bank plc Smiths Bank 225 High Street Lincoln LN2 1AZ	
Solicitors	Lee Bolton Monier-Williams 1 The Sanctuary Westminster SW1P 3JT	Chattertons Solicitors 9 Broad Street Stamford PE9 1PY
	Womble, Bond & Dickenson 1 Whitehall Riverside Leeds LS1 4BN	
Auditor	HaysMac LLP 10 Queen Street Place London EC4R 1AG	

Trustees

At the date of signing

Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair
Mr M Adnitt
Mrs J K Bacon
Dr H Beverley
Mrs F B Booth
Mr P Brewster
Revd N Brown
Rt Revd Stephen Conway, Bishop of Lincoln
Mrs C Edwards OBE
Mrs S Ely
Canon N Fisher
Mrs L Holmes
Revd V Lawrence
Revd G Machell
Canon I Robinson
Revd Canon S Sarvananthan
Prof J Stern
Mrs A Warrick
Revd M Webb
Mrs D Whiteoak

Diocesan Director of Education

Canon P Thompson

Registered office

Edward King House
Minster Yard
Lincoln
LN2 1PU

Principal address

Edward King House
Minster Yard
Lincoln
LN2 1PU

Telephone number

01522 504010

Website

www.lincolndiocesaneducation.com

Email

education@lincoln.anglican.org

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Lincoln Diocesan Board of Education 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the 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 accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

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 company's auditors are unaware, and
- each 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 company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 24 June 2025 and signed on their behalf by:



Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair of the Board

Independent auditor's report to the members of Lincoln Diocesan Board of Education

Opinion

We have audited the financial statements of the Lincoln Diocesan Board of Education for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 24 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Church of England Measures, health and safety and employment (including taxation), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Church of England Measures.

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

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals;
- Challenging assumptions and judgements made by management in their critical accounting estimates; and
- Cut-off testing in respect of revenue.

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

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

Use of our report

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



Lee Stokes (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: **18 July 2025**

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF FINANCIAL ACTIVITIES
and Income and Expenditure Account
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024			2023	
		General funds £	Restricted Funds	Endowment £	Total £	
INCOME FROM:						
Donations and legacies						
Grants	2	125,672	3,750	66,020	195,442	1,324,129
Charitable activities						
Special projects	3	15,650	-	-	15,650	5,000
School buildings	3	10,628	-	-	10,628	12,073
School improvement	3	139,479	-	-	139,479	148,640
Courses, conferences and festivals	3	63,078	-	-	63,078	67,572
Other income	3	17,738	-	-	17,738	12,165
Investment Income						
Dividend Income		63,659	26,482	120,923	211,064	162,679
Rental Properties		42,612	-	-	42,612	39,940
TOTAL INCOME		478,516	30,232	186,943	695,691	1,772,198
EXPENDITURE ON:						
Charitable activities						
Diocesan Board of Education Measures	4	324,216	-	-	324,216	334,782
Special projects	4	16,723	-	-	16,723	15,178
School buildings	4	276	-	-	276	10,095
School Improvement	4	156,140	-	-	156,140	157,912
Courses, conferences and festivals	4	82,353	-	-	82,353	88,977
Grant-making	4	-	29,027	-	29,027	25,930
Multi Faith Projects	4	-	1,480	-	1,480	20,317
TOTAL EXPENDITURE		579,708	30,507	-	610,215	653,191
NET (EXPENDITURE)/ INCOME		(101,192)	(275)	186,943	85,476	1,119,007
Net gains/(losses) on investments	9	32,506	27,210	209,645	269,361	93,480
NET MOVEMENT IN FUNDS		(68,686)	26,935	396,588	354,837	1,212,487
Transfer between funds	13	120,923		(120,923)	-	-
TOTAL FUNDS BROUGHT FORWARD		795,011	784,142	5,642,826	7,221,979	6,009,492
TOTAL FUNDS CARRIED FORWARD	13	847,248	811,077	5,918,491	7,576,816	7,221,979

The notes on page 41 to 55 form part of these Financial Statements.

Details of comparative figures by fund are disclosed in note 16.

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

AT 31 DECEMBER 2024

		2024	2023
		Total	Total
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	8	2,620	3,886
Investments	9	6,893,046	5,401,524
		<u>6,895,666</u>	<u>5,405,410</u>
CURRENT ASSETS			
Debtors	10	103,157	1,360,398
Cash at bank		<u>740,778</u>	<u>796,095</u>
Total current assets		843,935	2,156,493
CREDITORS : Amounts falling due within one year	11	<u>(162,785)</u>	<u>(339,924)</u>
NET CURRENT ASSETS		<u>681,150</u>	<u>1,816,569</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		7,576,816	7,221,979
NET ASSETS		<u><u>7,576,816</u></u>	<u><u>7,221,979</u></u>
FINANCED BY RESERVES :			
General Funds	13	847,248	795,011
Restricted Funds	13	811,077	784,142
Endowment	13	<u>5,918,491</u>	<u>5,642,826</u>
TOTAL RESERVES OF THE CHARITY		<u><u>7,576,816</u></u>	<u><u>7,221,979</u></u>

The notes on page 38 to 51 form part of these Financial Statements

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These financial statements were approved and authorised for issue by the directors on 24 June 2025 and signed on their behalf by:



Venerable Dr Justine-Allain-Chapman, Archdeacon of Boston, Chair of the Trustees

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	2024		2023	
	£	£	£	£
Cash flows from operating activities:		914,411		(123,096)
Cash flows from investing activities:				
Purchase of investments	(5,187,449)		(442,647)	
Sales of Investments	3,965,288		472,244	
Investment income	253,676		202,619	
Purchase of property, plant and equipment	<u>(1,243)</u>		<u>(1,131)</u>	
Net cash provided by (used in) investing activities		(969,728)		231,085
Change in cash and cash equivalents in the reporting period		<u>(55,317)</u>		<u>107,989</u>
Cash and cash equivalents at the beginning of the reporting period		796,095		688,106
Cash and cash equivalents at the end of the reporting period		<u><u>740,778</u></u>		<u><u>796,095</u></u>
Reconciliation of net income to net cash flow from operating activities				
		2024		2023
		£		£
Net income for the reporting period (as the Statement of Financial Activities)		354,837		1,212,487
Adjustments for:				
Depreciation charges		2,509		2,372
(Gains)/losses on investments		(269,361)		(93,480)
Investment income		(253,676)		(202,619)
Decrease/(increase) in debtors		1,257,241		(1,172,752)
(Decrease)/increase in creditors		<u>(177,139)</u>		<u>130,896</u>
Net cash (used in) / provided by operating activities		<u><u>914,411</u></u>		<u><u>(123,096)</u></u>
Analysis of cash and cash equivalents				
		2024		2023
		£		£
Cash in hand		<u>740,778</u>		<u>796,095</u>
Total cash and cash equivalents		<u><u>740,778</u></u>		<u><u>796,095</u></u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

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

The financial statements are prepared under the historical cost convention.

The trustees consider there are no material uncertainties around the charity's ability to continue as a going concern. Sale proceeds for the sale of surplus assets were released and invested during 2024 that was part of the longer term planning, when the funds would be released was the unknown factor. On the basis of reviewed cash flow forecast and risk planning, the trustees can sign the Charity accounts as a going concern.

b Critical accounting judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised based on new information received affecting the value of the asset.

Investment properties are valued on the basis of capitalised rent yields or reference to external market data. Capitalised rents are based on a 5% yield due to the nature and term of the tenancy. The existence of any restrictions on the investment properties and their realisable value, due to their educational background, would be highlighted in the Charity Report produced at that point in time.

c Fund accounting

LDBE holds funds of the following types:

General funds - which are available for any purposes within the LDBE's objects.

Restricted funds - which are subject to specific conditions imposed by the donor.

Endowment funds - which are subject to the conditions of the Uniform Statutory Trust.

d Income

Income is accounted for when the charity is entitled to receive the income, when it can be valued accurately and when it is probable that it will be received. It is deferred to the extent that it is contractually related to a later accounting period.

Grants in kind are valued at the cost to the grant-making body.

e Expenditure

Expenditure is recognised on an accruals basis and wherever possible charged directly to the activity concerned, including staff costs. Certain support costs are apportioned to activities proportionately with the staff costs charged to that activity.

f School buildings and capital

As explained in note 12 to the Financial Statements, capital grants and costs of schools projects which are the responsibility of the governing body of the school concerned have been excluded from these accounts.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1 ACCOUNTING POLICIES - continued

g Grants payable

Grants are included in the period in which the charity has committed the expenditure and when it can be quantified with reasonable certainty.

h Tangible fixed assets

Expenditure on assets is capitalised if it is over £500 and written off on a straight line basis over the expected useful life of the asset. This varies from 3 to 5 years.

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.

i Financial instruments

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

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j Investments

Investments are stated in the balance sheet at their fair value. All movements in value arising from investment charges and revaluations are included in the Statement of Financial Activities.

Investment properties valuation, a tenant in residence, are calculated based on the average annual rent for the lease term. The average annual rent represents 5% of the property's valuation. The trustees have agreed this method after discussions and contributions with professionals within this field. A full red book estate valuation has been discussed by trustees, but considering the cost, the uniqueness of the properties, finding a reliable comparison or one recently sold and the longer terms plans, the average annual rent representing an agreed percentage of a property's valuation continues to be the approach the directors have adopted.

The assets held within the investment portfolio were aligned to the total return investment strategy in January 2024. Assets held at the beginning of 2024 were sold and units purchased in one multi asset fund designed for a total return accounting. The dividend stream throughout 2024 were more consistent and, returns were higher than the previous year, as shown on the Statement of Financial Activities. The capital growth is also available to trustees where parameters have been agreed a set percentage per annum can be drawn down for specific purposes if required.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2024

	2024				2023
	General funds	Restricted Funds	Endowment	Total	Total
	£	£	£	£	£
2 INCOME FROM GRANTS					
Other grants	125,672	3,750	66,020	195,442	1,324,129
	<u>125,672</u>	<u>3,750</u>	<u>66,020</u>	<u>195,442</u>	<u>1,324,129</u>

The reduction in grant income is due to income recognised from the sale of a school in 2023 with none in 2024

Endowment in 2024 reflects interest earned on the sale proceeds before the funds were released by DfE above the amount recognised in the 2023.

3 INCOME FROM ACTIVITIES

All income from activities is attributable to the charity's general funds.

	2024				2023
	General funds	Restricted Funds	Endowment	Total	Total
	£	£	£	£	£
<u>Special projects</u>					
Staff release fees and trust work	15,650	-	-	15,650	5,000
<u>School buildings</u>					
Fees for administrative support	10,628	-	-	10,628	12,073
<u>School improvement</u>					
Service level agreement and fees	139,479	-	-	139,479	148,640
<u>Courses, conferences and festivals</u>					
Course fees and festival attendance	63,078	-	-	63,078	67,572
<u>Other income</u>					
Other income	17,738	-	-	17,738	12,165
	<u>246,573</u>	<u>-</u>	<u>-</u>	<u>246,573</u>	<u>245,450</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

4 COSTS OF CHARITABLE ACTIVITIES

	Staffing	Other direct costs	Support costs	Grants	2024 Total	2023 Total
	£	£	£	£	£	£
Diocesan Board of Education Measures	233,738	2,455	88,023	-	324,216	334,782
Special projects	16,713	-	10	-	16,723	15,178
School buildings	-	-	276	-	276	10,095
School improvement	146,640	-	9,500	-	156,140	157,912
Courses, conferences and festivals	64,269	16,070	2,014	-	82,353	88,977
Grant-making	-	-	-	29,027	29,027	25,930
REConnecting Lincs	-	-	-	-	-	16,085
World Views	1,000	-	-	480	1,480	5,332
	<u>462,360</u>	<u>18,525</u>	<u>99,823</u>	<u>29,507</u>	<u>610,215</u>	<u>654,291</u>

The Grant-making costs are to CofE schools to enhance their Christian ethos. Further details can be found on page 19 of the Trustee Report under Closed School General Purpose heading.

The REConnecting Lincs is the continuation of the Empowering Voices project, delivered by a production company, under the title Working Beyond Schools. Exploring Worldview projects continued in 2024. Details of both can be found on page 14 of the Trustee Report. On the Statement of Financial Activities, these two projects are shown under the heading Multi Faith Projects

	Staffing	Other direct costs	Support costs	Grants	2023 Total
	£	£	£	£	£
Diocesan Board of Education Measures	215,747	12,070	106,965	-	334,782
Special projects	12,654	-	2,524	-	15,178
School buildings	9,580	-	515	-	10,095
School improvement	139,981	-	17,931	-	157,912
Courses, conferences and festivals	67,477	17,528	3,972	-	88,977
Grant-making	-	-	-	25,930	25,930
REConnecting Lincs	-	-	-	16,085	16,085
World Views	1,100	-	-	4,232	5,332
	<u>446,539</u>	<u>29,598</u>	<u>131,907</u>	<u>46,247</u>	<u>654,291</u>

5 SUPPORT COSTS

	2024	2023
	£	£
Diocesan Board of Education Measures	88,023	106,965
Special projects	10	2,524
School buildings	276	515
School improvement	9,500	17,931
Courses, conferences and festivals	2,014	3,972
Multi-Faith project	-	-
	<u>99,823</u>	<u>131,907</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

	2024	2023
	£	£
6 NET INCOME BEFORE TRANSFERS		
Net income is stated after		
Depreciation	2,509	2,372
Audit fees (incl, VAT)	29,040	21,360
	<u>29,040</u>	<u>21,360</u>

Board members were not entitled to, and did not receive any remuneration in their capacity as trustees in the year ended 31 December 2024 (2023 - £nil).

£456 travel expenses were claimed by five trustees as board meetings were held in person and attending feedback sessions for Ofsted & SIAMS (2023 - £730 for six trustees).

7 STAFF COSTS

	2024	2023
	£	£
Wages and salaries	364,174	355,353
Social Security	40,423	38,997
Pension	40,190	39,100
Other staff costs	17,573	13,089
	<u>462,360</u>	<u>446,539</u>

The average number of people employed during the year were 8 (2023 : 8)

Remuneration and benefits received by key management personnel, Diocesan Director of Education and the Assistant Director, including employers national insurance and pension contributions amounted to £173,072 (2023 ; £164,710)

The number of staff whose emoluments amounting to more than £60,000 were as follows

	2024	2023
	Number	Number
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

8 TANGIBLE FIXED ASSETS	2024
<u>Fixtures, fittings and equipment</u>	£
Cost at 1 January 2024	9,333
Additions in year	1,243
Disposals in year	(3,000)
Cost at 31 December 2024	<u>7,576</u>
Accumulated depreciation at 1 January 2024	5,447
Charge for in year	2,509
Disposals in year	(3,000)
Accumulated depreciation at 31 December 2024	<u>4,956</u>
Net book value at 31 December 2024	<u>2,620</u>
Net book value at 31 December 2023	<u>3,886</u>

9 INVESTMENTS

	2024			2023
	Listed investments	Investment property	Total	Total
	£	£	£	£
Brought forward	4,660,485	741,039	5,401,524	5,337,641
Additions	5,187,449	-	5,187,449	442,647
Disposals	(3,965,288)	-	(3,965,288)	(472,244)
Investment Gains / (Losses)	216,921	52,440	269,361	93,480
Carried forward	<u>6,099,567</u>	<u>793,479</u>	<u>6,893,046</u>	<u>5,401,524</u>
Historical cost of investments	<u>5,786,441</u>	<u>711,966</u>	<u>6,498,407</u>	<u>5,180,900</u>

	Listed Investments	
	2024	2023
	£	£
Equities	-	2,504,780
Bonds	-	590,507
Multi Asset Funds	6,099,567	797,129
Alternatives	-	768,069
Market value of investments	<u>6,099,567</u>	<u>4,660,485</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

	2024	2023
	£	£
10 DEBTORS		
Trade debtors	18,845	18,731
Amounts owed by related parties	2,626	4,507
Prepayments and accrued income	81,686	1,337,160
	<u>103,157</u>	<u>1,360,398</u>
	2024	2023
	£	£
11 CREDITORS - amounts due within one year		
Trade creditors	1,809	6,449
Amounts owed to related parties	1,143	5,682
Deferred income	100,074	100,353
Other creditors and accrued expenses	59,759	227,440
	<u>162,785</u>	<u>339,924</u>

Deferred income is represented by eight months worth of subscriptions, £63k for the Service Level Agreement (SLA), that CoFE schools within LDBE geographical area buy into each year. The subscriptions runs from the start of the academic year on 01 September, ending on 31 August the following year. The key aims of the SLA is, "living out our diocesan vision for education," and "the DBE team of highly experienced practitioners is able to provide a wide range of quality services and exciting opportunities to help schools meet current and emerging needs of a constantly changing education landscape."

£20k is for property rent paid in advance and £3k for training packages where the second and final day is delivered to the school in the new financial year.

The final £14k is a payment received for a piece of work to be completed. This amount was carried forward from the previous year but has since been returned in 2025 as priorities have changed and the original work identified will no longer be going ahead.

All of the deferred income from 2023 has now been recognised in the 2024 accounts with the exception of the £14k mentioned in paragraph above.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2024

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

The Charity assists Voluntary Aided (VA) schools with capital projects. It acts as a banker for the DfE / Education Skills Funding Agency in receiving the funding and settling contractors invoices for approved projects on their behalf. 2024 is the fifth year of the School Condition Allocation (SCA) funding. LDBE is the lead partner with the Diocese of Sheffield. LDBE receives the funding allocation for both organisation which is allocated according to need identified in the conditional surveys for all VA schools across both Dioceses.

This is a significant activity of the charity but the capital projects are not reflected in the Statement of Financial Activities as the contracting party is the School's Governing Body and not LDBE.

A summary of transactions during the year is set out below:

	2024	2023
	£	£
Department for Education capital grants	846,397	801,939
School Governors' contribution	56,569	123,122
	<u>902,966</u>	<u>925,061</u>
Project expenditure	<u>902,966</u>	<u>925,061</u>

At the year end, LDBE held the following assets and liabilities for ongoing projects at Voluntary Aided (VA) schools. The assets and liabilities do not form part of the LDBE's accounts, as described below.

	2024	2023
	£	£
Debtors and accrued income	81,140	167,275
Cash at bank	451,099	331,684
Creditors and deferred income	(532,239)	(498,959)
	<u>-</u>	<u>-</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

13 FUNDS OF THE CHARITY

Summary of the activities of the funds of the charity in the year:

	Balance at						Balance at
	01/01/2024	Unapplied Total Return	Income	Expenditure	Investment gains/(losses)	Transfers	31/12/2024
	£	£	£	£	£	£	£
<u>Unrestricted Funds</u>							
General funds	795,011	-	478,516	(579,708)	32,506	120,923	847,248
<u>Restricted Funds</u>							
Closed School Fund	770,711	-	26,482	(29,027)	27,210	-	795,376
REConnecting Lincs	11,963	-	2,500	-	-	-	14,463
World View Project	1,468	-	1,250	(1,480)	-	-	1,238
	784,142	-	30,232	(30,507)	27,210	-	811,077
<u>Endowment</u>							
Uniform Statutory Trust	4,462,910	-	66,020	-	142,853	-	4,671,783
Unapplied Total Return	1,179,916	-	120,923	-	66,792	(120,923)	1,246,708
	5,642,826	-	186,943	-	209,645	(120,923)	5,918,491
<u>Grand Total All Funds</u>	<u>7,221,979</u>	<u>-</u>	<u>695,691</u>	<u>(610,215)</u>	<u>269,361</u>	<u>-</u>	<u>7,576,816</u>

	Balance at						Balance at
	01/01/2023	Unapplied Total Return	Income	Expenditure	Investment Losses	Transfers	31/12/2023
	£	£	£	£	£	£	£
<u>Unrestricted Funds</u>							
General funds	834,552	-	455,563	(606,944)	16,902	94,938	795,011
<u>Restricted Funds</u>							
Closed School Fund	752,480	-	26,431	(25,930)	17,730	-	770,711
REConnecting Lincs	9,048	-	19,000	(16,085)	-	-	11,963
World View Project	1,700	-	4,000	(4,232)	-	-	1,468
	763,228	-	49,431	(46,247)	17,730	-	784,142
<u>Endowment</u>							
Uniform Statutory Trust	4,411,712	(1,150,787)	1,172,266	-	29,718	-	4,462,910
Unapplied Total Return	-	1,150,787	94,938	-	29,130	(94,938)	1,179,916
	4,411,712	-	1,267,204	-	58,848	(94,938)	5,642,826
<u>Grand Total All Funds</u>	<u>6,009,492</u>	<u>-</u>	<u>1,772,198</u>	<u>(653,191)</u>	<u>93,480</u>	<u>-</u>	<u>7,221,979</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

13 FUNDS OF THE CHARITY continued

Closed School Fund

This fund is for educational purposes in the Diocese of Lincoln. Activities are required to develop the Christian character of the school. The fund operates by making grants. At 31 December 2024 the fund included investment assets of £698,136 (2023: £605,412), with the balance within net current assets.

REConnecting Lincs

The project sought and was granted a final tranche of funding to complete the full suite of eight podcasts and associated education packs. These continue to support pupils to engage with the lived reality of religious and non-religious worldviews in the RE Classroom.

Religion and Worldviews Project

The project is funded through the Templeton Foundation and published its final outcome in May 2024. It has a significant impact, including on the recently published National Content Standard for Religious Education.

Uniform Statutory Trust

Dividends from the Uniform Statutory Trust investment are a major source of income to LDBE. The dividends are a key component of LDBE annual income to plan and deliver activities in line with the objectives of the charity. The portfolio is managed by investment managers on behalf of LDBE with clear strategy on return and risk.

The year end closing balance of the fund included investment assets of £4,671,783.

The Endowment is invested in one multi asset fund aligned to charities having adopted total return accounting. Any proposals to draw down funds from the UTR require trustees approval within the agreed parameters. Any Endowment gains and losses are allocated between the UST and the UTR in direct proportion to the original number of units purchased. No indexation is applied to the UTR only the direct proportion of any gains or losses recorded in a financial year.

Net Asset by Fund - 2024

	General funds £	Restricted Funds £	Endowment £	Total £
Tangible fixed assets	2,620	-	-	2,620
Investments	683,711	698,136	5,511,199	6,893,046
Current assets	308,252	113,468	422,215	843,935
Current liabilities	(147,335)	(527)	(14,923)	(162,785)
Total Net Assets by Fund	<u>847,248</u>	<u>811,077</u>	<u>5,918,491</u>	<u>7,576,816</u>

Net Asset by Fund - 2023

	General funds £	Restricted Funds £	Endowment £	Total £
Tangible fixed assets	3,886	-	-	3,886
Investments	655,296	673,307	4,072,921	5,401,524
Current assets	306,485	253,540	1,596,468	2,156,493
Current liabilities	(170,656)	(142,705)	(26,563)	(339,924)
Total Net Assets by Fund	<u>795,011</u>	<u>784,142</u>	<u>5,642,826</u>	<u>7,221,979</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2024

Summary of assets by fund 2024

	Fixed Assets			Cash	Creditors		Net Assets
	Tangible	Investments	Current Assets exc cash		Current Liabilities	Long Term Liabilities	
	£	£	£	£	£	£	£
Unrestricted Funds							
General	2,620	683,711	96,010	212,242	147,335	-	847,248
Restricted Funds							
Closed School Fund	-	698,136	7,147	90,620	527	-	795,376
REConnecting Lincs	-	-	-	14,463	-	-	14,463
World View	-	-	-	1,238	-	-	1,238
Total Restricted Funds	-	698,136	7,147	106,321	527	-	811,077
Permanent Endowment							
Uniform Statutory Trust	-	4,264,491	-	422,215	14,923	-	4,671,783
Unapplied Total Return	-	1,246,708	-	-	-	-	1,246,708
Total Endowment Funds	-	5,511,199	-	422,215	14,923	-	5,918,491
Grand Total All Funds	2,620	6,893,046	103,157	740,778	162,785	-	7,576,816

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

14 RELATED PARTIES

LAAT - The Chair and Vice Chair of LDBE, are corporate members of Lincoln Anglican Academy Trust (LAAT). The role of a corporate member is attending the annual general meeting. The day to day decisions are taken by the by the Board of Directors that does not include the corporate members.

FRS102 para 33.4 (a) definition describes the role of a corporate member and is not a related party simply where two entities have a director of member of key management personnel in common.

Under para 33.4 (d) it is not a related party where there is significant business , merely by virtue of the resulting economic dependence.

The LDBE MAT strategy document quotes the MAT Trust Board new Articles of Association (5s) that enables the MAT Trust Board to enter into agreements that the diocese requires in order to support church schools within the MAT. This is not regarded as a related party transaction as the LDBE is the appropriate religious authority.

	2024	2023
	£	£
Sales to LAAT	17,560	19,705
Balance owed to LDBE at 31 December	-	395
Purchases from LAAT	500	2,000
Balance owed by LDBE at 31 December	-	-
Accrued income at 31 December	-	-

LDTBF

Two directors of the company are also directors of the Lincoln Diocesan Trust and Board of Finance (LDTBF) (2023 - two). The Lincoln Diocesan Board of Education (LDBE) was established to fulfil the requirements of LDTBF under the Measure. LDBE rents space from the head office of LDTBF whilst operating a hybrid working model.

Accordingly LDTBF is a related party for LDBE. Transactions during the year were as follows:

<u>Grants received from LDTBF</u>	Note	General Fund	Restricted Fund	2024	2023
		£	£	£	£
<u>Other grants</u>					
Grant	2	105,672	-	105,672	107,136
		105,672	-	105,672	107,136

<u>Other transactions with LDTBF</u>	General Fund	Restricted Fund	2024	2023
	£	£	£	£
Sales to LDTBF	-	-	-	540
Purchases from LDTBF	29,483	-	29,483	36,509
Balance owed by LDBE at 31 December	513	-	513	612

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2024

14 RELATED PARTIES continued

Schools

Some Trustees of LDBE were also school governors during 2024. Accordingly these schools are related parties of LDBE. The names of the schools and the total of transactions with them during the year are noted below:

	2024	2023
Ancaster CoE School	Y	Y
Barkston & Syston CoE Primary	Y	Y
Caistor Grammar	N	Y
Caistor CoE & Methodist	N	Y
Coleby CoE Primary	N	Y
Dunholme St Chad CoE Primary	Y	Y
Denton & Harlaxton Federation	Y	Y
Fiskerton CoE Primary School	Y	Y
Great Ponton CoE	Y	Y
Kirkby-on-Bain CoE Primary	Y	Y
Lincoln St Faiths & St Martins CoE Junior School	Y	Y
Queen Elizabeth Grammar School, Horncastle	Y	Y
Rauceby CoE School	Y	N
Reepham CofE Primary School	N	Y
Ropsley CoE Primary	Y	Y
Saxilby CoE Primary School	Y	Y
Spalding Grammar School	Y	Y
St Gilberts CoE Primary, Stamford	Y	N
St Thomas' Primary Academy	Y	Y
The St Lawrence Academy	Y	Y
Trent View College, Scunthorpe	Y	N
Tydd St Mary CoE Primary School	Y	Y
Weston Hills CoE Primary School	Y	Y
Westwoodside Primary Academy	Y	N
Wyberton Primary Academy	Y	Y

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2024

14 RELATED PARTIES continued

	2024	2023
	£	£
Sales to schools	33,925	36,980
Balance owed to LDBE at 31 December	2,627	3,767
Purchases and payments to schools	1,850	1,357
Balance owed by LDBE at 31 December	<u>-</u>	<u>-</u>

15 Analysis of charity funds

The General Funds throughout the presentation of the accounts represent the day to day activities of the charity in delivering its objectives.

Restricted Funds are represented by;

- Closed School Fund,
- Specific restricted funds (REConnecting Lincs & World View Project),
- Endowment which comprises the Uniform Statutory Trust (UST) and the Unapplied Total Return (UTR).

Details around these specific funds are shown in Note 13.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2024

16 FUNDS OF THE CHARITY continued - STATEMENT OF FINANCIAL ACTIVITIES year end 31 DECEMBER 2023

	Note	General funds £	Restricted Funds	Endowment £	Total £
INCOME FROM:					
Donations and legacies					
Grants	2	128,863	23,000	1,172,266	1,324,129
Charitable activities					
Special projects	3	5,000	-	-	5,000
School buildings	3	12,073	-	-	12,073
School improvement	3	148,640	-	-	148,640
Courses, conferences and festivals	3	67,572	-	-	67,572
Other income	3	12,165	-	-	12,165
Investments		81,250	26,431	94,938	202,619
TOTAL INCOME		455,563	49,431	1,267,204	1,772,198
EXPENDITURE ON:					
Charitable activities					
Diocesan Board of Education Measures	4	334,782	-	-	334,782
Special projects	4	15,178	-	-	15,178
School buildings	4	10,095	-	-	10,095
School Improvement	4	157,912	-	-	157,912
Courses, conferences and festivals	4	88,977	-	-	88,977
Grant-making	4	-	25,930	-	25,930
Multi Faith Projects	4	-	20,317	-	20,317
TOTAL EXPENDITURE		606,944	46,247	-	653,191
NET (EXPENDITURE)/ INCOME		(151,381)	3,184	1,267,204	1,119,007
Net gains/(losses) on investments	9	16,902	17,730	58,848	93,480
NET MOVEMENT IN FUNDS		(134,479)	20,914	1,326,052	1,212,487
Transfer between funds	13	94,938		(94,938)	-
TOTAL FUNDS BROUGHT FORWARD		834,552	763,228	4,411,712	6,009,492
TOTAL FUNDS CARRIED FORWARD	13	795,011	784,142	5,642,826	7,221,979

LINCOLN DIOCESAN BOARD OF EDUCATION

England & Wales - Charity number 1151733

Accounts

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



**The Diocesan
Board of Education**

Report of the Director of Education

2023 was another eventful year and the Lincoln Diocesan Board of Education (LDBE) continued to provide high quality and reliable support for its church schools and academies during this time.

In early 2023, the education world was very distressed by the tragic death of Ruth Perry (Headteacher from Caversham Primary School in Berkshire) following an OFSTED inspection at her school. School leaders in our diocese regularly seek our pastoral support and guidance, stating that OFSTED is a significant pressure, amongst other issues, they face. To support our schools with inspection, we have provided school improvement partner programmes, updates and guidance at headteacher and governor briefings and when the school gets the call we are there to speak to the inspector, attend the feedbacks and ensure we are available to assist the school as required. The LDBE also formally wrote to OFSTED and the Department for Education (DfE) to express their concern and to request a review of the inspection processes. We have been reassured that the nature and conduct of inspections are now under review.

Although the vast majority of our church schools have had successful OfSTED inspections, there have been a very small minority that have been judged 'requires improvement' for a second consecutive time. As a consequence, the DfE has issued five schools with an Academy Order. To ensure the schools receive the support they need and to ensure that their Christian foundation is preserved and developed, the LDBE has developed its Diocesan Strategy for Academisation. A new public facing document to promote the Strategy was approved by the LDBE and published in the latter half of the year. As part of this Strategy, the LDBE is supporting the growth of development of church MATs so that all church schools that want or need to go into a church MAT can do so, subject to due diligence. To support the development of church MATs, the LDBE team completed the first annual cycle of MAT Partnership visits to every academy within a MAT. A report for each academy and the Trust was provided to celebrate the strengths and agree the areas for development. The LDBE also planned and hosted the first church MAT CEO network meeting in December 2023. This provided an opportunity for CEOs and the LDBE team to discuss the strategy for church MATs we have in the diocese of Lincoln. More of these CEO network meetings will take place in 2024.

Throughout 2023 we experienced the greatest turnover of church school headteachers in a year, partly due to the pressures they face. The LDBE worked with school governors to appoint a total of 24 headteachers or executive headteachers. This was a significant piece of work as we always support schools with every stage of the recruitment process. There were times when the school didn't appoint the first time round and so the LDBE supported governors with additional recruitment processes and to secure interim leadership.

In 2023, the LDBE team supported church schools and academies to prepare for the introduction of the new church school inspections framework (SIAMS – Statutory Inspection of Anglican and Methodist Schools). This work involved members of the team attending national training, and developing diocesan training and materials for schools. We have supported schools with bespoke reviews of their church school distinctiveness and their readiness for inspection. We ensured schools on the list for inspection received early Service Level Agreement visits. In November 2023, we delivered a very successful SIAMS conference for about 90 school leaders. It is very pleasing to report that SIAMS outcomes for all schools inspected in our diocese have been very positive.

In May 2023, another key national event was the King's Coronation. The LDBE ensured that schools had access to range of resources so that pupils and adults were able to learn about and celebrate the historic event.

In the diocese of Lincoln, we also had our very own momentous occasion – the Enthronement of our new Bishop of Lincoln, the Rt Reverend Stephen Conway. The LDBE is absolutely thrilled that Bishop Stephen is our new Bishop because he is a real advocate for education, children and young people. We were delighted that he requested pupils from church schools to be at the heart of his Enthronement. The LDBE team worked with schools to lead a special collective worship before the main Cathedral service. The children then escorted the Bishop to the Cathedral and took part in the special event.

In November 2023, I was delighted to be invited by the Bishop of Lincoln to become a Lay Canon of Lincoln Cathedral. Although this is a personal honour, it is also another way that the Bishop is promoting the importance of church school education in the diocese.

In 2023 LDBE developed its new vision for education. The LDBE team worked closely with the LDBE directors, Bishop's staff and schools to develop a vision that is theologically rooted and highly aspirational for all church schools and academies. Our vision underpins all the work we do to develop high quality church education in the diocese of Lincoln.

We launched the vision in October by leading a virtual collective worship for all schools. We articulated the vision through animation, images, song, story, prayer and reflection. Pupils attending the Church School Festival helped design our new vision logo. These materials and other resources to help schools interact with our vision are available on the diocesan website. More details about our vision can be found on pages 4 & 5 of this document.



'Believing we are called into fellowship with God who seeks the flourishing of all, we aspire to strengthen our school communities with wisdom, knowledge and understanding.

Through partnerships firmly rooted in Christian hope and in the love of God, we empower all in our Church school family to love one another with humility, justice and kindness.'

Our vision is theologically rooted in the story of Moses and the Burning Bush (Exodus 3:3-12)



We started the year of 2023 with 141 Church of England Schools. I am delighted to say that we ended the year with 142 schools. We welcomed Fulstow school in the church school family. LDBE worked closely with governors, the Local Authority and the Department for Education through arduous bureaucracy to officially regain the school's church school status after it was somehow lost at the turn of the 20th century. The Chair of LDBE and I attended a very special commissioning service at the school's local parish church.

Throughout the year, the LDBE team has continued to be hardworking, enthusiastic and committed to serving church schools and providing them with the support they need for all adults and pupils to flourish.

My thanks go to the LDBE directors and the education team for all they have done to support church schools in 2023.

Canon Paul Thompson

Diocesan Director of Education

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The Trustees present their report and audited financial statements for the year ended 31 December 2023.

Reference and Administrative Details of the Charity

Name of the Charity	Lincoln Diocesan Board of Education
Company registration number	08334622 registered in England and Wales
Charity registration number	1151733
Trustees	The constitution of the Board of Education and appointment of Directors is described in the section on "Structure, Governance and Management" on pages 25 et seq. Trustees in post at the date of signing of this report are shown on page 31.
Diocesan Director of Education	Canon Paul Thompson
Contact information	The registered office of the company and principal trading address of the charity with other contact details are shown on page 31 at the back of the Report.
Professional advisers	Details are shown on page 30.

Objectives

The objects of LDBE as stated in its Articles are:

- 1.1 The Objects of the Board are to promote or assist in the promotion of education for the public benefit of the Diocese
- 1.2 The Objects shall be carried out in accordance with the doctrines and principles of the Church of England

This is consistent as required by The Measure (see "Structure, Governance and Management" on pages 25 et seq.).

Vision and Mission

As noted previously, the Lincoln Diocesan Board of Education launched a new vision for education. The vision we have is essentially our promise to schools. It is a vision that enables us to deliver the LDBE's core functions of the DBE Measure 2021 and the objects as stated in our Articles. It is through our close partnerships with schools and academies that we have a clear understanding of the needs and aspirations of our church school communities. The vision we have developed and launched in October 2023 is our vehicle for meeting the needs of church schools so that all adults and pupils may flourish. Our vision is our promise to schools.

Our new diocesan vision for education:

'Believing we are called into fellowship with God who seeks the flourishing of all, we aspire to strengthen our school communities with wisdom, knowledge and understanding.

Through partnerships firmly rooted in Christian hope and in the love of God, we empower all in our Church school family to love one another with humility, justice and kindness.'

Our vision is theologically rooted in the story of Moses and the Burning Bush (Exodus 3:3-12)



There are four vision drivers and they are theologically rooted in the story of Moses and the Burning Bush (Exodus 3:3-12). They are:

CALLED – Like Moses was called to help the people of God, we are called to serve all adults and pupils in our school communities so that they may live life to the full.

ASPIRATIONAL – Just as Moses was aspirational in actively addressing injustice, we will work with schools and academies with the support of God to break down barriers and be aspirational for all.

ROOTED – Just as the burning bush is rooted in holy ground, our schools are rooted by a Christian foundation, through Christian hope and the love of God. Our work is driven by our deep roots of faith, hope, love, family, partnerships and links with the church and community.

EMPOWERING – Just as Moses was empowered by God to be an agent of change. The LDBE empowers church school leaders and pupils to be agents of positive change so that church schools can serve the common good in deeply Christian ways.

This is our vision. We **CARE**.

We have been very clear with schools that our vision is not to serve as their own school vision. It also does not replace the Church of England's national vision for education. It is important for schools to relate to the national and diocesan vision for education and consider how the Church of England (at national, diocesan and parish level) can work with schools to fulfil the bespoke vision they have for their own unique communities.

Many schools have welcomed the diocesan model for developing a vision that has deep theological roots. It is evident in schools that the national vision and diocesan vision is supporting the work in schools. Although our new vision has not been in place for long, it is shaping every decision, every policy and aspect of our work with schools.

The diagram below shows how the national and diocesan vision helps supports and shapes the bespoke vision schools have for their own unique communities.



Strategy

The LDBE developed a strategic plan for 2021 to 2024 to set out its key operational approaches for carrying out the functions of the DBE Measure 2021 and realising the national and diocesan vision for education. The plan is organised into four key sections which relate to our core business: SIAMS, RE and Collective Worship, Promoting and Sustaining Good Church Schools, and Partnerships. The strategic plan addresses key priorities from a national, diocesan and school perspective such as strengthening governance, promoting diversity and ensuring high quality RE is taught in all schools. The plan is designed with some flexibility to accommodate emerging priorities. In September 2023, we ensured the plan incorporated emerging priorities identified in OFSTED and SIAMS inspection reports, the new Church of England Education Office publication entitled 'Our Hope for a Flourishing School System' and the Lincolnshire Education Group's 'One Plan'.

The LDBE team meet regularly to monitor the progress made in the detailed operational plans that sit behind the strategic overview. Evaluations and RAG (Red, Amber, Green) ratings are presented to the LDBE directors each term so they are able to appropriately hold LDBE team leaders to account.

Public Benefit

In determining the activities, the charity will pursue, the Board has had due regard to the guidance on Public Benefit issued by the Charity Commission.

LDBE works with the various partners described on pages 27 to 29 and with the 142 Church Schools within the diocese. Services are generally delivered to schools and to teachers, but the Board and staff are continually aware of the impact of its work on the pupils and students within the schools, then on the wider community.

Risk management

The key financial, educational and reputational risks, to which the charity is exposed, as identified by the Trustees, has been reviewed and systems established to manage those risks.

The Risk Register provides detailed information about the risks to the charity, the potential consequences if the risks are not managed, the actions being taken and a RAG rating of how well the risks are being managed. An example of key risks and actions being taken are as follows:

Insufficient growth in number of majority church MATs

Actions include a strategy to develop up to 6 majority MATs. The LDBE team is working with existing MATs to facilitate growth and development. There are ongoing conversations with non-church MATs to become church MATs. The LDBE have embedded a rigorous process to identify and establish two new MATs.

Inability to appoint suitably skilled foundation governors

Actions include enabling the Governance and Compliance Lead to develop systems and processes for recruiting new foundation governors. The LDBE team provides external reviews of governance and governor training. A new MAT toolkit has been developed to strengthen local governance in MATs.

Inability to maintain links between schools, the church and the clergy to understand their role to protect and develop distinctively Christian education in their local church schools

The LDBE is continuing to engage in the diocesan wide project, 'Time to Change Together' to ensure schools have good links with the local church community following diocesan reorganisation. The LDBE is also engaging with the Church of England Education Office to promote links between church, school and home (Growing faith Adventure).

Inability to recruit appropriately skilled and qualified people to the LDBE team.

Actions include training and deployment of Associate advisers to support central team.

The LDBE continues to review and develop policies and terms and conditions on a regular basis. There is robust induction, appraisal and training for staff to ensure the team is well placed to meet the needs of the organisation and schools – considering staff workload and wellbeing.

Inability to support LAs and schools robustly enough to improve and maintain standards of education

Actions include diocesan advisers supporting and challenging LA and school leaders on issues impacting on quality of education. The LDBE has embedded robust and effective Head Teacher Performance Management (HTPM) service for schools. The Diocesan School Effectiveness Adviser has further developed the HTPM programme and school improvement offer.

Disruption and business continuity

Actions include the Senior Leadership Team responding to government guidance and national and local restrictions accordingly. The LDBE have the systems in place to maintain close relationships and stay in contact with schools when face to face visits are not possible or feasible e.g. zoom. A new electronic file management system has been developed to enhance security and remote working practices.

Break even budget moving to profit

Actions included regular reviews of diaries and income generation streams e.g. course delivery, development of new training resources to adapt and develop new ways of working in the future. In 2023, we began focussing our

time on more cost-effective course delivery models e.g. termly conferences instead of lots of smaller central twilight sessions. Completing the sale of surplus assets to generate funds to invest remains a key objective. The aim, to increase the annual financial return from the investment portfolio. The LDBE keeps the investment strategy under review to ensure the returns are maximised. In 2023, LDBE approved a move to Total Return accounting to maximise long term potential of investments.

Activities

The activities that LDBE has undertaken throughout 2023 to further the charity's purpose for public benefit are listed under four core functions which relate to the DBE Measure 2021. They are

- To promote or assist in the promotion of education in the diocese that is consistent with the faith and practice of the Church of England (with a focus on SIAMS – Statutory Inspection of Anglican and Methodist Schools)
- To promote or assist in the promotion of religious education and religious worship in schools in the diocese
- To promote or assist in the promotion of church schools in the diocese (with a focus on school improvement to sustain good church schools)
- To promote co-operation between itself and other persons concerned with education in the diocese (partnerships).

AREA 1 - To promote or assist in the promotion of education in the diocese that is consistent with the faith and practice of the Church of England (with a focus on SIAMS – Statutory Inspection of Anglican and Methodist Schools)

- In September 2023, a new SIAMS inspection framework was introduced. Prior to this, we have supported every church school inspected to get at least good in SIAMS. Under the new inspection framework, we have supported every church school inspected to get judgement 1.
- We have developed and implemented a programme to support school leaders to develop confidence in biblical literacy.
- We have supported and challenged developments in diversity, including developing diversity in leadership at all levels. The Diversity, Equity and Inclusion (DEI) working party continues to champion the promotion of diversity, equity and inclusion.
- To ensure adults in church schools are able to flourish as people made in the image of God, we have developed the wellbeing and pastoral offer for schools.
- We have supported church schools communities to develop a shared understanding of spiritual development which support schools to develop everyone spiritually.

AREA 2 - To promote or assist in the promotion of religious education and religious worship in schools in the diocese

- We have continued to develop the capacity of RE support for church and community schools beyond the RE adviser through the Associate Diocesan RE Advisers.

- We have continued to support schools with collective worship in relation to the revised SIAMS framework, with a particular focus in how pupils and adults spiritually flourish through the worship of the school.
- We have continued to develop support for high-quality secondary RE. The RE adviser has worked with secondary RE specialists and researchers to further develop the impact of current provision.
- The collective worship leads network continues which allows networking and sharing of ideas to support worship in schools
- We have continued to work on the highly successful Empowering Voices project, which originated in the REConnecting Lincolnshire programme, so that it has a wider impact on schools and communities across the country.
- We have continued to raise the profile of Religious Education in schools in the diocese. This has included the RE Adviser successfully delivering the RE Council Worldviews Project.
- We have continued to support schools to effectively monitor pupil progress and attainment in RE. This work has resulted in a professional development resource for teachers and leaders rooted in the action research carried out in the previous year.

AREA 3 - To promote or assist in the promotion of church schools in the diocese (with a focus on school improvement to sustain good church schools)

- We have strengthened governance in church schools, academies and MATs. This has involved developing training, networking and communication to ensure all involved in governance are aware of key responsibilities in church schools.
- We have continued to evaluate the capacity and impact of staffing to effectively fulfil the strategic objectives of LDBE. This has involved ongoing monitoring and evaluation of finances, capacity, workload, staff wellbeing, staff effectiveness.
- We have continued to ensure LDBE employees are able to flourish. This has involved ensuring pastoral and wellbeing needs of LDBE team are met with the right support and resources in place to manage workload, health and wellbeing.
- We have continued to support and develop future church school leaders at all levels. This has involved promoting national leadership programmes to all schools and supporting governors to recruit high quality school leaders.
- We have continued to strengthen the School Improvement Partner offer with a focus on supporting vulnerable schools to provide a high-quality education for all pupils. This has involved working effectively with external partners and governors to support schools that are less than good (Ofsted and/or SIAMS) to become good church schools.
- We have increased capacity to support secondary schools. This has involved developing support mechanisms for secondaries through collaborative partnerships (across dioceses and across primary/secondary schools).
- We have provided support and guidance for Governing Boards of small schools to secure a sustainable future. This has involved working with key stakeholders (e.g. LA) to develop a strategy to support governing bodies of small schools to evaluate current provision and long-term sustainable options.
- We have further developed the LDBE MAT strategy and provided clear guidance for schools exploring options. This has involved publishing a new public facing document to support the growth and development of church MATs.

- In addition, we have effectively implemented the MAT Partnership Agreement (MPA) and monitored its impact in order to develop future plans.
- Within the LDBE team, we have developed financial and business transparency. This has involved increasing staff awareness of LDBE financial planning, analysing current income streams in light of changing educational environment in order to mitigate risks to financial sustainability.
- We have undertaken further training and developed systems and process to ensure compliance with GDPR legislation.
- We have continued to ensure the LDBE relationship with all church MATs is equally strong. This have involved developing communications and support for all church MATs established through MAT Partnership Agreements, CEO networking meetings and MAT presentations to the LDBE.
- We have developed and delivered a new package of support to enable schools to improve provision for SEND and disadvantaged pupils.

AREA 4 - To promote co-operation between itself and other persons concerned with education in the diocese (partnerships).

- We have fostered connectedness across the church school family through effective communication. We have further developed good quality communication between LDBE and school leaders. We have tracked engagement of all church schools and developed plans to connect more effectively with those that do not currently engage with us.
- We have worked hard to be a valued partner of key educational organisations/stakeholders. We have established successful working partnerships with the Teaching School, Lincolnshire Education Group, Local Authorities, Church of England Education Office and associated bodies, e.g. CEFEL and AADE in order to ensure our services complement and support those offered by external partners.
- We have ensured that LDBE is an integral part of the conversation about 'Time To Change Together' the wider diocesan programme for transformational reform.
- We have ensured we are a valued partner of church and other Christian organisations. This has involved developing partnerships with the Growing Faith Foundation to foster connections between church schools, churches and families.
- We have continued to engage in the work required to meet the Church of England aspiration of net zero by 2030 and related to the DfE guidance on environment, climate and sustainability. We have continued to advise schools on how to reduce their carbon footprint.

Courses, conferences and festivals

During Covid, when all courses were delivered online and there was less travelling for officers, the number of courses nearly doubled. This was due to many of the courses being shorter, to account for being online and having space in the diaries to be able to do this. As the team have now increased their travelling and there has been lower delegate numbers on courses, due to numbers of delegates being spread across many courses, the decision was made to have fewer small courses in the year and to introduce two more conferences. This means there are now three conferences (as there is already an annual leadership conference) where delegates can attend, network and receive information on a particular topic. This is a more effective use of time for the schools and the education team.

By reducing the number of courses throughout the year, it also frees up time for officers to run bespoke sessions in schools. Looking at the data from previous years, it was clear that the demand for these types of sessions has

increased. This new way of working started in September 2023 and resulted in a successful SIAMS conference in November 2023, and a higher number of delegates on the online courses from September to December 2023.

Topics for training events include, in addition to RE and Christian Distinctiveness and Collective Worship courses, training related to pupil and staff mental health and well-being; preparing for Ofsted and SIAMS inspection; spirituality; Inclusion; Governing Body training; networking and support for school leaders.

LDBE continues to insist on high quality leaders and speakers for all the conferences, to ensure schools get the best support they need to be successful church schools.

The Church School Festivals for infant and primary schools continue to grow in popularity since the reintroduction in 2022. In 2023, an extra day was added to the event to increase from 7 days to 8. This ensured as many schools as possible, who expressed an interest, could attend. The carol service in 2022 was so successful and full, the team decided to see if this could be replicated elsewhere in the diocese, partly to help schools with travel costs, as well as introducing them to other churches across the diocese. Unfortunately, there was not the uptake in the two other churches and the feedback was that people want to come to Lincoln Cathedral. The Cathedral carol service was, once again, successful with many parents joining the service to see their children involved.

Achievements and performance

LDBE Strategic Overview

Education

SIAMS inspections

Since January 2023, there have been twenty-three SIAMS inspections carried out in the Diocese of Lincoln. Twenty of these were carried out under the previous inspection framework; of these, six schools received the top grade of Excellent and fourteen received a Good grading. Under the new framework, three schools have received judgement 1.

The Diocesan RE and SIAMS Adviser is now working as a SIAMS inspector, as well as delivering training and support for schools in the Diocese preparing for SIAMS inspection. SIAMS was also the focus of a conference held for school leaders this year.

The education team have continued to provide SIAMS support and training for schools through virtual courses, bespoke reviews and SLA visits. A significant number of schools that are expecting inspection in the next year are accessing this training and support.

School leadership

Partnerships

The diocesan education team have continued to work closely with a variety of organisations to support church schools. Strategy meetings with the Local Authorities has taken place mostly through virtual meetings which have been productive in providing collaborative support and advice to schools. The LDBE senior leadership team continues to be a member of a number of partnership boards including the Lincolnshire Education Group, the North Lincolnshire Education Standards Board and LA School Forums.

Officers meet with representatives from the schools' leadership team, Local Authority, DfE, teaching schools, His Majesty's Inspectorate (HMI) and Ofsted to provide tailored support for schools in focus.

The LDBE continues to support and deploy Associate Advisers to enhance the capacity of the LDBE team. Associate advisers are serving Head teachers with the knowledge and proven track record in church school leadership to be able to support other schools. They are briefed on national and diocesan policy and provided with templates and website resources to support schools in Service Level Agreement visits. The Associate Advisers and other experienced headteachers undertake mentoring roles for new headteachers when required.

Support for Schools

Service Level Agreement

In 2023, 121 (85%) of all Church of England schools chose to subscribe to the Diocesan Service Level Agreement (SLA) (2022-116). There are increasingly significant financial pressures on school budgets, which has resulted in some schools not being able to buy into the SLA. A Diocesan Officer or a Diocesan Associate Adviser (who is usually a current serving Head teacher) makes an annual SLA support visit to every school. These visits have enabled the team to have a clearer insight in to the schools' strengths and areas for future development. Through these visits the team have been able to celebrate successes with the schools, identify and share good practice and provide appropriate support. Since the introduction of the National SIAMS team producing a list of schools that may be inspected in a particular academic year, diocesan officers have offered schools on the list an autumn term visit, rather than wait for the summer term, to make sure they feel prepared for the inspection. This has proved successful and popular and will continue, moving forward.

Schools in Focus

Through partnership meetings with the Local Authorities, school visits, inspection reports and data records, we have a good oversight of church school performance.

We maintain comprehensive confidential records about schools showing a vulnerability and in need of careful monitoring, support and challenge. The vulnerability may include one or several of the following issues: poor inspection outcomes; below average pupil outcomes; unstable or weak leadership; staff recruitment and retention; underdeveloped curriculum; financial issues and general concerns about capacity to sustain a good quality of education for all pupils.

Five church schools became eligible for DfE intervention as they had received a second 'requires improvement' judgement. We are working with the DfE and school/MAT leaders to ensure that these schools secure a sustainable future.

At the start of 2023, there was a high proportion (50%) of schools recorded to be facing at least one of the challenges listed above. The most common vulnerability was end of Key Stage 2 (KS2) outcomes for pupils being below average in one or more core subject. The Lincolnshire average at KS2 was below the national average for all schools.

However, with the intelligence we have about schools, we have been able to work with school leaders and key partners, such as the Local Authorities and teaching schools, to provide support and challenge needed to improve the quality of education in schools. For example, supporting the recruitment of new heads, training for subject leaders, strengthening governance, headteacher performance management and developing vision. More details about our school improvement offer can be found on page 15.

By the end of 2023, the number of schools in focus reduced from 50% to 40%. A key reason for the reduction is that schools in receipt of support achieved a 'good' OfSTED inspection. We continue to work with our collaborative partners to reduce the number further.

Headteacher recruitment

We had an unprecedented number of headteachers resign from their posts during 2023. In total, the LDBE team supported 24 recruitment processes affecting 29 schools (20% of schools). The main reasons for headteacher resignations were retirement (10), promotion to more senior posts or bigger schools (6), relocation (1), changes to leadership structure (2) and resigning to move out of education (5).

To ensure the recruitment process is rigorous, the Diocesan Director of Education (DDE) invests a lot of time helping the governors to develop high quality recruitment packs and well-structured selection activities. The DDE attended all shortlisting and interview days and advised governors if candidates are appointable or not. Recruiting high quality headteachers is a challenge for schools. We supported six schools to secure six interim leadership solutions for September.

Induction visits take place for all new heads appointed and they are provided with a mentor, guidance and support needed to lead a church school. All heads appointed in 2023 are invited to special commissioning service in the Cathedral, which is planned to take place in April 2024.

Religious Education

Partnerships

The RE Adviser for LDBE attends Standing Advisory Council for Religious Education (SACRE) meetings in Lincolnshire, North Lincolnshire and North East Lincolnshire. In addition, working closely with the Local Authority RE Adviser for Lincolnshire and with staff at Bishop Grosseteste University on their regional RE hub meetings. Training has been provided on Religious Education for a range of ITE programmes, including Primary PGCE, LEAD Equate Teaching School Alliance and Lincolnshire SCITT groups. A series of regular regional RE networking meetings are run that are affiliated with the National Association of Teachers of RE (NATRE). These sessions are open to all schools and academies in line with the requirements of the LDBE Measure in relation to RE.

As well as actively supporting and promoting high quality RE within the Diocese, the RE Adviser works regionally and nationally; is a member of the Church of England Education Office's RE Working Group and a representative of the Archbishop's Council on the RE Council of England and Wales. Other roles include being a member of the Editorial Group of Grove Education. Another membership role is with the Education Committee of the Faith and Belief Forum and a Trustee of Culham St Gabriel's. The RE Adviser continues to work as a supervisor for the

Farmington Scholarship (Farmington Institute, University of Oxford) and as a mentor on the Leadership Programme offered by the Culham St Gabriel's Trust. Work continues with colleagues in a number of other Dioceses nationally to produce guidance materials and training on RE assessment for schools and academies around the country.

The Lincolnshire locally agreed syllabus for RE is in use across greater Lincolnshire. This has enabled the Diocesan RE Adviser to offer more consistent support to church schools across the Diocese. To further support the effectiveness of this work, the RE Adviser has recruited and trained three Associate Diocesan RE Advisers, who are beginning to provide RE support across the Diocese. The Lincolnshire locally agreed syllabus for RE is currently under review with the expectation that it will be available from autumn 2024. The RE Adviser is beginning to shape training and support in light of the anticipated changes, as well as in response to the National Content Standard for RE, published in September 2023.

This work forms the basis of support for teachers and subject leaders around the Diocese of Lincoln.

Work with schools

A Diocesan Board of Education should "promote or assist in the promotion of religious education and religious worship in schools in the diocese" (LDBE Measure, 2.1a). The RE Advisor delivers primary and secondary RE networking meetings around the Diocese of Lincoln. These sessions remain free and open to all teachers and subject leaders of RE (both church and non-church). Three annual newsletters are produced as well as running social media accounts on Twitter and Facebook, to keep in touch with RE teachers, subject leaders and other professionals around the country.

The courses and conferences programme include training sessions on teaching different religious worldviews, designing a RE Curriculum, meeting the expectations of Ofsted and SIAMS in relation to RE, assessing pupil progress in RE and other relevant topics. Bespoke training is frequently requested. Support is provided for teachers taking on the role of RE subject leader, as well as supporting head teachers and governors in their monitoring of RE. There is close working with colleagues to support schools to develop their distinctively Christian vision and monitor their effectiveness as church schools using the revised SIAMS evaluation framework. This includes working with schools to ensure they are meeting the expectations of the Church of England Education Office's *Statement of Entitlement for Religious Education* (2019). In addition to this, the LDBE RE Adviser delivered keynote and workshop sessions at conferences accessed by teachers within and beyond the region.

Work beyond schools

The RE Adviser is currently working with a variety of collaborative partners, including Shooting Fish Theatre Company and cultural solutions UK, to deliver *Empowering Voices, Exploring Worldviews*, the fourth phase of *REConnecting Lincolnshire* project. This project has received grant funding from a number of funders, including Culham St Gabriel's. The project involves supporting children and young people to engage with a diversity of religious and non-religious worldviews through the medium of podcasts and accompanying educational resources. To date, six out of the proposed eight 30-minute podcasts have been launched; a further two are in progress. Fundraising continues to facilitate completing the full eight.

The RE Adviser has been leading a national team of RE teachers and leaders to deliver The Worldviews Project, funded by the Templeton Foundation. This project is a major piece of work that involves trialling the draft National Statement of Entitlement for RE, which seeks to set a consistent standard for RE in schools and academies across the country. Two members of the team have been recruited from within the Diocese of Lincoln, with the launch taking place in May 2024.

Bishop's Visitors

The Education team tries to ensure that each school has a Bishop's Visitor, although the task has proven difficult in recent years. In 2023 we had 59 active Bishop Visitors, this reflects a reduction of 10 from the 69 in 2022. This does not cover all schools. There is now an action plan in place to look at raising the profile of Bishop's Visitors and their role, by working with the new Diocesan Children and Young People Enabler, we are looking at how this can be done.

School Improvement

School Reviews and general work with schools

LDBE is aspirational for all pupils and staff in all its schools. As such, strategies for school improvement are uniquely offered through the lens of the Church of England's vision for education. Whilst reflecting the Christian inspired vision, the offer is robust and of high quality. It reflects up-to-date thinking in education practice, pedagogy and policy. The offer also reflects the inspection frameworks for both SIAMS and Ofsted. This year included a move to reflect the introduction of the newly revised SIAMS framework for 2023.

Strategies for school improvement in 2023 included:

- Head Teacher Performance Management

- School Improvement Partner days and packages

- School Reviews e.g. for special needs, governance, curriculum, pupil premium etc.

- Bespoke training for individual schools e.g. governance, curriculum, pedagogy

- Planned training programmes with a particular focus on Diversity, Equity and Inclusion

- Head Teacher and Governor briefings

- Liaison with Local Authority school improvement partners and attendance at school strategy meetings

In 2023 a small number of schools bought into the school improvement package, accessing support in many areas. Areas of focus included: curriculum development, middle leader development, special needs and governance.

Bespoke training has been a feature of school improvement work and this has allowed school leaders the opportunity to really focus on the particular needs of their school. This area is a competitive market particularly with the growth of the DfE funded offers for the wide range of National Professional Qualifications and the development packages provided by national education and teaching hubs e.g. Maths, English, behaviour etc.

There have been increasing requests in 2023 for bespoke governance training. Often this has been focused on the roles and responsibilities of boards or to support boards' understanding of inspection. Two schools requested full governance reviews which provide a thorough and detailed analysis of the board's work and an action plan. Governance reviews are uniquely offered to reflect a school's legal status as a church school. Whilst they encompass all elements of a standard governance review, they also include particular features relevant to church schools, e.g. the school's website and policies are reviewed to consider the extent to which the Christian vision is central to its work. There is also a particular focus on how governors monitor and evaluate the impact of the school's theologically rooted vision.

Themes of special needs, inclusion and diversity continue to be a priority. A series of training focused on all forms of inclusion took place throughout the year. Two schools accessed reviews for special educational needs.

Diversity, Equity and Inclusion are an important thread through all LDBE work. In response to Lament to Action, racial justice is a priority. A training programme, 'Diversity, Equity and Inclusion - Opening the conversation' has been offered to schools. Schools have been provided with a Diversity, Equity and Inclusion audit/reflection tool to support development in this area of work. This has also provided the central team with important information about schools' work in this area.

30% of schools accessed support for their head teacher's performance management in 2023. A real strength of this offer is the opportunity it provides to work with governing boards, to support the professional development of their senior staff through the lens of the Church of England's vision for education. Robust conversations ensure head teachers' targets are appropriate to context, reflective of local and national priorities and the school's own Christian vision.

Members of the central team maintain strong links with local authorities. This enables appropriate support to be offered to schools when needs arise. LDBE members provide additional support for all schools who are under scrutiny from their local authorities. A further development in 2023 has been strengthening of partnerships working in Lincolnshire. As a result, LDBE is now the fourth partner in the Local Education Group (LEG) which includes representatives of school leaders, the LA and the teaching school hub.

Head teacher and governor briefings continue to be well attended. They enable the central team to communicate updates to reflect both National and local priorities.

It is worth noting that in the Spring term of 2023 some school development work was disrupted due to strike action in schools.

Church School Distinctiveness and Statutory Inspection of Church Schools (SIAMS)

The LDBE team have continued to provide the support schools need to further develop an effective and distinctive Christian character. There has been an ongoing focus on developing a Christian vision for the schools. Support and training have been provided to help school leaders and governors to develop and embed a vision that is rooted in theology, in line with the Church of England and Diocesan vision for education, and meet the needs of the community. This focus on vision has been particularly powerful for many schools as they have used this to steer through the challenges and identify areas for development. With the LDBE training offer in place and the schools increasing engagement with in-person and virtual training, schools are well placed to further develop their Christian character and be successful at their next inspection.

In response to requests from schools the team has:

- Provided SIAMS training and support for school leaders and governors;
- Developed resources and training for collective worship;
- Focused professional dialogue at SLA visits on developing Christian character;
- Delivered RE, SIAMS and Governor bundle of training as well as RE cluster meeting and surgeries.

The 2023 SIAMS Inspection Framework (September 2023) has provided a new context for this particular stream of work; demand for the support outlined above is increasing as a result.

Courses, Conferences and Festivals

1,088 delegates attended a total of 62 training events in 2023, this included a conference in November 2023 and fewer online courses in the autumn term (2022-848 delegates at 76 events). SIAMS and RE training are the most significant topics, as well as our free briefings for Headteachers and governors. The programme of courses, conferences and training opportunities is reviewed annually and aimed at a range of stakeholders including senior leaders, governors, teachers, RE subject leaders, support staff, Bishop Visitors and clergy.

In addition to central training, the team has provided the equivalent of school-based training for individual schools, as well as bespoke sessions for schools and MAT central teams.

2,071 pupils attended the Church School Festival in 2023 (1,478 attended in 2022). 266 pupils attended the carol service in December 2023 (337 attended in 2022). The carol service numbers were lower in 2023 due to some schools initially booking on alternative days at different venues, unfortunately these alternative days could not take place due to low numbers. All of these schools were offered a place at the Lincoln Cathedral carol service, but many could not attend on that specific date.

Schools' capital (2023)

20 of the Church Schools in the Diocese of Lincoln, including 2 in North Lincolnshire, were Voluntary Aided (VA) status at the beginning of the year. The figure is the same number of VA schools as at the end of 2022.

The 2023/24 academic year was the fourth year of the School Condition Allocation (SCA) grant. LDBE continued the partnership with the Diocese of Sheffield established in 2020, sharing knowledge and expertise, developing a good working relationship. LDBE remained the lead receiving the 2023/24 grant allocation for both organisations. The grant was allocated to priority works identified in the conditional surveys of all the VA schools across both Dioceses. The grant prioritised works beyond the financial capabilities of school budgets. The trend continued from previous years, where projects selected typically cost tens if not hundreds of thousands of pounds, often split into phases helping schools manage their 10% financial contribution.

A panel discussion convened of representatives from both LDBE and the Diocese of Sheffield along with the architects, who work closely with the schools, to consider projects that meet the criteria of most urgent need, the school financial position and whether it is necessary to complete the work in phases. The rising cost of raw materials is a financial constraint, leading to projects being phased to tackle the areas in most urgent need. As in previous years, replacing a building roof were the main projects across both Dioceses, with more still to do in the future. Allocations to replace and update perimeter fencing arose at a couple of sites.

On the net zero carbon agenda, LDBE and the Diocese of Sheffield are acutely aware of the capital projects that will have the biggest impact on reducing emissions, replacing fossil fuel boilers with air or ground source heat

pump. This brings its own challenges in terms of the costs, which are significantly more than a like for like replacement. The additional cost affectively means the schools 10% contribution increases where funds are already tight. To understand the full potential cost for a VA school to achieve net carbon, a number of companies were asked to present proposals that included bidding for public sector decarbonisation scheme grant or, identifying the needs of individual schools. A company has been selected to produce a report, as shown in their presentation, that will identify what work needed to achieve net zero carbon with an estimated cost. The reports will be completed in the next financial year and provide an estimate of the total cost to achieve net zero carbon for VA schools. These actions form part of the wider Diocese of Lincoln Environment Action Plan (EAP) where LDBE contributes in regards to the work at the VA schools.

On the roof replacement programme, if LED lighting was not present in the ceiling under the old roof, there has been a conscious effort to replace this at the same time. LED lighting produces lower emissions and reduces energy costs so is seen as a quick win for the environment and the school budget.

The SCA grant continues to be received into the LDBE bank account. The contracts remain between the Governors and the suppliers and for the grants between the Governors and the DfE. The income and expenditure are not included in the LDBE Statement of Financial Activities for the charitable company. Note 12 to the Financial Statements discloses the amount of grant involved.

LDBE accounts continue to show a fee charged to the schools for administering the funds and completing the relevant returns to the DfE.

Site Trusts

Site trustees hold the school buildings and playground on trust for education in accordance with the principles of the Church of England. In many cases, the trustee was Lincoln Diocesan Trust and Board of Finance Limited (LDTBF), but often the Vicar and Churchwardens of the parish were appointed and sometimes a local charity is the Trustee or the land, rather than being freehold, is leased.

Under the Transfer Agreement of 2018, all LDTBF site trusts and custodian trusteeships have transferred to LDBE. To ensure the directors of LDBE, as trustees of the sites, are made aware of site matters – these are presented to the Finance & Administration Committee, and ratified by the full board.

During 2023 we have continued the exercise to ensure that all such trusts and land holdings are in order.

The table below indicates the types of trusteeship, and number of schools included in each category –

Trustees

• Lincoln Diocesan Board of Education (LDBE) -	60
• Lincoln Diocesan Trust Board of Finance (LDTBF) -	1
• Vicar & Churchwarden -	47
• Charity / Committee -	16
• Archdeacons -	4
• Lease Interest -	3
• No Trustee -	4
• Orphans -	2
• Unknown -	4

Custodian Trusteeships

- LDBE Custodian Trusteeships - 20

The category 'Orphan' is used to indicate sites where work is needed with the Charity Commission; essentially, these are sites where the trustees no longer exist. It is hoped these can be brought into LDBE's trusteeship.

Four sites remain completely unknown; work is ongoing – but it is possible that all routes may be exhausted without success. In such cases, work with the Charity Commission to determine a trustee will be needed.

Closed Schools General Purpose Reserve Fund

This is an LDBE restricted fund; its purpose is to support Christian education within the Diocese of Lincoln. During the year grants of up to £500 totalling £5,930 (2022 - £1,875) were made to individual schools. Grants approved in the year included a contribution to the literacy resource for a number of schools in a multi academy trust. The number of grants approved were more than the previous year with more applying for the full £500 than in 2022.

The 2023 budget had Board approval to transfer £20,000 recorded as part of the grant income, from the fund to support the Schools Improvement programme.

Financial Review

Reserves policy

The Directors of LDBE considered the reserves policy at the Finance and Administration Committee in March 2024 and agreed to hold reserves equivalent to 12 months of operating costs.

At the end of the 2023 financial year, the total reserves have increased to £7,221,979 with unrestricted accounting for £795,011 and restricted £6,426,968. The introduction of total return accounting in 2023, the restricted reserves now split out the value of the endowments held by LDBE (£823,654 restricted and £5,603,314 endowment). The endowment includes properties and sales proceeds for surplus assets. The increase in the total of restricted reserves compared to 12 months ago includes a debtor for the sale proceeds of a site that has been sold. The funds are currently held in a deposit account awaiting the final stages of DfE approval to release the physical cash.

The level of free reserves, unrestricted less fixed assets, equates to £791,125.

Income

- The significant income sources remain unchanged over the last 12 months with investments and properties held under the Uniform Trusts, along with courses, conferences and training primarily aimed at schools and their governors within the Diocese.
- Investments are managed by LDBE investment managers. The rise in interest rates during the year created opportunities for the investment managers to lock in assets with a fixed rate return. Cash balances have generated interest over the last 12 months that was not forecast in the budget. The return on investments was a contributing factor to the improved financial performance for LDBE in 2023 when compared to its budget.
- During the year, work continued towards adopting total return accounting of the Uniform Statutory Trust (UST) fund. The Board had approved the move in 2022, the final piece of the process was the to establish the original value of the fund. This was successfully completed in September 2023. The documentation for the investment managers to sell existing assets and re-align the portfolio to a total return investment

strategy was completed in December 2023. No sales were completed before the 31 December 2023. The sale of the existing assets and subsequent purchases will occur in 2024.

- The start of the 2023/24 academic year in September marked a change in strategic direction for LDBE with the focus on larger events, aiming for one per term with a move away from a multiple number of smaller courses. The move designed to free up staff time to generate income from other work streams. Based on the evidence from the 2023/24 autumn term, the conference was a success and well received and staff noticed there was more time available for other income generating activities; working closely with individual schools for their own requirements and developing new resources.
- The LDTBF currently provides a £100,000 grant subject to a triennial review shown under Note 2 as part of the Other Grants, General Funds.

Expenditure

- At the beginning of 2023, the charity employed 8 members of staff that remained unchanged at the end of the financial year, with no leavers or new appointments. Staff costs remain the largest area of expenditure. This brings its own challenges with inflation and getting the right balance between a pay award and long-term financial stability. Different scenarios are presented to the LDBE directors to have that discussion with the calculations on recurrent impact before any decision is approved.
- A couple of contracts that were either renewed or extended for a longer period of time, at the suppliers request, achieved in year savings on a recurrent basis.
- LDBE reviews and internally challenges current practices to ensure they are fit for purpose. Time is often identified as the limiting factor. Planning workloads to free up time and place less reliance on external support has been implemented in the last 12 months.
- The Church of England and Dioceses are looking to reduce their carbon footprint. LDBE are aware of this and are looking to do its bit by continuing with virtual training where possible to reduce travel costs. Less travel reduces both expenditure and the carbon footprint. Where face to face appointments are required, diaries are scheduled to minimise travel as much as possible. Car sharing is another option LDBE tries to utilise where possible.
- Expected annual operating costs in future years are forecast at circa £600,000.

Based on the above in the context of the current economic and political environment, the Charity will aim to hold free reserves equivalent to 12 months of operating costs, in line with the reserves policy. 2023 general expenditure equals £606,944. At the 31 December 2023, the general funds stand at £795,011 ratio of 1 : 1.31 of operating costs.

The directors note that in the current five-year plan, maintaining free reserves equivalent to 12 months operating costs is achievable, subject to any market fluctuations and the impact of the value of investments. Inflation has fallen in over the last 12 months but it has still impacted on recurrent costs within latest five-year plan, particularly in relation to staffing costs as mentioned above. Operating costs in future years have been increased for inflation unless specific savings have been identified.

The five-year plans exclude the sale proceeds of one site sold in 2022. The process has moved forward within the last 12 months and the commentary above explains a debtor for sale proceeds of that site are now included within this set of accounts. During the year, the DfE have examined the process around the original application that cast some initial doubt leading to further work. In November 2023, the DfE confirmed they agreed with the original application process, making no changes. The final stage of the process is now under way for approval from the Secretary of State to release the funds. The actual timing of release of the sale proceeds is the unknown factor, the final part of the process has to be completed first, but they will be invested in the Uniform Statutory Trust of the Endowment under total return accounting. The sale of one property was completed in the last year and those funds have already been transferred to the investment managers to invest.

Risks identified by the directors note the annual cash flow deficit. The investment managers are aware of the cash flow position of LDBE and have sold unrestricted funds to build up a cash balance to be drawn down when required. The implementation of a total return accounting provides an additional avenue for generating cash. As the release of the sale proceeds from the one site referenced above is now in that final stages of the process, the cash injection will be invested for the longer-term financial stability of LDBE.

The changing nature of the education sector and the move toward Multi Academy Trusts (MAT) is acknowledged by LDBE and how they can best be served in the future. Potential risks to current income streams are acknowledged and LDBE is working on how those risks can be mitigated in the future. Schools are continuously being asked about their priorities and requirements going forward so LDBE can meet these needs.

The risk register is split into two key sections, one of those deals specifically with financial issues that are reviewed on an annual basis by the appropriate committee. At the committees' requests, in the last meeting of 2023, the frequency of review will now be increased and aligned with strategic plan. Any changes will be reported back to that committee at its quarterly meetings.

The directors are satisfied the reserves at 31 December 2023 are sufficient and the policy will be kept under review and revisited in 12 months' time. The review will compare 2024 performance against budget, income assumptions in future years, any sale proceeds from properties invested, new income streams, changes in policies, the implementation of any further cost reduction plans and the impact on the forecast reserves.

Principal funding sources

The Income and Expenditure Account shows Grants for the year totalling £1,324,129 compared to £148,185 in 2022, as per note 2. The increase in 2023 relates to the recognition of income for a site that has been sold and completed, as mentioned above. The investments generated £202,619 of income compared to £190,151 in 2022.

The total income earned from fees charged is shown in note 3. Fees are charged for attendance at courses, conferences and festivals. Conferences remain face to face, allowing delegates the opportunity to network. The number of courses planned, and how that may change going forward, is under review as previously mentioned. HTPM and School Improvement Programme are two other key funding sources.

The Closed Schools General Purpose Reserve Fund receives income from investments which must be spent or granted in accordance with the terms of the fund.

Plans for future periods

As noted on page 6, the LDBE has a detailed strategic plan for 2021 to 2024 to set out its key operational approaches for carrying out the functions of the DBE Measure 2021, and realising the national and diocesan vision for education.

In addition to this plan, in September 2023, LDBE has developed and approved a Diocesan Strategy for Academisation. This can be found on the diocesan website via this link:

<https://www.lincolndioCESANeducation.com/matstrategy>

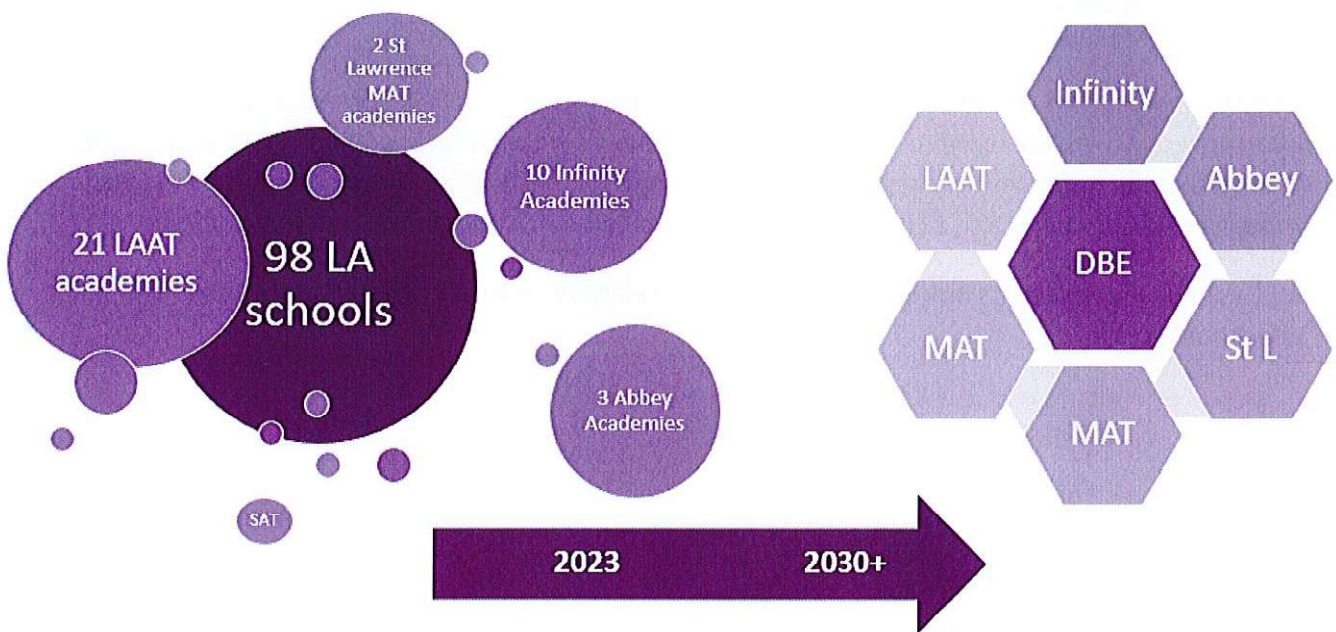
This is a new public facing document that every diocese is expected to have according to the new model Articles for Church of England multi-academy trusts (MATs). The document provides comprehensive information about how the LDBE will relate to all key stakeholders in order to support the development and growth of church MATs in the diocese.

Although the government’s Schools’ Bill was scrapped in December 2022, it is still a DfE ambition for all schools to become academies in the future and the LDBE needs to ensure its MAT strategy is effective to meet this government priority and preserve the Christian foundation of all church schools.

The LDBE MAT strategy aims to ensure that the four existing church MATs in the diocese are supported to flourish, so that they can serve church schools of different sizes and in different contexts.

In December 2022, the LDBE also gave conditional consent for two new church MATs to be established in the diocese. Unfortunately, due to external factors, the additional two MATs required have not yet been established. One of the MATs significantly changed its proposal and the LDBE chose to withdraw consent for it to become a church MAT. The other MAT is under DfE review and we await their assessments. In 2023, the LDBE is considering another MAT option. The current aim is to have six MATs in place across the diocese, as that number is considered to give the diocese the MAT capacity to serve all church schools wishing to join a MAT. The number of MATs needed however is continually kept under review.

The diagram below shows how the educational landscape may change if all the LA maintained church schools and stand-alone academies are part of the six church MATs. The LDBE will be at the centre of the 6 diocesan approved MATs, and have a pivotal role in supporting them to maintain the Christian character of all church schools within them. This diagram has been used regularly in our briefing and training sessions to explain the diocesan MAT strategy to school leaders.



The LDBE’s strategic plan is regularly reviewed and is designed to be flexible to accommodate emerging priorities. For example, in September 2023, the LDBE ensured that the plan incorporated the priorities identified in annual reports from SIAMS, OfSTED; and in the new Lincolnshire One Plan.

Factors affecting our success

All church schools are subject to statutory legislation. The many and substantial changes over recent years are therefore significant to LDBE, as to other DBEs:

- Government policy (national level) directly impacts our work
 - Regional Director (DfE) and their intervention powers
 - Teaching School responsibilities
 - Changing school improvement funding streams
- Ofsted framework
 - Quality of Education
 - Leadership and Management capacity
 - Safeguarding expectations
- National Church policy
 - The SIAMS framework
 - The National SIAMS management of SIAMS and inspector capacity
 - The Growing Faith Adventure
 - Living in Love and Faith and Valuing All God's Children
- Diocesan Church Policy
 - Time to Change Together
 - The role of the ex-officio foundation governors
- Economic climate
 - Cost of Living Crisis
 - Pressure on budgets for the Board itself and for schools
 - Streamlining of external services for schools

Lincolnshire in particular is working under constraints of its geography with challenges relating to rural, coastal and urban poverty. There are many rural small schools that are increasingly finding it difficult to attract a high calibre of staff or the resources they need to sustain a high quality of education. Promoting diversity in leadership and through the curriculum is also a challenge in some mono-cultural villages and towns in the diocese.

The LDBE continually reviews its Risk Register to ensure there are strategies in place to address the factors that may affect our success.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Lincoln Diocesan Board of Education 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the 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 accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

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 company's auditors are unaware, and
- each 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 company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 18 June 2024 and signed on their behalf by:



Canon Nicolette Fisher, Vice Chair of Trustees

Structure, Governance and Management

Diocesan Boards of Education

Diocesan Boards of Education are regulated by measures – which stipulate how the board that oversees the Director of Education's work should be made up.

Members of the unincorporated Diocesan Board of Education became the first Members and Directors of LDBE on incorporation in 2013 and the company became active on 1 January 2014.

In April 2021, a new measure was approved by the General Synod. This required that a new scheme of the board be drafted, and certified by the Archbishops' Council, allowing it to then be ratified by Diocesan Synod. This scheme came into force on 1st March 2022, and states that the board will be comprised of:

- (a) The Bishop,
- (b) at least 1 but not more than 5 members appointed by the Bishop,
- (c) at least 5 but not more than 8 members elected by the Diocesan Synod, and
- (d) at least 4 but not more than 6 members co-opted by the LDBE

This new measure also required that new articles for the company be drafted, which were adopted by special resolution of the directors of the board on 10th February 2022, and which came into effect from 1st March 2022.

Committees of the Board

The Board delegates closer involvement in the work of LDBE to two committees, Learning & Development and Finance & Administration, each supported by a designated Officer. A Committee will be quorate at least 40% or five Members being present. In addition, the Director of Education or his Assistant Director must be present.

Trustees

The Trustees who have served at any time during the year or who were in post at the date of signing this Report are noted below:

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Adnitt	Michael Iain	01/01/19		F&A	CO-OPTED
Allain -Chapman	Justine Penelope Heathcote	19/04/22		n/a	BN
Bacon	Julie Kathleen	21/11/20		F&A	E
Barron	Sonia Patricia	01/01/16		L&D	E
Beverley	Joan Hilary	01/01/16		L&D	E
Brewster	Paul David	01/03/22		F&A	CO-OPTED
Brown	Nicholas James Watson	01/03/22		F&A	BN
Clements	David	01/01/19		F&A	E
Conway	Stephen David Re-appointment	01/01/22 11/11/23	30/04/23	n/a	EX-OFFICIO
Court	David Eric	01/05/23	10/11/23	n/a	EX-OFFICIO

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Edwards	Cherry Anne	01/01/16		L&D	E
Ely	Sonya	12/03/20		L&D	CO-OPTED
Fisher	Nicolete	16/12/13		F&A	BN
Green	Denise Penelope	01/01/19	16/03/23	L&D	E
Kyle	Martin James	10/10/19		L&D	CO-OPTED
Machell	Georgina	07/05/19		L&D	BN
Mann	Frederick Frank	01/03/22		F&A	E
Robinson	Ian	01/03/22		L&D	BN
Sarvananthan	Sudharshan	15/07/23		F&A	E
Stern	Julian	01/03/22		L&D	CO-OPTED
Warrick	Alison	01/01/16		F&A	E
Whiteoak	Daphne	12/03/19		L&D	CO-OPTED

F&A – Finance & Administration Committee

L&D – Learning & Development Committee

E – Elected by Diocesan Synod

BN – Bishop's Nomination

Remuneration of Key Personnel

LDBE officers and staff are all employees of the LDBE, a key responsibility of the Directors. The Finance & Administration Committee will make a recommendation to the Board on pay awards using the previous 12 months CPIH statistics as a guide. Affordability and the current economic trends will form part of those discussions. Benchmarking with other organisations is also considered, provided the information is available.

Induction and training of Trustees

Members are supplied with a Directors Induction Pack, which includes the Measure, the Memorandum and Articles of Association. Members also received Charity Commission guidance on the Responsibilities of Trustees on appointment. In reporting to the Board and Committees, Officers ensure that they provide sufficient background information and explanations to enable Members to make informed decisions.

Conduct of Business

The full Board meets four times a year. It is responsible for ensuring that the charitable company complies with the requirements and regulations outlined above and that it works efficiently and effectively to further the diocesan vision for education. Board members are volunteers.

The Board delegates business to two sub-committees. Committee responsibilities are broadly as follows:

Finance and Administration Committee	Reviews budgets and forecasts for the company and monitors financial results. Oversees the implementation of policies and procedures, processes and systems.
Chair: Canon Nicolete Fisher Members: 9	Supervises the appointment process for Foundation Governors.

Learning and Development	Monitors school effectiveness
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Committee	Considers school place provision
Chair: Rev S Barron	Produces strategy around teaching and learning particularly of RE
Members: 9	

The Board has delegated day to day management of the charity to the Diocesan Director of Education and their team. During 2023 this included:

Education Officers Assistant Diocesan Director of Education

School Improvement Officers Two Schools Effectiveness Adviser

Core support staff Finance & Operations Manager
 Two Administration Officers
 Compliance & Governance Lead

Within a small team it is often the case that we are working across different activities and helping each other.

Charitable company

Until 31 December 2013, the Board of Education of the Diocese of Lincoln operated from within the Lincoln Diocesan Trust and Board of Finance Limited (company registered number 97256, charity registration number 249355). With effect from 1 January 2014, operations transferred to a new company, limited by guarantee, which is also a registered charity.

The governing document of LDBE is its Articles of Association. The Board must also comply with The Measure, with company and charity law.

Working partnerships : related parties

LDBE is not part of a "group" of companies, but it has close operational and financial links with certain other bodies, as noted below.

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

LDBE works closely with LDTBF. LDBE relocated to the headquarters of LDTBF and now rents serviced offices from LDTBF.

The two organisations have a data sharing agreement which is GDPR compliant and allows us to work together to further the work of the schools and parishes.

The Diocesan Director of Education is also member of Bishop's staff and attends monthly meetings and strategic away days. The Assistant Diocesan Director is a member of the Diocesan Safeguarding Advisory Board.

Working partnerships: wider network

Diocesan Education Officers are members of numerous networks, meeting regularly to share good practice with colleagues from other Dioceses and the Church of England Education Office.

The LDBE works closely with Lincolnshire, North Lincolnshire and North East Lincolnshire Local Authorities, the Lincolnshire Education Group, North Lincolnshire Education Standards Board, Ofsted and the Department for Education Regional Director's Office to support church schools and academies in the Diocese.

Every church school sits within a parish. The LDBE supports schools to develop a strong and fruitful relationship with the parish. As part of the diocesan-wide project, 'Time to Change Together', we will be supporting the development of the Local Mission Partnerships ensuring there is strong connectivity between schools and the church community.

Some of these relationships ensure officers keep up to date with new initiatives in order to provide appropriate support and advice to schools. Some are about influencing policy and others about working in partnership to ensure schools get a cohesive and relevant offer.

Table 1 below shows how we work with other organisations.

Table 1 : working with other organisations

Professional body	Main involvement
Department for Education	Working with the Regional Director/DfE to form new church MATs and convert church schools into academies; and to monitor performance in schools and academies.
Ofsted	Feedback at inspections and monitoring visits
Church of England Education Office	National guidance and support e.g. relating to SIAMs inspections
North Lincolnshire Local Authority	School improvement, headship recruitment, Education Standards Board, Scrutiny Panel and SACRE
Lincolnshire County Council	Children's and Young People Scrutiny Panel, Schools Forum, SACRE, Supporting vulnerable schools, Head teacher recruitment
North East Lincolnshire Local Authority	Children's and Young People Scrutiny Panel, SACRE
The Lincolnshire Education Group (LEG)	Key strategic partner to support new sector led school improvement in Lincolnshire
Association of Anglican Directors of Education (AADE)	National updates and strategy on church school education
Diocesan Admissions Group	National updates on admission policy
Diocesan Governance Group	National Updates on Governance
Association of RE Advisers, Inspectors and Consultants	National updates on Religious Education
Lincoln Cathedral	Church Schools Festivals LDBE Carol Service

Reference and Administrative Details of the Charity: itemised

Bankers	NatWest Bank plc Smiths Bank 225 High Street Lincoln LN2 1AZ	
Solicitors	Lee Bolton Monier-Williams 1 The Sanctuary Westminster SW1P 3JT	Chattertons Solicitors 9 Broad Street Stamford PE9 1PY
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

Trustees

At the date of signing

Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair
Mr M Adnitt
Mrs J K Bacon
Revd S Barron
Dr H Beverley
Mr P Brewster
Revd N Brown
Mr D Clements
Rt Revd Stephen Conway, Bishop of Lincoln
Mrs C Edwards OBE
Mrs S Ely
Canon N Fisher
Mr M Kyle
Revd G Machell
Mr F Mann
Canon I Robinson
Revd Canon S Sarvananthan
Prof J Stern
Mrs A Warrick
Mrs D Whiteoak

Diocesan Director of Education Canon P Thompson

Registered office Edward King House
Minster Yard
Lincoln
LN2 1PU

Principal address Edward King House
Minster Yard
Lincoln
LN2 1PU

Telephone number 01522 504010

Website www.lincolndioCESANeducation.com

Email education@lincoln.anglican.org

Independent auditor's report to the members of Lincoln Diocesan Board of Education

Opinion

We have audited the financial statements of the Lincoln Diocesan Board of Education for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 24 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Church of England Measures, health and safety and employment (including taxation), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Church of England Measures.

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

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals;
- Challenging assumptions and judgements made by management in their critical accounting estimates; and
- Cut-off testing in respect of revenue.

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

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

Use of our report

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



Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

23 September 2024

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF FINANCIAL ACTIVITIES
and Income and Expenditure Account
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023			2022	
		General funds £	Restricted Funds	Endowment £	Total £	
INCOME FROM:						
Donations and legacies						
Grants	2	128,863	23,000	1,172,266	1,324,129	148,185
Charitable activities						
Special projects	3	5,000	-	-	5,000	3,000
School buildings	3	12,073	-	-	12,073	9,302
School improvement	3	148,640	-	-	148,640	136,668
Courses, conferences and festivals	3	67,572	-	-	67,572	54,855
Other income	3	12,165	-	-	12,165	1,720
Investments		81,250	26,431	94,938	202,619	190,151
TOTAL INCOME		455,563	49,431	1,267,204	1,772,198	543,881
EXPENDITURE ON:						
Charitable activities						
Diocesan Board of Education Measures	4	334,782	-	-	334,782	307,564
Special projects	4	15,178	-	-	15,178	28,517
School buildings	4	10,095	-	-	10,095	9,535
School Improvement	4	157,912	-	-	157,912	147,618
Courses, conferences and festivals	4	88,977	-	-	88,977	66,492
Grant-making	4	-	25,930	-	25,930	21,876
Multi Faith Projects	4	-	20,317	-	20,317	38,606
TOTAL EXPENDITURE		606,944	46,247	-	653,191	620,208
NET (EXPENDITURE)/ INCOME		(151,381)	3,184	1,267,204	1,119,007	(76,327)
Net gains/(losses) on investments	9	16,902	17,730	58,848	93,480	(448,273)
NET MOVEMENT IN FUNDS		(134,479)	20,914	1,326,052	1,212,487	(524,600)
Transfer between funds	13	94,938		(94,938)	-	-
TOTAL FUNDS BROUGHT FORWARD		834,552	763,228	4,411,712	6,009,492	6,534,092
TOTAL FUNDS CARRIED FORWARD	13	795,011	784,142	5,642,826	7,221,979	6,009,492

The notes on page 38 to 51 form part of these Financial Statements.

Details of comparative figures by fund are disclosed in note 13.

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

AT 31 DECEMBER 2023

		2023	2022
		Total	Total
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	8	3,886	5,127
Investments	9	5,401,524	5,337,641
		<u>5,405,410</u>	<u>5,342,768</u>
CURRENT ASSETS			
Debtors	10	1,360,398	187,646
Cash at bank		<u>796,095</u>	<u>688,106</u>
Total current assets		2,156,493	875,752
CREDITORS : Amounts falling due within one year	11	<u>(339,924)</u>	<u>(209,028)</u>
NET CURRENT ASSETS		<u>1,816,569</u>	<u>666,724</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>7,221,979</u>	<u>6,009,492</u>
NET ASSETS		<u><u>7,221,979</u></u>	<u><u>6,009,492</u></u>
FINANCED BY RESERVES :			
General Funds	13	795,011	834,552
Restricted Funds	13	784,142	763,226
Endowment	13	<u>5,642,826</u>	<u>4,411,714</u>
TOTAL RESERVES OF THE CHARITY		<u><u>7,221,979</u></u>	<u><u>6,009,492</u></u>

The notes on page 38 to 51 form part of these Financial Statements

The reserves for 2022 are restated as explained in Note 15 on page 50.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These financial statements were approved and authorised for issue by the directors on 18 June 2024 and signed on their behalf by:



.....
Canon Nicolette Fisher, Vice Chair of the Trustees

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023		2022	
	£	£	£	£
Cash flows from operating activities:		(123,096)		(85,957)
Cash flows from investing activities:				
Purchase of investments	(442,647)		(761,847)	
Sales of Investments	472,244		802,087	
Investment income	202,619		190,151	
Purchase of property, plant and equipment	(1,131)		(3,142)	
Net cash provided by (used in) investing activities		231,085		227,249
Change in cash and cash equivalents in the reporting period		<u>107,989</u>		<u>141,292</u>
Cash and cash equivalents at the beginning of the reporting period		688,106		546,814
Cash and cash equivalents at the end of the reporting period		<u><u>796,095</u></u>		<u><u>688,106</u></u>
Reconciliation of net income to net cash flow from operating activities				
		2023		2022
		£		£
Net income for the reporting period (as the Statement of Financial Activities)		1,212,487		(524,600)
Adjustments for:				
Depreciation charges		2,372		9,796
(Gains)/losses on investments		(93,480)		448,273
Investment income		(202,619)		(190,151)
Decrease in debtors		(1,172,752)		126,742
(Decrease)/increase in creditors		130,896		43,983
Net cash (used in) / provided by operating activities		<u><u>(123,096)</u></u>		<u><u>(85,957)</u></u>
Analysis of cash and cash equivalents				
		2023		2022
		£		£
Cash in hand		<u>796,095</u>		<u>688,106</u>
Total cash and cash equivalents		<u><u>796,095</u></u>		<u><u>688,106</u></u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

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

The financial statements are prepared under the historical cost convention.

The trustees consider there are no material uncertainties around the charity's ability to continue as a going concern. Short term cash flow issues are recognised by the trustees but contingency plans are in place. Over the longer term, plans have been developed around investments and what the charity offers in terms of training and development in the education sector. On the basis of reviewed cash flow forecast and risk planning, the directors can sign the Charity accounts as a going concern.

b Critical accounting judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised based on new information received affecting the value of the asset.

Investment properties are valued on the basis of capitalised rent yields or reference to external market data. Capitalised rents are based on a 5% yield due to the nature and term of the tenancy. The existence of any restrictions on the investment properties and their realisable value, due to their educational background, would be highlighted in the Charity Report produced at that point in time.

c Fund accounting

LDBE holds funds of the following types:

General funds - which are available for any purposes within the LDBE's objects.

Restricted funds - which are subject to specific conditions imposed by the donor.

Endowment funds - which are subject to the conditions of the Uniform Statutory Trust.

d Income

Income is accounted for when the charity is entitled to receive the income, when it can be valued accurately and when it is probable that it will be received. It is deferred to the extent that it is contractually related to a later accounting period.

Grants in kind are valued at the cost to the grant-making body.

e Expenditure

Expenditure is recognised on an accruals basis and wherever possible charged directly to the activity concerned, including staff costs. Certain support costs are apportioned to activities proportionately with the staff costs charged to that activity.

f School buildings and capital

As explained in note 12 to the Financial Statements, capital grants and costs of schools projects which are the responsibility of the governing body of the school concerned have been excluded from these accounts.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

1 ACCOUNTING POLICIES - continued

g Grants payable

Grants are included in the period in which the charity has committed the expenditure and when it can be quantified with reasonable certainty.

h Tangible fixed assets

Expenditure on assets is capitalised if it is over £500 and written off on a straight line basis over the expected useful life of the asset. This varies from 3 to 5 years.

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.

i Financial instruments

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

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j Investments

Investments are stated in the balance sheet at their fair value. All movements in value arising from investment charges and revaluations are included in the Statement of Financial Activities.

Investment properties valuation, a tenant in residence, are calculated based on the average annual rent for the lease term. The average annual rent represents 5% of the property's valuation. The trustees have agreed this method after discussions and contributions with professionals within this field. A full red book estate valuation has been discussed by trustees, but considering the cost, the uniqueness of the properties, finding a reliable comparison or one recently sold and the longer terms plans, the average annual rent representing an agreed percentage of a property's valuation continues to be the approach the directors have adopted.

Total return accounting and investment strategy has been approved and adopted by LDBE in 2023. Sales of the existing portfolio and purchasing assets for a TR investment strategy commenced post 31 December 2023. The strategy moves LDBE inline with other Dioceses and charities that have adopted this form of investment strategy to access capital growth of the assets within the portfolio, not being wholly reliant on the dividend payments to fund the objects and activities of the charity.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023			Total	2022
	General funds	Restricted Funds	Endowment		Total
	£	£	£	£	£
2 INCOME FROM GRANTS					
Other grants	128,863	23,000	1,172,266	1,324,129	148,185
	<u>128,863</u>	<u>23,000</u>	<u>1,172,266</u>	<u>1,324,129</u>	<u>148,185</u>

Endowment other grants include sale proceeds from a surplus site, it is a one off event. The physical cash is still to be received so this is showing as a debtor on the balance sheet. The funds are subject to government sign off but the risk of not receiving the funds is described as very low. Based on the entitlement, probability and measurement for recognising income, the amount has been recognised in the 2023 accounts.

3 INCOME FROM ACTIVITIES

All income from activities is attributable to the charity's general funds.

	2023			Total	2022
	General funds	Restricted Funds	Endowment		Total
	£	£	£	£	£
<u>Special projects</u>					
Staff release fees and trust work	5,000	-	-	5,000	3,000
<u>School buildings</u>					
Fees for administrative support	12,073	-	-	12,073	9,302
<u>School improvement</u>					
Service level agreement and fees	148,640	-	-	148,640	136,668
<u>Courses, conferences and festivals</u>					
Course fees and festival attendance	67,572	-	-	67,572	54,855
<u>Other income</u>					
Other income	12,165	-	-	12,165	1,720
	<u>245,450</u>	<u>-</u>	<u>-</u>	<u>245,450</u>	<u>205,545</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2023

4 COSTS OF CHARITABLE ACTIVITIES

	Staffing	Other direct costs	Support costs	Grants	2023 Total	2022 Total
	£	£	£	£	£	£
Diocesan Board of Education Measures	215,747	12,070	106,965	-	334,782	307,564
Special projects	12,654	-	2,524	-	15,178	28,517
School buildings	9,580	-	515	-	10,095	9,535
School improvement	139,981	-	17,931	-	157,912	147,618
Courses, conferences and festivals	67,477	17,528	3,972	-	88,977	66,492
Grant-making	-	-	-	25,930	25,930	21,876
REConnecting Lincs	-	-	-	16,085	16,085	35,556
World Views	1,100	-	-	4,232	5,332	3,050
	<u>446,539</u>	<u>29,598</u>	<u>131,907</u>	<u>46,247</u>	<u>654,291</u>	<u>620,208</u>

The Grant-making costs are to CoE schools to enhance their Christian ethos. Further details can be found on page 19 of the Trustee Report under Closed School General Purpose heading.

The REConnecting Lincs is the continuation of the Empowering Voices project, delivered by a production company, under the title Working Beyond Schools. Exploring Worldview projects continued in 2023. Details of both can be found on page 14 of the Trustee Report. On the Statement of Financial Activities, these two projects are shown under the heading Multi Faith Projects

	Staffing	Other direct costs	Support costs	Grants	2022 Total
	£	£	£	£	£
Diocesan Board of Education Measures	204,800	1,850	100,914	-	307,564
Special projects	9,630	-	18,887	-	28,517
School buildings	9,155	-	380	-	9,535
School improvement	133,062	-	14,556	-	147,618
Courses, conferences and festivals	50,048	11,196	5,248	-	66,492
Grant-making	-	-	-	21,876	21,876
Multi-Faith project	751	-	1,493	36,362	38,606
	<u>407,446</u>	<u>13,046</u>	<u>141,478</u>	<u>58,238</u>	<u>620,208</u>

5 SUPPORT COSTS

	2023	2022
	£	£
Diocesan Board of Education Measures	106,965	100,914
Special projects	2,524	18,887
School buildings	515	380
School improvement	17,931	14,556
Courses, conferences and festivals	3,972	5,248
Multi-Faith project	-	1,493
	<u>131,907</u>	<u>141,478</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
	£	£
6 NET INCOME BEFORE TRANSFERS		
Net income is stated after		
Depreciation	2,372	9,796
Audit fees (incl, VAT)	21,360	17,760
	<u>21,360</u>	<u>17,760</u>

Board members were not entitled to, and did not receive any remuneration in their capacity as trustees in the year ended 31 December 2023 (2022 - £nil).

£730 travel expenses were claimed by trustees as board meetings were held in person (2022 - £905).

7 STAFF COSTS

	2023	2022
	£	£
Wages and salaries	355,353	320,649
Social Security	38,997	36,732
Pension	39,100	33,584
Redundancy costs	-	3,711
Other staff costs	13,089	12,770
	<u>446,539</u>	<u>407,446</u>

The average number of people employed during the year were 8 (2022 ; 8).

Remuneration and benefits received by key management personnel, Diocesan Director of Education and the Assistant Director, including employers national insurance and pension contributions amounted to £164,710 (2022 ; £157,588)

The number of staff whose emoluments amounting to more than £60,000 were as follows

	2023	2022
	Number	Number
£60,000 - £70,000	1	-
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1
£90,000 - £100,000	-	-

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

8 TANGIBLE FIXED ASSETS	2023
<u>Fixtures, fittings and equipment</u>	£
Cost at 1 January 2023	8,202
Additions in year	<u>1,131</u>
Cost at 31 December 2023	<u>9,333</u>
Accumulated depreciation at 1 January 2023	3,075
Charge for in year	<u>2,372</u>
Accumulated depreciation at 31 December 2023	<u>5,447</u>
Net book value at 31 December 2023	<u>3,886</u>
Net book value at 31 December 2022	<u>5,127</u>

9 INVESTMENTS

	2023			2022
	Listed investments	Investment property	Total	Total
	£	£	£	£
Brought forward	4,421,602	916,039	5,337,641	5,826,154
Additions	442,647	-	442,647	761,847
Disposals	(326,881)	(145,363)	(472,244)	(802,087)
Investment Gains / (Losses)	123,117	(29,637)	93,480	(448,273)
Carried forward	<u>4,660,485</u>	<u>741,039</u>	<u>5,401,524</u>	<u>5,337,641</u>
Historical cost of investments	<u>4,468,934</u>	<u>711,966</u>	<u>5,180,900</u>	<u>5,075,969</u>

	Listed Investments	
	2023	2022
	£	£
Equities	2,504,780	2,401,813
Bonds	590,507	398,641
Multi Asset Funds	797,129	775,228
Alternatives	<u>768,069</u>	<u>845,920</u>
Market value of investments	<u>4,660,485</u>	<u>4,421,602</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
	£	£
10 DEBTORS		
Trade debtors	18,731	32,240
Amounts owed by related parties	4,507	3,239
Prepayments and accrued income	1,337,160	152,167
	<u>1,360,398</u>	<u>187,646</u>
	2023	2022
	£	£
11 CREDITORS - amounts due within one year		
Trade creditors	6,449	8,036
Amounts owed to related parties	5,682	6,051
Deferred income	100,353	102,350
Other creditors and accrued expenses	227,440	92,591
	<u>339,924</u>	<u>209,028</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

The Charity assists Voluntary Aided (VA) schools with capital projects. It acts as a banker for the DfE / Education Skills Funding Agency in receiving the funding and settling contractors invoices for approved project on their behalf. 2023 is the fourth year of the School Condition Allocation (SCA) funding where LDBE is the lead partner with the Diocese of Sheffield. LDBE receives the funding allocation for both organisation which is then allocated according to need identified in the conditional surveys for all VA schools across both Dioceses.

This is a significant activity of the charity but the capital projects are not reflected in the Statement of Financial Activities as the contracting party is the School's Governing Body and not LDBE.

A summary of transactions during the year is set out below:

	2023	2022
	£	£
Department for Education capital grants	801,939	1,095,693
School Governors' contribution	123,122	55,516
	<u>925,061</u>	<u>1,151,209</u>
Project expenditure	<u>925,061</u>	<u>1,151,209</u>

At the year end, LDBE held the following assets and liabilities for ongoing projects at Voluntary Aided (VA) schools. The assets and liabilities do not form part of the LDBE's accounts, as described below.

	2023	2022
	£	£
Debtors and accrued income	167,275	141,618
Cash at bank	331,684	876,659
Creditors and deferred income	(498,959)	(1,018,277)
	<u>-</u>	<u>-</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2023

13 FUNDS OF THE CHARITY

Summary of the activities of the funds of the charity in the year:

	Balance at						Balance at
	01/01/2023	Unapplied Total Return	Income	Expenditure	Investment gains/(losses)	Transfers	31/12/2023
	£	£	£	£	£	£	£
<u>Unrestricted Funds</u>							
General funds	834,552	-	455,563	(606,944)	16,902	94,938	795,011
<u>Restricted Funds</u>							
Closed School Fund	752,480	-	26,431	(25,930)	17,730	-	770,711
REConnecting Lincs	9,048	-	19,000	(16,085)	-	-	11,963
World View Project	1,700	-	4,000	(4,232)	-	-	1,468
	763,228	-	49,431	(46,247)	17,730	-	784,142
<u>Endowment</u>							
Uniform Statutory Trust	4,411,712	(1,150,787)	1,172,266	-	29,718	-	4,462,910
Unapplied Total Return	-	1,150,787	94,938	-	29,130	(94,938)	1,179,916
	4,411,712	-	1,267,204	-	58,848	(94,938)	5,642,826
<u>Grand Total All Funds</u>	<u>6,009,492</u>	<u>-</u>	<u>1,772,198</u>	<u>(653,191)</u>	<u>93,480</u>	<u>-</u>	<u>7,221,979</u>

	Balance at						Balance at
	01/01/2022	Unapplied Total Return	Income	Expenditure	Investment Losses	Transfers	31/12/2022
	£	£	£	£	£	£	£
<u>Unrestricted Funds</u>							
General funds	933,314	-	515,070	(559,726)	(54,106)	-	834,552
<u>Restricted Funds</u>							
Closed School Fund	865,320	-	25,697	(21,876)	(75,255)	(41,406)	752,480
REConnecting Lincs	20,510	-	22,200	(38,606)	-	4,944	9,048
World View Project	-	-	4,750	-	-	(3,050)	1,700
	885,830	-	52,647	(60,482)	(75,255)	(39,512)	763,228
<u>Endowment</u>							
Uniform Statutory Trust	4,714,948	-	(23,836)	-	(318,912)	39,512	4,411,712
<u>Grand Total All Funds</u>	<u>6,534,092</u>	<u>-</u>	<u>543,881</u>	<u>(620,208)</u>	<u>(448,273)</u>	<u>-</u>	<u>6,009,492</u>

The 2022 comparator figures have been restated, details are provided in Note 15 on page 50 .

The transfers represent previous years transactions from the Uniform Statutory Trust to a specific restricted fund.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2023

13 FUNDS OF THE CHARITY continued

Closed School Fund

This fund is for educational purposes in the Diocese of Lincoln. Activities are required to develop the Christian character of the school. The fund operates by making grants. At 31 December 2023 the fund included investment assets of £605,412 (2022: £606,888), with the balance within net current assets.

REConnecting Lincs

This project bid and was successful in receiving funds to support children and young people engage with religious and non religious views through medium of podcasts and education resources.

World View Project

The project is funded through the Templeton Foundation and trailing a draft national entitlement to RE, delivered at as standard level.

Uniform Statutory Trust

Dividends from the Uniform Trust investment portfolio are a major source of income to LDBE. The dividends are a key component of LDBE annual income to plan and deliver activities in line with the objectives of the charity. The portfolio is managed by investment managers on behalf of LDBE with clear strategy on return and risk.

The year end closing balance of the fund included investment assets of £3,168,789.

During the year, LDBE established an agreed methodology to determine the original value of this fund and move to total return investment strategy. LDBE took soundings from their investment manager, the ability to pursue capital growth in funds and not be wholly reliant on dividends. LDBE agreed parameters and limitations on draw down of capital growth to protect the permanent endowment for the years ahead. This will enable LDBE to continue to deliver its objectives and mission in the long term.

Net Asset by Fund - 2023

	General funds £	Restricted Funds £	Endowment £	Total £
Tangible fixed assets	3,886	-	-	3,886
Investments	655,296	673,307	4,072,921	5,401,524
Current assets	306,485	253,540	1,596,468	2,156,493
Current liabilities	(170,656)	(142,705)	(26,563)	(339,924)
Total Net Assets by Fund	795,011	784,142	5,642,826	7,221,979

Net Asset by Fund - 2022

(Restated - see Note 15 page 50)

	General funds £	Restricted Funds £	Endowment £	Total £
Tangible fixed assets	5,127	-	-	5,127
Investments	625,384	657,183	4,055,074	5,337,641
Current assets	358,079	106,555	411,118	875,752
Current liabilities	(154,038)	(512)	(54,478)	(209,028)
Total Net Assets by Fund	834,552	763,226	4,411,714	6,009,492

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

14 RELATED PARTIES

LAAT

The Chair and Vice Chair of LDBE, are members of Lincoln Anglican Academy Trust (LAAT). Accordingly LAAT is related to LDBE. Transactions with LAAT during the year are summarised below:

	2023	2022
	£	£
Sales to LAAT	19,705	28,263
Balance owed to LDBE at 31 December	395	-
Purchases from LAAT	2,000	-
Balance owed by LDBE at 31 December	-	-
Accrued income at 31 December	-	-

LDTBF

Two directors of the company are also directors of the Lincoln Diocesan Trust and Board of Finance (LDTBF) (2022 - two). The Lincoln Diocesan Board of Education (LDBE) was established to fulfil the requirements of LDTBF under the Measure. LDBE rents space from the head office of LDTBF and has operated from the premises for all of 2023, when staff are not working from home. Working out of the LDTBF head office made good financial sense, closer working with LDTBF staff and right from an operational perspective.

Accordingly LDTBF is a related party for LDBE. Transactions during the year were as follows:

<u>Grants received from LDTBF</u>	Note	General Fund	Restricted Fund	2023	2022
		£	£	£	£
<u>Other grants</u>					
Grant	2	107,136	-	107,136	107,018
		107,136	-	107,136	107,018

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2023

14 RELATED PARTIES continued

<u>Other transactions with LDTBF</u>	General Fund	Restricted Fund	2023	2022
	£	£	£	£
Sales to LDTBF	540	-	540	-
Purchases from LDTBF	36,509	-	36,509	43,343
Balance owed by LDBE at 31 December	612	-	612	5,954

Schools

Some Trustees of LDBE were also school governors during 2023. Accordingly these schools are related parties of LDBE. The names of the schools and the total of transactions with them during the year are noted below:

	2023	2022
Ancaster CoE School	Y	Y
Caistor Grammar	Y	Y
Caistor CoE & Methodist	Y	Y
Coleby CoE Primary	Y	Y
Edenham CoE Primary School	N	Y
Denton & Harlaxton Federation	Y	Y
Fiskerton CoE Primary School	Y	Y
Great Ponton CoE	Y	Y
Kirkby-on-Bain CoE Primary	Y	Y
Lincoln St Faiths & St Martins CoE Junior School	Y	Y
Queen Elizabeth Grammar School, Horncastle	Y	Y
Rauceby CoE School	N	Y
Reepham CoE Primary School	Y	Y
Ropsley CoE Primary	Y	Y
Saxilby CoE Primary School	Y	Y
Spalding Grammar School	Y	Y
St Gilberts CoE Primary, Stamford	N	Y
St Hugh's School, Scunthorpe	N	Y
Tydd St Mary CoE Primary School	Y	Y
Weston Hills CoE Primary School	Y	Y
William Alvey CoE School	N	Y
William Lovall CoE Academy	N	Y
The St Lawrence Academy	Y	Y
Dunholme St Chad CoE Primary	Y	N
Barkston & Syston CoE Primary	Y	N
St Thomas' Primary Academy	Y	N
Wyberton Primary Academy	Y	N

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

14 RELATED PARTIES continued

	2023	2022
	£	£
Sales to schools	36,980	48,448
Balance owed to LDBE at 31 December	3,767	3,240
Purchases and payments to schools	1,357	1,478
Balance owed by LDBE at 31 December	<u>-</u>	<u>-</u>

15 Analysis of charity funds

The decision to adopt total return accounting and establishing the original value of the endowment in 2023, the presentation of the individual funds has been split to reflect the required reporting.

The presentation of the General Funds throughout the accounts and notes remains unchanged.

Restricted Funds have now been split and represent the;

- Closed School Fund,
- Specific restricted funds (REConnecting Lincs & World View Project),
- Endowment which comprises the Uniform Statutory Trust (UST) and the Unapplied Total Return (UTR).

Details around these specific funds are shown in Note 13. The introduction of total return accounting shows the UTR identified at the beginning of the 2023 financial year in Note 13.

The prior year comparison figures have also been split to reflect the funds previously all classified as restricted and noted as restated where applicable. The prior year comparison figures have been restated on the reserves of the balance sheet on page 36 along with Note 13 on page 46 & 47 and finally, Note 16 on page 51.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2023

16 FUNDS OF THE CHARITY continued - STATEMENT OF FINANCIAL ACTIVITIES year end 31 DECEMBER 2022

(Restated - See note 15 page 50)

	General funds	Restricted Funds	Endowment	Total
	£	£	£	£
INCOME FROM:				
Donations and legacies				
Grants	145,071	26,950	(23,836)	148,185
Charitable activities				
Special projects	3,000	-	-	3,000
School buildings	9,302	-	-	9,302
School improvement	136,668	-	-	136,668
Courses, conferences and festivals	54,855	-	-	54,855
Other Income	1,720	-	-	1,720
Investments	164,454	25,697	-	190,151
TOTAL INCOME	515,070	52,647	(23,836)	543,881
EXPENDITURE ON:				
Charitable activities				
Diocesan Board of Education Measures	307,564	-	-	307,564
Special projects	28,517	-	-	28,517
School buildings	9,535	-	-	9,535
School Improvement	147,618	-	-	147,618
Courses, conferences and festivals	66,492	-	-	66,492
Grant-making	-	21,876	-	21,876
Multi faith project	-	38,606	-	38,606
TOTAL EXPENDITURE	559,726	60,482	-	620,208
NET INCOME	(44,656)	(7,835)	(23,836)	(76,327)
Transfer between funds	-	(39,512)	39,512	-
Net losses on investments	(54,106)	(75,255)	(318,912)	(448,273)
NET MOVEMENT IN FUNDS	(98,762)	(122,602)	(303,236)	(524,600)
TOTAL FUNDS BROUGHT FORWARD	933,314	885,830	4,714,948	6,534,092
TOTAL FUNDS CARRIED FORWARD	834,552	763,228	4,411,712	6,009,492

LINCOLN DIOCESAN BOARD OF EDUCATION

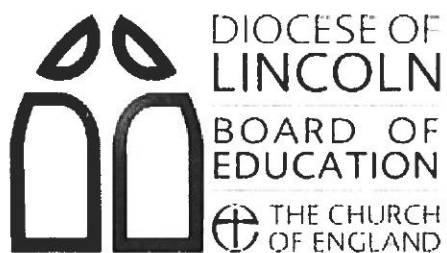
England & Wales - Charity number 1151733

Accounts

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022



Report of the Director of Education

2022 has been another very busy year for the Lincoln Diocesan Board of Education (LDBE). Thankfully, it has been a year without any lockdowns but the LDBE has supported schools to respond to a range of other significant global, national and local events. For example, in this year, there has been significant political turmoil with three different Prime Ministers and five secretaries of state for education. Schools have naturally been unsettled by political uncertainty and the LDBE has been active in providing schools with up to date guidance on the changes to education policy. The LDBE team has provided briefings and support about the Government's White Paper, 'Opportunity for all: strong schools with great teachers for your child.' (March 2022) which included the expectation that all schools must join or plan to join a multi-academy trust by 2030. The controversial School's Bill intended to realise the ambitions in the White Paper was then scrapped later in the year, causing confusion for our school leaders. The LDBE has been a 'constant' for church schools reassuring and guiding them to stay focussed on their key priorities which enable all pupils and adults to flourish in a distinctively Christian context.

It was also in 2022 when sadly Queen Elizabeth II died. At the time of the announcement, school leaders required guidance and resources to help the school communities respond appropriately in this period of national mourning. The LDBE was able to quickly provide Church of England resources for collective worship, prayer and reflection. Schools were very grateful for these.

Of course, schools have also been very concerned about the outbreak of war in Ukraine. The LDBE has supported schools to accommodate refugees seeking sanctuary. For example, the LDBE has enabled schools to access the Bishop's Ready for School fund to purchase items that will help refugee children settle into a new school community. Another impact of the war has been the steep rise in the cost of living that has impacted on schools and their families. The LDBE has deployed a range of strategies to support schools with the cost of living, including formally writing to the government to request additional help with school budgets and developing a directory of charities and support agencies on the website that can help school communities in need.

Throughout these challenging events in the year, the LDBE has continued to develop its effectiveness and capacity to enhance church school education in the diocese. In the spring term, the LDBE moved offices to be under the same roof as the Bishop's Office and the Diocesan Board of Finance. This move has helped the LDBE develop stronger collaborative partnerships with the wider diocesan team. This closer relationship with the wider diocesan team has enabled the LDBE have a greater contribution to the strategic and operational aspects of the diocese which impacts on schools. For example, the LDBE has identified pilot schools that have capacity to strengthen partnerships between school, home and church through collaborative projects. These projects will provide case studies of how these three key parts of the community can support each other as the diocese establishes Local Mission Partnerships through the diocesan wide 'Time to Change Together' initiative.

In the spring term, the new Diocesan Board of Education was formed following the Diocesan Synod's approval of the scheme related to the DBE Measure 2021. To lead the new Board, the Bishop of Lincoln appointed the Archdeacon of Boston, the Venerable Dr Justine Allain-Chapman. We are very grateful to the Bishop of Grantham for effectively leading the Board of Education until March 2022 and enabling the smooth handover of leadership to the new Chair. The new Board of Education has provided a strong strategic direction and oversight of the key

priorities in the development plan. One important priority has been the development of the diocesan multi-academy trust (MAT) strategy.

Following the publication of the government's White Paper, the LDBE reviewed the MAT strategy. It made the decision that the diocese needed to create an infrastructure of six church MATs which could accommodate all church schools (and partner schools) that wanted or needed to join or a MAT. The LDBE undertook a rigorous process to identify two new church MATs in key areas of the diocese where there was insufficient MAT coverage. In December, the LDBE gave conditional consent to a group of schools to form a brand-new MAT called the Meridian Education Trust in the Louth/Alford area of the diocese. A non-church MAT called the Keystone Academy Trust was also given consent to form a church MAT to serve schools primarily in the Lincoln and North Kesteven area. The Department for Education (DFE) has been supportive of the LDBE's process. The two new MATs are now in the process of seeking approval from the DFE and it is anticipated the new MATs will be established in mid-2023.

Another key development in 2022 was the launch of the MAT Partnership Agreement with the four existing church MATs in the diocese. This Agreement replaces the Service Level Agreement (which maintained schools have) so that the LDBE can provide more tailored support for academies, particularly in developing and monitoring Christian distinctiveness.

The LDBE made two staff appointments in the first part of 2022. Following a staffing restructure, the LDBE appointed a new Governance and Compliance Lead to focus on strengthening school and academy governance across the diocese. The LDBE appointed a new School Effectiveness Adviser to focus on key priorities such as School Improvement and promoting diversity, equity and inclusion in schools.

The LDBE staff have continued to engage in professional development. For example, the RE and SIAMS adviser has undertaken SIAMS inspection training and the School Effectiveness Adviser has qualified as an OfSTED inspector. The whole team continues to engage in in-house professional development sessions linked to appraisal and key priorities in the strategic plan. For example, the team visited the York diocesan offices to exchange good practice with colleagues doing a similar role in a different diocese.

Throughout the year, the LDBE team has continued to be passionate, resilient and committed to serving church schools and providing them with the support they need for all adults and pupils to flourish.

Paul Thompson

Diocesan Director of Education

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The Trustees present their report and audited financial statements for the year ended 31 December 2022.

Reference and Administrative Details of the Charity

Name of the Charity	Lincoln Diocesan Board of Education
Company registration number	08334622 registered in England and Wales
Charity registration number	1151733
Trustees	The constitution of the Board of Education and appointment of Directors is described in the section on "Structure, Governance and Management" on pages 21 et seq. Trustees in post at the date of signing of this report are shown on page 27.
Diocesan Director of Education	Mr Paul Thompson
Contact information	The registered office of the company and principal trading address of the charity with other contact details are shown on page 27 at the back of the Report.
Professional advisers	Details are shown on page 26.

Objectives

Objects as set out in the Articles

**Church schools serving their communities through excellence,
exploration and encouragement within the love of God.**

The Diocese of Lincoln is called to faithful worship, confident discipleship and joyful service and our Church Schools bear witness to our belief that every child is made in the image of God and loved by him. They were founded for the good of their local communities so that children can be educated through the values and stories of Christianity.

The objects of LDBE as stated in its Articles are:

1.1 The Objects of the Board are to promote or assist in the promotion of education for the public benefit of the Diocese

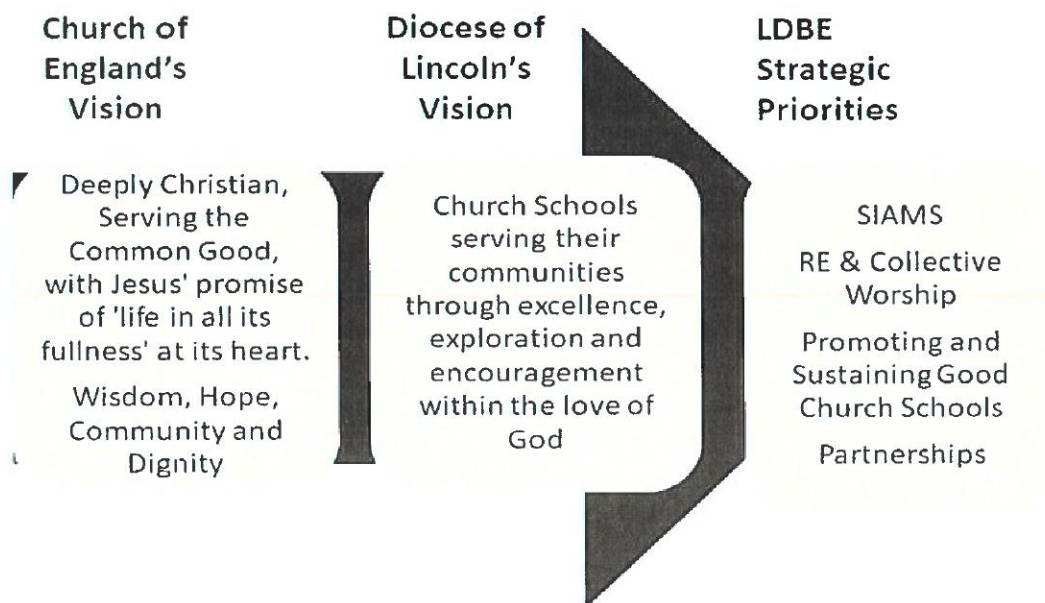
1.2 The Objects shall be carried out in accordance with the doctrines and principles of the Church of England

This is consistent as required by The Measure (see "Structure, Governance and Management" on pages 21 et seq.).

Vision and Mission

The LDBE staff team have worked to ensure that our work can be assessed against the vision. The following diagram shows how this is managed. It shows how our work is intrinsically tied in to the LDBE vision, the National vision and the diocesan vision.

A Vision for Education



In July 2022, it was proposed to the Bishop's Staff that the Diocese of Lincoln's vision for education should be reviewed and developed. The current vision statement was introduced in 2015 and it has served our DBE and church school communities very well. However, the educational landscape has changed over the past seven years and we need to ensure the LDBE vision for education is robust to help us embrace the opportunities and challenges we will face over the next few years. The LDBE has worked closely with the DBE and Bishop's Staff in the latter half of 2022 to draft a new vision statement which will be a 'promise' to further develop the quality of church school education so that all pupils and adults are able to flourish now and in the future. It is expected the new vision will be approved by LDBE in March 2023. Pupils will then be invited to design art work and promotional resources at the church school festival in May. It will then be formally launched in September 2023.

Strategy

The LDBE developed a new strategic plan for 2021 to 2024 to set out its key operational approaches for carrying out the functions of the DBE Measure 2021 and realising the national and diocesan vision for education. The plan is organised into four key sections which relate to our core business: SIAMS, RE and Collective Worship, Promoting and Sustaining Good Church Schools, and Partnerships. The strategic plan addresses key priorities from a national, diocesan and school perspective such as strengthening governance, promoting diversity and ensuring

high quality RE is taught in all schools. The plan is designed with some flexibility to accommodate emerging priorities.

The LDBE team meet regularly to monitor the progress made in the detailed operational plans that sit behind the strategic overview. Evaluations and RAG (Red, Amber, Green) ratings are presented to the LDBE directors each term so they are able to appropriately hold LDBE team leaders to account.

Public Benefit

In determining which activities the charity will pursue, the Board has had due regard to the guidance on Public Benefit issued by the Charity Commission.

LDBE works with the various partners described on pages 23 to 25 and with the 141 Church Schools within the diocese. Services are generally delivered to schools and to teachers, but the Board and staff are continually aware of the impact of its work on the pupils and students within the schools, then on the wider community.

Risk management

The key financial, educational and reputational risks, to which the charity is exposed, as identified by the Trustees, has been reviewed and systems established to manage those risks.

The Risk Register provides detailed information about the risks to the charity, the potential consequences if the risks are not managed, the actions being taken and a RAG rating of how well the risks are being managed. An example of key risks and actions being taken are as follows:

Insignificant growth in number of majority church MATs

Actions include a strategy to develop up to 6 majority MATs. The LDBE team is working with existing MATs to develop promotional strategies. There are ongoing conversations with groups of schools and non-church MATs to become church MATs. The LDBE developed a rigorous process to identify and establish two new MATs.

Inability to appoint suitably skilled foundation governors

Actions include the enabling the newly appointed Governance and Compliance Lead to develop systems and processes for recruiting new foundation governors. The LDBE team provides external reviews of governance and governor training. A new Church School Oversight Agreement has been developed and being trialled to strengthen local governance in MATs.

Inability to maintain links between schools and church and the clergy to understand their role to protect and develop distinctively Christian education in their local church school/s

The LDBE is continuing to engage in the diocesan wide project, 'Time to Change Together' to ensure schools have good links with the local church community following diocesan reorganisation. The LDBE is also engaging with the Church of England Education Office to promote links between church, school and home (Growing faith Adventure).

Inability to recruit appropriately skilled and qualified people to the LDBE team.

Actions include training and deployment of Associate advisers to support central team. The LDBE continues to review and develop policies and terms and conditions on a regular basis. There is robust induction, appraisal and training for staff to ensure the team is well placed to meet the needs of the organisation and schools – taking into account staff workload and wellbeing.

Inability to support LAs and schools robustly enough to improve and maintain standards of education

Actions include diocesan advisers supporting and challenging LA and school leaders on issues impacting on quality of education. The LDBE has developed robust and effective Head Teacher Performance Management (HTPM) service for schools. A new adviser has been appointed to further develop the HTPM programme and school improvement offer.

Disruption and business continuity

Actions include the Senior Leadership Team responding to government guidance and national and local restrictions accordingly. The LDBE have the systems in place to maintain close relationships and stay in contact with schools to compensate for reduced face to face visits e.g. zoom. A new electronic file management systems being developed to enhance security and remote working practices.

Break even budget moving to profit

Actions include a key appointment to strengthen and develop the provision of HTPM and School Improvement Programme (SIP). LDBE is looking to provide training and specialist knowledge to organisations outside its established and traditional base. There are regular reviews of income generation streams e.g. course delivery, development of new training resources to adapt and develop new ways of working in the future. Completing the sale of surplus assets to generate funds to invest remains a key objective. The aim, to increase the annual financial return from the investment portfolio. The LDBE keeps the investment strategy under review to ensure the returns are maximised. The total return approach is still being work upon to make sure the timing is right with the aim for long term success.

Activities

LDBE's work can be described in several streams, although in practice these feed into each other:

Diocesan Boards of Education Measure 2021

Our core work is included under this heading. It includes support to the governing bodies of church schools in leadership and in ensuring the excellence of Religious Education. We also help where schools are revising their governing document, federating, joining academy trusts or otherwise considering the way they are constituted.

School Improvement

Primarily the role of the advisers is one of support, training and encouragement for school leaders, in response to requests and invitations from schools. The advisers have specialisms but there is always a degree of overlap and their work is often interchangeable. Our breadth of support and involvement with schools and academies continues to grow and many services have become well embedded in schools such as the Head teacher Performance Management programme.

Advisers are as likely to be discussing strategies for developing diversity across the curriculum, enhancing provision for SEND as well as developing the quality of collective worship and RE. This shift in culture and expectation is absolutely in line with the Diocesan vision for education: excellence, exploration and encouragement. If all church schools are to be excellent schools then children should be receiving an excellent all-round education. They should be given every opportunity to reach their God given potential.

The Assistant DDE is supporting the parish/school connections, strengthening partnerships with the wider diocese and increasing the LDBE's online engagement with all stakeholders making better use of the website and social media to facilitate the promotion of courses, resources and guidance.

Throughout this year, as we emerged from the global pandemic, we developed a hybrid approach to working with schools. Through a mix of on-line and face-to face training and meetings with school leaders, we have been able to support school leaders with the recovery of school provision that had been impacted by the pandemic.

During the year, the LDBE team and associate advisers primarily continued to provide briefings for school leaders and governors through virtual means. School leaders and governors welcome the network sessions where they had the opportunity to receive national and diocesan updates as well as the time to discuss pertinent issues and share good practice with each other. We maintained virtual briefings as governors stated they found the virtual training and support more accessible than the central based face to face training that has been in Lincoln. They also valued the wealth of resources on the website to support them in their role of foundation governor.

We carried out Head teacher Performance Management reviews for many heads and we conducted a number of Service Level Agreement visits. The joint strategy school improvement meetings with the Local Authorities continued as we work collaboratively with school leaders to refocus on school improvement.

Courses, conferences and festivals

Courses continue to be planned in a hybrid way, many have stayed online since the shift to this in 2021 during the pandemic, reports are many schools find these more accessible as it cuts down on time out of school. The reduction of travel for our team and for school leaders has been of significant benefit as it reduces carbon emissions and travelling time. However, courses not suited to being online or that are more beneficial with face to face networking opportunities are planned face to face. While there is still reduction from pre-pandemic levels which were 100% face to face, we have increased face to face sessions from 5% to 17%.

Topics for training events include in addition to RE and Christian Distinctiveness and Collective Worship courses, training related to pupil and staff mental health and well-being, preparing for Ofsted and SIAMS inspection, Inclusion and Governing Body training and networking and support for school leaders.

In March, we re-introduced a face to face Head teacher Conference for senior leaders and will continue to build on this moving forward. LDBE continues to insist on top quality leaders and speakers, inviting senior officials from OFSTED and SIAMS to help schools prepare for the resumption of inspections, for our portfolio of big conference events and key training courses which give our events programme a solid base.

The Church School Festivals for infant and primary schools were also re-introduced in 2022 and held in the Cathedral. Due to scheduling issues plus, not knowing due to restrictions if this could go ahead, there was one less day than usual. This new schedule, using the new Cathedral education centre, we had to turn down many schools who would have liked to come, this was due to limited spaces available. However, for 2023 we have gained the extra day back, plus added another one so all schools who wish to come will be able to attend. We were also able to hold a Church School Carol Service in the Cathedral.

Achievements and performance

LDBE Strategic Overview

Education

SIAM's inspections

Since January 2022, there have been seven SIAMS inspections carried out in the Diocese of Lincoln, all of which received the Good grading. One of these schools received an Excellent grading for Collective Worship.

The Diocesan RE and SIAMS Adviser has completed the SIAMS inspector training programme and successfully completed sign-off as a SIAMS inspector.

The education team have continued to provide SIAMS support and training for schools through virtual courses, bespoke reviews and SLA visits. A new SIAMS inspection framework will be in use from September 2023. As a result, the education team is providing a series of introductory briefings and in-depth training opportunities. A significant number of schools that are expecting inspection in the next year are accessing this training and support.

School leadership

Partnerships

The diocesan education team have continued to work closely with a variety of organisations to support church schools. Strategy meetings with the Local Authorities has taken place mostly through virtual meetings which have been productive in providing collaborative support and advice to schools. The LDBE senior leadership team continues to be a member of a number of partnership boards including Lincolnshire Learning Partnership Board, the North Lincolnshire Education Standards Board, the Teaching School Hub partnership board and LA School Forums.

At any one time, there are around 45 schools in vulnerable situations for reasons such as Ofsted judgements, declining standards and leadership incapacity. Officers have met with representatives from the schools' leadership team, Local Authority, DfE, teaching schools, HMI and Ofsted to provide tailored appropriate support.

The LDBE continues to develop its bank of Associate Advisers to enhance the capacity of the LDBE team. Associate advisers are serving Head teachers with the knowledge and proven track record in church school leadership to be able to support other schools. They are briefed on national and diocesan policy and provided with templates and website resources to support schools in Service Level Agreement visits. The associate advisors also undertake Head teacher Performance Management reviews with school leaders when required.

Support for Schools

Service Level Agreement

In 2022, 116 (82%) of all Church of England schools chose to subscribe to the Diocesan Service Level Agreement (SLA) (2017 – 121, 2018 – 122, 2019 -124, 2020-116, 2021-119). There are increasingly significant financial pressures on school budgets, which has resulted in some schools not being able to be buy into the SLA. A

Diocesan Officer or a Diocesan Associate Adviser (who is usually a current serving Head teacher) makes an annual SLA support visit to every school. These visits, some in virtual setting some face to face for 2022, have enabled the team to have a clearer insight in to the schools' strengths and areas for future development. Through these visits the team have been able to celebrate successes with the schools, identify and share good practice and provide appropriate support.

Schools in Focus

Following the pandemic, we have been able to return to a position where we have a clearer oversight of school performance. We have access to all pupil performance data (although there are limitations to this) and we have been able to visit schools and conduct face to face and virtual school improvement meetings. It has been easier this year, than in the previous two years, to provide the monitoring, support and challenge to school leaders now that Covid restrictions have been lifted.

Unsurprisingly we have found the number of schools in focus has increased this year for a number of reasons. One reason for the increase was due to the change in how Lincolnshire LA identified schools with vulnerabilities. For the first year, all 'good' schools with no obvious vulnerabilities were visited and RAG rated in accordance to the strength of leadership, pupil outcomes, the curriculum and the overall quality of education. It was found that a number of 'good' schools needed additional support to accelerate their pace of development, especially in curriculum development. These schools therefore came into focus to get the support they needed. The pandemic was also another key reason for schools coming into focus. Some schools had faced more disruption than others in terms of staff and pupil absence and therefore needed be in 'focus' for additional support from the LA and DBE team.

During the year, schools faced other pressures such as their budget, staff recruitment and political turmoil which also contributed to the increase of vulnerabilities in school. Towards the end of the year, five church schools became eligible for DFE intervention as they had received a second 'requires improvement' judgement. We are working with the DFE and school/MAT leaders to ensure that these schools secure a sustainable future.

We have maintained regular contact with LA Locality Leads to share information and provide collaborative support to schools in focus. Joint strategy meetings with the LAs and schools have continued. The DDE also works with the Department for Education to exchange updates on schools and coordinate support for schools that are eligible for school improvement funding.

Headteacher recruitment

Three new head teachers and five executive headteachers were appointed in 2022. To ensure the recruitment process is rigorous, the DDE invests a lot of time helping the governors to develop high quality recruitment packs and well-structured selection activities. The DDE attended all shortlisting and interview days and advises governors if candidates are appointable or not. Recruiting high quality headteachers is a challenge for schools. There were six schools that were unable to appoint a headteacher for September and the LDBE supported the school to secure interim leadership for the autumn term.

Induction visits take place for all new heads appointed and they are provided with guidance and support needed to lead a church school. All heads appointed in 2022 were invited to special commissioning service in the Cathedral which is planned in February 2023.

Religious Education

Partnerships

The RE Adviser from LDBE (Gillian Georgiou) attends Standing Advisory Council for Religious Education (SACRE) meetings in Lincolnshire, North Lincolnshire and North East Lincolnshire. In addition, working closely with the Local Authority RE Adviser for Lincolnshire and with staff at Bishop Grosseteste University on their regional RE hub meetings. Training has been provided on Religious Education for Schools Direct, Primary PGCE, LEAD Equate Teaching School Alliance, North Lincolnshire and East of England SCITT groups. A series of regular regional RE networking meetings are run that are affiliated with the National Association of Teachers of RE (NATRE). These sessions are open to all schools and academies in line with the requirements of the LDBE Measure in relation to RE.

As well as actively supporting and promoting high quality RE within the Diocese, the RE Advisor works regionally and nationally; is a member of the Church of England Education Office's RE Working Group and a representative of the Archbishop's Council on the RE Council of England and Wales. Other roles including being a member of the Editorial Group of Grove Education and has recently supervised *Scriptural Reasoning for Primary Schools* (Dr Anne Moseley, eD52). Another membership role is with the Education Committee of the Faith and Belief Forum and a Trustee of Culham St Gabriel's. The RE Adviser continues to work as a supervisor for the Farmington Scholarship (Farmington Institute, University of Oxford) and as a mentor on the Leadership Programme offered by the Culham St Gabriel's Trust. Work continues with colleagues in a number of other Dioceses nationally to produce guidance materials and training on RE curriculum design for Church of England schools and academies around the country.

As the result of work carried out by the Diocesan RE Adviser on Lincolnshire, North Lincolnshire and North East Lincolnshire SACREs, the Lincolnshire locally agreed syllabus for RE has now been adopted across greater Lincolnshire. This has enabled the Diocesan RE Adviser to offer more consistent support to church schools across the Diocese. The need to meet changing circumstances during the pandemic, predominately online training and support, the Diocesan RE Adviser has begun to carry out school visits and training where circumstances allow. This has enabled the Diocesan Education Team to build on and develop relationships established virtually during the previous year. To further support the effectiveness of this work, the RE Adviser has recruited and trained three Associate Diocesan RE Advisers, who are beginning to provide RE support across the Diocese.

This work forms the basis of support of teachers and subject leaders around the Diocese of Lincoln.

Work with schools

A Diocesan Board of Education should "promote or assist in the promotion of religious education and religious worship in schools in the diocese" (LDBE Measure, 2.1a). The RE Adviser delivers primary and secondary RE networking meetings annually around the Diocese of Lincoln. These sessions remain free and open to all teachers and subject leaders of RE (both church and non-church). Three annual newsletters are produced as well as

running social media accounts on Twitter and Facebook, to keep in touch with RE teachers, subject leaders and other professionals around the country.

The courses and conferences programme includes training sessions on teaching different religious worldviews, designing an RE Curriculum, meeting the expectations of Ofsted and SIAMS in relation to RE, assessing pupil progress in RE and other relevant topics. Bespoke training is frequently requested. Support is provided for teachers taking on the role of RE subject leader, as well as supporting head teachers and governors in their monitoring of RE. There is close working with colleagues to support schools to develop their distinctively Christian vision and monitor their effectiveness as church schools using the revised SIAMS evaluation framework. This includes working with schools to ensure they are meeting the expectations of the updated Church of England Education Office's *Statement of Entitlement for Religious Education (2019)*. In addition to this, the LDBE RE Advisor delivered keynote and workshop sessions at conferences accessed by teachers within and beyond the region.

Work beyond schools

The RE Advisor is currently working with a variety of collaborative partners, including Shooting Fish Theatre Company and cultural solutions UK, to deliver *Empowering Voices, Exploring Worldviews*, the fourth phase of *REConnecting Lincolnshire* project. This project has received grant funding from a number of funders, including Culham St Gabriel's. The project involves supporting children and young people to engage with a diversity of religious and non-religious worldviews through the medium of podcasts and accompanying educational resources. To date, three out of the proposed eight 30-minute podcasts have been finalised; a further three are in progress. Fundraising continues to facilitate completing the full eight.

The education team were successful in a bid to lead one of three groups nationally as part of The Worldviews Project, funded by the Templeton Foundation. This project is a major piece of work that involves trialling the draft National Statement of Entitlement for RE, which seeks to set a consistent standard for RE in schools and academies across the country. In the capacity as Team Leader, the RE Advisor is working with seven primary and secondary teachers and advisers across the country. Two members of the team have been recruited from within the Diocese of Lincoln. The submission date for this project is January 2024.

Bishop's Visitors

The Education team tries to ensure that each school has a Bishop's Visitor. In 2022 we had 69 active Bishop Visitors, this does not cover all schools. There is now an action plan in place to look at raising the profile of Bishop's Visitors and their role, in working with the Diocesan Time to Change together team we are looking at how this can be done. In Autumn 2022 Bishop's Visitors started meeting with the Education Team in person once again.

School Improvement

School Reviews and general school work

Emerging from the pandemic, some schools have requested school reviews in 2022. Those which did take place were undertaken to establish readiness for inspection to highlight areas of strength and areas for development. School reviews involve working with the Headteacher to review key documentation such as development plans and data, discussions with school leaders and governors, learning walks, planning and work scrutiny. The adviser then issues a written report. Schools have found the reviews to be robust and effective but also encouraging and supportive.

The LDBE team have carried out a number of bespoke training sessions. Topics have included developing a Christian vision, developing middle leaders and understanding governor roles and responsibilities. Other areas of school support and input have been:

- Advice when writing the school evaluation form and action plan.
- Developing the learning environment.
- EYFS (Early Years Foundation stage) enhancement.
- Guidance for governing bodies in relation to fulfilling core functions
- HTPM (Headteacher Performance Management) – the review of the previous year's targets and setting new targets, plus mid-year reviews.
- School Improvement Partner work.
- Working with the local authority – LA schools in focus review meetings, school improvement work in partnership with Locality Leads
- Working with National and Local Leaders of Education to develop bespoke packages of school improvement.

Church School Distinctiveness and Statutory Inspection of Church Schools (SIAMS)

The LDBE team have continued to provide the support schools need to further develop an effective and distinctive Christian character. There has been an ongoing focus on developing a Christian vision for their schools. Support and training have been provided to help school leaders and governors to develop and embed a vision that is rooted in theology in line with the Church of England and Diocesan vision for education and meet the needs of the community. This focus on vision has been particularly powerful for many schools as they have used this to steer through the challenges of the pandemic and provide wisdom, hope, dignity and community for their stakeholders. With the LDBE training offer in place and the schools increasing engagement in virtual training, schools are well placed to further develop their Christian character and be successful at their next inspection.

In response to requests from schools the team has:

- Provided SIAMS training and support for school leaders and governors;
- Developed resources and training for collective worship;
- Focused professional dialogue at SLA visits on developing Christian character;
- Delivered a RE, SIAMS and Governor bundle of training as well as RE cluster meeting and surgeries.

The upcoming 2023 SIAMS Inspection Framework has provided a new context for this particular stream of work; demand for the support outlined above is increasing as a result.

Courses, Conferences and Festivals

848 delegates attended a total of 76 training events in 2022, some of these courses were repeats at different times to accommodate schools working under national restrictions (2021 - 1,308 delegates at 88 events 2020 - 625 delegates at 48 events, 2019 - 1,066 delegates at 49 events, 2018 - 787 delegates at 52 events, 2017 - 731 delegates at 53 events), SIAMS and RE training are the most significant topics. The programme of courses, conferences and training opportunities is usually reviewed annually and aimed at a range of stakeholders including senior leaders, governors, and teachers, RE subject leaders, support staff, Bishop Visitors and clergy. Now the Education Team are travelling again holding this many events is not sustainable, and this will be reviewed. Due to significant financial pressures on schools we are seeing a drop in numbers on individual courses and networking sessions.

In addition to central training, the team has provided the equivalent of school-based training for individual schools and collaborative partnerships virtually.

Schools' capital (2022)

21 of the Church Schools in the Diocese of Lincoln, including 2 in North Lincolnshire, were Voluntary Aided (VA) status at the beginning of the year. The figure reduced by 1 to 20 by the end of year after one school in the Diocese of Lincoln joined a church MAT.

The 2022/23 academic year was the third year of the School Condition Allocation (SCA) grant. LDBE continued the partnership with the Diocese of Sheffield established in 2020, sharing knowledge and expertise, developing a good working relationship. LDBE remained the lead receiving the 2022/23 grant allocation for both organisations. The grant was allocated to priority works identified in the conditional surveys of all the VA schools across both Dioceses. The grant was to prioritise works beyond the financial capabilities of school budgets. Projects typically cost tens if not hundreds of thousands of pounds, often split into phases helping schools manage their 10% financial contribution. Projects that met the criteria were assessed on the most urgent need and the schools financial position, factoring in phases of work where necessary. The rising cost of raw materials has been a constraint leading to projects being phased to tackle the areas in most urgent need. Replacement heating systems and roofs were common projects across both Dioceses.

The zero carbon agenda suggests that ground heat source pumps should be the order of the day however, the cost is a constraint; firstly the cost with grant funds available for other projects severely curtailed risking urgent work going untreated and secondly, the financial burden placed on the schools finding their 10% contribution. As a compromise, the new heating systems have been fitted with the infrastructure that would support ground heat source pumps, if new funding becomes available. The Diocese bid on more than one occasion for government funding for just such projects but without success. On roof projects, if the lights in the ceilings below were not LED lighting, these have been changed as part of the roof project so the school will benefit from lower energy usage in future years. The decision was taken to include this work in these projects as other sources of funding have been withdrawn.

The SCA grant continues to be received into the LDBE bank account. The contracts remain between the Governors and the suppliers and for the grants between the Governors and the DfE. The income and expenditure are not included in the LDBE Statement of Financial Activities for the charitable company. Note 12 to the Financial Statements discloses the amount of grant involved.

LDBE accounts continue to show a fee charged to the schools for administering the funds and completing the relevant returns to the DfE.

Site Trusts

Site trustees hold the school buildings and playground on trust for education in accordance with the principles of the Church of England. In many cases, the trustee was Lincoln Diocesan Trust and Board of Finance Limited (LDTBF), but often the Vicar and Churchwardens of the parish were appointed and sometimes a local charity is the Trustee, or the land, rather than being freehold, is leased.

Under the Transfer Agreement of 2018, all LDTBF site trusts and custodian trusteeships have transferred to LDBE. To ensure the directors of LDBE, as trustees of the sites, are made aware of site matters – these are presented to the Finance & Administration Committee, and ratified by the full board.

During 2022 we have continued the exercise to ensure that all such trusts and land holdings are in order.

The table below indicates the types of trusteeship, and number of schools included in each category –

Trustees

• Lincoln Diocesan Board of Education (LDBE) -	60
• Lincoln Diocesan Trust Board of Finance (LDTBF) -	1
• Vicar & Churchwarden -	47
• Charity / Committee -	16
• Archdeacons -	4
• Lease Interest -	3
• No Trustee -	4
• Orphans -	2
• Unknown -	4

Custodian Trusteeships

• LDBE Custodian Trusteeships -	20
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The category 'Orphan' is used to indicate sites where work is needed with the Charity Commission; essentially, these are sites where the trustees no longer exist. It is hoped these can be brought into LDBE's trusteeship.

Four sites remain completely unknown; work is ongoing – but it is possible that all routes may be exhausted without success. In such cases, work with the Charity Commission to determine a trustee will be needed.

Closed Schools General Purpose Reserve Fund

This is an LDBE restricted fund; its purpose is to support Christian education within the Diocese of Lincoln. During the year grants of up to £500 totalling £1,875 (2021 - £4,420) were made to individual schools. There were fewer applications submitted for approval in 2022, no specific reason or trend.

The 2022 budget had Board approval to transfer £20,000 recorded as part of the grant income, from the fund to support the Schools Improvement programme.

Financial Review

Reserves policy

The Directors of LDBE considered the reserves policy at the Finance and Administration Committee in February 2023 and agreed to hold reserves equivalent to 12 months of operating costs.

At the end of the 2022 financial year, the total reserves have decreased to £6,009,492 with unrestricted accounting for £834,552 and restricted £5,174,940. The level of free reserves, unrestricted less fixed assets, equates to £829,425.

Income

- The significant income sources are investments and properties held under the Uniform Trusts, along with courses, conferences and training primarily aimed at schools and their governors within the Diocese.
- 2022 was the first financial year where there was no recharging of staff from the LDBE payroll. Income under note 2 for staff release fees and trust work is only 5% of the 2021 figure. The loss of income is offset by savings in pay costs.
- LDBE relocated offices in 2022 as it became financially unsustainable when the subtenant moved out. Despite this loss of rental income, moving to serviced premises occupying less space has offset that loss.
- Investments are managed by LDBE investment managers and the portfolio has been realigned to include more defensive stocks that traditionally perform better in the current economic climate of high inflation. The rise in interest rates has resulted in improved yields from cash and bonds.
- A full programme of courses were planned to pre covid levels. Delivering training included the virtual setting and face to face, the rationale explained in earlier sections of this report. Lower delegate numbers has been a factor with the financial pressures on school budgets due to high inflation and energy costs. LDBE reviewed and analysed income generation from training events will move the focus to larger events to deliver key messages or hub events as opposed to so many smaller courses. This will free up time from facilitating many courses with the aim to generate the same level of income.
- The LDTBF currently provides a £100,000 grant subject to a triennial review shown under Note 2 as part of the Other Grants, General Funds.

Expenditure

- At the beginning of 2022, the charity employed 7 members of staff. A restructure approved by the Board at the end of 2021 was completed in February 2022, making the events co-ordinator role redundant. A new automated system to manage booking delegates onto courses was fully operational and, with fewer face to face courses in the office the meet and greet and need to host delegates had diminished.
- On reviewing the strategic needs of LDBE, a dedicated position for governance and compliance was created. An appointment was made in April 2022.
- One further appointment was made in March 2022, this was a replacement Schools Effectiveness Advisor, following a resignation at the end of 2021 taking the full complement of LDBE staff to 8.
- Staff costs remain the largest area of expenditure although reduced from previous years as 2022 marked the first full year of the new management structure that saved a recurrent £30k per annum.
- The office move was another key event in the year. LDBE had already adapted a hybrid method of working. Staff who were predominately office based pre covid were now working one day in the office and four from home. The subtenants left the previous offices as their space requirements continued to grow. LDBE moved into serviced accommodation at the headquarters of the Diocese. LDBE pay a percentage share of the premises running cost based on space occupied. The costs are half of the previous premises but, no rental income from subtenants. Overall this was a cost neutral move also saving time in building management.
- The Church of England and Dioceses are looking to reduce their carbon footprint. LDBE are aware of this and are looking to do their bit by continuing with virtual training where possible to reduce travel costs.

LDBE is looking to promote green alternatives to schools on capital projects but, as mentioned earlier, the cost of doing so is proving to be an additional hurdle to negotiate.

- Expected annual operating costs in future years are forecast at circa £600,000.

Based on the above in the context of the current economic and political environment, the Charity will aim to hold free reserves equivalent to 12 months of operating costs, in line with the reserves policy, based on the figure above of circa £600,000. At the 31 December 2022, the general funds stand at £834,552 ratio of 1 : 1.39 of operating costs.

The directors note that in the current five-year plan, maintaining free reserves equivalent to 12 months operating costs is achievable, subject to any market fluctuations and the impact of the value of investments.

Inflation is a new threat that has emerged over the last 12 months, impacting on the latest set of five year plans. Higher pay awards than budgeted in the previous set of five year plans and, the general rise in operating costs are scenarios LDBE has factored into future financial plans.

The plans do not include the sale proceeds of surplus assets as progress continues towards their disposal. The sale of one has been completed in 2022 but the release of the proceeds lies with the Secretary of State. LDBE liaises with the DfE on progress and offers assistance in providing any additional information required. The plan is for two further sales to be completed in 2023.

Adopting a total return policy is progressing to release accumulated capital growth from the investment portfolio. This will allow LDBE to release accumulated capital growth from the permanent endowments within the investment portfolio. The aim is an increase in the level of income from investment portfolio to support day to day activities as part of co-ordinated strategy over the longer term in the five year planning cycle. Establishing the original value of the endowment over a short timescale highlighted its limitations for a total return policy to achieve its overall objectives. Further work is now on going to address this concern to enable total return policy to be adopted.

Risks identified by the directors note the annual cash flow deficit. The investment managers are aware of the cash flow position of LDBE and have sold unrestricted funds to build up a cash balance to be drawn down when required.

The changing nature of the education sector and the move toward Multi Academy Trusts (MAT) is acknowledged by LDBE and how they can best be served in the future. Schools are being asked about their priorities and requirement going forward so LDBE can meet these needs.

A small team presents its own challenges when having to deal with unplanned absences but, contingency plans for each role have been developed over the last 12 months.

The directors are satisfied the reserves at 31 December 2022 are sufficient and the policy will be kept under review and revisited in 12 months' time. The review will compare 2023 performance against budget, income assumptions in future years, any sale proceeds from properties invested, new income streams, changes in policies, the implementation of any further cost reduction plans and the impact on the forecast reserves.

Principal funding sources

The Income and Expenditure Account shows Grants for the year totalling £148,185 compared to £176,234 in 2021, as per note 2. The investments generated £190,151 of income compared to £190,461 in 2021

The total income earned from fees charged is shown in note 3. Fees are charged for attendance at courses, conferences and festivals. Conferences remain face to face, allowing delegates the opportunity to network. The number of courses planned and how that may change going forward is under review as previously mentioned. HTPM and School Improvement Programme are two other key funding sources.

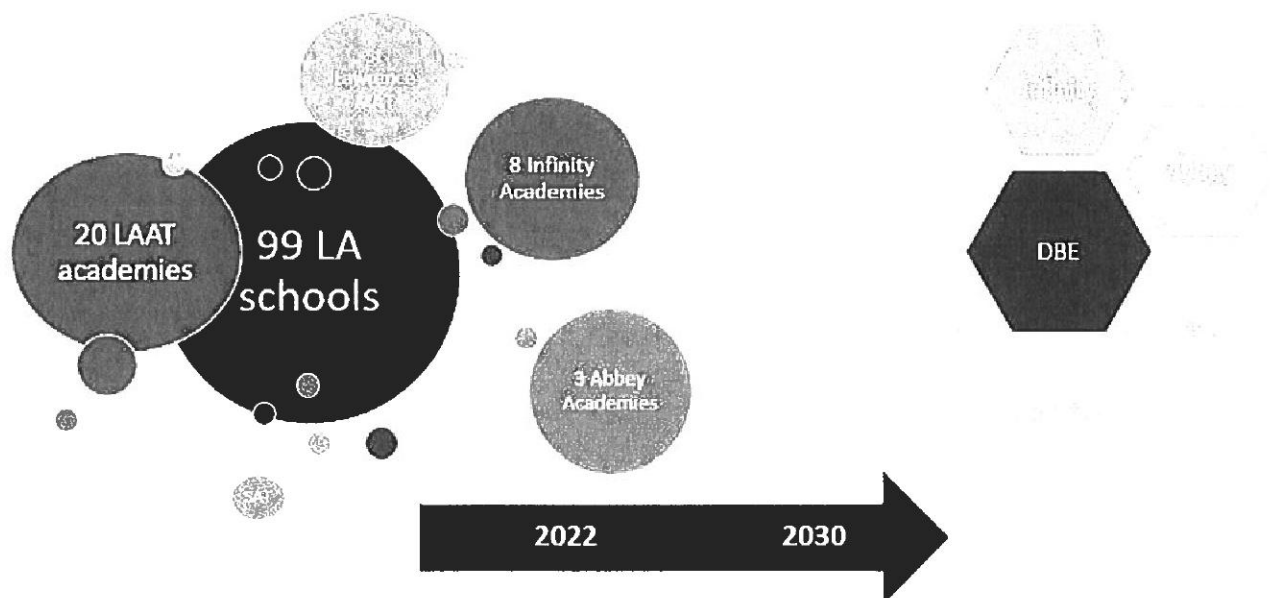
The Closed Schools General Purpose Reserve Fund receives income from investments which must be spent or granted in accordance with the terms of the fund.

Plans for future periods

A key of the new Strategic plan for 2021 to 2024, detailed on page 5, is to ensure there is good capacity for 'majority' church multi-academy trusts (MATs) to support all church schools requiring to become an academy. Although the government's Schools' Bill was scrapped in December 2022, it is still a DfE ambition for all schools to become academies in the future and the LDBE needs to ensure its MAT strategy is effective to meet this government priority and preserve the Christian foundation of all church schools.

The LDBE MAT strategy aims to ensure that the four existing church MATs in the diocese are supported to grow and develop so that they can serve church schools are different sizes and in different contexts. In December 2022, the LDBE gave conditional consent for two new church MATs to be established in the diocese. In 2023, the LDBE will be supporting leaders of these new MATs to form the MATs (with DfE approval) so that all church schools in the diocese have a good choice of strong church MATs with capacity to develop the quality of education within a Christian context.

The diagram below shows how the educational landscape may change if all the LA maintained church schools and stand-alone academies are part of the six church MATs by 2030. The LDBE will be at the centre of the 6 diocesan approved MATs and have a pivotal role in supporting them to maintain the Christian character of all church schools within them. This diagram has been used a lot in our briefing and training sessions to explain the diocesan MAT strategy to school leaders.



The LDBE's strategic plan is regularly reviewed and is designed to be flexible to accommodate emerging priorities. For example, in September 2022, the LDBE ensured that there was a strategic approach for preparing schools for the new SIAMS framework which is to be introduced in September 2023.

Factors affecting our success

All church schools are subject to UK law and quality standards. The many and substantial changes over recent years are therefore significant to LDBE, as to other DBEs:

- Government policy (national level) directly impacts our work
 - Regional Director (DFE) and their intervention powers
 - Teaching School Hubs
 - Changing school improvement funding streams
- Ofsted framework
 - Curriculum expectations
 - Leadership and Management capacity
 - Safeguarding expectations
- National Church policy
 - The new SIAMS framework (2023)
 - The National SIAMS management of SIAMS and inspector capacity
 - The Growing Faith Adventure
 - Living in Love and Faith and Valuing All God's Children
- Diocesan Church Policy
 - Time to Change Together – Resourcing Sustainable Church
- Economic climate
 - Cost of Living Crisis including high inflation
 - Pressure on budgets for the Board itself and for schools
 - New funding formulas for school improvement

Lincolnshire in particular is working under constraints of its geography with challenges relating to rural, coastal and urban poverty. There are many rural small schools that are increasingly finding it difficult to attract a high calibre of staff or the resources they need to sustain a high quality of education. Promoting diversity in leadership and through the curriculum is also a challenge in some mono-cultural villages and towns in the diocese.

The LDBE continually reviews its Risk Register to ensure there are strategies in place to address the factors that may affect our success.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Lincoln Diocesan Board of Education 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

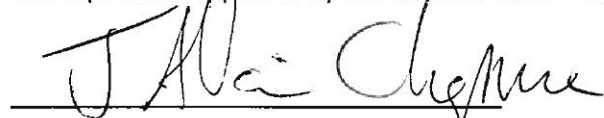
Disclosure of information to Auditor

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 company's auditors are unaware, and
- each 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 company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 28th June 2023 and signed on their behalf by:



Venerable Dr Justine Allain-Chapman , Archdeacon of Boston , Chair of Trustees

Structure, Governance and Management

Diocesan Boards of Education

Diocesan Boards of Education are regulated by measures – which stipulate how the board that oversees the Director of Education’s work should be made up.

Members of the unincorporated Diocesan Board of Education became the first Members and Directors of LDBE on incorporation in 2013 and the company became active on 1 January 2014.

In April 2021, a new measure was approved by the General Synod. This required that a new scheme of the board be drafted, and certified by the Archbishops’ Council, allowing it to then be ratified by Diocesan Synod. This scheme came into force on 1st March 2022, and states that the board will be comprised of:

- (a) The Bishop,
- (b) at least 1 but not more than 5 members appointed by the Bishop,
- (c) at least 5 but not more than 8 members elected by the Diocesan Synod, and
- (d) at least 4 but not more than 6 members co-opted by the DBE

This new measure also required that new articles for the company be drafted, which were adopted by special resolution of the directors of the board on 10th February 2022, and which came into effect from 1st March 2022.

Committees of the Board

The Board delegates closer involvement in the work of LDBE to two committees, Learning & Development and Finance and Administration, each supported by a designated Officer. A Committee will be quorate at least 40% or five Members being present. In addition, the Director of Education or his Assistant Director must be present.

Trustees

The Trustees who have served at any time during the year or who were in post at the date of signing this Report are noted below:

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Adnitt	Michael Iain	01/01/19		F&A	CO-OPTED
Allain - Chapman	Justine Penelope Heathcote	19/04/22		n/a	BN
Bacon	Julie Kathleen	21/11/20		L&D	E
Barron	Sonia Patricia	01/01/16		L&D	E
Beverley	Joan Hilary	01/01/16		L&D	E
Brewster	Paul David	01/03/22		F&A	CO-OPTED
Brown	Nicholas James Watson	01/03/22		F&A	BN
Chamberlain	Nicholas Alan	21/01/16	18/04/22	n/a	BN
Clements	David	01/01/19		F&A	E
Conway	Stephen David	01/01/22	30/04/23	n/a	EX-OFFICIO
Court	David Eric	01/05/23		n/a	EX-OFFICIO

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Edwards	Cherry Anne	01/01/16		L&D	E
Edwards	Sheridan	12/03/20	28/02/22	L&D	CO-OPTED
Ely	Sonya	12/03/20		L&D	CO-OPTED
Fisher	Nicolete	16/12/13		F&A	BN
Green	Denise Penelope	01/01/19		L&D	E
Johnson	Philip Anthony	07/11/15	28/02/22	L&D	E
Kyle	Martin James	10/10/19		L&D	CO-OPTED
Machell	Georgina	07/05/19		L&D	BN
Mann	Frederick Frank	01/03/22		F&A	E
Marsden	Gregory	29/01/19	28/02/22	L&D	CO-OPTED
Robinson	Ian	01/03/22		L&D	BN
Snelling	Nicola	21/11/20	28/02/22	L&D	E
Stern	Julian	01/03/22		L&D	CO-OPTED
Warrick	Alison	01/01/16		F&A	E
Whiteoak	Daphne	12/03/19		L&D	CO-OPTED

F&A – Finance & Administration Committee

L&D – Learning & Development Committee

E – Elected by Diocesan Synod

BN – Bishop's Nomination

Remuneration of Key Personnel

LDBE officers and staff are all employees of the LDBE and become a key responsibility of the Directors. The Finance & Administration Committee will make a recommendation to the Board on pay awards using the previous 12 months CPIH statistics as a guide. Affordability and the current economic trends will form part of those discussions. Benchmarking with other organisations is also considered, provided the information is available.

Induction and training of Trustees

Members are supplied with a Directors Induction Pack, which includes the Measure, the Memorandum and Articles of Association. Members also received Charity Commission guidance on the Responsibilities of Trustees on appointment. In reporting to the Board and Committees, Officers ensure that they provide sufficient background information and explanations to enable Members to make informed decisions.

Conduct of Business

The full Board meets four times a year. It is responsible for ensuring that the charitable company complies with the requirements and regulations outlined above and that it works efficiently and effectively to further the diocesan vision for education. Board members are volunteers.

The Board delegates business to two sub-committees. Committee responsibilities are broadly as follows:

Finance and Administration Committee	Reviews budgets and forecasts for the company and monitors financial results.
Chair: Canon Nicolete Fisher	Oversees the implementation of policies and procedures, processes and systems.
	Supervises the appointment process for Foundation Governors.

Members: 9

Learning and Development Committee	Monitors school effectiveness Considers school place provision
Chair: Rev S Barron	Produces strategy around teaching and learning particularly of RE
Members: 9	

The Board has delegated day to day management of the charity to the Diocesan Director of Education and their team. During 2022 this included:

Education Officers	Assistant Diocesan Director of Education
School Improvement Officers	Two Schools Effectiveness Advisers
Courses and conferences	Events Co-ordinator (until 11 Feb 2022)
Core support staff	Finance & Operations Manager Two Administration Officers Compliance & Governance Lead (from 25 April 2022)

Within a small team it is often the case that we are working across different activities and helping each other.

Charitable company

Until 31 December 2013, the Board of Education of the Diocese of Lincoln operated from within the Lincoln Diocesan Trust and Board of Finance Limited (company registered number 97256, charity registration number 249355). With effect from 1 January 2014, operations transferred to a new company, limited by guarantee, which is also a registered charity.

The governing document of LDBE is its Articles of Association. The Board must also comply with The Measure, with company and charity law.

Working partnerships : related parties

LDBE is not part of a "group" of companies, but it has close operational and financial links with certain other bodies, as noted below.

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

LDBE works closely with LDTBF. LDBE relocated to the headquarters of LDTBF and now rents serviced offices from LDTBF. The previous property LDBE entered into its own contracts with suppliers and a percentage recharged to sub tenants who left in February 2022.

The two organisations have a data sharing agreement which is GDPR compliant and allows us to work together to further the work of the schools and parishes.

The Diocesan Director of Education is also member of Bishop's staff and attends monthly meetings and strategic away days.

Working partnerships : wider network

Diocesan Education Officers are members of numerous networks meeting regularly to share good practice with colleagues from other Dioceses and the Church of England Education Office.

The LDBE works closely with Lincolnshire, North Lincolnshire and North East Lincolnshire Local Authorities, the Lincolnshire Learning Partnership, the Teaching School Partnership Boards, Ofsted, the Department for Education Regional Director's Office to support church schools and academies in the Diocese.

Every church school sits within a parish. The LDBE supports schools to develop a strong and fruitful relationship with the parish. As part of the diocesan-wide project, 'Time to Change Together', we will be supporting the development of the Local Mission Partnerships ensuring there is strong connectivity between schools and the church community.

Some of these relationships ensure officers keep up to date with new initiatives in order to provide appropriate support and advice to schools. Some are about influencing policy and others about working in partnership to ensure schools get a cohesive and relevant offer.

Table 1 below shows how we work with other organisations.

Table 1 : working with other organisations

Professional body	Main involvement
Department for Education	Working with the Regional Director/DfE to form new church MATs and convert church schools in to academies; and to monitor performance in schools and academies.
HMI (His Majesty's Inspectorate)	Meetings to share updates and monitor school performance
Ofsted	Feedback at inspections and monitoring visits
Church of England Education Office	National guidance and support e.g. relating to SIAMs inspections
Teaching School Partnership Board	Systems Leaders and School-to-School Support
North Lincolnshire Local Authority	School improvement, headship recruitment, Education Standards Board, Scrutiny Panel and SACRE
Lincolnshire County Council	Children's and Young People Scrutiny Panel, Schools Forum, SACRE, Supporting vulnerable schools, Head teacher recruitment
North East Lincolnshire Local Authority	Children's and Young People Scrutiny Panel , SACRE
The Lincolnshire Learning Partnership Board (LLPB)	Board member to support new sector led school improvement in Lincolnshire
Association of Anglican Directors of Education (AADE)	National updates and strategy on church school education
Diocesan Admissions Group	National updates on admission policy
Diocesan Governance Group	National Updates on Governance
National SIAMS Advisors' Group Network	Updates on SIAMS inspections
Association of RE Advisers, Inspectors and Consultants	National updates on Religious Education
Bishop Grosseteste University	Members of University Council (from LDBE) Member of LDBE (from the University) Support with ITT, Interview prospective students
Lincoln Cathedral	Church Schools Festivals LDBE Carol Service

Reference and Administrative Details of the Charity: itemised

Bankers	NatWest Bank plc Smiths Bank 225 High Street Lincoln LN2 1AZ	
Solicitors	Lee Bolton Monier-Williams 1 the Sanctuary Westminster SW1P 3JT	Chattertons Solicitors 9 Broad Street Stamford PE9 1PY
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

Trustees

At the date of signing

Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair
Mr M Adnitt
Mrs J K Bacon
Revd S Barron
Dr H Beverley
Mr P Brewster
Revd N Brown
Mr D Clements
Rt Revd Dr D Court
Mrs C Edwards OBE
Mrs S Ely
Canon N Fisher
Mr M Kyle
Revd G Machell
Mr F Mann
Canon I Robinson
Prof J Stern
Mrs A Warrick
Mrs D Whiteoak

Diocesan Director of Education

Mr P Thompson

Registered office

Edward King House
Minster Yard
Lincoln
LN2 1PU

Principal address

Edward King House
Minster Yard
Lincoln
LN2 1PU

Telephone number

01522 504010

Website

www.lincolndioCESANeducation.com

Email

education.events@lincoln.anglican.org

Independent auditor's report to the members of Lincoln Diocesan Board of Education

Opinion

We have audited the financial statements of the Lincoln Diocesan Board of Education for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Church of England Measures, health and safety and employment (including taxation), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Church of England Measures.

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

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals;
- Challenging assumptions and judgements made by management in their critical accounting estimates; and
- Cut-off testing in respect of revenue.

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

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

Use of our report

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



Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date 28 June 2023

10 Queen Street Place
London
EC4R 1AG

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF FINANCIAL ACTIVITIES
and Income and Expenditure Account
FOR THE YEAR ENDED 31 DECEMBER 2022

		2022		2021	
	Note	General funds £	Restricted Funds £	Total £	Total £
INCOME FROM:					
Donations and legacies					
Grants	2	145,071	3,114	148,185	176,234
Charitable activities					
Special projects	3	3,000	-	3,000	58,467
School buildings	3	9,302	-	9,302	1,636
School improvement	3	136,668	-	136,668	125,687
Courses, conferences and festivals	3	54,855	-	54,855	62,649
Other income	3	1,720	-	1,720	5,180
Investments		164,454	25,697	190,151	190,461
TOTAL INCOME		515,070	28,811	543,881	620,314
EXPENDITURE ON:					
Charitable activities					
Diocesan Board of Education Measures	4	307,564	-	307,564	329,265
Special projects	4	28,517	-	28,517	84,467
School buildings	4	9,535	-	9,535	10,174
School Improvement	4	147,618	-	147,618	152,143
Courses, conferences and festivals	4	66,492	-	66,492	36,376
Grant-making	4	-	21,876	21,876	24,476
Multi faith project	4	-	38,606	38,606	21,160
TOTAL EXPENDITURE		559,726	60,482	620,208	658,061
NET (EXPENDITURE)/ INCOME		(44,656)	(31,671)	(76,327)	(37,747)
Net (Losses)/gains on investments	9	(54,106)	(394,167)	(448,273)	588,799
NET MOVEMENT IN FUNDS		(98,762)	(425,838)	(524,600)	551,052
TOTAL FUNDS BROUGHT FORWARD		933,314	5,600,778	6,534,092	5,983,040
TOTAL FUNDS CARRIED FORWARD	13	834,552	5,174,940	6,009,492	6,534,092

The notes on page 34 to 47 form part of these Financial Statements.

Details of comparative figures by fund are disclosed in note 13.

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

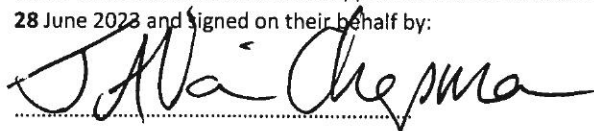
AT 31 DECEMBER 2022

		2022	2021
		Total	Total
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	8	5,127	11,781
Investments	9	5,337,641	5,826,154
		<u>5,342,768</u>	<u>5,837,935</u>
CURRENT ASSETS			
Debtors	10	187,646	314,388
Cash at bank		<u>688,106</u>	<u>546,814</u>
Total current assets		875,752	861,202
CREDITORS : Amounts falling due within one year			
	11	<u>(209,028)</u>	<u>(165,045)</u>
NET CURRENT ASSETS			
		<u>666,724</u>	<u>696,157</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		6,009,492	6,534,092
NET ASSETS			
		<u>6,009,492</u>	<u>6,534,092</u>
FINANCED BY RESERVES :			
General Funds	13	834,552	933,314
Restricted Funds	13	<u>5,174,940</u>	<u>5,600,778</u>
TOTAL RESERVES OF THE CHARITY			
		<u>6,009,492</u>	<u>6,534,092</u>

The notes on page 34 to 47 form part of these Financial Statements

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These financial statements were approved and authorised for issue by the directors on 28 June 2023 and signed on their behalf by:



Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair of the Trustees

Company number : 08334622

Charity number : 1151733

**LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022**

	2022		2021	
	£	£	£	£
Cash flows from operating activities:		(85,957)		(282,940)
Cash flows from investing activities:				
Purchase of investments	(761,847)		(354,602)	
Sales of Investments	802,087		467,485	
Investment income	190,151		190,461	
Purchase of property, plant and equipment	<u>(3,142)</u>		<u>(3,000)</u>	
Net cash provided by (used in) investing activities		227,249		300,344
Change in cash and cash equivalents in the reporting period		<u>141,292</u>		<u>17,404</u>
Cash and cash equivalents at the beginning of the reporting period		546,814		529,410
Cash and cash equivalents at the end of the reporting period		<u><u>688,106</u></u>		<u><u>546,814</u></u>
Reconciliation of net income to net cash flow from operating activities				
		2022		2021
		£		£
Net income for the reporting period (as the Statement of Financial Activities)		(524,600)		551,052
Adjustments for:				
Depreciation charges		9,796		5,620
Losses/(gains) on investments		448,273		(588,799)
Investment income		(190,151)		(190,461)
Decrease/(Increase) in debtors		126,742		(22,944)
Increase/(Decrease) in creditors		<u>43,983</u>		<u>(37,408)</u>
Net cash (used in) / provided by operating activities		<u><u>(85,957)</u></u>		<u><u>(282,940)</u></u>
Analysis of cash and cash equivalents				
		2022		2021
		£		£
Cash in hand		<u>688,106</u>		<u>546,814</u>
Total cash and cash equivalents		<u><u>688,106</u></u>		<u><u>546,814</u></u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) Second Edition.

The financial statements are prepared under the historical cost convention.

The trustees consider there are no material uncertainties around the charity's ability to continue as a going concern. Short term cash flow issues are recognised by the trustees but contingency plans are in place. Over the longer term, plans are being developed around investments and what the charity offers in terms of training and development in the education sector. On the basis of reviewed cash flow forecast and risk planning, the directors can sign the Charity accounts as a going concern.

b Critical accounting judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised based on new information received affecting the value of the asset.

Investment properties are valued on the basis of capitalised rent yields or reference to external market data. Capitalised rents are based on a 5% yield due to the nature and term of the tenancy. The existence of any restrictions on the investment properties and their realisable value, due to their educational background, would be highlighted in the Charity Report produced at that point in time.

c Fund accounting

LDBE holds funds of the following types:

Restricted funds - which are subject to specific conditions imposed by the donor.

General funds - which are available for any purposes within the LDBE's objects.

d Income

Income is accounted for when the charity is entitled to receive the income, when it can be valued accurately and when it is probable that it will be received. It is deferred to the extent that it is contractually related to a later accounting period.

Grants in kind are valued at the cost to the grant-making body.

e Expenditure

Expenditure is recognised on an accruals basis and wherever possible charged directly to the activity concerned. This includes staff costs. Certain support costs are apportioned to activities proportionately to the staff costs charged to that activity.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

1 ACCOUNTING POLICIES - continued

f School buildings and capital

As explained in note 12 to the Financial Statements, capital grants and costs of schools projects which are the responsibility of the governing body of the school concerned have been excluded from these accounts.

g Grants payable

Grants are included in the period in which the charity has committed the expenditure and when it can be quantified with reasonable certainty.

h Tangible fixed assets

Expenditure on assets is capitalised if it is over £500 and written off on a straight line basis over the expected useful life of the asset. This varies from 3 to 5 years.

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.

i Financial instruments

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

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j Investments

Investments are stated in the balance sheet at their fair value. All movements in value arising from investment charges and revaluations are included in the Statement of Financial Activities.

Investment properties valuation, a tenant in residence, are calculated based on the average annual rent for the lease term. The average annual rent represents 5% of the property's valuation. The directors have agreed this method after discussions and contributions with professionals within this field. A full red book estate valuation has been discussed by directors, but considering the cost and longer terms plans, the average annual rent representing an agreed percentage of a property's valuation continues to be the approach the directors have adopted. The valuation of vacant properties to be sold are adjusted to reflect the auctioneers suggestion of a reserve value prior to sale.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2022

	2022		2021	
	General funds £	Restricted Funds £	Total £	Total £
2 INCOME FROM GRANTS				
Other grants	145,071	3,114	148,185	176,234
	<u>145,071</u>	<u>3,114</u>	<u>148,185</u>	<u>176,234</u>

3 INCOME FROM ACTIVITIES

All income from activities is attributable to the charity's general funds.

	2022		2021	
	General funds £	Restricted Funds £	Total £	Total £
<u>Special projects</u>				
Staff release fees and trust work	3,000	-	3,000	58,467
<u>School buildings</u>				
Fees for administrative support	9,302	-	9,302	1,636
<u>School improvement</u>				
Service level agreement and fees	136,668	-	136,668	125,687
<u>Courses, conferences and festivals</u>				
Course fees and festival attendance	54,855	-	54,855	62,649
<u>Other income</u>				
Other income	1,720	-	1,720	5,180
	<u>205,545</u>	<u>-</u>	<u>205,545</u>	<u>253,619</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2022

4 COSTS OF CHARITABLE ACTIVITIES

	Staffing	Other direct costs	Support costs	Grants	2022 Total	2021 Total
	£	£	£	£	£	£
Diocesan Board of Education Measures	204,800	1,850	100,914	-	307,564	329,265
Special projects	9,630	-	18,887	-	28,517	84,467
School buildings	9,155	-	380	-	9,535	10,174
School improvement	133,062	-	14,556	-	147,618	152,143
Courses, conferences and festivals	50,048	11,196	5,248	-	66,492	36,376
Grant-making	-	-	-	21,876	21,876	24,476
Multi-Faith project	751	-	1,493	36,362	38,606	21,160
	<u>407,446</u>	<u>13,046</u>	<u>141,478</u>	<u>58,238</u>	<u>620,208</u>	<u>658,061</u>

The Grant-making costs are to CoE schools to enhance their christian ethos. Further details can be found on page 14 of the Trustee Report under Closed School General Purpose heading.

The Multi-Faith project delivered by a production company, details on page 10 of the Trustee Report under the title Working Beyond Schools. The World View project is new for 2022 and more details can also be found on page 10 of the Trustee Report.

	Staffing	Other direct costs	Support costs	Grants	2021 Total
	£	£	£	£	£
Diocesan Board of Education Measures	222,776	1,368	105,121	-	329,265
Special projects	54,966	-	29,501	-	84,467
School buildings	8,972	-	1,202	-	10,174
School improvement	136,476	-	15,667	-	152,143
Courses, conferences and festivals	32,202	1,293	2,881	-	36,376
Grant-making	-	-	-	24,476	24,476
Multi-Faith project	-	-	-	21,160	21,160
	<u>455,392</u>	<u>2,661</u>	<u>154,372</u>	<u>45,636</u>	<u>658,061</u>

5 SUPPORT COSTS

	2022	2021
	£	£
Diocesan Board of Education Measures	100,914	105,121
Special projects	18,887	29,501
School buildings	380	1,202
School improvement	14,556	15,667
Courses, conferences and festivals	5,248	2,881
Grant-making	-	-
Multi-Faith project	1,493	-
	<u>141,478</u>	<u>154,372</u>

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022	2021
	£	£
6 NET INCOME BEFORE TRANSFERS		
Net income is stated after		
Depreciation	9,796	5,620
Audit fees	17,760	15,480
	<u>17,760</u>	<u>15,480</u>

Board members were not entitled to, and did not receive any remuneration in their capacity as trustees in the year ended 31 December 2022 (2021 - £nil).

£905 travel expenses were claimed by trustees as board meetings were held in person (2021 -

7 STAFF COSTS

	2022	2021
	£	£
Wages and salaries	320,649	361,783
Social Security	36,732	39,512
Pension	33,584	36,017
Redundancy costs	3,711	-
Other staff costs	12,770	18,079
	<u>407,446</u>	<u>455,391</u>

The average number of people employed during the year were 8 (2021 ; 9).

Remuneration and benefits received by key management personnel, Diocesan Director of Education and the Assistant Director, including employers national insurance and pension contributions amounted to £157,558 (2021 ; £138,046)

The number of staff whose emoluments amounting to more than £60,000 were as follows

	2022	2021
	Number	Number
£60,000 - £70,000	-	-
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1
£90,000 - £100,000	-	-

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2022

8 TANGIBLE FIXED ASSETS	2022
<u>Fixtures, fittings and equipment</u>	£
Cost at 1 January 2022	20,698
Additions in year	3,142
Disposals in year	<u>(15,638)</u>
Cost at 31 December 2022	<u>8,202</u>
Accumulated depreciation at 1 January 2022	8,917
Charge for in year	9,796
Disposals in year	<u>(15,638)</u>
Accumulated depreciation at 31 December 2022	<u>3,075</u>
Net book value at 31 December 2022	<u>5,127</u>
Net book value at 31 December 2021	<u>11,781</u>

9 INVESTMENTS

	2022			2021
	Listed investments	Investment property	Total	Total
	£	£	£	£
Brought forward	4,907,901	918,253	5,826,154	5,350,238
Additions	761,847	-	761,847	354,602
Disposals	(802,087)	-	(802,087)	(467,485)
Investment Gains / (Losses)	(446,059)	(2,214)	(448,273)	588,799
Carried forward	<u>4,421,602</u>	<u>916,039</u>	<u>5,337,641</u>	<u>5,826,154</u>
Historical cost of investments	<u>4,364,003</u>	<u>711,966</u>	<u>5,075,969</u>	<u>5,075,969</u>

	Listed Investments	
	2021	2022
	£	£
Equities	2,621,007	2,401,813
Bonds	478,001	398,641
Multi Asset Funds	855,855	775,228
Alternatives	953,038	845,920
Market value of investments	<u>4,907,901</u>	<u>4,421,602</u>

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022	2021
	£	£
10 DEBTORS		
Trade debtors	32,240	20,200
Amounts owed by related parties	3,239	8,775
Prepayments and accrued income	152,167	285,413
	<u>187,646</u>	<u>314,388</u>
	2022	2021
	£	£
11 CREDITORS - amounts due within one year		
Trade creditors	8,036	15,452
Amounts owed to related parties	6,051	1,954
Deferred income	102,350	88,956
Other creditors and accrued expenses	92,591	58,683
	<u>209,028</u>	<u>165,045</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2022

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

The Charity assists Voluntary Aided (VA) schools with capital projects. It acts as a banker for the DfE / Education Skills Funding Agency in receiving the funding and settling contractors invoices for approved project on their behalf. 2022 is the third year of the School Condition Allocation (SCA) funding where LDBE is the lead partner with the Diocese of Sheffield. LDBE receives the funding allocation for both organisation which is then allocated according to need identified in the conditional surveys for all VA schools across both Dioceses.

This is a significant activity of the charity but the capital projects are not reflected in the Statement of Financial Activities as the contracting party is the School's Governing Body and not LDBE.

A summary of transactions during the year is set out below:

	2022	2021
	£	£
Department for Education capital grants	1,095,693	536,666
School Governors' contribution	55,516	79,177
	<u>1,151,209</u>	<u>615,843</u>
Project expenditure	<u>1,151,209</u>	<u>615,843</u>

At the year end, LDBE held the following assets and liabilities for ongoing projects at Voluntary Aided (VA) schools. The assets and liabilities do not form part of the LDBE's accounts, as described below.

	2022	2021
	£	£
Debtors and accrued income	141,618	193,204
Cash at bank	876,659	1,050,563
Creditors and deferred income	<u>(1,018,277)</u>	<u>(1,243,767)</u>
	<u>-</u>	<u>-</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2022

13 FUNDS OF THE CHARITY

Summary of the activities of the funds of the charity in the year:

	Balance at					Balance at
	01/01/2022	Income	Expenditure	Investment gains/(losses)	Transfers - Closed School General Purpose Fund	31/12/2022
	£	£	£	£	£	£
<u>Unrestricted Funds</u>						
General funds	933,314	515,070	(559,726)	(54,106)		834,552
<u>Restricted Funds</u>						
Closed Schools General Purposes Fund	885,830	25,697	(21,876)	(75,255)		814,396
Uniform Trust	4,714,948	3,114	(38,606)	(318,912)		4,360,544
	<u>5,600,778</u>	<u>28,811</u>	<u>(60,482)</u>	<u>(394,167)</u>	<u>-</u>	<u>5,174,940</u>
	<u>6,534,092</u>	<u>543,881</u>	<u>(620,208)</u>	<u>(448,273)</u>	<u>-</u>	<u>6,009,492</u>

	Balance at					Balance at
	01/01/2021	Income	Expenditure	Investment Gains	Transfers	31/12/2021
	£	£	£	£	£	£
<u>Unrestricted Funds</u>						
General funds	922,059	565,270	(612,425)	58,410		933,314
<u>Restricted Funds</u>						
Closed Schools General Purposes Fund	818,478	24,184	(24,476)	67,644		885,830
Uniform Trust	4,242,503	30,860	(21,160)	462,745		4,714,948
	<u>5,060,981</u>	<u>55,044</u>	<u>(45,636)</u>	<u>530,389</u>	<u>-</u>	<u>5,600,778</u>
	<u>5,983,040</u>	<u>620,314</u>	<u>(658,061)</u>	<u>588,799</u>	<u>-</u>	<u>6,534,092</u>

Closed Schools General Purposes Reserve Fund

This fund is for educational purposes in the Diocese of Lincoln. Activities are required to develop the Christian character of the school. The fund operates by making grants. At 31 December 2022 the fund included investment assets of £606,888 (2021: £606,888), with the balance within net current assets.

Uniform Trust

Dividends from the Uniform Trust investment portfolio are a major source of income to LDBE. The dividends are a key component part of the annual income that allows LDBE to plan and deliver activities in line with the objectives of the charity. The portfolio is managed by investment managers on behalf of LDBE with clear strategy on return and risk.

In the current year the closing balance of the fund included investment assets of £3,070,549.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2022

13 FUNDS OF THE CHARITY continued - STATEMENT OF FINANCIAL ACTIVITIES year end 31 DECEMBER 2021

	General funds	Restricted Funds	Total
	£	£	£
INCOME FROM:			
Donations and legacies			
Grants	145,374	30,860	176,234
Charitable activities			
Special projects	58,467	-	58,467
School buildings	1,636	-	1,636
School improvement	125,687	-	125,687
Courses, conferences and festivals	62,649	-	62,649
Other Income	5,180	-	5,180
Investments	166,277	24,184	190,461
TOTAL INCOME	565,270	55,044	620,314
EXPENDITURE ON:			
Charitable activities			
Diocesan Board of Education Measures	329,265	-	329,265
Special projects	84,467	-	84,467
School buildings	10,174	-	10,174
School Improvement	152,143	-	152,143
Courses, conferences and festivals	36,376	-	36,376
Grant-making	-	24,476	24,476
Multi faith project	-	21,160	21,160
TOTAL EXPENDITURE	612,425	45,636	658,061
NET INCOME	(47,155)	9,408	(37,747)
Net gains on investments	58,410	530,389	588,799
NET MOVEMENT IN FUNDS	11,255	539,797	551,052
TOTAL FUNDS BROUGHT FORWARD	922,059	5,060,981	376,942
TOTAL FUNDS CARRIED FORWARD	933,314	5,600,778	6,534,092

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2022

13 FUNDS OF THE CHARITY continued

Net Asset by Fund - 2022

	General funds £	Restricted Funds £	Total £
Tangible fixed assets	5,127	-	5,127
Investments	625,384	4,712,257	5,337,641
Current assets	358,079	517,673	875,752
Current liabilities	(154,038)	(54,990)	(209,028)
Total Net Assets by Fund	<u>834,552</u>	<u>5,174,940</u>	<u>6,009,492</u>

Net Asset by Fund - 2021

	General funds £	Restricted Funds £	Total £
Tangible fixed assets	11,781	-	11,781
Investments	690,366	5,135,788	5,826,154
Current assets	380,747	480,455	861,202
Current liabilities	(149,579)	(15,466)	(165,045)
Total Net Assets by Fund	<u>933,315</u>	<u>5,600,777</u>	<u>6,534,092</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2022

14 RELATED PARTIES

LAAT

The Chair and Vice Chair of LDBE, are members of Lincoln Anglican Academy Trust (LAAT). One trustees of LDBE was also a Director of LAAT until they resigned from LDBE on 28 February 2022 (2021 - one). Accordingly LAAT is related to LDBE. Transactions with LAAT during the year are summarised below:

	2022	2021
	£	£
Sales to LAAT	28,263	107,828
Balance owed to LDBE at 31 December	-	-
Purchases from LAAT	-	(430)
Balance owed by LDBE at 31 December	-	-
Accrued income at 31 December	-	3,193

LDTBF

Two directors of the company are also directors of the Lincoln Diocesan Trust and Board of Finance (LDTBF) (2022 - two). The Lincoln Diocesan Board of Education was established to fulfil the requirements of LDTBF under the Measure. LDBE moved into vacant accommodation at the head offices of LDTBF in the spring of 2022. This was a combination of sub tenants in the previous property, where LDBE paid rent through a signed lease, leaving. Financially LDBE could not afford to stay in that property and, with changes in working practices post covid, the amount of same available was way above requirements. Moving to vacant offices at the head office of LDTBF was good financial sense, closer working with LDTBF staff and right from an operational perspective.

Accordingly LDTBF is a related party for LDBE. Transactions during the year were as follows:

<u>Grants received from LDTBF</u>	Note	General Fund	Restricted Fund	2022	2021
		£	£	£	£
<u>Other grants</u>					
Grant	2	107,018	-	107,018	106,553
		107,018	-	107,018	106,553

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2022

14 RELATED PARTIES continued

<u>Other transactions with LDTBF</u>	General Fund	Restricted Fund	2022	2021
	£	£	£	£
Sales to LDTBF	-	-	-	90
Purchases from LDTBF	43,343	-	43,343	49,384
Balance owed by LDBE at 31 December	5,954	-	5,954	1,335

Schools

Some Trustees of LDBE were also school governors during 2022. Accordingly these schools are related parties of LDBE. The names of the schools and the total of transactions with them during the year are noted below:

	2022	2021
Ancaster CoE School	Y	Y
Caistor Grammar	Y	N
Caistor CoE & Methodist	Y	N
Coleby CoE Primary	Y	N
Edenham CoE Primary School	Y	Y
Denton & Harlaxton Federation	Y	Y
Fiskerton CoE Primary School	Y	Y
Great Ponton CoE	Y	N
Kirkby-on-Bain CoE Primary	Y	N
Lincoln St Faiths & St Martins CoE Junior School	Y	N
Queen Elizabeth Grammar School, Horncastle	Y	N
Rauceby CoE School	Y	Y
Reepham CofE Primary School	Y	Y
Ropsley CoE Primary	Y	N
Saxilby CoE Primary School	Y	Y
Spalding Grammar School	Y	N
St Gilberts CoE Primary, Stamford	Y	N
St Hugh's School, Scunthorpe	Y	Y
Tydd St Mary CoE Primary School	Y	Y
Weston Hills CoE Primary School	Y	Y
William Alvey CoE School	Y	N
William Lovall CoE Academy	Y	N
The St Lawrence Academy	Y	Y
Horbling Brown CoE Primary School	N	Y
Limeswood Federation	N	Y
Aspire Federation	N	Y
Little Gonerby CofE Infant School	N	Y

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2022

14 RELATED PARTIES continued

	2022	2021
	£	£
Sales to schools	48,448	49,286
Balance owed to LDBE at 31 December	3,240	8,475
Purchases and payments to schools	1,478	600
Balance owed by LDBE at 31 December	-	-

LINCOLN DIOCESAN BOARD OF EDUCATION

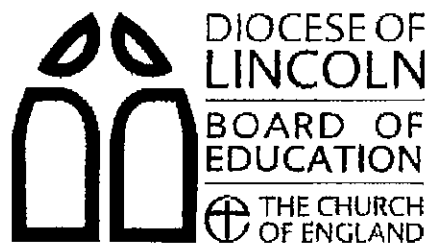
England & Wales - Charity number 1151733

Accounts

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021



Report of the Director of Education

The Lincoln Diocesan Board of Education (LDBE) Team has continued to support schools in what has been a very challenging year for school communities. At the start of the year, the country went into another lockdown and the LDBE team had to adapt their provision to a hybrid model to meet the needs of all pupils in school and at home. Covid cases have impacted on many schools throughout the year and the LDBE team have supported leaders to cope with significant logistical challenges such as covering high levels of staff absence and making changes to school organisation. Working with school leaders, the LDBE team have enabled schools to continue to live out their Christian vision for education within a safe and nurturing environment.

The LDBE team have needed to review and tailor their working practices throughout the pandemic to ensure the schools are provided with all the support they need. For example, the team have led high quality training on Zoom and ensured that strong and effective communication with schools has been maintained when working from home.

At Easter, the senior School Effectiveness Adviser (SEA) retired from her post, who was a key member of the team, leading the diocesan school improvement services very effectively. A new SEA was appointed to lead on school improvement, SEND and diversity but unfortunately, resigned at the end of the year due to ill health.

It was in the last half term of the year when the LDBE team was impacted with Covid related illness but with great resilience and commitment, the team along with its Associate Advisers were able to sustain high quality services such as headteacher performance management and training for schools.

A significant change to the LDBE team was when the Diocesan Director of Education (DDE), Jackie Waters-Dewhurst resigned from her post in August 2021. The DBE would like to thank Jackie for her excellent work in leading diocesan education during her time as DDE. In the summer term, the LDBE approved a leadership restructure to be implemented in September 2021. Having been Deputy DDE for 11 years, I was appointed as DDE in September 2021 and Lynsey Norris was promoted from the role of Education Development Officer to Assistant DDE.

In December 2021, LDBE then approved a staffing restructure to be implemented in February 2022. In order to respond to the pandemic and meet the DBE strategic priorities, the LDBE proposed to remove the Events Administrator post and create a new post entitled a Governance and Compliance Lead.

Despite all the challenges in schools and changes in the education team throughout 2021, LDBE sustained high quality work and were able to recognise many achievements. For example, a new LDBE strategic plan was developed, a new majority church MAT was formed, a 'Culture of Kindness Toolkit' was produced for school staff, and a comprehensive training programme was delivered which included bundle packages for RE, SIAMS and Governance. The LDBE team also delivered a virtual Church School Festival and Carol Service; and a commissioning service for newly appointed headteachers, DDE and Assistant DDE was held in the Cathedral.

Members of the LDBE team engaged in a range of professional development activities including training on Unconscious Bias, EYFS and Diversifying Governance. The DDE and Assistant DDE completed the Diocesan Education Leaders Programme (DELP) and the RE/SIAMS adviser has undertaken SIAMS inspection training.

The LDBE team supported the transition of SIAMS management to the National SIAMS team, enabling the arrangement of church school inspections to be co-ordinated through a nationally consistent approach. The LDBE MAT strategy remains a key part of the DBE vision and provides church schools with a range of options when exploring academisation. There are now 4 'majority' church MATs in the diocese plus the option for groups of schools to come together to form a new MAT or a hub within an existing MAT.

Throughout the year, the LDBE team have proved to be a highly resilient and creative team with the energy and drive to provide church schools the support they need for all adults and pupils to flourish.

Paul Thompson

Diocesan Director of Education

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The Trustees present their report and audited financial statements for the year ended 31 December 2021.

Reference and Administrative Details of the Charity

Name of the Charity	Lincoln Diocesan Board of Education
Company registration number	08334622 registered in England and Wales
Charity registration number	1151733
Trustees	The constitution of the Board of Education and appointment of Directors is described in the section on "Structure, Governance and Management" on pages 18 et seq. Trustees in post at the date of signing of this report are shown on page 25.
Diocesan Director of Education	Mr Paul Thompson
Contact information	The registered office of the company and principal trading address of the charity with other contact details are shown on page 25 at the back of the Report.
Professional advisers	Details are shown on page 24.

Objectives

Objects as set out in the Articles

**Church schools serving their communities through excellence,
exploration and encouragement within the love of God.**

The Diocese of Lincoln is called to faithful worship, confident discipleship and joyful service and our Church Schools bear witness to our belief that every child is made in the image of God and loved by him. They were founded for the good of their local communities so that children can be educated through the values and stories of Christianity.

The objects of LDBE as stated in its Articles are:

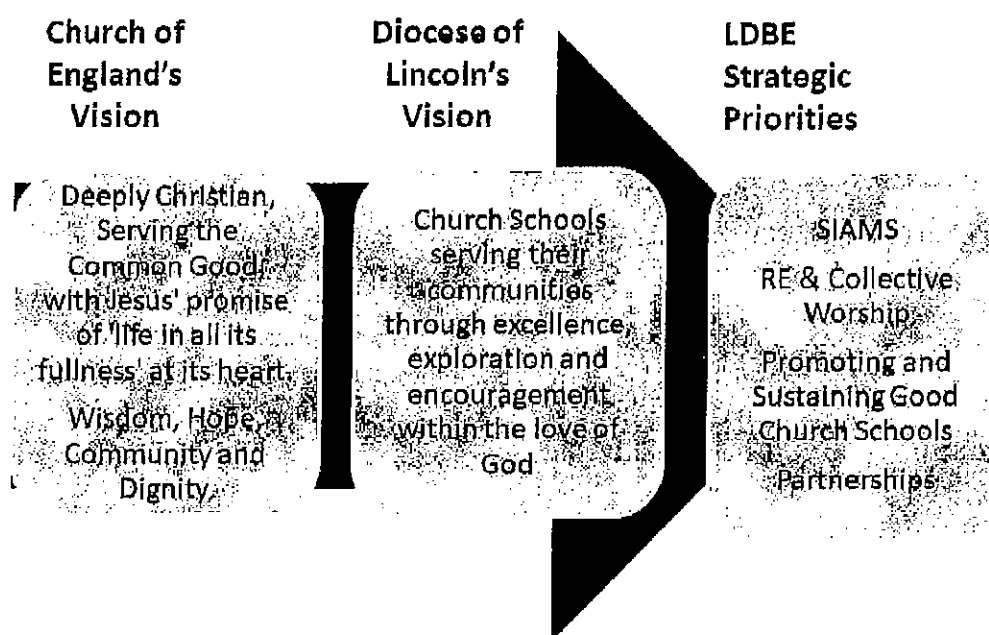
- 1.1 The Objects of the Board are to promote or assist in the promotion of education for the public benefit of the Diocese
- 1.2 The Objects shall be carried out in accordance with the doctrines and principles of the Church of England

This is consistent as required by The Measure (see "Structure, Governance and Management" on pages 18 et seq.).

Vision and Mission

The LDBE staff team have worked to ensure that our work can be assessed against the vision. The following diagram shows how this is managed. It shows how our work is intrinsically tied in to the LDBE vision, the National vision and the diocesan vision.

A Vision for Education



Strategy

The LDBE developed a new strategic plan for 2021 to 2024 to set out its key operational approaches for carrying out the functions of the DBE Measure 2021 and realising the national and diocesan vision for education. The plan is organised into four key sections which relate to our core business: SIAMS, RE and Collective Worship, Promoting and Sustaining Good Church Schools, and Partnerships. The strategic plan addresses key priorities from a national, diocesan and school perspective such as strengthening governance, promoting diversity and ensuring high quality RE is taught in all schools.

The LDBE team meet regularly to monitor the progress made in the detailed operational plans that sit behind the strategic overview. Evaluations and RAG (Red, Amber, Green) ratings are presented to the LDBE directors each term so they are able to appropriately hold LDBE team leaders to account.

Public Benefit

In determining which activities the charity will pursue, the Board has had due regard to the guidance on Public Benefit Issued by the Charity Commission.

LDBE works with the various partners described on pages 22 to 24 and with the 141 Church Schools within the diocese. Services are generally delivered to schools and to teachers, but the Board and staff are continually aware of the impact of its work on the pupils and students within the schools, then on the wider community.

Risk management

The key financial, educational and reputational risks, to which the charity is exposed, as identified by the Trustees, has been reviewed and systems established to manage those risks.

The Risk Register provides detailed information about the risks to the charity, the potential consequences if the risks are not managed, the actions being taken and a RAG rating of how well the risks are being managed. An example of key risks and actions being taken are as follows:

Insufficient growth in number of majority church MATs

Actions include a strategy to develop up to 6 majority MATs. The LDBE team is working with existing MATs to develop promotional strategies. There are ongoing conversations with groups of schools and non-church MATs to become church MATs.

Inability to appoint suitably skilled foundation governors

Actions include the LDBE approving a staffing restructure to create a new post for Governance and Compliance Lead. A new adviser is being appointed to enhance governor training. Diversity training for governors has been delivered. New guidance issued to PCCs and schools working together to recruit foundation governors.

Inability to maintain links between schools and church and the clergy to understand their role to protect and develop distinctly Christian education in their local church school/s

Actions include the LDBE is engaging in the diocesan wide project, 'Time to Change Together' to ensure schools have good links with the local church community following diocesan reorganisation. The LDBE is also engaging with the Church of England Education Office to promote links between church, school and home (Growing Faith Adventure).

Inability to recruit appropriately skilled and qualified people to the LDBE team.

Actions include training and deployment of Associate advisers to support central team.

The LDBE continues to review and develop terms and conditions on a regular basis. Leadership and staffing structures have taken place to ensure team is well placed to meet the needs of the organisations and schools – taking into account staff workload and wellbeing.

Inability to support LAs and schools robustly enough to improve and maintain standards of education

Actions include diocesan advisers supporting and challenging LA and school leaders on issues impacting on quality of education. The LDBE has developed robust and effective Head Teacher Performance Management (HTPM) service for schools. A new adviser is being appointed to further develop the SIP programme and school improvement offer.

Covid-19 - Disruption and business continuity

Actions include the Senior Leadership Team responding to government guidance and national and local restrictions accordingly. The LDBE creating new ways of maintaining close relationships and stay in contact with schools to compensate for reduced face to face visits e.g. Zoom meetings.

Break even budget moving to profit

Actions include implementing a leadership and staffing restructure to enable LDBE team to best meet the needs of the schools and generate income from services provided to schools. Reduced expenditure on travel and office costs continue as the LDBE work makes better use of technology to provide support through a hybrid approach. The LDBE keeps the Investment strategy under review to ensure the returns are maximised.

Activities

LDBE's work can be described in several streams, although in practice these feed into each other:

Diocesan Boards of Education Measure 2021

Our core work is included under this heading. It includes support to the governing bodies of church schools in leadership and in ensuring the excellence of Religious Education. We also help where schools are revising their governing document, federating, joining academy trusts or otherwise considering the way they are constituted.

School Improvement

Primarily the role of the advisers is one of support, training and encouragement for school leaders, in response to requests and invitations from schools. The advisers have specialisms but there is always a degree of overlap and their work is often interchangeable. Our breadth of support and involvement with schools and academies continues to grow and many services have become well embedded in schools such as the Headteacher Performance Management programme.

Advisers are as likely to be discussing strategies for developing diversity across the curriculum, enhancing provision for SEND as well as developing the quality of collective worship and RE. This shift in culture and expectation is absolutely in line with the Diocesan vision for education: excellence, exploration and encouragement. If all church schools are to be excellent schools then children should be receiving an excellent all-round education. They should be given every opportunity to reach their God-given potential.

The Assistant DDE is supporting the parish/school connections as well as enabling further partnerships to flourish with the diocese as well as increasing on-line engagement, introducing well-being training for schools and making better use of the website to facilitate the promotion of courses, resources and guidance.

In 2021 as a result of the pandemic, from January through to March, schools were closed except for key worker and vulnerable children. The focus on school improvement inevitably changed from providing a typical service where we provided support and challenge to improve the quality of church school education for all pupils to a service of supporting school leaders to establish a covid-secure learning environment with systems for remote learning, training and pastoral support for the school community.

Throughout much of the year, it was not possible to carry out school-based visits or face-to-face training events. OfSTED and SIAMs inspections were stopped in the first part of the year. School development plans changed and head teachers no longer prioritised training such as preparation for OfSTED, curriculum development and improving academic outcomes.

During the year, the LDBE team and associate advisers primarily continued to support school leaders and governors through virtual means. School leaders and governors welcomed their network sessions where they had the opportunity to receive national and diocesan updates as well as the time to discuss pertinent issues and share

good practice with each other. Governors stated they found the virtual training and support more accessible than the central based face to face training that has been in Lincoln. They also valued the wealth of resources on the website that the Assistant DDE had previously developed to support them with developing mental health and well-being of staff and pupils.

We carried out Headteacher Performance Management reviews for many heads and we conducted a number of Service Level Agreement visits. The joint strategy school improvement meetings with the Local Authorities continued as we work collaboratively with school leaders to refocus on school improvement.

Courses, conferences and festivals

The pandemic continued to impact the way courses, conferences and festivals were run through 2021. All events continued running virtually until September 21. Since that time, where some courses are not suited to being online, courses were planned to be reintroduced face to face once again. This however is drastically reduced from 100% face to face course in 2019 to 5% in 2021. Due to the impact Covid had on staff absences and staff unable to leave school, some of those courses have been moved back to being virtual. Feedback from schools is that they prefer virtual training because it is easier to access and more cost effective. The reduction of travel for our team and for school leaders has been of significant benefit as it reduces carbon emissions and time travelling. LDBE continues to insist on top quality leaders and speakers for our portfolio of big conference events and key training courses which give our events programme a solid base.

Topics for training events include in addition to RE and Christian Distinctiveness and Collective Worship courses, training related to pupil and staff mental health and well-being, preparing for Ofsted and SIAMS Inspection, Governing Body training and networking and support for school leaders.

The four Church School Festivals for Infant, primary and secondary schools were put on hold in 2021 due to the national restrictions and in 2021 the primary school festival was conducted virtually however while we had a Church School's Carol Service online as we did in 2020, we also were able to hold a face to face one in Lincoln Cathedral.

Achievements and performance

LDBE Strategic Overview

Education

SIAMS inspections

From January to August 2021, SIAMS inspections were suspended due to the pandemic. In September, the National SIAMS team was formed to take over the management and scheduling of inspections. From September to December, there were two SIAMS inspections. One was graded to be 'good' overall and one was graded to be 'excellent' overall. Another school received the call from the inspector but the school's request to defer the inspection was granted as the school was heavily impacted by Covid at that time.

The Diocesan RE Adviser has taken on responsibility for delivering SIAMS training and support to schools. The job title has changed to reflect this change of responsibilities: Diocesan RE and SIAMS Adviser. In order to increase the effectiveness of this role, the SIAMS inspector training programme has been completed, awaiting the sign-off inspection.

The education team have continued to provide SIAMs support and training for schools through virtual courses and SLA visits. The LDBE has also supported the RE adviser and some leading church school heads to engage in inspector training. These trainee inspectors are now waiting to do a shadow Inspections so they can be signed off.

School leadership

Partnerships

The pandemic has not prevented the diocesan education team from working closely with a variety of organisations to support church schools. Partnership with the Local Authorities have taken place mostly through virtual meetings which have been productive in providing collaborative support and advice to schools. The LDBE senior leadership team continues to be a member of a number of partnership boards including Lincolnshire Learning Partnership Board, the North Lincolnshire Education Standards Board, the Teaching School Hub partnership board and LA School Forums.

At any one time, there are around 45 schools in vulnerable situations for reasons such as Ofsted Judgements, declining standards and leadership incapacity. Officers have met with representatives from the schools' leadership team, Local Authority, DfE, teaching schools, HMI and Ofsted to provide tailored appropriate support.

The LDBE continues develop its bank of Associate Advisers to enhance the capacity of the LDBE team. Associate advisers are serving Headteachers with the knowledge and proven track record in church school leadership to be able to support other schools. They are briefed on national and diocesan policy and provided with templates and website resources to support schools in Service Level Agreement visits. This year, they also stepped in to undertake Headteacher Performance Management reviews with school leaders.

The Diocesan Education Team has continued to develop partnerships with independent consultants to provide specialist support for schools. Our working partnership with a Psychotherapeutic Counsellor is proving to be very beneficial for schools. Feedback from schools shows they welcome the Education Team brokering specialist support.

Support for Schools

Service Level Agreement

In 2021, 119 (84%) of all Church of England schools chose to subscribe to the Diocesan Service Level Agreement (SLA) (2017 – 121, 2018 – 122, 2019 -124, 2020-116). A Diocesan Officer or a Diocesan Associate Adviser (who is usually a current serving Headteacher) makes an annual SLA support visit to every school. These visits, some in virtual setting some face to face for 2021, have enabled the team to have a clearer insight in to the schools' strengths and areas for future development. Through these visits the team have been able to celebrate successes with the schools, identify and share good practice and provide appropriate support.

Schools in Focus

Due to the pandemic, the withdrawal of formal examinations and the inability to conduct face to face visits in schools for much of the year has meant it has been more difficult to monitor and support schools considered to have a 'vulnerability' be that related to standards, leadership, sustainability etc. We have however maintained

regular contact with LA Locality Leads to share information and provide collaborative support to schools in focus. We have provided virtual pastoral meetings and phone calls to help school leaders deal with the logistical challenges related to navigating the school through the pandemic. Joint strategy meetings with the Lincolnshire LA and schools resumed March 2021. Without data from exams and a lack of first-hand evidence from physical visits, the challenge to obtain robust and secure information to support schools has been a challenge. School leaders are also encouraged to contact the Diocese for support when they need it.

Headteacher recruitment

Four new head teachers started in January 2021 – just as the schools went into lockdown for three months. The LDBE carried out induction meetings via Zoom and ensured they had access to the resources and guidance to begin church school headship. In the spring and summer terms, the Deputy DDE/DDE supported governors to recruit a new head teacher in seven schools. Six out of seven schools successfully appointed and one school is to advertise the post in the new year. Six out of seven appointments were done face to face and one was conducted on zoom. All recruitment processes involved candidates undertaking a range of rigorous tasks, leading a presentation and responding to formal interview questions.

In the autumn term, induction visits took place and all new heads appointed in the past two years were invited to a special commissioning service in Lincoln Cathedral.

Religious Education

Partnerships

The RE Adviser from LDBE (Gillian Georgiou) attends Standing Advisory Council for Religious Education (SACRE) meetings in Lincolnshire, North Lincolnshire and North East Lincolnshire. In addition, also working closely with the Local Authority RE Adviser for Lincolnshire and with staff at Bishop Grosseteste University on their regional RE hub meetings. Training has been provided on Religious Education for Schools Direct, Primary PGCE, LEAD Equate Teaching School Alliance, North Lincolnshire and East of England SCITT groups. A series of regular regional RE networking meetings are run that are affiliated with the National Association of Teachers of RE (NATRE). These sessions are open to all schools and academies in line with the requirements of the LDBE Measure in relation to RE.

As well as actively supporting and promoting high quality RE within the Diocese, Gillian Georgiou works regionally and nationally; a member of the Church of England Education Office's RE Working Group and a representative of the Archbishop's Council on the RE Council of England and Wales. In addition, also a member of the Editorial Group of Grove Education and has recently supervised *Sustaining Faith in School Leadership* (Alan Flintham, eD50) and, of the Education Committee of the Faith and Belief Forum. Gillian continues to work as a supervisor for the Farmington Scholarship (Farmington Institute, University of Oxford) and as a mentor on the Leadership Programme offered by the Culham St Gabriel's Trust. Gillian continues to work with colleagues in a number of other Dioceses nationally to produce guidance materials and training on RE curriculum design for Church of England schools and academies around the country.

As the result of work carried out by the Diocesan RE Adviser on Lincolnshire, North Lincolnshire and North East Lincolnshire SACREs, the Lincolnshire locally agreed syllabus for RE has now been adopted across greater

Lincolnshire. This has enabled the Diocesan RE Adviser to offer more consistent support to church schools across the Diocese. In addition to this, significant RE curriculum, subject knowledge and assessment training has been provided to both church and community schools, particularly in response to the Ofsted RE Research Review (May 2021). The need to meet changing circumstances during the pandemic has meant that the majority of RE training and support has moved to a virtual delivery, although the Diocesan RE Adviser has begun to carry out school visits and training where circumstances allow. This has enabled the Diocesan Education Team to build on and develop relationships established virtually during the previous year.

This work forms the basis of support of teachers and subject leaders around the Diocese of Lincoln.

Work with schools

A Diocesan Board of Education should "promote or assist in the promotion of religious education and religious worship in schools in the diocese" (LDBE Measure, 2.1a). Gillian delivers primary and secondary RE networking meetings annually around the Diocese of Lincoln. These sessions remain free and open to all teachers and subject leaders of RE (both church and non-church). Three annual newsletters are produced as well as running social media accounts on Twitter and Facebook, to keep in touch with RE teachers, subject leaders and other professionals around the country.

The courses and conferences programme includes training sessions on teaching different religious worldviews, designing an RE Curriculum, meeting the expectations of Ofsted and SIAMS in relation to RE, assessing pupil progress in RE and other relevant topics. Bespoke training is frequently requested. Gillian provides support for teachers taking on the role of RE subject leader, as well as supporting head teachers and governors in their monitoring of RE. There is close working with colleagues to support schools to develop their distinctively Christian vision and monitor their effectiveness as church schools using the revised SIAMS evaluation framework. This includes working with schools to ensure they are meeting the expectations of the updated Church of England Education Office's *Statement of Entitlement for Religious Education* (2019). In addition to this, Gillian has delivered keynote and workshop sessions at conferences accessed by teachers within and beyond the region.

Work beyond schools

Gillian is currently working with a variety of collaborative partners, including Shooting Fish Theatre Company and cultural solutions UK, to deliver *Empowering Voices, Exploring Worldviews*, the fourth phase of *REConnecting Lincolnshire* project. This project has received grant funding from a number of funders, including Culham St Gabriel's. The project team held a national virtual symposium in 2021, which increased the organisation's national reputation.

Bishop's Visitors

The Education team tries to ensure that each school has a Bishop's Visitor. In 2021 we had 74 active Bishop Visitors, this does not cover all schools. In 2022 there is going to be a piece of work looking at where Bishops Visitors are working, and how we can improve the system and recruit more people.

School Improvement

School Reviews and general school work

Due to the pandemic, there was little demand for school reviews in 2021. Those which did take place were undertaken to establish readiness for inspection to highlight areas of strength and areas for development. School reviews involve working with the Headteacher to review key documentation such as development plans and data, discussions with school leaders and governors, learning walks, planning and work scrutiny. The adviser then issues a written report. Schools have found the reviews to be robust and effective but also encouraging and supportive.

The LDBE team have carried out a number of bespoke training sessions. Topics have included developing a Christian vision, developing middle leaders and understanding governor roles and responsibilities. Other areas of school support and input have been:

- Advice when writing the school evaluation form and action plan.
- Develop remote education plans.
- Developing the learning environment.
- EYFS (Early Years Foundation stage) enhancement.
- Guidance for governing bodies in relation to fulfilling core functions
- HTPM (Headteacher Performance Management) – the review of the previous year's targets and setting new targets, plus mid-year reviews.
- School Improvement Partner work.
- Working with the local authority – LA schools in focus review meetings, school improvement work in partnership with Locality Leads
- Working with National and Local Leaders of Education to develop bespoke packages of school improvement.

Church School Distinctiveness and Statutory Inspection of Church Schools (SIAMS)

The LDBE team have continued to provide the support schools need to further develop an effective and distinctive Christian character. There has been an ongoing focus on developing a Christian vision for their schools. Support and training have been provided to help school leaders and governors to develop and embed a vision that is rooted in theology in line with the Church of England and Diocesan vision for education and meet the needs of the community. This focus on vision has been particularly powerful for many schools as they have used this to steer through the challenges of the pandemic and provide wisdom, hope, dignity and community for their stakeholders. With the LDBE training offer in place and the schools increasing engagement in virtual training, schools are well placed to further develop their Christian character and be successful at their next inspection.

In response to requests from schools the team has:

- Provided SIAMS training and support for school leaders and governors;
- Developed resources and training for collective worship;
- Focused professional dialogue at SLA visits on developing Christian character;
- Delivered a RE, SIAMS and Governor bundle of training as well as RE cluster meeting and surgeries.

Courses, Conferences and Festivals

1,308 delegates attended a total of 88 training events in 2021, some of these courses were repeats at different times to accommodate schools working under national restrictions (2020 - 625 delegates at 48 events, 2019 - 1,066 delegates at 49 events, 2018 - 787 delegates at 52 events, 2017 - 731 delegates at 53 events), preparing for the new SIAMS framework the most significant change year on year. The programme of courses, conferences and training opportunities is usually reviewed annually and aimed at a range of stakeholders including senior leaders, governors, and teachers, RE subject leaders, support staff, Bishop Visitors and clergy. During this year due to not being able to visit schools and less travelling time we were able to increase our events significantly.

In addition to central training, the team has provided the equivalent of school based training for individual schools and collaborative partnerships virtually.

Schools' capital (2021)

22 of the Church Schools in the Diocese of Lincoln, including 2 in North Lincolnshire, were Voluntary Aided (VA) status at the beginning of the year. The figure reduced by 1 to 21 by the end of year after one school in the Diocese of Lincoln joined a church MAT.

The 2021/22 academic year was the second year of the School Condition Allocation (SCA) grant. The Lincoln Diocesan Board of Education (LDBE) continued the partnership with the Diocese of Sheffield established in 2020, sharing knowledge and expertise. LDBE remained the lead receiving the grant allocation for 2021/22 for organisations.

The grant was allocated to priority works identified in the conditional surveys of all the VA schools across both Dioceses. The grant was to priority works that cost tens if not hundreds of thousands of pounds, financial sums schools simply would not have within their own resources. Plenty of projects met the criteria, it then came down to identifying which were most urgent as there were insufficient funds to support them all in 2021. The majority of the grant was allocated to roof and boiler replacement. Due to the amount of roof space that needed to be replaced, it was necessary to split the work over a number of years for three reasons; to work within the funding allocation, the rising cost of raw materials and, the affordability for the schools to contribute their required 10% of the gross costs. The SCA grant covers the remaining 90% of the costs.

The Church of England has pledged to be zero carbon by 2030 and schools have their part to play in achieving this aim. On the boiler replacement programme, schools agreed to ground heat source pumps but it had to be ruled out on the grounds of the additional cost. The higher cost would also put enormous pressure on the remaining grant and other projects would have been scaled back or delivered over a longer time period. There was the opportunity to bid for government funding to support the implementation of ground heat source pumps, unfortunately all attempts were to no avail. What is being planned is a half-way house. The infrastructure being installed will support a ground heat source pump if further funding is available in future years. The schools have raised concerns over the costs and to achieve zero carbon, in their view, some of the financial burden is being placed unfairly on their shoulders.

The SCA grant continues to be received into the LDBE bank account. The contracts remain between the Governors and the suppliers and for the grants between the Governors and the DfE. The income and expenditure are not included in the LDBE Statement of Financial Activities for the charitable company. Note 12 to the Financial Statements discloses the amount of grant involved.

LDBE accounts continue to show a fee charged to the schools for administering the funds and completing the relevant returns to the DfE.

Site Trusts

Site trustees hold the school buildings and playground on trust for education in accordance with the principles of the Church of England. In many cases, the trustee was Lincoln Diocesan Trust and Board of Finance Limited (LDTBF), but often the Vicar and Churchwardens of the parish were appointed and sometimes a local charity is the Trustee, or the land, rather than being freehold, is leased.

Under the Transfer Agreement of 2018, all LDTBF site trusts and custodian trusteeships have transferred to LDBE. To ensure the directors of LDBE, as trustees of the sites, are made aware of site matters – these are presented to the Finance & Administration Committee, and ratified by the full board.

During 2021 we have continued the exercise to ensure that all such trusts and land holdings are in order.

The table below indicates the types of trusteeship, and number of schools included in each category –

Trustees

• Lincoln Diocesan Board of Education (LDBE) -	60
• Lincoln Diocesan Trust Board of Finance (LDTBF) -	1
• Vicar & Churchwarden -	47
• Charity / Committee -	16
• Archdeacons -	4
• Lease Interest -	3
• No Trustee -	4
• Orphans -	2
• Unknown -	4

Custodian Trusteeships

• LDBE Custodian Trusteeships -	20
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The category 'Orphan' is used to indicate sites where work is needed with the Charity Commission; essentially, these are sites where the trustees no longer exist. It is hoped these can be brought into LDBE's trusteeship.

Four sites remain completely unknown; work is ongoing – but it is possible that all routes may be exhausted without success. In such cases, work with the Charity Commission to determine a trustee will be needed.

Closed Schools General Purpose Reserve Fund

This is a Restricted Fund of LDBE; its purpose is to support Christian education within the Diocese of Lincoln. During the year grants of up to £500 totalling £4,420 (2020 - £3,645) were made to individual schools. There were fewer applications submitted for approval in 2021, the schools dealing with staff self-isolating with covid, adapting to changing government guidelines and increased pressure and challenges, the closed school grant application drop down the agenda.

The 2021 budget had Board approval to transfer £20,000 recorded as part of the grant income, from the fund to support the Schools Improvement programme.

Financial Review

Reserves policy

The Directors of LDBE considered the reserves policy at the Finance and Administration Committee in February 2022 and agreed to hold reserves equivalent to 12 months of operating costs.

At the end of the 2021 financial year, the total reserves have increased to £6,534,092 with unrestricted accounting for £933,314 and restricted £5,600,778. The level of free reserves, unrestricted less fixed assets, equates to £921,533.

Income

- The significant income sources are investments and properties held under the Uniform Trusts along with courses, conferences and training primarily for school teachers and governors.
- After taking a hit in 2020 due to covid, the areas of income most affected, investments and course fees have recovered but not to pre-pandemic levels.
- Investments are managed by LDBE investment managers. The original aim was for a 4% annual return. Due to external world events, the annual percentage return is subject to volatility and therefore to maintain a more consistent income stream, a total returns policy is being pursued.
- In terms of courses, it has not been possible to deliver all events as restrictions at the time prevented them from going ahead. However, training provided in a virtual setting has continued in many cases due to favourable feedback from delegates for convenience, timing and reduced travel. LDBE also recognised the similar benefits in many cases.
- The sale proceeds from one surplus asset has been invested by the LDBE investment managers, with the aim to generate dividends in future years.
- The LDTBF currently provides a £100,000 grant subject to a triennial review shown under Note 2 as part of the Other Grants, General Funds.

Expenditure

- At the beginning of 2021, the charity employed 9 people. In the spring of 2021, the Incumbent Diocesan Director of Education (DDE) stated their intention to resign resulting in a senior management team restructure. The incumbent DDE worked 2 days a week for LDBE, the remaining 3 days at the church multi-academy trust, LAAT, remained unaffected by this decision.
- The restructure resulted in a full-time DDE position for LDBE but no requirement for a deputy position which was made redundant. However, the new DDE would require support to fulfil their role, an assistant director position was created. The position of the diocesan educational development officer (DEDO) was also reviewed since it was established over 2 years earlier, and made redundant as part of the process. The two employees holding the positions being made redundant, deputy DDE and DEDO, were a close match to the new roles and subsequently appointed, no individual was made redundant.
- In financial terms, the new management structure saves LDBE a recurrent £30k per annum, a key factor in addressing the deficit. The new structure clearly shows LDBE independent from LAAT, no member of staff working for both organisations.
- At the end of 2021, LDBE employed 8 members of staff, one of whom had resigned with the 31 December 2021 being their last official working day. A second restructure within the organisation had been approved by the Board in December 2021. The second restructure focuses on the needs of LDBE in the future in an ever-changing environment, strengthening areas of governance and compliance. The changes of this restructure are cost neutral but will bring opportunities to generate new income streams.
- Staff costs remain the largest area of expenditure.
- A hybrid method of working has been adopted with more time based at home as opposed to the office. Generally staff felt working from home worked well from a productivity point of view, it also allowed

LDBE to keep variable costs at the office down and, identified opportunities of reducing costs in the future as contracts come up for renewal.

- The cost of running the office could not be covered by LDBE alone. The costs have been shared and recharged to LAAT over the years. LAAT have been growing as schools have joined, increasing the work load. As LAAT staff numbers increased it became clear, in the short / medium term, alternative accommodation would be required. LDBE were aware of LAAT plans and had begun discussions with the Diocese of Lincoln about moving back to LDBE's registered office. This was agreed as the way forward. In December 2021, LAAT gave notice of their intention to leave as alternative accommodation had been secured, moving in February 2022. LDBE will move to the registered office in the new year. LDBE will be recharged for the percentage of space occupied at the Diocese without having the need to enter into separate contracts associated with accommodation.
- The Church of England and Dioceses are looking to reduce their carbon footprint. LDBE are aware of this and are looking to do their bit by continuing with virtual training where possible to reducing travel costs. LDBE is looking to promote green alternative to schools on capital projects, as mentioned earlier, the cost of doing so is proving to be an additional hurdle to negotiate.
- Expected annual operating costs in future years are forecast at circa £600,000.

Based on the above in the context of the current economic and political environment, the Charity will aim to hold free reserves equivalent to 12 months of operating costs, in line with the reserves policy, based on the figure above of circa £600,000. At the 31 December 2021, the general funds stand at £933,314 ratio of 1 : 1.56 of operating costs.

The Directors note that in the current five-year plan, maintaining free reserves equivalent to 12 months operating cost is achievable but, subject to market fluctuations and the effect on the value of investments.

The management restructure in the last 12 months has reduced the deficit in the current five year plans. The plans do not include the sale proceeds of surplus assets. Progress is being made towards the sale of these assets, all are at different stages. The final release on the majority of the funds to the LDBE lies with the Secretary of State. Based on current valuations, once all of those properties have been sold and, the proceeds are available to be invested, the deficit could be cleared.

As the timing is out of LDBE's hands, a total return policy is being pursued to provide additional income to support the day to day operations. The total return policy was initially suggested by the investment managers as a number of charities are pursuing this route for a more reliable and consistent level of income. Progress towards this policy is expected in 2022.

Risks identified by the directors and associated with the forecast deficit is the cash flow position. The investment managers are aware of the cash flow position of LDBE and have sold unrestricted funds to build up a cash balance to be drawn down when required.

A small team presents its own challenges when having to deal with unplanned absences. This was managed in other parts of the team when covid hit in the latter half of the autumn term, as mentioned earlier in this report, the challenge and risk remains within financial areas. Moving into serviced offices at the Diocese will alleviate responsibility for building costs and contracts as that will be managed. Contingency plans are being developed for other areas that remain a risk for unplanned absences.

The directors are satisfied the reserves at 31 December 2021 are sufficient and the policy will be kept under review and revisited in 12 months' time. The review will compare 2022 performance against budget, income assumptions in future years, any sale proceeds from properties invested, new income streams, changes in policies, the implementation of any further cost reduction plans and the impact on the forecast reserves.

Principal funding sources

The Income and Expenditure Account shows Grants for the year totalling £176,234 compared to £209,246 in 2020, as per note 2.

The Investments generated £190,461 of income compared to £161,418 in 2020.

Fees are charged for School Improvement work and for attendance at courses, conferences and festivals. The way courses are being delivered has been mentioned, the majority of courses have remained virtual to benefit of both parties. Schools are given the option for certain training to be delivered either virtually or face to face. There are requirements for some courses to only be delivered face to face. There is a preference for conferences to remain face to face, allowing delegates to network. LDBE has offered more courses as a bundle where you sign up for all topics at a financial benefit or, individuals attend the most relevant subject matter for their individual circumstances. This has proved popular as the sessions are delivered over more but shorter periods of time. LDBE continues to adapt to what works best for the delegates and has ceased printing a glossy brochure of courses to be delivered in an academic year, updating the programme of event on the website only. The total income earned from fees charged is shown in note 3.

The Closed Schools General Purpose Reserve Fund receives income from investments which must be spent or granted in accordance with the terms of the fund. This is the Restricted Fund of the charity.

Plans for future periods

In September 2021, the LDBE approved a new Strategic plan for 2021 to 2024. The plan is shaped by the DBE Measure 2021, the Church of England vision for Education, the diocesan vision for education and the DfE policy expected to impact on church schools. The plan is set out in 4 key sections to reflect the LDBE's core business – SIAMS, RE and Collective Worship, Promoting and Sustaining Good Church Schools and Partnerships.

A key priority in the plan is to ensure there is good capacity for 'majority' church multi-academy trusts (MATs) to support all church schools requiring to become an academy. It is clear that the DfE ambition is for all schools to become academies in the future and the LDBE needs to ensure its MAT strategy is effective to meet this government priority and preserve the Christian foundation of all church schools.

The LDBE MAT strategy aims to ensure that the four existing church MATs in the diocese are supported to grow and develop so that they can serve church schools of different sizes and in different contexts. The strategy also aims to support school leaders / groups of schools to form a new MAT or a new hub within an existing MAT where there is an identified need. The LDBE's strategic approach will be to carefully enhance MAT capacity so that all MATs can flourish and all schools within them will thrive upon a secure Christian foundation.

Factors affecting our success

All church schools are subject to UK law and quality standards. The many and substantial changes over recent years are therefore significant to LDBE, as to other DBEs:

- Government policy (national level) directly impacts our work
 - Regional Schools Commissioner
 - Teaching School Hubs
 - Changing school improvement funding streams

- **Ofsted framework**
 - Curriculum expectations
 - Leadership and Management capacity
- **National Church policy**
 - Understanding Christianity
 - The new National SIAMS management of SIAMS
 - The Growing Faith Adventure
- **Diocesan Church Policy**
 - Time to Change Together – Resourcing Sustainable Church
- **Economic climate**
 - Restrictions on budgets for the Board itself and for schools
 - New funding formulas for school improvement
 - Covid-19
- **The new DBE Measure 2021**
 - The Scheme for the new DBE Measure 2021 was approved at Diocesan Synod in November and a new Board of Education with revised Articles of Association will come into effect in March 2022.

Lincolnshire in particular is working under constraints of its geography with challenges relating to rural, coastal and urban poverty. There are many rural small schools that are increasingly finding it difficult to attract a high calibre of staff or the resources they need to sustain a high quality of education. Promoting diversity in leadership and through the curriculum is also a challenge in some mono-cultural villages and towns in the diocese.

The LDBE continually reviews its Risk Register to ensure there are strategies in place to address the factors that may affect our success.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Lincoln Diocesan Board of Education 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the Incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

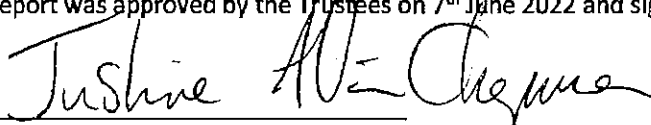
Disclosure of information to Auditor

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 company's auditors are unaware, and
- each 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 company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 7th June 2022 and signed on their behalf by:



Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair of Trustees

Structure, Governance and Management

Diocesan Boards of Education

Diocesan Boards of Education are regulated by measures – which stipulate how the board that oversees the Director of Education's work should be made up.

From 1991 to 2021, the appropriate measure stated that the board should comprise of:

- The Bishop
- 2 persons appointed by the Bishop, being suffragan or assistant bishops or archdeacons
- At least 14 but not more than 18 elected every three years by the Diocesan Synod
- 2 persons nominated by the Bishop
- At least 4 but not more than 8 co-opted by the Board.

Members of the unincorporated Diocesan Board of Education became the first Members and Directors of LDBE on incorporation in 2013 and the company became active on 1 January 2014. Triennial elections to Diocesan Synod were held in 2018, followed by election of Members of LDBE.

In April 2021, a new measure was approved by the General Synod. This required that a new scheme of the board be drafted, and certified by the Archbishops' Council, allowing it to then be ratified by Diocesan Synod. This scheme will come into force on 1st March 2022, and states that the board will be comprised of:

- (a) The Bishop,
- (b) at least 1 but not more than 5 members appointed by the Bishop,
- (c) at least 5 but not more than 8 members elected by the Diocesan Synod, and
- (d) at least 4 but not more than 6 members co-opted by the DBE

This new measure also required that new articles for the company be drafted, which were adopted by special resolution of the directors of the board on 10th February 2022, and which came into effect from 1st March 2022.

Committees of the Board

The Board delegates closer involvement in the work of LDBE to two committees, Learning & Development and Finance and Administration, each supported by a designated Officer. A Committee will be quorate at least 40% or five Members being present. In addition, the Director of Education or his Assistant Director must be present.

Trustees

The Trustees who have served at any time during the year or who were in post at the date of signing this Report are noted below:

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Adnitt	Michael Iain	01/01/19		F&A	CO-OPTED
Allain - Chapman	Justine Penelope Heathcote	19/04/22		n/a	BN
Bacon	Julie Kathleen	21/11/20		L&D	E

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Barron	Sonia Patricia	01/01/16		L&D	E
Beverley	Joan Hilary	01/01/16		L&D	E
Brewster	Paul David	01/03/22		F&A	CO-OPTED
Brown	Nicholas James Watson	01/03/22		F&A	BN
Chamberlain	Nicholas Alan	21/01/16	18/04/22	n/a	BN
Clements	David	01/01/19		F&A	E
Conway	Stephen David	01/01/22		n/a	EX-OFFICIO
Edwards	Cherry Anne	01/01/16		L&D	E
Edwards	Sheridan	12/03/20	28/02/22	L&D	CO-OPTED
Ely	Sonya	12/03/20		L&D	CO-OPTED
Fisher	Nicolete	16/12/13		F&A	BN
Green	Denise Penelope	01/01/19		L&D	E
Hicks	Garth	29/01/19	27/05/21	F&A	CO-OPTED
Johnson	Philip Anthony	07/11/15	28/02/22	L&D	E
Kyle	Martin James	10/10/19		L&D	CO-OPTED
Lowson	Christopher	18/12/12	31/12/21	n/a	EX-OFFICIO
Machell	Georgina	07/05/19		L&D	BN
Mann	Frederick Frank	01/03/22		F&A	E
Marsden	Gregory	29/01/19	28/02/22	L&D	CO-OPTED
Robb	Jayne Elizabeth	01/01/16	04/02/21	F&A	E
Robinson	Ian	01/03/22		L&D	BN
Snelling	Nicola	21/11/20	28/02/22	L&D	E
Steadman	Mark	21/01/16	01/09/21	F&A	BN
Stern	Julian	01/03/22		L&D	CO-OPTED
Warrick	Allison	01/01/16		F&A	E
Whiteoak	Daphne	12/03/19		L&D	CO-OPTED

F&A – Finance & Administration Committee

L&D – Learning & Development Committee

E – Elected by Diocesan Synod

BN – Bishop's Nomination

Remuneration of Key Personnel

LDBE officers and staff are all employees of the LDBE and become a key responsibility of the Directors. The Finance & Administration Committee will make a recommendation to the Board on pay awards using the previous 12 months CPIH statistics as a guide. Affordability and the current economic trends will form part of those discussions. Benchmarking with other organisations is also considered, provided the information is available.

Induction and training of Trustees

Members are supplied with a Directors Induction Pack, which includes the Measure, the Memorandum and Articles of Association. Members also received Charity Commission guidance on the Responsibilities of Trustees

on appointment. In reporting to the Board and Committees, Officers ensure that they provide sufficient background information and explanations to enable Members to make informed decisions.

Conduct of Business

The full Board meets four times a year. It is responsible for ensuring that the charitable company complies with the requirements and regulations outlined above and that it works efficiently and effectively to further the diocesan vision for education. Board members are volunteers.

The Board delegates business to two sub-committees. Committee responsibilities are broadly as follows:

Finance and Administration Committee Chair: Mr G Marsden Members: 7	Reviews budgets and forecasts for the company and monitors financial results. Oversees the Implementation of policies and procedures, processes and systems. Supervises the appointment process for Foundation Governors and Academy
Learning and Development Committee Chair: Rev S Barron Members: 10	Monitors school effectiveness Considers school place provision Produces strategy around teaching and learning particularly of RE
Standing Committee	Will meet when the Diocesan Director of Education or Chair of the Diocesan Board of Education decides that there is a decision that needs making which is too urgent to leave until the next Board meeting.

The Board has delegated day to day management of the charity to the Diocesan Director of Education and their team. During 2021 this included:

Education Officers	Deputy Diocesan Director of Education (until 31-08-2021) Assistant Diocesan Director of Education (from 01-09-2021)
School Improvement Officers	Three Schools Effectiveness Advisers
Courses and conferences	Education Development Officer (until 31-08-2021) Events organiser
Core support staff	Finance & Operations Manager Two Administration Officers

Within a small team it is often the case that we are working across different activities and helping each other.

Charitable company

Until 31 December 2013, the Board of Education of the Diocese of Lincoln operated from within the Lincoln Diocesan Trust and Board of Finance Limited (company registered number 97256, charity registration number 249355). With effect from 1 January 2014, operations transferred to a new company, limited by guarantee, which is also a registered charity.

The governing document of LDBE is its Articles of Association. The Board must also comply with The Measure, with company and charity law.

Working partnerships : related parties

LDBE is not part of a "group" of companies, but it has close operational and financial links with certain other bodies, as noted below.

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

LDBE works closely with LDTBF. The Diocesan Director of Education attends Heads of Department meetings as well as being a member of Bishop's Staff. LDBE rented serviced offices from LDTBF for the whole of 2021, but the location will change in the new year.

The two organisations have a data sharing agreement which is GDPR compliant and allows us to work together to further the work of the schools and parishes.

Lincoln Anglican Academy Trust (LAAT)

The Diocesan Director of Education was also the CEO of the LAAT at the beginning of 2021. A management restructure implemented on 01 September 2021 broke that link of the same person heading up both organisations. The new current DDE was appointed to work solely for LDBE.

Working partnerships : wider network

Diocesan Education Officers are members of numerous networks meeting regularly to share good practice with colleagues from other Dioceses and the Church of England Education Office.

The LDBE works closely with Lincolnshire, North Lincolnshire and North East Lincolnshire Local Authorities, the Lincolnshire Learning Partnership, the Teaching School Council, Ofsted, the Department for Education and the Regional Schools Commissioner's Office to support church schools and academies in the Diocese.

Every church school sits within a parish. The LDBE supports schools to develop a strong and fruitful relationship with the parish.

Some of these relationships ensure officers keep up to date with new initiatives in order to provide appropriate support and advice to schools. Some are about influencing policy and others about working in partnership to ensure schools get a cohesive and relevant offer.

Table 1 below shows how we work with other organisations.

Table 1 : working with other organisations

Professional body	Main involvement
Department for Education	Working with Regional Schools Commissioner/DfE to convert church schools in to academies; and to monitor performance in schools and academies.
HMI (Her Majesty's Inspectorate)	Meetings to share updates and monitor school performance
Ofsted	Feedback at inspections and monitoring visits
Church of England Education Office	National guidance and support e.g. relating to SIAMs inspections
National College / Teaching School Council	Systems Leaders and School-to-School Support
Westminster Education Forum	National updates on education policy
North Lincolnshire County Council	School improvement, headship recruitment, Education Standards Board, Scrutiny Panel and SACRE
Lincolnshire County Council	Children's and Young People Scrutiny Panel, Schools Forum, SACRE, Supporting vulnerable schools, Head teacher recruitment
North East Lincolnshire County Council	Children's and Young People Scrutiny Panel , SACRE
The Lincolnshire Learning Partnership (LLP)	Board member to support new sector led school improvement in Lincolnshire
The South Lincolnshire Learning Partnership (SLLP)	Board Member to assist this new Teaching School Alliance to provide support for schools
Association of Anglican Directors of Education (AADE)	National updates and strategy on church school education
Diocesan Admissions Group	National updates on admission policy
Diocesan Governance Group	National Updates on Governance
Midlands SIAMS Inspector Network	Updates on SIAMS inspections
Association of RE Advisers, Inspectors and Consultants	National updates on Religious Education
Bishop Grosseteste University	Members of University Council (from LDBE) Member of LDBE (from the University) Support with ITT, Interview prospective students
Lincoln Cathedral	Church Schools Festivals LDBE Carol Service

Reference and Administrative Details of the Charity: Itemised

Bankers	NatWest Bank plc Smiths Bank 225 High Street Lincoln LN2 1AZ	
Solicitors	Lee Bolton Monier-Williams 1 the Sanctuary Westminster SW1P 3JT	Chattertons Solicitors 9 Broad Street Stamford PE9 1PY
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

Trustees

At the date of signing

Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair
Mr M Adnitt
Mrs J K Bacon
Revd S Barron
Dr H Beverley
Mr P Brewster
Revd N Brown
Mr D Clements
Rr Revd S Conway
Mrs C Edwards OBE
Mrs S Ely
Canon N Fisher
Revd D Green
Mr M Kyle
Revd G Machell
Mr F Mann
Canon I Robinson
Prof J Stern
Mrs A Warrick
Mrs D Whiteoak

Diocesan Director of Education

Mr P Thompson

Registered office

Edward King House
Minster Yard
Lincoln
LN2 1PU

Principal address

Edward King House
Minster Yard
Lincoln
LN2 1PU

Telephone number

01522 504010

Website

www.lincoln.anglican.org

Email

education.events@lincoln.anglican.org

Independent auditor's report to the members of Lincoln Diocesan Board of Education

Opinion

We have audited the financial statements of the Lincoln Diocesan Board of Education for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Church of England Measures, health and safety and employment (including taxation), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Church of England Measures.

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

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries with unusual descriptions or those with related individuals and companies;
- Challenging assumptions and judgements made by management in their critical accounting estimates; and
- Cut-off testing in respect of revenue.

LINCOLN DIOCESAN BOARD OF EDUCATION
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021

Company registered number : 08334622
Charity registration number : 1151733

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

Use of our report

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



Lee Stokes (Senior Statutory Auditor)
For and on behalf of HaysmacIntyre LLP, Statutory Auditor
Date 7 June 2022

10 Queen Street Place
London
EC4R 1AG

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF FINANCIAL ACTIVITIES
and Income and Expenditure Account
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021		Total £	2020
		General funds £	Restricted Funds £		Total £
INCOME FROM:					
Donations and legacies					
Grants	2	145,374	30,860	176,234	209,246
Charitable activities					
Special projects	3	58,467	-	58,467	92,807
School buildings	3	1,636	-	1,636	1,919
School Improvement	3	125,687	-	125,687	121,791
Courses, conferences and festivals	3	62,649	-	62,649	37,459
Other Income	3	5,180	-	5,180	4,310
Investments		166,277	24,184	190,461	161,418
TOTAL INCOME		565,270	55,044	620,314	628,950
EXPENDITURE ON:					
Charitable activities					
Diocesan Board of Education Measures	4	329,265	-	329,265	388,402
Special projects	4	84,467	-	84,467	97,247
School buildings	4	10,174	-	10,174	62,414
School Improvement	4	152,143	-	152,143	160,529
Courses, conferences and festivals	4	36,376	-	36,376	38,310
Grant-making	4	-	24,476	24,476	23,645
Multi faith project	4	-	21,160	21,160	17,421
TOTAL EXPENDITURE		612,425	45,636	658,061	787,968
NET (EXPENDITURE)/ INCOME		(47,155)	9,408	(37,747)	(159,018)
Net gains / (losses) on Investments	9	58,410	530,389	588,799	(48,085)
NET MOVEMENT IN FUNDS		11,255	539,797	551,052	(207,103)
TOTAL FUNDS BROUGHT FORWARD		922,059	5,060,981	5,983,040	6,190,143
TOTAL FUNDS CARRIED FORWARD	13	933,314	5,600,778	6,534,092	5,983,040

The notes on page 33 to 46 form part of these Financial Statements.

Details of comparative figures by fund are disclosed in note 13.

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

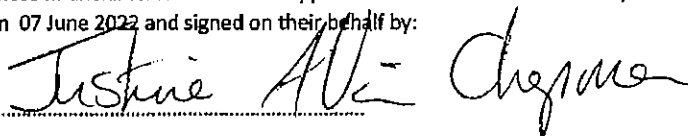
AT 31 DECEMBER 2021

		2021	2020
		Total	Total
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	8	11,781	14,401
Investments	9	5,826,154	5,350,238
		<u>5,837,935</u>	<u>5,364,639</u>
CURRENT ASSETS			
Debtors	10	314,388	291,444
Cash at bank		546,814	529,410
		<u>861,202</u>	<u>820,854</u>
CREDITORS : Amounts falling due within one year			
	11	<u>(165,045)</u>	<u>(202,453)</u>
NET CURRENT ASSETS			
		<u>696,157</u>	<u>618,401</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>6,534,092</u>	<u>5,983,040</u>
NET ASSETS			
		<u>6,534,092</u>	<u>5,983,040</u>
FINANCED BY RESERVES :			
General Funds	13	933,314	922,059
Restricted Funds	13	5,600,778	5,060,981
		<u>6,534,092</u>	<u>5,983,040</u>
TOTAL RESERVES OF THE CHARITY			
		<u>6,534,092</u>	<u>5,983,040</u>

The notes on page 33 to 46 form part of these Financial Statements

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These financial statements were approved and authorised for issue by the directors on 07 June 2022 and signed on their behalf by:



Venerable Dr Justine Allain-Chapman, Archdeacon of Boston, Chair of the Trustees

Company number : 08334622

Charity number : 1151733

**LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021		2020	
	£	£	£	£
Cash flows from operating activities:		(282,940)		(224,349)
Cash flows from investing activities:				
Purchase of investments	(354,602)		(776,036)	
Sales of investments	467,485		646,362	
Investment income	190,461		161,418	
Purchase of property, plant and equipment	(3,000)		-	
Net cash provided by (used in) investing activities		300,344		31,744
Change in cash and cash equivalents in the reporting period		17,404		(192,605)
Cash and cash equivalents at the beginning of the reporting period		529,410		722,015
Cash and cash equivalents at the end of the reporting period		546,814		529,410
Reconciliation of net income to net cash flow from operating activities				
	2021		2020	
	£		£	
Net income for the reporting period (as the Statement of Financial Activities)	551,052		(207,103)	
Adjustments for:				
Depreciation charges	5,620		5,588	
(Gains) / Losses on investments	(588,799)		48,085	
Investment income	(190,461)		(161,418)	
Decrease / (Increase) in debtors	(22,944)		54,150	
(Decrease) / Increase in creditors	(37,408)		36,349	
Net cash (used in) / provided by operating activities	(282,940)		(224,349)	
Analysis of cash and cash equivalents				
	2021		2020	
	£		£	
Cash in hand	546,814		529,410	
Total cash and cash equivalents	546,814		529,410	

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) Second Edition.

The financial statements are prepared under the historical cost convention.

The trustees consider there are no material uncertainties around the charity's ability to continue as a going concern. Short term cash flow issues that are recognised by the trustees over the summer and festive period where income generation from schools is limited due to holidays. Plans are in place to cover any short falls and there are longer term plans. On the basis of reviewed cash flow forecast and risk planning, the directors can sign the Charity accounts as a going concern.

b Critical accounting judgements and key sources of estimation uncertainty

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

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

Investment properties are valued on the basis of capitalised rent yields or reference to external market data. Capitalised rents are based on a 5% yield due to the nature and term of the tenancy. The existence of any restrictions on the investment properties and their realisable value, due to their educational background, would be highlighted in the Charity Report produced at that point in time.

c Fund accounting

LDBE holds funds of the following types:

Restricted funds - which are subject to specific conditions imposed by the donor.

General funds - which are available for any purposes within the LDBE's objects.

d Income

Income is accounted for when the charity is entitled to receive the income, when it can be valued accurately and when it is probable that it will be received. It is deferred to the extent that it is contractually related to a later accounting period.

Grants in kind are valued at the cost to the grant-making body.

e Expenditure

Expenditure is recognised on an accruals basis and wherever possible charged directly to the activity concerned. This includes staff costs. Certain support costs are apportioned to activities proportionately to the staff costs charged to that activity.

LINCOLN DIOCESAN BOARD OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

1 ACCOUNTING POLICIES - continued

f School buildings and capital

As explained in note 12 to the Financial Statements, capital grants and costs of schools projects which are the responsibility of the governing body of the school concerned have been excluded from these accounts.

g Grants payable

Grants are included in the period in which the charity has committed the expenditure and when it can be quantified with reasonable certainty.

h Tangible fixed assets

Expenditure on assets is capitalised if it is over £500 and written off on a straight line basis over the expected useful life of the asset. This varies from 3 to 5 years.

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.

i Financial Instruments

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

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j Investments

Investments are stated in the balance sheet at their fair value. All movements in value arising from investment charges and revaluations are included in the Statement of Financial Activities.

Investment properties valuation, a tenant in residence, are calculated based on the average annual rent for the lease term. The average annual rent represents 5% of the property's valuation. The directors have agreed this method after discussions and contributions with professionals within this field. A full red book estate valuation has been discussed by directors, but considering the cost and longer terms plans, the average annual rent representing an agreed percentage of a property's valuation was agreed as the most appropriate method at this point in time. The valuation of vacant properties to be sold, is based on the charity report market estimates.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2021

	General funds £	2021 Restricted Funds £	Total £	2020 Total £
2 INCOME FROM GRANTS				
Furlough Grant	-	-	-	23,859
Other grants	145,374	30,860	176,234	185,387
	<u>145,374</u>	<u>30,860</u>	<u>176,234</u>	<u>209,246</u>

3 INCOME FROM ACTIVITIES

All income from activities is attributable to the charity's general funds.

	General funds £	2021 Restricted Funds £	Total £	2020 Total £
<u>Special projects</u>				
Staff release fees and trust work	58,467	-	58,467	92,807
<u>School buildings</u>				
Fees for administrative support	1,636	-	1,636	1,919
<u>School improvement</u>				
Service level agreement and fees	125,687	-	125,687	121,791
<u>Courses, conferences and festivals</u>				
Course fees and festival attendance	62,649	-	62,649	37,459
<u>Other Income</u>				
Other income	5,180	-	5,180	4,310
	<u>253,619</u>	<u>-</u>	<u>253,619</u>	<u>258,286</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

4 COSTS OF CHARITABLE ACTIVITIES

	Staffing	Other direct costs	Support costs	Grants	2021 Total	2020 Total
	£	£	£	£	£	£
Diocesan Board of Education Measures	222,776	1,368	105,121	-	329,265	388,402
Special projects	54,966	-	29,501	-	84,467	97,247
School buildings	8,972	-	1,202	-	10,174	62,414
School improvement	136,476	-	15,667	-	152,143	160,529
Courses and conferences	32,202	1,293	2,881	-	36,376	38,310
Grant-making	-	-	-	24,476	24,476	23,645
Multi-Faith project	-	-	-	21,160	21,160	17,421
	<u>455,392</u>	<u>2,661</u>	<u>154,372</u>	<u>45,636</u>	<u>658,061</u>	<u>787,968</u>

The Grant-making costs are to CoE schools to enhance their christian ethos. Further details can be found on page 14 of the Trustee Report under Closed School General Purpose heading.

The Multi-Faith project delivered by a production company, details on page 10 of the Trustee Report under the title Working Beyond Schools

	Staffing	Other direct costs	Support costs	Grants	2020 Total
	£	£	£	£	£
Diocesan Board of Education Measures	273,704	331	114,367	-	388,402
Special projects	92,972	-	4,275	-	97,247
School buildings	8,837	44,704	8,873	-	62,414
School improvement	149,460	880	10,189	-	160,529
Courses and conferences	30,908	1,735	5,667	-	38,310
Grant-making	-	-	-	23,645	23,645
Multi-Faith project	-	-	-	17,421	17,421
	<u>555,881</u>	<u>47,650</u>	<u>143,371</u>	<u>41,066</u>	<u>787,968</u>

5 SUPPORT COSTS

	2021 £	2020 £
Diocesan Board of Education Measures	105,121	114,367
Special projects	29,501	4,275
School buildings	1,202	8,873
School improvement	15,667	10,189
Courses, conferences and festivals	<u>2,881</u>	<u>5,667</u>
	<u>154,372</u>	<u>143,371</u>

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021	2020
	£	£
6 NET INCOME BEFORE TRANSFERS		
Net income is stated after		
Depreciation	5,620	5,588
Audit fees	15,480	12,000
	<u>15,480</u>	<u>12,000</u>

Board members were not entitled to, and did not receive any remuneration in their capacity as trustees in the year ended 31 December 2021 (2020 - £nil).

No travel expenses were claimed as meetings were held virtually (2020 - £205).

7 STAFF COSTS

	2021	2020
	£	£
Wages and salaries	361,783	412,725
Social Security	39,512	45,124
Pension	36,017	41,330
Redundancy costs	-	22,692
Other staff costs	18,079	34,010
	<u>455,391</u>	<u>555,881</u>

The average number of people employed during the year were 9 (2020 ; 10).

Remuneration and benefits received by key management personnel, Diocesan Director of Education and their Deputy or Assistant Director, including employers national insurance and pension contributions amounted to £138,046 (2020 ; £129,732)

The number of staff whose emoluments amounting to more than £60,000 were as follows

	2021	2020
	Number	Number
£70,000 - £80,000	-	1
£80,000 - £90,000	1	1

Company number : 08334622

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LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

8 TANGIBLE FIXED ASSETS	2021
<u>Fixtures, fittings and equipment</u>	£
Cost at 1 January 2021	24,917
Additions In year	3,000
Disposals In year	<u>(7,219)</u>
Cost at 31 December 2021	<u>20,698</u>
Accumulated depreciation at 1 January 2021	10,516
Charge for in year	5,620
Disposals In year	<u>(7,219)</u>
Accumulated depreciation at 31 December 2021	<u>8,917</u>
Net book value at 31 December 2021	<u>11,781</u>
Net book value at 31 December 2020	<u>14,401</u>

9 INVESTMENTS

	2021			2020
	Listed investments	Investment property	Total	Total
	£	£	£	£
Brought forward	4,427,605	922,633	5,350,238	5,268,649
Additions	354,602	-	354,602	776,036
Disposals	(255,756)	(211,729)	(467,485)	(646,362)
Investment Gains / (Losses)	381,450	207,349	588,799	(48,085)
Carried forward	<u>4,907,901</u>	<u>918,253</u>	<u>5,826,154</u>	<u>5,350,238</u>
Historical cost of investments	<u>4,364,003</u>	<u>711,966</u>	<u>5,075,969</u>	<u>5,075,969</u>

	Listed Investments		
	2019	2020	2021
	£	£	£
Equities	2,573,339	2,386,668	2,621,007
Bonds	386,377	441,938	478,001
Multi Asset Funds	755,977	776,609	855,855
Alternatives	648,310	822,390	953,038
Market value of Investments	<u>4,364,003</u>	<u>4,427,605</u>	<u>4,907,901</u>

Company number : 08334622

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LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021	2020
	£	£
10 DEBTORS		
Trade debtors	20,200	13,075
Amounts owed by related parties	8,775	1,520
Prepayments and accrued income	285,413	276,849
	<u>314,388</u>	<u>291,444</u>
	2021	2020
	£	£
11 CREDITORS - amounts due within one year		
Trade creditors	15,452	3,404
Amounts owed to related parties	1,954	26,177
Deferred Income	88,956	98,843
Other creditors and accrued expenses	58,683	74,029
	<u>165,045</u>	<u>202,453</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

The Charity assists Voluntary Aided (VA) schools with capital projects. It acts as a banker for the DfE / Education Skills Funding Agency in receiving the funding and settling costs on their behalf. 2021 is the second year of the School Condition Allocation (SCA) funding where LDBE is the lead partner with the Diocese of Sheffield. LDBE receives the funding allocation for both organisation which is then allocated according to need identified in the conditional surveys for all VA schools across both Dioceses.

This is a significant activity of the charity but the capital projects are not reflected in the Statement of Financial Activities as the contracting party is the School's Governing Body and not LDBE.

There has been more activity and projects completed in 2021 compared to 2020. After the initial round of priority projects were identified from the conditional surveys in late 2020, funding allocated, tenders dispatched and returned, work commenced and continued throughout 2021. The programme has been affected by the rising cost of raw materials that has delayed the start of projects, with the need to split over into phases to be delivered over a longer time period. This allows the funding to address more projects whilst also reducing the burden on schools to find their 10% contribution by completing smaller sections at a time.

A summary of transactions during the year is set out below:

	2021	2020
	£	£
Department for Education capital grants	536,666	40,582
School Governors' contribution	79,177	267,643
	<u>615,843</u>	<u>308,225</u>
Project expenditure	<u>615,843</u>	<u>308,225</u>

At the year end, LDBE held the following assets and liabilities for ongoing projects at Voluntary Aided (VA) schools. The assets and liabilities do not form part of the LDBE's accounts, as described below.

	2021	2020
	£	£
Debtors and accrued income	193,204	158,855
Cash at bank	1,050,563	1,125,393
Creditors and deferred income	<u>(1,243,767)</u>	<u>(1,284,248)</u>
	<u>-</u>	<u>-</u>

LDBE acts as a banker for SCA grant for VA schools across both the Diocese of Lincoln and Sheffield.

The delayed start approving projects in 2020 and, the way the grant was paid compared to previous years, as described above, has resulted in the large cash balance and deferred income at the end of financial year. The debtors / creditors are associated with the multiple projects that are ongoing at any one time and do not relate to the day operations of LDBE. LDBE is the facilitator of the funds receiving 90% of projects cost via the grant and then collects the remaining 10% from the governing body of the school.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

13 FUNDS OF THE CHARITYSummary of the activities of the funds of the charity in the year:

	Balance at					Balance at
	01/01/2021	Income	Expenditure	Investment gains/(losses)	Transfers - Closed School General Purpose Fund	31/12/2021
	£	£	£	£	£	£
Unrestricted Funds						
General funds	922,059	565,270	(612,425)	58,410		933,314
Restricted Funds						
Closed Schools General Purposes Fund	818,478	24,184	(24,476)	67,644		885,830
Uniform Trust	4,242,503	30,860	(21,160)	462,745		4,714,948
	5,060,981	55,044	(45,636)	530,389	-	5,600,778
	5,983,040	620,314	(658,061)	588,799	-	6,534,092

	Balance at					Balance at
	01/01/2020	Income	Expenditure	Investment Gains	Transfers	31/12/2020
	£	£	£	£	£	£
Unrestricted Funds						
General funds	1,133,709	548,822	(702,198)	(58,274)	-	922,059
Restricted Funds						
Closed Schools General Purposes Fund	835,622	20,909	(68,349)	30,296		818,478
Uniform Trust	4,220,812	59,219	(17,421)	(20,107)	-	4,242,503
	5,056,434	80,128	(85,770)	10,189	-	5,060,981
	6,190,143	628,950	(787,968)	(48,085)	-	5,983,040

Closed Schools General Purposes Reserve Fund

This fund is for educational purposes in the Diocese of Lincoln. Activities are required to develop the Christian character of the school. The fund operates by making grants. At 31 December 2021 the fund included investment assets of £606,888 (2020: £606,926), with the balance within net current assets.

Uniform Trust

The income generated from investments are a major source of LDBE income, a key part of the future financial strategy. A fund manager allows LDBE to look longer term and invest in assets with the potential for a higher return. A total returns policy was suggested by the fund managers as a way to generate a more predictable income stream, less susceptible to market fluctuations. In principle the trustees agreed to the idea and this will be actively pursued, although no progress was made in 2021. There is work required around regulatory requirements on passing resolutions and determining the original capital value of the assets.

In the current year the closing balance of the fund included investment assets of £3,297,999.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

13 FUNDS OF THE CHARITY continued - STATEMENT OF FINANCIAL ACTIVITIES year end 31 DECEMBER 2020

	General funds	Restricted Funds	Total
	£	£	£
INCOME FROM:			
Donations and legacies			
Grants	150,027	59,219	209,246
Charitable activities			
Diocesan Board of Education Measures	-	-	-
Special projects	92,807	-	92,807
School buildings	1,919	-	1,919
School Improvement	121,791	-	121,791
Courses, conferences and festivals	37,459	-	37,459
Other Income	4,310	-	4,310
Investments	140,509	20,909	161,418
TOTAL INCOME	548,822	80,128	628,950
EXPENDITURE ON:			
Charitable activities			
Diocesan Board of Education Measures	388,402	-	388,402
Special projects	97,247	-	97,247
School buildings	17,710	44,704	62,414
School Improvement	160,529	-	160,529
Courses, conferences and festivals	38,310	-	38,310
Grant-making	-	23,645	23,645
Multi faith project	-	17,421	17,421
TOTAL EXPENDITURE	702,198	85,770	787,968
NET INCOME	(153,376)	(5,642)	(159,018)
Net gains / (losses) on investments	(58,274)	10,189	(48,085)
NET MOVEMENT IN FUNDS	(211,650)	4,547	(207,103)
TOTAL FUNDS BROUGHT FORWARD	1,133,709	5,056,434	376,942
TOTAL FUNDS CARRIED FORWARD	922,059	5,060,981	5,983,040

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

13 FUNDS OF THE CHARITY continued

Net Asset by Fund - 2021

	General funds £	Restricted Funds £	Total £
Tangible fixed assets	11,781	-	11,781
Investments	690,366	5,135,788	5,826,154
Current assets	380,747	480,455	861,202
Current liabilities	(149,579)	(15,466)	(165,045)
Total Net Assets by Fund	933,315	5,600,777	6,534,092

Net Asset by Fund - 2020

	General funds £	Restricted Funds £	Total £
Tangible fixed assets	14,401	-	14,401
Investments	685,863	4,664,375	5,350,238
Current assets	403,027	417,827	820,854
Current liabilities	(181,232)	(21,221)	(202,453)
Total Net Assets by Fund	922,059	5,060,981	5,983,040

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2021

14 RELATED PARTIES

LAAT

The Chair and Vice Chair of LDBE, are members of Lincoln Anglican Academy Trust (LAAT). One trustees of LDBE is also a Director of LAAT (2020 - two). Accordingly LAAT is related to LDBE. Transactions with LAAT during the year are summarised below:

	2021	2020
	£	£
Sales to LAAT	107,828	144,813
Balance owed to LDBE at 31 December 2021	-	60
Purchases from LAAT	(430)	(525)
Balance owed by LDBE at 31 December 2021	-	-
Accrued income at 31 December 2021	3,193	10,435

At the beginning of the financial year, the Diocesan Director of Education (DDE) was also the Chief Executive Officer of LAAT. That all changed on 01 September. The incumbent DDE resigned from the post at LDBE. The Deputy DDE was appointed the new DDE for LDBE. The role is 100% LDBE and there are no split roles across LDBE and LAAT, bringing that related party relationship to an end. Up to the 31 August 2021, DDE time was charged to LAAT at full cost including overheads.

LDTBF

Two directors of the company are also directors of the Lincoln Diocesan Trust and Board of Finance (LDTBF) (2020 - two). The Lincoln Diocesan Board of Education was established to fulfil the requirements of LDTBF under the Measure. LDBE operates out of premises owned by LDTBF and pay rent through a signed lease. Contracts in place before LDBE was established as a charity in its own right are honoured and payments made to LDTBF. LDBE is free to enter into new contracts where there are no tied obligations with LDTBF

Accordingly LDTBF is a related party for LDBE. Transactions during the year were as follows:

<u>Grants received from LDTBF</u>	Note	General Fund	Restricted Fund	2021	2020
		£	£	£	£
<u>Other grants</u>					
Grant	2	106,553	-	106,553	185,387
		106,553	-	106,553	185,387

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2021

14 RELATED PARTIES continued

<u>Other transactions with LDTBF</u>	General Fund	Restricted Fund	2021	2020
	£	£	£	£
Sales to LDTBF	90	-	90	-
Purchases from LDTBF	49,384	-	49,384	96,777
Balance owed by LDBE at 31 December	1,335	-	1,335	26,177

Schools

Some Trustees of LDBE were also school governors during 2021. Accordingly these schools are related parties of LDBE. The names of the schools and the total of transactions with them during the year are noted below:

	2021	2020
St Hugh's School, Scunthorpe	Y	Y
Spalding Parish CofE School	N	Y
Lisle Marsden Church of England Primary Academy	N	Y
Denton & Harlaxton Federation	Y	Y
The St Lawrence Academy	Y	Y
West Grantham Academy Trust	N	Y
Rauceby CofE School	Y	Y
Ancaster CofE School	Y	Y
Edenham CoE Primary School	Y	Y
Horbling Brown CoE Primary School	Y	Y
Tydd St Mary CoE Primary School	Y	Y
Weston Hills CoE Primary School	Y	Y
Limeswood Federation	Y	Y
Aspire Federation	Y	Y
Fiskerton CofE Primary School	Y	N
Little Gonerby CofE Infant School	Y	N
Reepham CofE Primary School	Y	N
Saxilby CofE Primary School	Y	N

Company number : 08334622

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LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2021

14 RELATED PARTIES continued

	2021	2020
	£	£
Sales to schools	49,286	23,792
Balance owed to LDBE at 31 December	8,475	890
Purchases and payments to schools	600	500
Balance owed by LDBE at 31 December	<u>-</u>	<u>-</u>

LINCOLN DIOCESAN BOARD OF EDUCATION

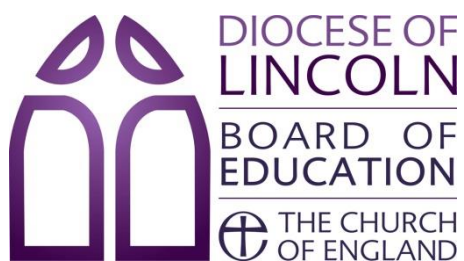
England & Wales - Charity number 1151733

Accounts

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020



Report of the Director of Education

The work of the education team of the Lincoln Diocesan Board of Education (LDBE) has continued throughout this year of the pandemic. This has been a time of great uncertainty for the team, for education and for the country and my thanks must go to all staff who, each in their own way, supported both the work of the board and the amazing work done in our schools.

In the spring we furloughed a number of staff but by the new academic year, September 2020, they were all back in work beginning to roll out a programme of support for schools.

All staff continue to work from home attending the office only as needed for activities such as collecting/sending post, printing, accessing files, signing documents.

We have continued to roll out both existing provision, albeit virtually, and new projects including further work on REConnecting Lincolnshire and a working party developing work on justice and inclusion especially around the BAME agenda.

Work continues to complete a whole suite of policies to replace the Lincoln Diocesan Trust Board of Finance (LDTBF) Staff Handbook. These are all going through the appropriate consultation with staff before coming to directors. We had hoped to complete this work by the end of 2020 but could not consult effectively whilst staff were on furlough.

The new academy strategy has been rolled out across the diocese and we have had growing interest from schools and academies in the diocese resulting in one proposed Multi-Academy Trust (MAT) gaining approval from the LDBE and going forward to seek approval from the Regional Schools Commissioner, two current MATs taking on further schools and one standalone academy investigating the possibility of becoming a MAT. Interest in academisation has increased over the year as the pressures of running schools during a pandemic has left some standalone academies and maintained schools feeling isolated and vulnerable.

The generation of income from courses and the SLA has continued to pick up as schools access our services virtually. We have seen an encouraging rise in attendees at courses surpassing the numbers which we would historically expect to see at face to face events. This will shape our offer into future years.

Working from home has been surprisingly effective and popular with the team. Work has begun on using this evidence to look at future working. This will feed into our work on carbon reduction, reduction in travel expenses and improved staff well-being and will influence our choice of office space which is likely to result in an office move in the near future.

Jacqueline Waters-Dewhurst

Diocesan Director of Education

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The Trustees present their report and audited financial statements for the year ended 31 December 2020.

Reference and Administrative Details of the Charity

Name of the Charity	Lincoln Diocesan Board of Education
Company registration number	08334622 registered in England and Wales
Charity registration number	1151733
Trustees	The constitution of the Board of Education and appointment of Directors is described in the section on "Structure, Governance and Management" on pages 18 et seq. Trustees in post at the date of signing of this report are shown on page 25.
Diocesan Director of Education	Ms J Waters-Dewhurst
Contact information	The registered office of the company and principal trading address of the charity with other contact details are shown on page 25 at the back of the Report.
Professional advisers	Details are shown on page 24.

Objectives

Objects as set out in the Articles

**Church schools serving their communities through excellence,
exploration and encouragement within the love of God.**

The Diocese of Lincoln is called to faithful worship, confident discipleship and joyful service and our Church Schools bear witness to our belief that every child is made in the image of God and loved by him. They were founded for the good of their local communities so that children can be educated through the values and stories of Christianity.

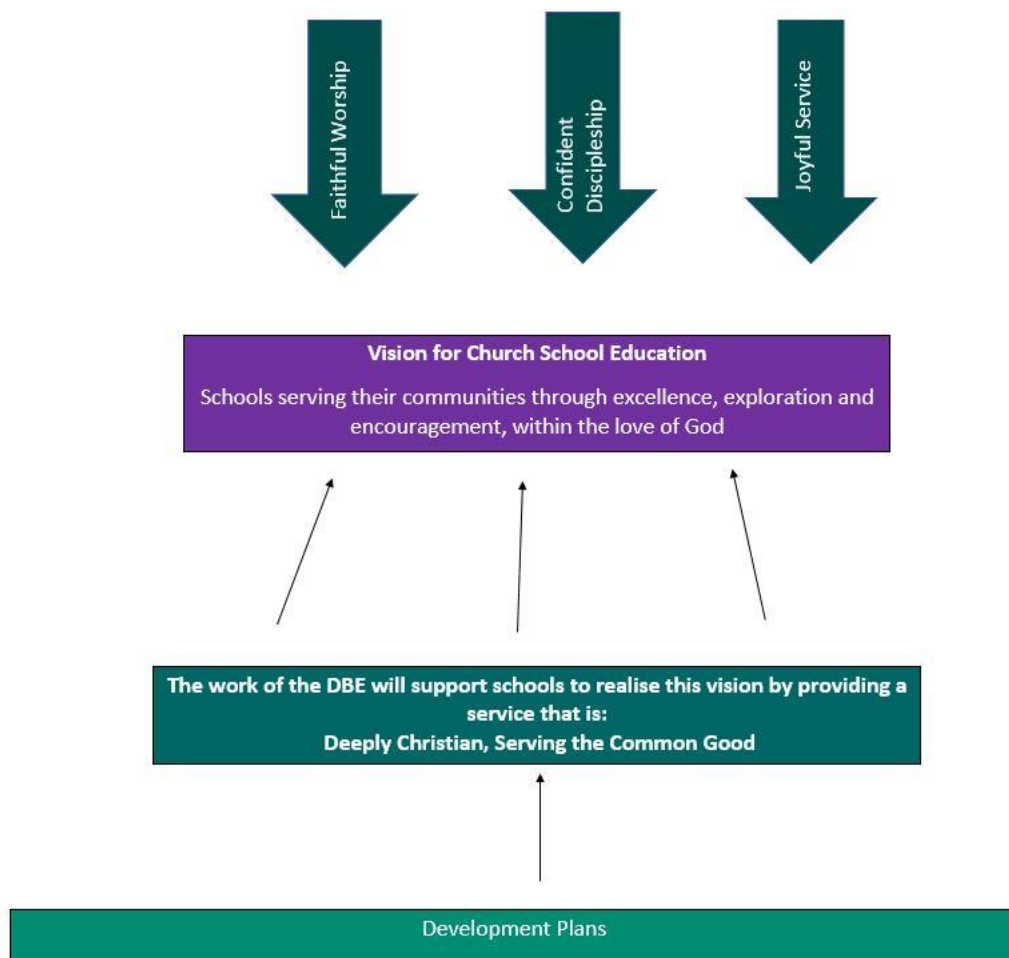
The objects of LDBE as stated in its Articles are:

- 1.1 The Objects of the Board are to promote or assist in the promotion of education for the public benefit of the Diocese
- 1.2 The Objects shall be carried out in accordance with the doctrines and principles of the Church of England

This is consistent as required by The Measure (see "Structure, Governance and Management" on pages 18 et seq.).

Vision and Mission

The LDBE staff team have worked to ensure that our work can be assessed against the vision. The following diagram shows how this is managed. It shows how our work is intrinsically tied in to the LDBE vision, the National vision and the diocesan vision.



Strategy

Team development plans have been drawn up using the vision and mission statements (see above) the needs of the schools, the work of the diocese, the evidence from feedback on last year's provision, the identified risks to the charity and the context of both the area and the national needs of education. These plans are regularly monitored by the Senior Leadership Team and progress is reflected in a strategic overview document which goes to directors.

Public Benefit

In determining which activities the charity will pursue, the Board has had due regard to the guidance on Public Benefit issued by the Charity Commission.

LDBE works with the various partners described on pages 20 to 23 and with the 141 Church Schools within the diocese. Services are generally delivered to schools and to teachers, but the Board and staff are continually aware of the impact of its work on the pupils and students within the schools, then on the wider community.

Risk management

The major risk, to which the charity is exposed, as identified by the Trustees, has been reviewed and systems established to manage those risks.

The plan seeks to address the major risks to the charity which remain as follows:

Losing Church Schools through falling standards/rising targets

The Service Level Agreement and work of the Schools Effectiveness Advisers ("School Improvement") supports schools in maintaining and improving standards.

Lincoln Anglican Academy Trust (LAAT) having insufficient capacity to take in sufficient schools

The new Academy Strategy resulting in up to 5 schools led Majority Church MATs

RE in renewed focus due to changes to the Ofsted Education Inspection Framework

LDBE is actively engaged in the national debate on the teaching of RE and has delivered seven tranches of the Understanding Christianity training programme as well as a significant number of training and support sessions on RE curriculum, assessment and subject knowledge.

Inadequate resourcing to take required action

The school improvement work and courses and conferences programme are moving through the investment and development phase towards being self-funding. LDBE core work is supported by a grant from LDTBF, in turn funded by income from Restricted Education Funds in LDTBF.

Impact of COVID-19

COVID-19 initially prevented income from being generated through courses and other training. This has now been rectified with greater attendance at virtual training than there was for face to face training. The LDBE budget reflects the impact of the pandemic and a prudent set of assumptions before income returns to pre covid-19 conditions. The LDBE still has to mitigate the original lost income and continues to work to reduce costs where possible including looking at more cost effective premises. The LDBE does have income investments it can sell, however their value has dropped and selling the investments would restrict the LDBE's ability to generate dividends in the future and the directors recognise this is not a long term solution.

Activities

LDBE's work can be described in several streams, although in practice these feed into each other:

Diocesan Boards of Education Measure 1991

Our core work is included under this heading. It includes support to the governing bodies of church schools in leadership and in ensuring the excellence of Religious Education. We also help where schools are revising their governing document, federating, joining academy trusts or otherwise considering the way they are constituted.

School Improvement

Primarily the role of the School Effectiveness Advisers is one of support, training and encouragement for school leaders, in response to requests and invitations from schools. Officers have individual specialisms but there is always a degree of overlap and our work is often interchangeable. Our breadth of support and involvement with schools and academies continues to grow and, building upon previous successes; the Headteacher Performance Management and School Improvement Partner programmes.

School effectiveness advisers are as likely to be discussing strategies for accelerating progress in reading and maths across the curriculum as well as developing the quality of collective worship and RE. This shift in culture and expectation is absolutely in line with the Diocesan vision for education: excellence, exploration and encouragement. If all church schools are to be excellent schools then children should be receiving an excellent all-round education. They should be given every opportunity to reach their God given potential.

The Education Development Office role is supporting the parish/school connections as well as enabling further partnerships to flourish with the diocese as well as increasing on line engagement, introducing well-being training for schools and making better use of the website including the publishing of a weekly prayer video.

In 2020 as a result of the pandemic, from March through to July, schools were closed except for key worker and vulnerable children. The focus on school improvement inevitably changed from providing a typical service where we provided support and challenge to improve the quality of church school education for all pupils to a service of supporting school leaders to establish a covid-secure learning environment with systems for remote learning, training and pastoral support for the school community.

From March 2020, it was not possible to carry out school based visits or face to face training events. OfSTED and SIAMs inspections were stopped. School development plans changed and head teachers no longer prioritised training such as preparation for OfSTED, curriculum development and improving academic outcomes.

From March to the end of July, it was necessary to furlough the Senior School Effectiveness Adviser, Education Development Officer (EDO), the Events Coordinators and the PA as the demand for our normal school improvement services had declined.

During the late Spring and summer months, the RE and SIAMs adviser primarily continued to support RE leaders through virtual means and the Deputy DDE provided virtual support to heads and governors through the Service Level Agreement programme and governor networking meetings. School leaders and governors welcomed the opportunity to discuss their risk assessment plans, remote learning plans and support for vulnerable pupils. They also valued the wealth of resources on the website that the EDO had previously developed to support them with developing mental health and well-being of staff and pupils. The governor networking meeting in June 2020 was well attended when compared to previous years. Governors stated they found the virtual training and support more accessible than the central based face to face training that has been in Lincoln.

From August 2020, the school improvement team returned from furlough and met to revise and develop the school improvement programme. We have successfully planned and delivered a virtual training offer through to the end of year, covering a range of topics including developing leaders and governors, mental health and well-being, RE and RSHE. We carried out Headteacher Performance Management reviews for many heads and we conducted a number of Service Level Agreement visits. We have resumed the joint strategy school improvement meetings with the Local Authorities as we try to move from the 'recovery' phase in schools.

Courses, conferences and festivals

The impact of the pandemic severely impacted on the number of events that LDBE planned to run. LDBE continues to insist on top quality leaders and speakers for our portfolio of big conference events and key training courses which give our events programme a solid base. At the start of 2020 the locally delivered regional sessions continued to grow in popularity and bespoke training for individual or small groups of schools was also popular.

From September 2020 all of these sessions became virtual, and again we have seen the popularity of this way of delivering sessions grow, also allowing for more sessions to be held now travelling time is no longer a factor.

Topics for training events include in addition to RE and Christian distinctiveness and Collective Worship courses, training related to pupil and staff mental health and well-being, preparing for Ofsted and SIAMS inspection, Governing Body training and networking and support for schools leaders.

The four Church School Festivals for infant, primary and secondary schools were put on hold in 2020 due to the national restrictions and this will be revisited for 2021 and the Church School's Carol Service was completed online. These festivals provide a spiritual experience for pupils to work together in Lincoln Cathedral.

Achievements and performance

The Big Picture

The Joint Work Plan

The Work Plan provides focus for the work of the Education department within the Strategic Plan. Officers are able to focus their work to meet the objectives set by directors.

Understanding Christianity training has reached over 80% of all church schools in the diocese, including all schools in the Lincoln Anglican Academy Trust. A growing proportion of community schools are also engaging with the training programme, especially since the resource was cited as one way of ensuring compliance with the Christianity elements of the new Lincolnshire agreed syllabus for RE. In addition to this, significant RE subject knowledge training has been provided to both church and community schools in response to the new Lincolnshire agreed syllabus in previous years for RE and the changes in the SIAMS evaluation schedule (2018) and the new Ofsted Education Inspection Framework (2019). The need to meet changing circumstances during the pandemic has meant that all RE training and support has moved to a virtual delivery. As a result, the Diocesan RE Adviser has been able to offer training and support to a wider number of church and community schools across the region

Education

SIAMS inspections

From January to March 2020, there were eight inspections, three were graded to be 'excellent' and five were judged to be 'good'. From March 2020, all SIAMs inspections were stopped due to the pandemic. The main SIAMs adviser also retired in August 2020. However, the education team have continued to provide SIAMs support and training for schools through virtual courses and SLA visits. The LDBE has also supported the RE adviser, Senior School Effectiveness Adviser and some leading church school heads to engage in inspector training.

School leadership

Partnerships

The pandemic of 2020 has not prevented the diocesan education team from working closely with a variety of organisations to support church schools. Partnership with the Local Authorities have taken place through virtual meetings which have been productive in providing collaborative support and advice to schools. This year, the

Deputy DDDE was invited to join the LA education resilience team for North Lincolnshire and the Strategic Education Group (SEG) for Lincolnshire.

At any one time, there are around 40 schools in vulnerable situations for reasons such as Ofsted judgements, declining standards and leadership incapacity. Officers have met with representatives from the schools' leadership team, Local Authority, DfE, teaching schools, HMI and Ofsted to provide tailored appropriate support.

The Diocesan Education Team has continued to develop partnerships with a range of independent consultants to provide specialist support for schools. Our working partnership with Literacy and Maths consultants have continued and we now have a new working partnership with a Psychotherapeutic Counsellor. Feedback from schools shows they welcome the Education Team brokering this support.

Support for Schools

Service Level Agreement

In 2020, 116 (82%) of all Church of England schools chose to subscribe to the Diocesan Service Level Agreement (SLA) (2017 – 121, 2018 – 122, 2019 -124). A Diocesan Officer or a Diocesan Associate Adviser (who is usually a current serving Headteacher) makes an annual SLA support visit to every school. These visits, many in a virtual setting for 2020, have enabled the team to have a clearer insight in to the schools' strengths and areas for future development. Through these visits the team have been able to celebrate successes with the schools, identify and share good practice and provide appropriate support.

Schools in Focus

Due to the pandemic, the withdrawal of formal examinations and the inability to visit schools since March 2020, it has been more difficult to monitor and support schools considered to have a 'vulnerability' be that related to standards, leadership, sustainability etc. We have however maintained regular contact with LA Locality Leads to share information and provide collaborative support to schools in focus. We have provided virtual pastoral meetings and phone calls to help school leaders' deal with the logistical challenges related to navigating the school through the pandemic. From September, joint strategy meetings with the Lincolnshire LA and schools have resumed. Without data from exams and first hand evidence from physical visits, the challenge to obtain robust and secure information to support schools at this time remains a challenge. School leaders are also encouraged to contact the Diocese for support when they need it.

Headteacher recruitment

At the peak of Headteacher recruitment season (March 2020), the pandemic hit and several recruitment processes were postponed. This was due to governors being unable to run a face to face interview day and some candidates being unable to attend interview due to personal circumstances. Retiring Heads generously agreed to delay their retirement so that governors could hold the interview days in September. In total, the LDBE team has supported seven schools to recruit a new head this year. These were done with some activities on line and all activities in accordance to a risk assessment. The induction programme this year will include virtual training and support from the team. The commissioning services will happen when restrictions are lifted.

Religious Education

Partnerships

The RE Adviser from LDBE (Gillian Georgiou) attends Standing Advisory Council for Religious Education (SACRE) meetings in Lincolnshire, North Lincolnshire and North East Lincolnshire. In addition, she works closely with the Local Authority RE Adviser for Lincolnshire and with staff at Bishop Grosseteste University on their regional RE hub meetings. She has provided training on Religious Education for Schools Direct, Primary PGCE, LEAD Equate Teaching School Alliance and East of England SCITT groups. Gillian runs a regular series of regional RE networking meetings that are affiliated with the National Association of Teachers of RE (NATRE). These are open to all schools and academies in line with the requirements of the LDBE Measure in relation to RE.

As well as this active support and promotion of high quality RE within the Diocese, Gillian Georgiou works regionally and nationally. She is a member of the Church of England Education Office's RE Working Group and a representative of the Archbishop's Council on the RE Council of England and Wales. In addition to this, Gillian has continued to publish her writing, including a co-authored chapter in Dr Mark Chater's new book on the future of RE, published early in 2020. She has also joined the Editorial Group of Grove Education and the Education Committee of the Faith and Belief Forum. During this year, Gillian has started working as a supervisor for the Farmington Scholarship (Farmington Institute, University of Oxford) and as a mentor on the Stage 2 Leadership Programme offered by the Culham St Gabriel's Trust. Gillian continues to work with colleagues in three other Dioceses to produce guidance materials and training on RE curriculum design for Church of England schools and academies around the country.

This work forms the basis of her support of teachers and subject leaders around the Diocese of Lincoln.

Work with schools

A Diocesan Board of Education should "promote or assist in the promotion of religious education and religious worship in schools in the diocese" (LDBE Measure, 2.1a). Gillian delivers 16 RE networking meetings annually around the Diocese of Lincoln. These are free and open to all teachers and subject leaders of RE (both church and non-church). She produces three newsletters and runs social media accounts on Twitter and Facebook to keep in touch with RE teachers, subject leaders and other professionals around the country.

The courses and conferences programme includes training sessions on teaching different religions, designing an RE Curriculum and other relevant topics. Bespoke training is also frequently requested. Gillian also provides support for teachers taking on the role of RE subject leader, as well as supporting head teachers and governors in their monitoring of RE. She is also working with colleagues to support schools to develop their distinctively Christian vision and monitor their effectiveness as church schools using the new SIAMS evaluation schedule. This includes working with schools to ensure they are meeting the expectations of the updated Church of England Education Office's *Statement of Entitlement for Religious Education* (2019). In addition to this, Gillian has delivered keynote and workshop sessions at conferences accessed by teachers within and beyond the region.

Work beyond schools

Gillian is currently working with a variety of collaborative partners, including Shooting Fish Theatre Company and cultural solutions UK, to deliver the third phase of *REConnecting Lincolnshire* project. This project has received grant funding from the Big Lottery, The Mercers' Company, Westhill Endowment Fund, Culham St Gabriel's, the Johnson and Mukherjee Brothers Fund, the Community Collaboration Fund, amongst others. The Covid 19 pandemic had an impact on the original outcomes of this work; as a result, Gillian worked collaboratively with colleagues in the creative arts to produce an education pack offered via the project website:

<http://www.reconnectlincs.co.uk/educationpack.html>. This education pack offers curriculum-related materials, including for RE, that can be used in the classroom or as part of home/remote learning. Gillian will be working with the project team to hold a national virtual symposium in 2021. She has also been participating in a series of discussion events organised by Culham St Gabriel's in order to disseminate the work of the project.

Bishop's Visitors

The Education team tries to ensure that each school has a Bishop's Visitor. During 2020 there were 3 resignations (1 passed away) and 5 new appointments. (2019 - 5 resignations and 11 new appointments, 2018 – 7 resignations and 9 new appointments). At the end of the year, there were 69 Bishop's visitors at 81 schools (2019 - 67 Bishop's visitors at 84 schools, 2018 – 65 Bishop's Visitors at 85 schools). In 2020 a number of Bishop's Visitors attended more than one school.

School Improvement

School Reviews and general school work

Due to the pandemic, the demand for school reviews declined in 2020. Those which did take place were undertaken to establish readiness for inspection, be that Ofsted or SIAMS, to highlight areas of strength and areas for development. Before covid restrictions were imposed, the SEA carried out reviews by working with the Headteacher to review key documentation such as development plans and data, undertook a visit which included interviews with governors and staff and lesson observations and then issued a written report. Later in the year, the SSEA was requested to carry out reviews on leadership / governance and these have been conducted virtually. Schools have found the reviews to be robust and effective but also encouraging and supportive.

We have carried out a number of bespoke training sessions. Topics have included developing a Christian vision, developing middle leaders and understanding governor roles and responsibilities. Other areas of school support and input have been :

- Advice when writing the school evaluation form and action plan.
- Develop remote education plans.
- Developing the learning environment.
- EYFS (Early Years Foundation stage) enhancement.
- Guidance for governing bodies in relation to fulfilling core functions
- HTPM (Headteacher Performance Management) – the review of the previous year's targets and setting new targets, plus mid-year reviews.
- School Improvement Partner work.

- Working with the local authority – LA schools in focus review meetings, school improvement work in partnership with Locality Leads
- Working with National and Local Leaders of Education to develop bespoke packages of school improvement.

Church School Distinctiveness and Statutory Inspection of Church Schools (SIAMS)

The LDBE team have continued to provide the support schools need to further develop an effective and distinctive Christian character. This year, there has been a focus on developing a Christian vision for their schools. Support and training has been provided to help school leaders and governors to develop and embed a vision that is rooted in theology in line with the Church of England and Diocesan vision for education and meet the needs of the community. This focus on vision this year has been particularly powerful for many schools as they have used this to steer through the challenges of the pandemic and provide wisdom, hope, dignity and community for their stakeholders. With the LDBE training offer in place and the schools increasing engagement in virtual training, schools are well placed to further develop their Christian character and be successful at their next inspection.

This year in response to requests from schools the team has:

- Provided SIAMs training and support for school leaders and governors;
- Developed resources and training for collective worship;
- Focused professional dialogue at SLA visits on developing Christian character;
- Delivered a RE bundle of training as well as RE cluster meeting and surgeries.

Courses, Conferences and Festivals

625 delegates attended a total of 48 training events in 2020, some of these courses were repeats at different times to accommodate schools working under national restrictions (2019- 1,066 delegates at 49 events, 2018 - 787 delegates at 52 events , 2017 - 731 delegates at 53 events), preparing for the new SIAMS framework the most significant change year on year. The programme of courses, conferences and training opportunities is usually reviewed annually and aimed at a range of stakeholders including senior leaders, governors, teachers, RE subject leaders, support staff, Bishop Visitors and clergy. This year, since March 2020 is it being reviewed termly to accommodate if schools are open or partially open and from feedback we are getting from schools working under current restrictions.

The chart on the following page provides details of the range of courses in 2020 and the school Festivals and the number of delegates at each one.

In March 2020, following government guidelines on covid, LDBE cancelled training courses and events. In July 2020 trials of online courses were undertaken and since September 2020 all courses and events that are able to be, are done virtually.

01 January 2020 to 31 December 2020	Number of Events	Total delegates
SIAMS Schedule Training	1	18
Mental Health First Aid	1	7
Ofsted toolkit for Governors	1	16
Headteacher Development Day	3	21
RE Cluster Meetings	4	69
Maths Leaders Training	2	21
RE Surgery	3	16
Collective Worship	2	28
RE Assessment	1	26
RSE in Schools	1	29
Learning the Language of SIAMS	3	49
Teaching Islam	1	11
English Leaders Training	1	8
How to Support Children Through Bereavement	1	19
Governor Roles and Responsibilities	1	27
Governor Network Meeting	3	60
Developing Senior Leaders in Church Schools and Academies	1	7
RE Subject Leadership	2	10
RE – Using a knowledge organiser	1	8
RE Bundle	6	42
Supporting Staff wellbeing and Mental Health	1	15
Ofsted for Toolkit for Headteachers	2	22
Maths DfE Guidance	1	10
Diocesan Training for Members of Academy Trusts	1	15
Bishop Visitor Conference	1	28
Bishop Visitor Regional Meetings	3	43
Sub Total – Courses & Training		625
Church School Festival	0	0
Infant Day Festival	0	0
Secondary School Festival	0	0
Church School Carol Service	1	undetermined
Sub Total – Church Schools Festival & Carol Service		0
Grand Total		625

In addition to central training, the team has provided the equivalent of school based training for individual schools and collaborative partnerships virtually.

Schools' capital (2020)

22 of the Church Schools in the Diocese of Lincoln, including 2 in North Lincolnshire, were Voluntary Aided (VA) status at the beginning of the year. The capital funding programme changed on the 01 April 2020 where the School Condition Allocation (SCA) grant replaced LCVAP. The Department of Education (DfE) commissioned a conditional survey report for every school, identifying the most urgent areas of work. The report would then be used to prioritise and allocate the SCA grant.

The SCA grant for VA schools is paid directly to the Diocese rather than managed and administered through the local authority. A Diocese needed to meet a certain criteria in terms of the number of VA schools or children attending based on the Pupil Allocated Numbers (PAN). LDBE met the minimum requirements and now partners with the Diocese of Sheffield to pool resources and share knowledge. LDBE received the total SCA grant allocated as to both Diocese as the lead partner. The funds to be prioritised across both diocese based on conditional survey reports.

LDBE Finance & Administration Committee approved detailed surveys to be commissioned for all VA schools through a tendering process. LDBE surveys were completed by the autumn and projects prioritised in November 2020. The majority of the 2020/21 SCA grant will be spent in 2021 for both Dioceses. The grant is available to be spent over a two-year period compared to one under the LCVAP.

The conditional surveys identified roof repairs and boilers as a key priority areas across both Dioceses and this is where the grant will be spent in due course.

The SCA grant is received into the LDBE bank account, the same process as LCVAP. The contracts remain between the Governors and the suppliers and for the grants between the Governors and the DfE. The LDBE income and expenditure are not included in the Statement of Financial Activities for the charitable company. Note 12 to the Financial Statements discloses the amount of grant involved.

LDBE accounts continue to show a fee charged to the schools for administering the funds and completing the relevant returns to the DfE.

Site Trusts

Site trustees hold the school buildings and playground on trust for education in accordance with the principles of the Church of England. In many cases, the trustee was Lincoln Diocesan Trust and Board of Finance Limited (LDTBF), but often the Vicar and Churchwardens of the parish were appointed and sometimes a local charity is the Trustee, or the land, rather than being freehold, is leased.

Under the Transfer Agreement of 2018, all LDTBF site trusts and custodian trusteeships have transferred to LDBE. To ensure the directors of LDBE, as trustees of the sites, are made aware of site matters – these are presented to the Finance & Administration Committee, and ratified by the full board.

During 2020 we have continued the exercise to ensure that all such trusts and land holdings are in order.

The table below indicates the types of trusteeship, and number of schools included in each category –

Trustees

- | | |
|---|----|
| • Lincoln Diocesan Board of Education (LDBE) - | 60 |
| • Lincoln Diocesan Trust Board of Finance (LDTBF) - | 1 |
| • Vicar & Churchwarden - | 47 |

• Charity / Committee -	16
• Archdeacons -	4
• Lease Interest -	3
• No Trustee -	4
• Orphans -	2
• Unknown -	4

Custodian Trusteeships

• LDBE Custodian Trusteeships -	20
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The category 'Orphan' is used to indicate sites where work is needed with the Charity Commission; essentially, these are sites where the trustees no longer exist. It is hoped these can be brought into LDBE's trusteeship.

Four sites remain completely unknown; work is ongoing – but it is possible that all routes may be exhausted without success. In such cases, work with the Charity Commission to determine a trustee will be needed.

Closed Schools General Purpose Reserve Fund

This is a Restricted Fund of LDBE; its purpose is to support Christian education within the Diocese of Lincoln. During the year grants of up to £500 totalling £3,645 (2019 - £8,811) were made to individual schools. There were fewer applications submitted for approval in 2020, most likely cause the impact of the covid pandemic.

The 2020 budget had Board approval to transfer £20,000 recorded as part of the grant income, from the fund to support the Schools Improvement programme.

Financial Review

Reserves policy

The Directors of LDBE considered the reserves policy at the Finance and Administration Committee in November 2020 and agreed to hold reserves equivalent to 12 months of operating costs.

At the end of the 2020 financial year, the total reserves has been reduced to £5,983,040 with unrestricted accounting for £922,060 and restricted £5,060,980.

Income

- The company's significant income sources are investments and properties held under the Uniform Trusts along with delivering courses, conferences and training primarily for school teachers and governors. Both income areas suffered due to the impact of covid since March 2020, the start of the first national lockdown.
- Income generated from investments, particularly those in equities where companies cancelled or reduced dividends for 2020, were lower than budgeted. Going forward LDBE is considering adopting a total returns policy with the intension of providing a more stable level of income compared to the fluctuation associated of equities.
- Training events planned from the start of lockdown in March through to June 2020 were cancelled with only a limited online provision until the end of the 2020/21 academic year in July 2020. In September 2020, all training was been promoted and advertised to be delivered in an online forum, the numbers participating was encouraging with number of attendees.

- The LDTBF currently provides a £100,000 grant subject to a triennial review shown under Note 2 as part of the Other Grants, General Funds.

Expenditure

- The company employed 10 people and 1 further post under secondment agreement at the beginning of 2020. At the end of 2020, LDBE employed 9 members of staff. One employee on a fixed term contract retired and has not been replaced. The secondment was furloughed at the start of the first national lockdown in March 2020 and it was decided the position could be made redundant at the end of 2020. The redundancy costs are shown under note 7 Staff Costs.
- Staff costs remain the largest area of expenditure. Four members of staff were furloughed during the year for different periods of time. The furlough grant received is shown separately in Note 2. LDBE continued topping up staff pay above the minimum 80% or £2,500 threshold available under the government furlough scheme.
- When first national lockdown was announced in March 2020, LDBE employees worked from home, the office was closed reducing operating costs to offset against some of the lost income. No face to face training after the March lockdown and moving to the online forum from September 2020 reduced travel costs and freed up LDBE employees time. This allowed LDBE employees to deliver training where in the past external consultants would be used. LDBE is identifying ways of working during the pandemic that can be incorporated as normal practice to reduce recurrent operating costs basis.
- The Church of England and Dioceses are looking to reduce their carbon footprint and the reducing travel costs and using less fuel and materials at the office is one step in the right direction.
- Expected annual operating costs in future years are forecast at circa £700,000.

Based on the above in the context of the current economic and political environment, the Charity will aim to hold free reserves equivalent to 12 months of operating costs, in line with the reserves policy, based on the figure above of circa £700,000. At the 31 December 2020, the general funds stand at £922,060 ratio of 1 : 1.32 of operating costs.

The Directors note that in the current five-year plan, maintaining free reserves equivalent to 12 months operating costs, may not be possible every year.

12 months ago, Directors requested clear plans be developed to reduce the deficit. The latest budget plans show recurrent savings have been achieved. However income is not expected to reach pre covid levels in 2021 and the deficit increases when compared to the previous plan. The deficit reduces year on year from 2022 as it assumes improved economic prospects and further costs reductions implemented. Surplus assets are sold and when the funds are released by the Secretary of State, the proceeds will be invested through the LDBE investment managers to generate additional annual income. This injection of cash will further reduce the deficit, it is difficult to predict when the proceeds will be available.

The directors are satisfied the reserves at 31 December 2020 are sufficient and the policy will be kept under review and revisited in 12 months' time. The review will compare 2021 performance against budget, income assumptions in future years, any sale proceeds from properties invested, cost reduction plans and their implementation and the forecast impact on the reserves.

Principal funding sources

The Income and Expenditure Account shows Grants for the year totalling £209,246 compared to £470,917 in 2019 which included £268,228 from the sale of closed school sold by the LDTBF where the proceeds belong to LDBE.

The investments generated £161,418 of income compared to £221,398 in 2019. The effects of covid on financial return on the LDBE investments strategy.

Fees are charged for School Improvement work and for attendance at courses, conferences and festivals. Income from these activities is being developed and reviewed to ensure LDBE offers courses relevant to the schools to enhance their performance. The total income earned from fees charged is shown in note 3.

The Closed Schools General Purpose Reserve Fund receives income from investments which must be spent or granted in accordance with the terms of the fund. This is the Restricted Fund of the charity.

Plans for future periods

The need for Multi Academy Trusts for church schools continues as more schools are faced with the challenge of greater expectations, new Ofsted frameworks and falling income as well as the challenges brought about by the pandemic. The new LDBE strategy will ensure that there are sufficient Majority trusts with the ability to not only provide economies of scale to support training budgets and effective school support to improve standards but can also protect and develop the Christian foundations on which the schools sit. The board will continue to work with groups who are willing to develop such organisations; providing support via advice, project management and networking opportunities.

Factors affecting our success

All church schools are subject to UK law and quality standards. The many and substantial changes over recent years are therefore significant to LDBE, as to other DBEs:

- Government policy (national level) directly impacts our work
 - Regional Schools Commissioner
 - Teaching School Alliances
 - Changing school improvement funding streams
- Ofsted framework
 - Curriculum expectations
- National Church policy
 - Understanding Christianity
 - the new SIAMS framework
- Economic climate
 - Restrictions on budgets for the Board itself and for schools
 - New funding formula
 - Covid-19
- The new Measure
 - The New Measure is going through Synod at the present time – this may have a bearing on some of our work and may broaden our areas of responsibility.

Lincolnshire in particular is working under constraints of its geography, bringing challenges in the areas of staff appointments, particularly at senior level and of interfaith tension. These are being addressed strategically by the Board of Education.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Lincoln Diocesan Board of Education 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

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 company's auditors are unaware, and
- each 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 company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 8th June 2021 and signed on their behalf by:



Rt Revd Nicholas Chamberlain, Bishop of Grantham, Chair of Trustees

Structure, Governance and Management

Diocesan Boards of Education

The Diocesan Boards of Education Measure 1991 states

For every diocese there shall be a Diocesan Board of Education. . .

The functions of the board shall be – (a) to promote or assist in the promotion of education in the diocese, being education which is consistent with the faith and practice of the Church of England.

The Measure is the regulatory framework for all Diocesan Boards of Education. It stipulates how the Board which oversees the work of the Director of Education will be appointed:

The Bishop

2 persons appointed by the Bishop, being suffragan or assistant bishops or archdeacons

At least 14 but not more than 18 elected every three years by the Diocesan Synod

2 persons nominated by the Bishop

At least 4 but not more than 8 co-opted by the Board.

Members of the unincorporated Diocesan Board of Education became the first Members and Directors of LDBE on incorporation in 2013 and the company became active on 1 January 2014. Triennial elections to Diocesan Synod were held in 2018, followed by election of Members of LDBE.

Committees of the Board

The Board delegates closer involvement in the work of LDBE to two committees, Learning & Development (11 members), and Finance and Administration (8 members), each supported by a designated Officer. A Committee will be quorate if at least 40% or five Members are present. In addition, the Director of Education or her Deputy must be present.

Trustees

The Trustees who have served at any time during the year or who were in post at the date of signing this Report are noted below:

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Adnitt	Michael Iain	01/01/19		F&A	E
Bacon	Julie Kathleen	21/11/20		L&D	E
Barron	Sonia Patricia	01/01/16		L&D	E
Beverley	Joan Hilary	01/01/16		L&D	E
Chamberlain	Nicholas Alan	21/01/16		n/a	BN
Clements	David	01/01/19		F&A	E
Dodd	Andrew Patrick	23/06/15	21/05/20	F&A	E
Edwards	Cherry Anne	01/01/16		L&D	E
Edwards	Sheridan	12/03/20		L&D	CO-OPTED
Ely	Sonya	12/03/20		L&D	CO-OPTED

Surname	Forename(s)	Date appointed	Date retired	Committee	Appointment
Fisher	Nicolete	16/12/13		F&A	E
Green	Denise Penelope	01/01/19		L&D	E
Hicks	Garth	29/01/19	27/05/21	F&A	CO-OPTED
Johnson	Philip Anthony	07/11/15		L&D	E
Kyle	Martin James	10/10/19		L&D	CO-OPTED
Lowson	Christopher	18/12/12		n/a	EX-OFFICIO
Machell	Georgina	07/05/19		L&D	CO-OPTED
Marsden	Gregory	29/01/19		L&D	CO-OPTED
O'Hern	Jon Erik	10/11/17	31/12/20	F&A	E
Robb	Jayne Elizabeth	01/01/16		F&A	E
Snelling	Nicola	21/11/20		L&D	E
Steadman	Mark	21/01/16		F&A	BN
Warrick	Alison	01/01/16		F&A	E
Whiteoak	Daphne	12/03/19		L&D	CO-OPTED

F&A – Finance & Administration Committee
 L&D – Learning & Development Committee
 E – Elected by Diocesan Synod
 BN – Bishop's Nomination

Remuneration of Key Personnel

LDBE officers and staff are all employees of the LDBE and become a key responsibility of the Directors. The Finance & Administration Committee will make a recommendation to the Board on pay awards using the previous 12 months CPIH statistics as a guide.

Induction and training of Trustees

Members are supplied with a Directors Induction Pack, which includes the Measure, the Memorandum and Articles of Association. Members also received Charity Commission guidance on the Responsibilities of Trustees on appointment. In reporting to the Board and Committees, Officers ensure that they provide sufficient background information and explanations to enable Members to make informed decisions.

Conduct of Business

The full Board meets four times a year. It is responsible for ensuring that the charitable company complies with the requirements and regulations outlined above and that it works efficiently and effectively to further the diocesan vision for education. Board members are volunteers.

The Board delegates business to two sub-committees. Committee responsibilities are broadly as follows:

Finance and Administration Committee	Reviews budgets and forecasts for the company and monitors financial results. Oversees the implementation of policies and procedures, processes and systems.
Chair: Mr J O'Hern Members: 8	Supervises the appointment process for Foundation Governors and Academy

Learning and Development Committee Chair: Mr G Marsden Members: 11	Monitors school effectiveness Considers school place provision Produces strategy around teaching and learning particularly of RE
Standing Committee	Will meet when the Diocesan Director of Education or Chair of the Diocesan Board of Education decides that there is a decision that needs making which is too urgent to leave until the next Board meeting.

The Board has delegated day to day management of the charity to the Diocesan Director of Education and their team. During 2020 this included:

Education Officers	Deputy Diocesan Director of Education
School Improvement Officers	Three Schools Effectiveness Advisers
Courses and conferences	Education Development Officer Events organiser
Core support staff	PA to the Director and Deputy Director and Office Manager Finance & Operations Manager Two Administration Officers

Within a small team it is often the case that we are working across different activities and helping each other.

Charitable company

Until 31 December 2013, the Board of Education of the Diocese of Lincoln operated from within the Lincoln Diocesan Trust and Board of Finance Limited (company registered number 97256, charity registration number 249355). With effect from 1 January 2014, operations transferred to a new company, limited by guarantee, which is also a registered charity.

The governing document of LDBE is its Articles of Association. The Board must also comply with The Measure, with company and charity law.

Working partnerships : related parties

LDBE is not part of a "group" of companies, but it has close operational and financial links with certain other bodies, as noted below.

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

LDBE works closely with LDTBF. The Diocesan Director of Education attends Heads of Department meetings as well as being a member of Bishop's Staff. LDBE rents serviced offices from LDTBF.

The two organisations have a data sharing agreement which is GDPR compliant and allows us to work together to further the work of the schools and parishes.

Lincoln Anglican Academy Trust (LAAT)

LAAT acts as the "academy arm" of LDBE, taking in church schools that desire or require membership. At the end of 2020 there were 16 schools and 2 further schools with academy orders. The Diocesan Director of Education is also the CEO of the LAAT and safeguards are in place to ensure conflict of interests is managed appropriately.

The relationships between LDBE, LDTBF and LAAT are shown in Diagram 1 below.

Working partnerships : wider network

Diocesan Education Officers are members of numerous networks meeting regularly to share good practice with colleagues from other Dioceses and the Church of England Education Office.

The LDBE works closely with Lincolnshire, North Lincolnshire and North East Lincolnshire Local Authorities, the Lincolnshire Learning Partnership, the Teaching School Council, Ofsted, the Department for Education and the Regional Schools Commissioner's Office to support church schools and academies in the Diocese.

Every church school sits within a parish. The LDBE supports schools to develop a strong and fruitful relationship with the parish.

Some of these relationships ensure officers keep up to date with new initiatives in order to provide appropriate support and advice to schools. Some are about influencing policy and others about working in partnership to ensure schools get a cohesive and relevant offer.

Table 2 below shows how we work with other organisations.

Diagram 1 : Relationships between LDBE, LDTBF and LAAT

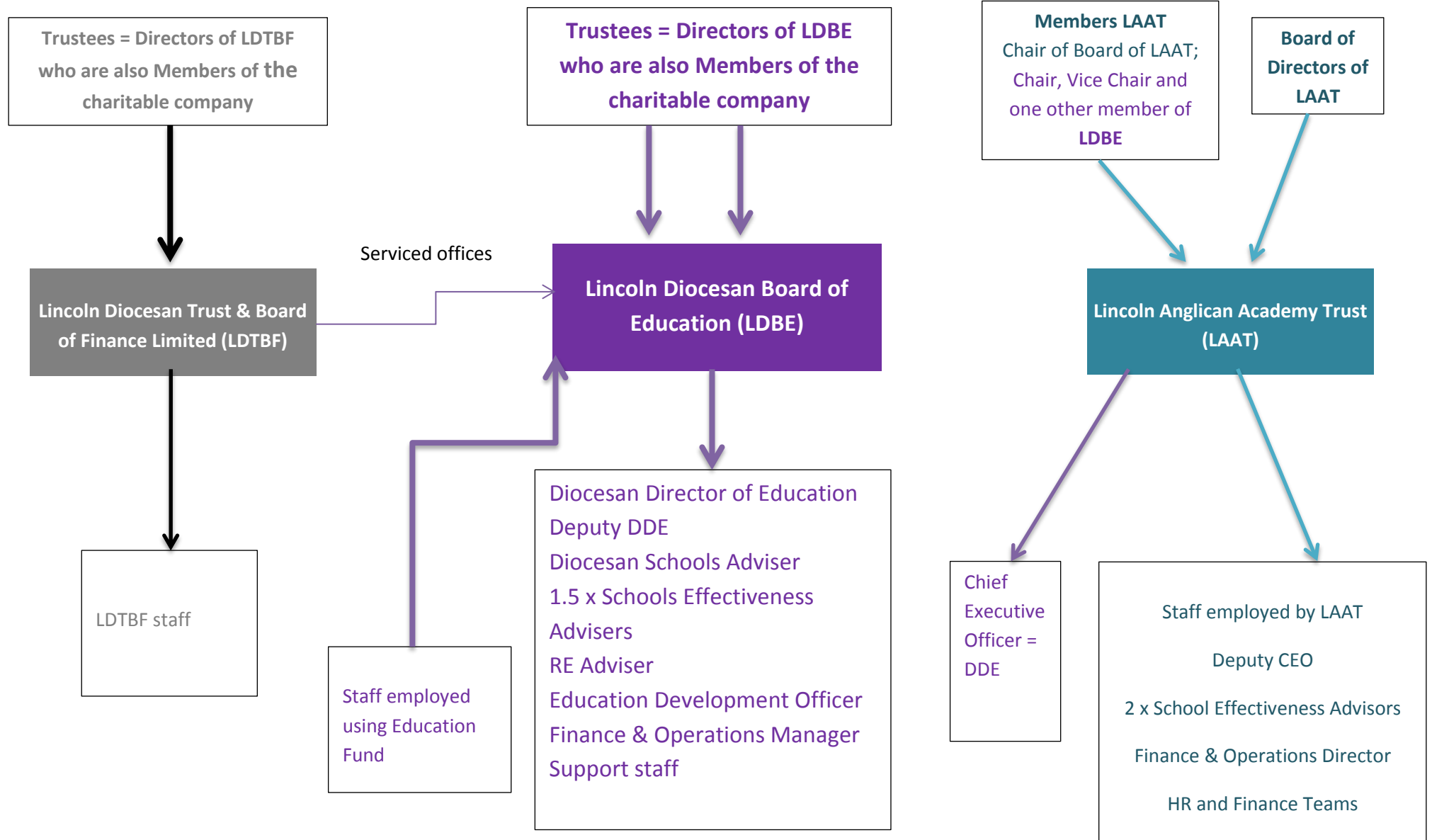


Table 2 : working with other organisations

Professional body	Main involvement
Department for Education	Working with Regional Schools Commissioner/DFE to convert church schools in to academies; and to monitor performance in schools and academies.
HMI (Her Majesty's Inspectorate)	Meetings to share updates and monitor school performance
Ofsted	Feedback at inspections and monitoring visits
Church of England Education Office	National guidance and support e.g. relating to SIAMS inspections
National College / Teaching School Council	Systems Leaders and School-to-School Support
Westminster Education Forum	National updates on education policy
North Lincolnshire County Council	School improvement, headship recruitment, Education Standards Board, Scrutiny Panel and SACRE
Lincolnshire County Council	Children's and Young People Scrutiny Panel, Schools Forum, SACRE, Supporting vulnerable schools, Head teacher recruitment
North East Lincolnshire County Council	Children's and Young People Scrutiny Panel , SACRE
The Lincolnshire Learning Partnership (LLP)	Board member to support new sector led school improvement in Lincolnshire
The South Lincolnshire Learning Partnership (SLLP)	Board Member to assist this new Teaching School Alliance to provide support for schools
Association of Anglican Directors of Education (AADE)	National updates and strategy on church school education
Diocesan Admissions Group	National updates on admission policy
Diocesan Governance Group	National Updates on Governance
Midlands SIAMS Inspector Network	Updates on SIAMS inspections
Association of RE Advisers, Inspectors and Consultants	National updates on Religious Education
Bishop Grosseteste University	Members of University Council (from LDBE) Member of LDBE (from the University) Support with ITT, Interview prospective students
Lincoln Cathedral	Church Schools Festivals LDBE Carol Service

Reference and Administrative Details of the Charity: itemised

Bankers	NatWest Bank plc Smiths Bank 225 High Street Lincoln LN2 1AZ	
Solicitors	Lee Bolton Monier-Williams 1 the Sanctuary Westminster SW1P 3JT	Chattertons Solicitors 9 Broad Street Stamford PE9 1PY
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

Trustees

At the date of signing

Rt Revd Nicholas Chamberlain, Bishop of Grantham, Chair
Mr M Adnitt
Mrs J K Bacon (appointed 21/11/2020)
Revd S Barron
Dr H Beverley
Mr D Clements
Mrs C Edwards OBE
Mrs S Edwards
Mrs S Ely
Canon N Fisher
Revd D Green
Revd P Johnson
Revd G Machell
Mr M Kyle
Rt Revd C Lowson
Mr G Marsden
Mrs N Snelling (appointed 21/11/2020)
Archdeacon M Steadman
Mrs A Warrick
Mrs D Whiteoak

Diocesan Director of Education

Ms J Waters-Dewhurst

Registered office

Edward King House
Minster Yard Lincoln
LN2 1PU

Principal address

103 Newport
Lincoln
LN1 3EE

Telephone number

01522 504010

Website

www.lincoln.anglican.org

Email

education.events@lincoln.anglican.org

Independent auditor's report to the members of Lincoln Diocesan Board of Education

Opinion

We have audited the financial statements of the Lincoln Diocesan Board of Education for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Church of England Measures, health and safety and employment (including taxation), and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and Church of England Measures.

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

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals;
- Challenging assumptions and judgements made by management in their critical accounting estimates; and
- Cut-off testing in respect of revenue.

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

Use of our report

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



Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 14 June 2021

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF FINANCIAL ACTIVITIES
and Income and Expenditure Account
FOR THE YEAR ENDED 31 DECEMBER 2020

		2020		2019	
	Note	General funds £	Restricted Funds £	Total £	Total £
INCOME FROM:					
Donations and legacies					
Grants	2	150,027	59,219	209,246	470,917
Charitable activities					
Diocesan Board of Education Measures	3	-	-	-	1,345
Special projects	3	92,807	-	92,807	140,637
School buildings	3	1,919	-	1,919	12,205
School improvement	3	121,791	-	121,791	123,044
Courses, conferences and festivals	3	37,459	-	37,459	109,176
Other income	3	4,310	-	4,310	8,769
Investments		140,509	20,909	161,418	221,398
TOTAL INCOME		548,822	80,128	628,950	1,087,491
EXPENDITURE ON:					
Charitable activities					
Diocesan Board of Education Measures	4	388,402	-	388,402	384,251
Special projects	4	97,247	-	97,247	145,714
School buildings	4	17,710	44,704	62,414	44,606
School Improvement	4	160,529	-	160,529	162,066
Courses, conferences and festivals	4	38,310	-	38,310	81,867
Grant-making	4	-	23,645	23,645	39,811
Multi faith project	4	-	17,421	17,421	81,000
TOTAL EXPENDITURE		702,198	85,770	787,968	939,315
NET (EXPENDITURE)/ INCOME		(153,376)	(5,642)	(159,018)	148,176
Net gains / (losses) on investments	9	(58,274)	10,189	(48,085)	424,711
NET MOVEMENT IN FUNDS		(211,650)	4,547	(207,103)	572,887
TOTAL FUNDS BROUGHT FORWARD		1,133,709	5,056,434	6,190,143	5,617,256
TOTAL FUNDS CARRIED FORWARD	13	922,059	5,060,981	5,983,040	6,190,143

The notes on page 31 to 44 form part of these Financial Statements.

Details of comparative figures by fund are disclosed in note 13.

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

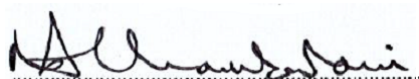
AT 31 DECEMBER 2020

		2020	2019
		Total	Total
	Note	£	£
FIXED ASSETS			
Tangible fixed assets	8	14,401	19,989
Investments	9	5,350,238	5,268,649
		<u>5,364,639</u>	<u>5,288,638</u>
CURRENT ASSETS			
Debtors	10	291,444	345,594
Cash at bank		<u>529,410</u>	<u>722,015</u>
Total current assets		820,854	1,067,609
CREDITORS : Amounts falling due within one year			
	11	<u>(202,453)</u>	<u>(166,104)</u>
NET CURRENT ASSETS			
		<u>618,401</u>	<u>901,505</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>5,983,040</u>	<u>6,190,143</u>
NET ASSETS			
		<u><u>5,983,040</u></u>	<u><u>6,190,143</u></u>
FINANCED BY RESERVES :			
General Funds	13	922,059	1,133,709
Restricted Funds	13	<u>5,060,981</u>	<u>5,056,434</u>
TOTAL RESERVES OF THE CHARITY			
		<u><u>5,983,040</u></u>	<u><u>6,190,143</u></u>

The notes on page 31 to 44 form part of these Financial Statements

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These financial statements were approved and authorised for issue by the directors on **8th June** 2021 and signed on their behalf by:



Trustee

LINCOLN DIOCESAN BOARD OF EDUCATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	2020		2019	
	£	£	£	£
Cash flows from operating activities:		(224,349)		(681,669)
Cash flows from investing activities:				
Purchase of investments	(776,036)		(4,366,366)	
Sales of Investments	646,362		4,938,800	
Investment income	161,418		221,398	
Purchase of property, plant and equipment	<u>0</u>		<u>(5,039)</u>	
Net cash provided by (used in) investing activities		31,744		788,793
Change in cash and cash equivalents in the reporting period		<u>(192,605)</u>		<u>107,124</u>
Cash and cash equivalents at the beginning of the reporting period		722,015		614,891
Cash and cash equivalents at the end of the reporting period		<u><u>529,410</u></u>		<u><u>722,015</u></u>
Reconciliation of net income to net cash flow from operating activities				
		2020		2019
		£		£
Net income for the reporting period (as the Statement of Financial Activities)		(207,103)		572,887
Adjustments for:				
Depreciation charges		5,588		6,068
(Gains) / Losses on investments		48,085		424,711
Investment income		(161,418)		(221,398)
Decrease / (Increase) in debtors		54,150		(139,585)
(Decrease) / Increase in creditors		<u>36,349</u>		<u>(474,930)</u>
Net cash (used in) / provided by operating activities		<u><u>(224,349)</u></u>		<u><u>167,753</u></u>
Analysis of cash and cash equivalents				
		2020		2019
		£		£
Cash in hand		<u>529,410</u>		<u>722,015</u>
Total cash and cash equivalents		<u><u>529,410</u></u>		<u><u>722,015</u></u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) Second Edition.

The financial statements are prepared under the historical cost convention.

The trustees consider there are no material uncertainties around the charity's ability to continue as a going concern. As a result of covid-19, the operations and how the charity functions going forward has identified recurrent cost savings with more opportunities to be explored in the future. Projections on returns from investments, a key income stream for the charity, remain prudent in light of the current uncertainty around stock market performance. Other income assumptions remain prudent for the next 12 months. The five year planning has identified potential short term cash flow issues and how these will be addressed to ensure the charity remains financially viable over the longer term. The next 12 months will prove to be a challenging period but on the basis of reviewed cash flow forecast and risk planning, the directors can sign the Charity accounts as a going concern.

b Critical accounting judgements and key sources of estimation uncertainty

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

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

Investment properties are valued on the basis of capitalised rent yields or reference to external market data. Capitalised rents are based on a 5% yield due to the nature and term of the tenancy. The existence of any restrictions on the investment properties and their realisable value, due to their educational background, would be highlighted in the Charity Report produced at that point in time.

c Fund accounting

LDBE holds funds of the following types:

Restricted funds - which are subject to specific conditions imposed by the donor.

General funds - which are available for any purposes within the LDBE's objects.

d Income

Income is accounted for when the charity is entitled to receive the income, when it can be valued accurately and when it is probable that it will be received. It is deferred to the extent that it is contractually related to a later accounting period.

Grants in kind are valued at the cost to the grant-making body.

Grant income includes the Government's Coronavirus Job Retention Grant (CJRG) and is recognised under the accruals basis in line with staff costs.

e Expenditure

Expenditure is recognised on an accruals basis and wherever possible charged directly to the activity concerned. This includes staff costs. Certain support costs are apportioned to activities proportionately to the staff costs charged to that activity.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES - continued

f School buildings and capital

As explained in note 12 to the Financial Statements, capital grants and costs of schools projects which are the responsibility of the Governors of the school concerned have been excluded from these accounts.

g Grants payable

Grants are included in the period in which the charity has committed the expenditure and when it can be quantified with reasonable certainty.

h Tangible fixed assets

Expenditure on assets is capitalised if it is over £500 and written off on a straight line basis over the expected useful life of the asset. This varies from 3 to 5 years.

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.

i Financial instruments

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

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j Investments

Investments are stated in the balance sheet at their fair value. All movements in value arising from investment charges and revaluations are included in the Statement of Financial Activities.

With regards to investment properties, the directors are guided by the reports produced by chartered surveyors in line with the Charity Commission requirements when leases are renewed or options being considered for alternative use of the buildings. Valuations on the balance sheet reflect the findings of the reports

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2020

	2020		2019	
	General funds £	Restricted Funds £	Total £	Total £
2 INCOME FROM GRANTS				
Furlough Grant	23,859	-	23,859	-
Other grants	126,168	59,219	185,387	470,917
	<u>150,027</u>	<u>59,219</u>	<u>209,246</u>	<u>470,917</u>

3 INCOME FROM ACTIVITIES

All income from activities is attributable to the charity's general funds.

	2020		2019	
	General funds £	Restricted Funds £	Total £	Total £
<u>Diocesan Board of Education Measures</u>				
Fees	-	-	-	1,345
<u>Special projects</u>				
Staff release fees and trust work	92,807	-	92,807	140,637
<u>School buildings</u>				
Fees for administrative support	1,919	-	1,919	12,205
<u>School improvement</u>				
Service level agreement and fees	121,791	-	121,791	123,044
<u>Courses, conferences and festivals</u>				
Course fees and festival attendance	37,459	-	37,459	109,176
<u>Other income</u>				
Other income	4,310	-	4,310	8,769
	<u>258,286</u>	<u>-</u>	<u>258,286</u>	<u>395,176</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

4 COSTS OF CHARITABLE ACTIVITIES

	Staffing	Other direct costs	Support costs	Grants	2020 Total	2019 Total
	£	£	£	£	£	£
Diocesan Board of Education Measures	273,704	331	114,367	-	388,402	384,251
Special projects	92,972	-	4,275	-	97,247	145,714
School buildings	8,837	44,704	8,873	-	62,414	44,606
School improvement	149,460	880	10,189	-	160,529	162,066
Courses and conferences	30,908	1,735	5,667	-	38,310	81,867
Grant-making	-	-	-	23,645	23,645	39,811
Multi-Faith project	-	-	-	17,421	17,421	81,000
	<u>555,881</u>	<u>47,650</u>	<u>143,371</u>	<u>41,066</u>	<u>787,968</u>	<u>939,315</u>

The Grant-making costs are to CoE schools to enhance their christian ethos. Further details can be found on page 14 of the Trustee Report under Closed School General Purpose heading.

The Multi-Faith project delivered by a production company, details on page 10 of the Trustee Report under the title Working Beyond Schools

4 COSTS OF CHARITABLE ACTIVITIES (2019)

	Staffing	Other direct costs	Support costs	Grants	2019 Total
	£	£	£	£	£
Diocesan Board of Education Measures	217,729	35,903	130,619	-	384,251
Special projects	140,238	-	5,476	-	145,714
School buildings	8,586	11,569	24,451	-	44,606
School improvement	146,719	386	14,961	-	162,066
Courses and conferences	41,916	28,605	11,346	-	81,867
Grant-making	-	-	-	39,811	39,811
Multi-Faith project	-	-	-	81,000	81,000
	<u>555,188</u>	<u>76,463</u>	<u>186,853</u>	<u>120,811</u>	<u>939,315</u>

5 SUPPORT COSTS

	2020	2019
	£	£
Diocesan Board of Education Measures	114,367	130,619
Special projects	4,275	5,476
School buildings	8,873	24,451
School improvement	10,189	14,961
Courses, conferences and festivals	5,667	11,346
	<u>143,371</u>	<u>186,853</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

	2020	2019
	£	£
6 NET INCOME BEFORE TRANSFERS		
Net income is stated after		
Depreciation	5,588	6,068
Audit fees	12,000	11,400
	-	-
Board members were not entitled to, and did not receive any remuneration in their capacity as trustees in the year ended 31 December 2020 (2019 - £nil).		
During the year, 3 Members of the Board were paid travel expenses totalling £205 (2019 -		
Directors and Related Parties were paid for their services as Diocesan Associate Advisers:		
G Hicks (paid to the school not the individual)	-	1,200
	-	1,200
 7 STAFF COSTS		
During the year 1 member of staff earned between £70,000 and £80,000 (2019 ; 1) and 1 member of staff earned between £80,000 and £90,000 (2019 ; 0). The average number of people employed during the year were 10 (2019 ; 10).		
	2020	2019
	£	£
Wages and salaries	412,725	401,597
Social Security	45,124	43,348
Pension	41,330	39,836
Redundancy costs	22,692	-
Other staff costs	34,010	70,407
	555,881	555,188
 8 TANGIBLE FIXED ASSETS	2020	
<u>Fixtures, fittings and equipment</u>	£	
Cost at 1 January 2020	39,858	
Additions in year	-	
Disposals in year	(14,941)	
Cost at 31 December 2020	24,917	
 Accumulated depreciation at 1 January 2020	19,869	
Charge for in year	5,588	
Disposals in year	(14,941)	
Accumulated depreciation at 31 December 2020	10,516	
 Net book value at 31 December 2020	14,401	
Net book value at 31 December 2019	19,989	

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

9 INVESTMENTS

	2020			2019
	Listed investments	Investment property	Total	Total
	£	£	£	£
Brought forward	4,496,683	771,966	5,268,649	5,416,372
Transferred from LDTBF				
Additions	776,036	-	776,036	4,366,366
Disposals	(646,362)	-	(646,362)	(4,938,800)
Investment Gains / (Losses)	(198,752)	150,667	(48,085)	424,711
Carried forward	<u>4,427,605</u>	<u>922,633</u>	<u>5,350,238</u>	<u>5,268,649</u>
Historical cost of investments	<u>4,364,003</u>	<u>711,966</u>	<u>5,075,969</u>	<u>5,075,969</u>

	Listed Investments	
	2020	2019
	£	£
Equities	2,386,668	2,573,339
Bonds	441,938	386,377
Multi Asset Funds	776,609	755,977
Alternatives	822,390	648,310
Market value of investments	<u>4,427,605</u>	<u>4,364,003</u>

10 DEBTORS

	2020	2019
	£	£
Trade debtors	13,075	20,993
Amounts owed by related parties	1,520	14,686
Prepayments and accrued income	276,849	309,915
	<u>291,444</u>	<u>345,594</u>

11 CREDITORS - amounts due within one year

	2020	2019
	£	£
Trade creditors	3,404	23,022
Amounts owed to related parties	26,177	5,201
Deferred income	98,843	93,772
Other creditors and accrued expenses	74,029	44,109
	<u>202,453</u>	<u>166,104</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

The Charity assists Voluntary Aided (VA) schools with capital projects. It acts as a banker for the Governors in receiving the funding from the Department for Education and settling costs on their behalf.

This is a significant activity of the charity but the capital projects are not reflected in the Statement of Financial Activities as the contracting party is the School's Governing Body and not LDBE.

The start of the 2020/21 capital funding year, which runs from 01 Apr to 31 Mar, the School Condition Allocation (SCA) replaced the LCVAP grant for VA schools. SCA funding is paid directly to the Diocese in four equal instalments from May to August. Previously the funds were applied for via the Local Authority on a project by project basis. Another new requirement, in order for a Diocese to receive the funding directly, a minimum number of children had to be attending the VA schools. At the Diocese of Sheffield, the numbers fell below that threshold and therefore needed to seek a partner to access the funding. The Diocese of Lincoln agreed to partner with the Diocese of Sheffield and to receive all the funding allocated. The criteria to allocate SCA funding is based on the results of conditional surveys of all the VA schools. Lincoln held a tendering exercise in the spring of 2020. Surveys were completed over the summer and into the start of new 2020/21 academic year starting in September. Suitable projects were identified for SCA funding in November, hence the majority of the funds have been deferred at the end of the 2020 financial year.

A summary of transactions during the year is set out below:

	2020	2019
	£	£
Department for Education capital grants	40,582	683,145
School Governors' contribution	267,643	137,775
	<u>308,225</u>	<u>820,920</u>
Project expenditure	<u>305,225</u>	<u>820,920</u>

At the year end, LDBE held the following assets and liabilities for ongoing projects at Voluntary Aided (VA) schools. The assets and liabilities do not form part of the LDBE's accounts, as described below.

	2020	2019
	£	£
Debtors and accrued income	158,855	201,035
Cash at bank	1,125,393	(143,746)
Creditors and deferred income	<u>(1,284,248)</u>	<u>(57,289)</u>
	<u>-</u>	<u>-</u>

LDBE acts as a banker for SCA grant for VA schools across both the Diocese of Lincoln and Sheffield.

The delayed start approving projects in 2020 and, the way the grant was paid compared to previous years, as described above, has resulted in the large cash balance and deferred income at the end of financial year. The debtors / creditors are associated with the multiple projects that are ongoing at any one time and do not relate to the day operations of LDBE. LDBE is the facilitator of the funds receiving 90% of projects cost via the grant and then collects the remaining 10% from the governing body of the school.

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

13 FUNDS OF THE CHARITY

Summary of the activities of the funds of the charity in the year:

	Balance at					Balance at 31/12/2020
	01/01/2020	Income	Expenditure	Investment gains/(losses)	Transfers - Closed School General Purpose Fund	
	£	£	£	£	£	
<u>Unrestricted Funds</u>						
General funds	1,133,709	548,822	(702,198)	(58,274)		922,059
<u>Restricted Funds</u>						
Closed Schools General Purposes Fund	835,622	20,909	(68,349)	30,296		818,478
Uniform Trust	4,220,812	59,219	(17,421)	(20,107)		4,242,503
	<u>5,056,434</u>	<u>80,128</u>	<u>(85,770)</u>	<u>10,189</u>	-	<u>5,060,981</u>
	<u>6,190,143</u>	<u>628,950</u>	<u>(787,968)</u>	<u>(48,085)</u>	-	<u>5,983,040</u>

	Balance at					Balance at 31/12/2019
	01/01/2019	Income	Expenditure	Investment Gains	Transfers	
	£	£	£	£	£	
<u>Unrestricted Funds</u>						
General funds	1,193,586	725,465	(818,504)	55,608	(22,446)	1,133,709
<u>Restricted Funds</u>						
Closed Schools General Purposes Fund	789,793	19,073	(39,811)	66,567		835,622
Uniform Trust	3,633,877	342,953	(81,000)	302,536	22,446	4,220,812
	<u>4,423,670</u>	<u>362,026</u>	<u>(120,811)</u>	<u>369,103</u>	<u>22,446</u>	<u>5,056,434</u>
	<u>5,617,256</u>	<u>1,087,491</u>	<u>(939,315)</u>	<u>424,711</u>	-	<u>6,190,143</u>

Closed Schools General Purposes Reserve Fund

This fund is for educational purposes in the Diocese of Lincoln. Activities are required to develop the Christian character of the school. The fund operates by making grants. At 31 December 2020 the fund included investment assets of £606,926 (2019: £552,145), with the balance within net current assets.

Uniform Trust

The income generated from these investments are a major source of income to the LDBE and, form a key part of the future financial strategy. In using a fund manager the LDBE can look longer term and invest in assets with the potential for a higher return. The impact of covid-19 hit returns for 2020 as companies cancelled or reduced dividend payments. The fund managers has presented options to the trustees regarding future income streams from the types of assets held by LDBE. A total returns policy had been proposed by the fund managers as a way to generate a more predictable income stream, less susceptible to market fluctuations. In principle the trustees agreed to the idea in principle and this will be actively pursue in the future along with all the required regulatory requirements on passing resolutions and determining the original capital value of the assets
In the current year the closing balance of the fund included investment assets of £3,129,636.

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2020

13 FUNDS OF THE CHARITY continued - STATEMENT OF FINANCIAL ACTIVITIES year end 31 DECEMBER 2019

	General funds £	Restricted Funds £	Total £
INCOME FROM:			
Donations and legacies			
Grants	127,964	342,953	470,917
Charitable activities			
Diocesan Board of Education Measures	1,345	-	1,345
Special projects	140,637	-	140,637
School buildings	12,205	-	12,205
School improvement	123,044	-	123,044
Courses, conferences and festivals	109,176	-	109,176
Other Income	8,769	-	8,769
Investments	202,325	19,073	221,398
TOTAL INCOME	725,465	362,026	1,087,491
EXPENDITURE ON:			
Charitable activities			
Diocesan Board of Education Measures	384,251	-	384,251
Special projects	145,714	-	145,714
School buildings	44,606	-	44,606
School Improvement	162,066	-	162,066
Courses, conferences and festivals	81,867	-	81,867
Grant-making	-	39,811	39,811
Multi faith project	-	81,000	81,000
TOTAL EXPENDITURE	818,504	120,811	939,315
NET INCOME	(93,039)	241,215	148,176
Transfer between funds	(22,446)	22,446	-
Gains / (losses) on investments	55,608	369,103	424,711
NET MOVEMENT IN FUNDS	(59,877)	632,764	572,887
TOTAL FUNDS BROUGHT FORWARD	1,193,586	4,423,670	376,942
TOTAL FUNDS CARRIED FORWARD	1,133,709	5,056,434	6,190,143

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2019

13 FUNDS OF THE CHARITY continued

Net Asset by Fund - 2020

	General funds £	Restricted Funds £	Total £
Tangible fixed assets	14,401	-	14,401
Investments	685,863	4,664,375	5,350,238
Current assets	403,027	417,827	820,854
Current liabilities	(181,232)	(21,221)	(202,453)
Total Net Assets by Fund	<u>922,059</u>	<u>5,060,981</u>	<u>5,983,040</u>

Net Asset by Fund - 2019

	General funds £	Restricted Funds £	Total £
Tangible fixed assets	19,989	-	19,989
Investments	848,943	4,419,706	5,268,649
Current assets	415,131	652,478	1,067,609
Current liabilities	(150,354)	(15,750)	(166,104)
Total Net Assets by Fund	<u>1,133,709</u>	<u>5,056,434</u>	<u>6,190,143</u>

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

14 RELATED PARTIES

LAAT

The Chair and Vice Chair of LDBE, with one other member of the Board of LDBE, are members of Lincoln Anglican Academy Trust (LAAT). Two Trustees of LDBE are also a Directors of LAAT (2019 - two). Accordingly LAAT is related to LDBE. Transactions with LAAT during the year are summarised below:

	2020	2019
	£	£
Sales to LAAT	144,813	187,643
Balance owed to LDBE at 31 December 2020	60	14,011
Purchases from LAAT	(525)	1,735
Balance owed by LDBE at 31 December 2020	-	-
Accrued income at 31 December 2020	10,435	13,709

The Diocesan Director of Education is also the Chief Executive Officer of LAAT. Her time is charged to LAAT at full cost including overheads.

LDTBF

Two directors of the company are also directors of the Lincoln Diocesan Trust and Board of Finance (LDTBF) (2019 - two). The Lincoln Diocesan Board of Education was established to fulfil the requirements of LDTBF under the Measure. LDBE operates out of premises owned by LDTBF and pay rent through a signed lease. Contracts in place before LDBE was established as a charity in its own right are honoured and payments made to LDTBF. LDBE is free to enter into new contracts where there are no tied obligations with LDTBF

Accordingly LDTBF is a related party for LDBE. Transactions during the year were as follows:

<u>Grants received from LDTBF</u>	Note	General Fund	Restricted Fund	2020	2019
		£	£	£	£
<u>Other grants</u>					
Grant	2	126,168	59,219	185,387	470,917
		126,168	59,219	185,387	470,917

LINCOLN DIOCESAN BOARD OF EDUCATION
 NOTES TO THE FINANCIAL STATEMENTS continued
 FOR THE YEAR ENDED 31 DECEMBER 2020

14 RELATED PARTIES continued

<u>Other transactions with LDTBF</u>	General Fund	Restricted Fund	2020	2019
	£	£	£	£
Sales to LDTBF	-	-	-	-
Purchases from LDTBF	96,777	-	96,777	125,268
Balance owed by LDBE at 31 December	26,177	-	26,177	5,201

Schools

Some Trustees of LDBE were also school governors during 2020. Accordingly these schools are related parties of LDBE. The names of the schools and the total of transactions with them during the year are noted below:

	2020	2019
St Hugh's School, Scunthorpe	Y	Y
Spalding Parish CofE School	Y	Y
Lisle Marsden Church of England Primary Academy	Y	Y
Denton & Harlaxton Federation	Y	Y
The St Lawrence Academy	Y	Y
West Grantham Academy Trust	Y	Y
Rauceby CofE School	Y	Y
Ancaster CofE School	Y	Y
Edenham CoE Primary School	Y	N
Horbling Brown CoE Primary School	Y	N
Tydd St Mary CoE Primary School	Y	N
Weston Hills CoE Primary School	Y	N
Limeswood Federation	Y	N

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION
NOTES TO THE FINANCIAL STATEMENTS continued
FOR THE YEAR ENDED 31 DECEMBER 2020

14 RELATED PARTIES continued

	2020	2019
	£	£
Sales to schools	23,792	18,143
Balance owed to LDBE at 31 December	890	105
Purchases and payments to schools	500	1,430
Balance owed by LDBE at 31 December	<u>-</u>	<u>-</u>

Events after the reporting period

A property held as a surplus asset at 31 December 2020 was sold at auction on 26 January for £223k in line with the Charity Commission requirements.