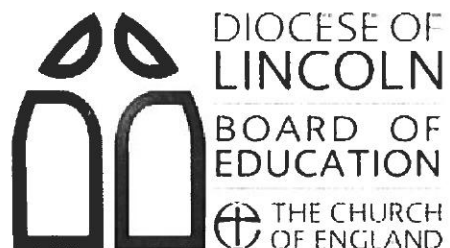


Company registered number (England & Wales) : 08334622

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	<p>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.</p> <p>Trustees in post at the date of signing of this report are shown on page 27.</p>
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:

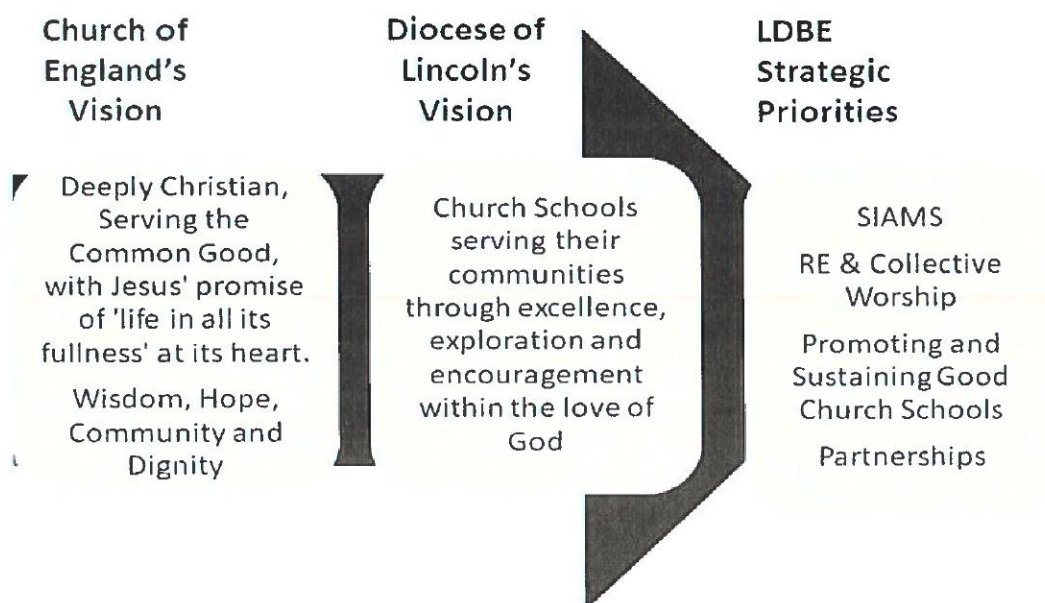
- 1.1 The Objects of the Board are to promote or assist in the promotion of education for the public benefit of the Diocese
- 1.2 The Objects shall be carried out in accordance with the doctrines and principles of the Church of England

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:

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. 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 resumptions 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 Advisor 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 Advisor 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 Advisor 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.

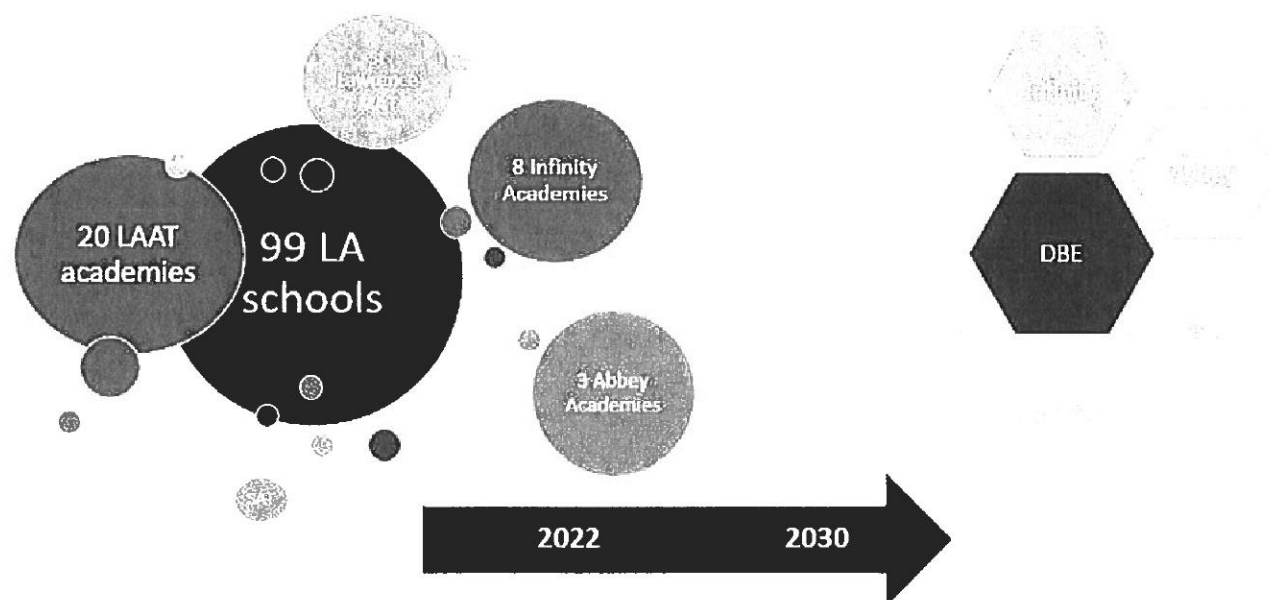
The Closed Schools General Purpose Reserve Fund receives income from investments which must be spent or granted in accordance with the terms of the fund.

## 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.

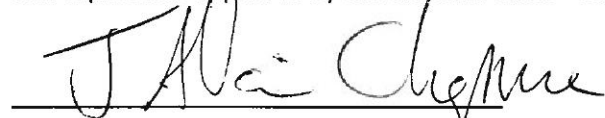
## Disclosure of information to Auditor

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 28<sup>th</sup> 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 1<sup>st</sup> 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 10<sup>th</sup> February 2022, and which came into effect from 1<sup>st</sup> 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 Nicolette 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
Chair: Rev S Barron	Considers school place provision
Members: 9	Produces strategy around teaching and learning particularly of RE

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*

<b>Professional body</b>	<b>Main involvement</b>
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	

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

Company registered number : 08334622  
Charity registration number : 1151733

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	<a href="http://www.lincolndiocesaneducation.com">www.lincolndiocesaneducation.com</a>
Email	<a href="mailto:education.events@lincoln.anglican.org">education.events@lincoln.anglican.org</a>

## **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](http://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
		General funds	Restricted Funds	Total	Total
	Note	£	£	£	£
<b>INCOME FROM:</b>					
<b>Donations and legacies</b>					
Grants	2	145,071	3,114	148,185	176,234
<b>Charitable activities</b>					
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
<b>TOTAL INCOME</b>		<b>515,070</b>	<b>28,811</b>	<b>543,881</b>	<b>620,314</b>
<b>EXPENDITURE ON:</b>					
<b>Charitable activities</b>					
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
<b>TOTAL EXPENDITURE</b>		<b>559,726</b>	<b>60,482</b>	<b>620,208</b>	<b>658,061</b>
<b>NET (EXPENDITURE)/ INCOME</b>		<b>(44,656)</b>	<b>(31,671)</b>	<b>(76,327)</b>	<b>(37,747)</b>
Net (Losses)/gains on investments	9	(54,106)	(394,167)	(448,273)	588,799
<b>NET MOVEMENT IN FUNDS</b>		<b>(98,762)</b>	<b>(425,838)</b>	<b>(524,600)</b>	<b>551,052</b>
<b>TOTAL FUNDS BROUGHT FORWARD</b>		<b>933,314</b>	<b>5,600,778</b>	<b>6,534,092</b>	<b>5,983,040</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	13	<b>834,552</b>	<b>5,174,940</b>	<b>6,009,492</b>	<b>6,534,092</b>

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

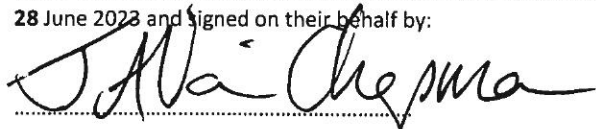
AT 31 DECEMBER 2022

		2022	2021
		Total	Total
	Note	£	£
<b>FIXED ASSETS</b>			
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>
<b>CURRENT ASSETS</b>			
Debtors	10	187,646	314,388
Cash at bank		<u>688,106</u>	<u>546,814</u>
Total current assets		875,752	861,202
<b>CREDITORS : Amounts falling due within one year</b>	11	<u>(209,028)</u>	<u>(165,045)</u>
<b>NET CURRENT ASSETS</b>		<u>666,724</u>	<u>696,157</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>6,009,492</u>	<u>6,534,092</u>
<b>NET ASSETS</b>		<u><u>6,009,492</u></u>	<u><u>6,534,092</u></u>
<b>FINANCED BY RESERVES :</b>			
General Funds	13	834,552	933,314
Restricted Funds	13	<u>5,174,940</u>	<u>5,600,778</u>
<b>TOTAL RESERVES OF THE CHARITY</b>		<u><u>6,009,492</u></u>	<u><u>6,534,092</u></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
	£	£
<b>Cash flows from operating activities:</b>	(85,957)	(282,940)
<b>Cash flows from investing activities:</b>		
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	(3,142)	(3,000)
<b>Net cash provided by (used in) investing activities</b>	<b>227,249</b>	<b>300,344</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>141,292</b>	<b>17,404</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	<b>546,814</b>	<b>529,410</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>688,106</b>	<b>546,814</b>
<b>Reconciliation of net income to net cash flow from operating activities</b>		
	2022	2021
	£	£
<b>Net income for the reporting period (as the Statement of Financial Activities)</b>	<b>(524,600)</b>	<b>551,052</b>
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	43,983	(37,408)
<b>Net cash (used in ) / provided by operating activities</b>	<b>(85,957)</b>	<b>(282,940)</b>
<b>Analysis of cash and cash equivalents</b>		
	2022	2021
	£	£
Cash in hand	688,106	546,814
<b>Total cash and cash equivalents</b>	<b>688,106</b>	<b>546,814</b>

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

	General funds £	2022 Restricted Funds £	Total £	2021 Total £
<b>2 INCOME FROM GRANTS</b>				
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.

	General funds £	2022 Restricted Funds £	Total £	2021 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>



LINCOLN DIOCESAN BOARD OF EDUCATION  
NOTES TO THE FINANCIAL STATEMENTS continued  
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022	2021
	£	£
<b>6 NET INCOME BEFORE TRANSFERS</b>		
Net income is stated after		
Depreciation	9,796	5,620
Audit fees	<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	<u>12,770</u>	<u>18,079</u>
	<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	(15,638)
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	(15,638)
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
	£	£
<b>10 DEBTORS</b>		
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
	£	£
<b>11 CREDITORS - amounts due within one year</b>		
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
	5,600,778	28,811	(60,482)	(394,167)	-	5,174,940
	6,534,092	543,881	(620,208)	(448,273)	-	6,009,492

	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
	5,060,981	55,044	(45,636)	530,389	-	5,600,778
	5,983,040	620,314	(658,061)	588,799	-	6,534,092

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	-	-