

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

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



**The Diocesan
Board of Education**

Report of the Director of Education

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

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

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

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

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

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

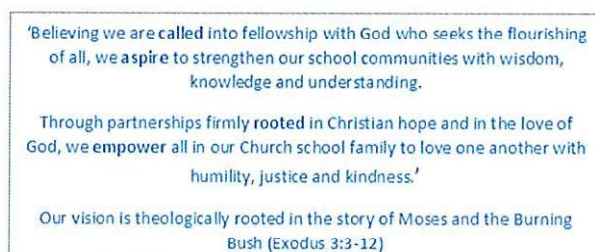
In the diocese of Lincoln, we also had our very own momentous occasion – the Enthronement of our new Bishop of Lincoln, the Rt Reverend Stephen Conway. The LDBE is absolutely thrilled that Bishop Stephen is our new Bishop because he is a real advocate for education, children and young people. We were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

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

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



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



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

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

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

Canon Paul Thompson

Diocesan Director of Education

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

Reference and Administrative Details of the Charity

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

Objectives

The objects of LDBE as stated in its Articles are:

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

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

Vision and Mission

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

Our new diocesan vision for education:

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

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

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



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

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

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

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

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

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

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

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

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



Strategy

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

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

Public Benefit

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

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

Risk management

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

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

Insufficient growth in number of majority church MATs

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

Inability to appoint suitably skilled foundation governors

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

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

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

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

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

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

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

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

Disruption and business continuity

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

Break even budget moving to profit

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

time on more cost-effective course delivery models e.g. termly conferences instead of lots of smaller central twilight sessions. Completing the sale of surplus assets to generate funds to invest remains a key objective. The aim, to increase the annual financial return from the investment portfolio.

The LDBE keeps the investment strategy under review to ensure the returns are maximised. In 2023, LDBE approved a move to Total Return accounting to maximise long term potential of investments.

Activities

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

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

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

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

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

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

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

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

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

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

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

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

Courses, conferences and festivals

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

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

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

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

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

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

Achievements and performance

LDBE Strategic Overview

Education

SIAMS inspections

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

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

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

School leadership

Partnerships

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

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

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

Support for Schools

Service Level Agreement

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

Schools in Focus

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

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

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

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

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

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

Headteacher recruitment

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

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

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

Religious Education

Partnerships

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

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

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

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

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

Work with schools

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

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

Work beyond schools

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

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

Bishop's Visitors

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

School Improvement

School Reviews and general work with schools

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

Strategies for school improvement in 2023 included:

- Head Teacher Performance Management

- School Improvement Partner days and packages

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

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

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

- Head Teacher and Governor briefings

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

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

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

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

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

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

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

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

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

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

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

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

In response to requests from schools the team has:

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

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

Courses, Conferences and Festivals

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

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

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

Schools' capital (2023)

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

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

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

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

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

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

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

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

Site Trusts

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

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

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

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

Trustees

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

Custodian Trusteeships

- LDBE Custodian Trusteeships -

20

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

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

Closed Schools General Purpose Reserve Fund

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

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

Financial Review

Reserves policy

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

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

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

Income

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

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

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

Expenditure

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

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

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

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

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

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

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

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

Principal funding sources

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

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

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

Plans for future periods

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

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

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

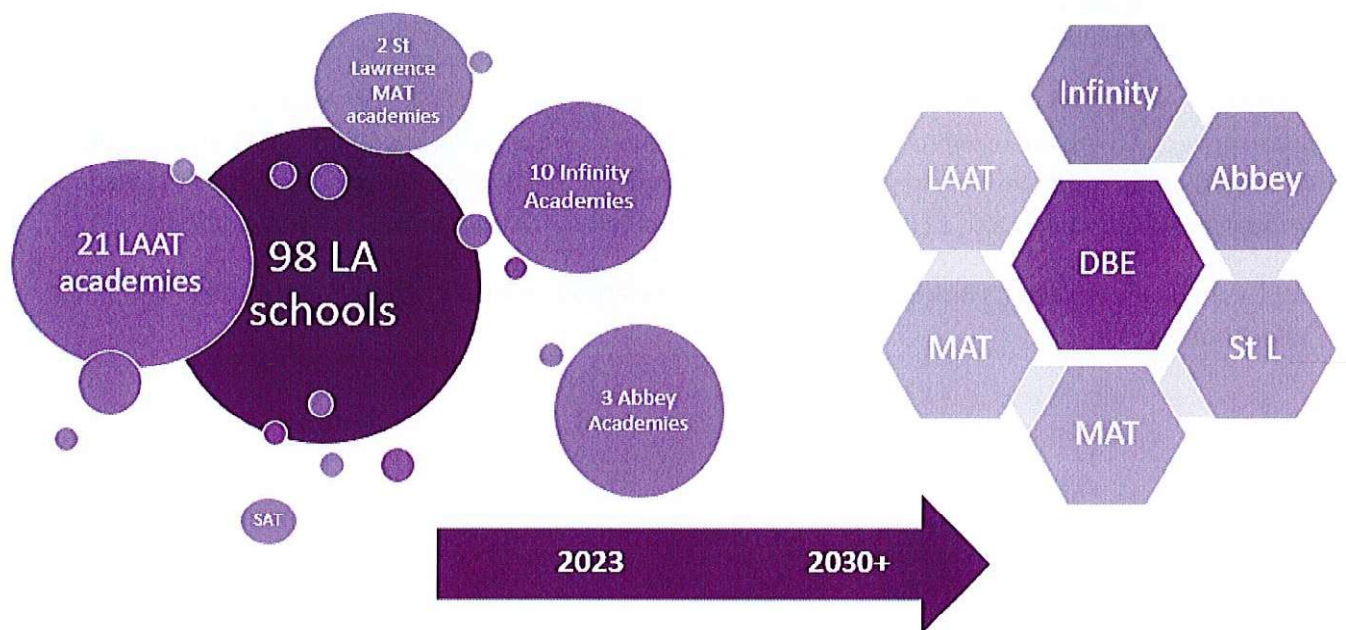
This is a new public facing document that every diocese is expected to have according to the new model Articles for Church of England multi-academy trusts (MATs). The document provides comprehensive information about how the LDBE will relate to all key stakeholders in order to support the development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

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

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

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

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



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

Factors affecting our success

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

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

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

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

Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

Disclosure of information to Auditor

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

- so far as that Trustee is aware, there is no relevant audit information of which the company's auditors are unaware, and
- each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

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

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



Canon Nicolette Fisher, Vice Chair of Trustees

Structure, Governance and Management

Diocesan Boards of Education

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

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

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

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

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

Committees of the Board

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

Trustees

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

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

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

F&A – Finance & Administration Committee

L&D – Learning & Development Committee

E – Elected by Diocesan Synod

BN – Bishop's Nomination

Remuneration of Key Personnel

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

Induction and training of Trustees

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

Conduct of Business

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

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

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

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

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

Education Officers Assistant Diocesan Director of Education

School Improvement Officers Two Schools Effectiveness Adviser

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

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

Charitable company

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

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

Working partnerships : related parties

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

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

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

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

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

Working partnerships: wider network

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

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

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

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

Table 1 below shows how we work with other organisations.

Table 1 : working with other organisations

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

Reference and Administrative Details of the Charity: itemised

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

Trustees

At the date of signing

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

Diocesan Director of Education

Canon P Thompson

Registered office

Edward King House
Minster Yard
Lincoln
LN2 1PU

Principal address

Edward King House
Minster Yard
Lincoln
LN2 1PU

Telephone number

01522 504010

Website

www.lincolndiocesaneducation.com

Email

education@lincoln.anglican.org

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

Use of our report

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



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

10 Queen Street Place
London
EC4R 1AG

23 September 2024

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

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

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

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

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

AT 31 DECEMBER 2023

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

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

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

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

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



Canon Nicolette Fisher, Vice Chair of the Trustees

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

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

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

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

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

The financial statements are prepared under the historical cost convention.

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

b Critical accounting judgements and key sources of estimation uncertainty

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

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

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

c Fund accounting

LDBE holds funds of the following types:

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

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

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

d Income

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

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

e Expenditure

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

f School buildings and capital

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

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

1 ACCOUNTING POLICIES - continued

g Grants payable

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

h Tangible fixed assets

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

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable.

i Financial instruments

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

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

j Investments

Investments are stated in the balance sheet at their fair value. All movements in value arising from investment charges and revaluations are included in the Statement of Financial Activities. Investment properties valuation, a tenant in residence, are calculated based on the average annual rent for the lease term. The average annual rent represents 5% of the property's valuation. The trustees have agreed this method after discussions and contributions with professionals within this field. A full red book estate valuation has been discussed by trustees, but considering the cost, the uniqueness of the properties, finding a reliable comparison or one recently sold and the longer terms plans, the average annual rent representing an agreed percentage of a property's valuation continues to be the approach the directors have adopted.

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

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

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

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

3 INCOME FROM ACTIVITIES

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

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

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

4 COSTS OF CHARITABLE ACTIVITIES

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

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

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

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

5 SUPPORT COSTS

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

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

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

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

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

7 STAFF COSTS

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

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

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

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

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

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

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

9 INVESTMENTS

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

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

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

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

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

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

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

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

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

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

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

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

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

13 FUNDS OF THE CHARITY

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

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

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

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

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

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

13 FUNDS OF THE CHARITY continued

Closed School Fund

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

REConnecting Lincs

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

World View Project

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

Uniform Statutory Trust

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

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

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

Net Asset by Fund - 2023

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

Net Asset by Fund - 2022

(Restated - see Note 15 page 50)

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

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

14 RELATED PARTIES

LAAT

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

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

LDTBF

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

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

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

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

14 RELATED PARTIES continued

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

Schools

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

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

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

14 RELATED PARTIES continued

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

15 Analysis of charity funds

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

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

Restricted Funds have now been split and represent the;

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

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

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

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

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

(Restated - See note 15 page 50)

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