

Company registered number (England & Wales) : 08334622

Charity registration number : 1151733

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



**The Diocesan
Board of Education**

Report of the Director of Education

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

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

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

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

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

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

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

TRUSTEES' REPORT

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FOR THE YEAR ENDED 31 DECEMBER 2024

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

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

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

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

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

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

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

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

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

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

Reference and Administrative Details of the Charity

Name of the Charity	Lincoln Diocesan Board of Education
Company registration number	08334622 registered in England and Wales
Charity registration number	1151733
Trustees	<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 34.</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 34 at the back of the Report.
Professional advisers	Details are shown on page 33.

Objectives

The objects of LDBE as stated in its Articles are:

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

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

Vision and Mission

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

Our diocesan vision for education:

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

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

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



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

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

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

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

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

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

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

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

It underpins our new three-year strategic plan.

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



Strategy

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

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

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

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

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

A new Strategic plan for 2025 – 2027

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

The plan is informed by the following:

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

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

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

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

Public Benefit

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

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

Risk management

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

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

Insufficient growth and development of majority church MATs

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

Inability to appoint suitably skilled foundation governors

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

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

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

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

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

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

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

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

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

Disruption and business continuity

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

Break even budget moving to profit

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

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

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

Activities

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

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

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

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

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

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

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

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

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

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

Courses, conferences and festivals

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

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

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

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

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

Achievements and Performance

LDBE Strategic Overview

Education

SIAMS inspections

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

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

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

School leadership

Partnerships

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

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

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

Support for Schools

Service Level Agreement

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

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

Schools in Focus

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

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

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

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

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

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

Headteacher recruitment

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

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

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

Religious Education

Partnerships

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

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

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

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

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

Work with schools

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

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

Work beyond schools

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

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

Bishop's Visitors

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

School Improvement

School Reviews and general work with schools

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

Strategies for school improvement in 2024 included:

- Head Teacher Performance Management

- School Improvement Partner days and packages

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

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

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

Head Teacher and Governor briefings

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

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

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

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

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

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

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

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

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

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

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

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

In response to requests from schools the team has:

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

Courses, Conferences and Festivals

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

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

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

Schools' capital (2024)

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

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

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

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

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

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

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

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

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

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

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

Site Trusts

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

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

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

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

Trustees

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

Custodian Trusteeships

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

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

Closed Schools General Purpose Reserve Fund

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

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

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

Financial Review

Reserves policy

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

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

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

Income

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

Expenditure

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

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

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

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

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

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

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

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

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

Principal funding sources

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

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

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

Plans for future periods

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

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

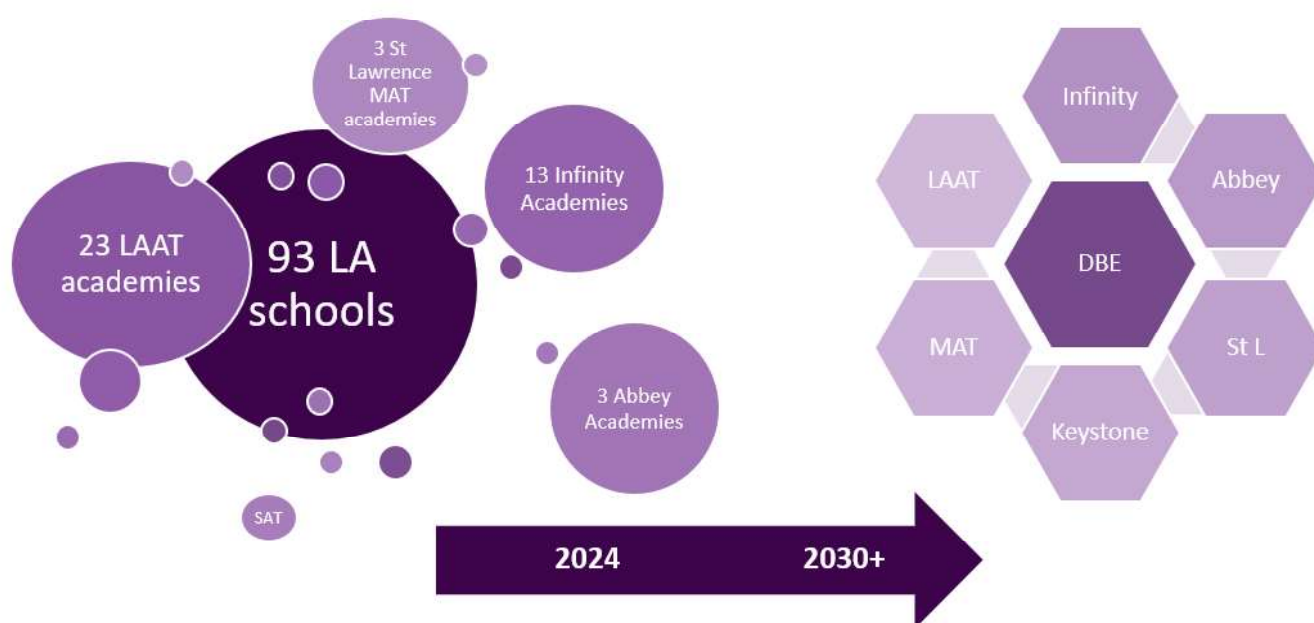
This is a public facing document that every diocese is expected to have according to the new model Articles for Church of England multi-academy trusts (MATs). The document provides comprehensive information about how the LDBE will relate to all key stakeholders in order to support the development and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

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

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

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

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



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

Factors affecting our success

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

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

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

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

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

Structure, Governance and Management

Diocesan Boards of Education

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

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

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

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

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

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

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

Committees of the Board

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

Trustees

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

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

F&A – Finance & Administration Committee

L&D – Learning & Development Committee

E – Elected by Diocesan Synod

BN – Bishop's Nomination

Remuneration of Key Personnel

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

Induction and training of Trustees

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

Conduct of Business

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

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

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

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

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

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

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

Charitable company

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

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

Working partnerships : related parties

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

Lincoln Diocesan Trust and Board of Finance Limited (LDTBF)

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

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

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

Academy Trusts

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

Working partnerships: wider network

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

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

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

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

Table 1 below shows how we work with other organisations.

Table 1 : working with other organisations

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

Reference and Administrative Details of the Charity: itemised

Bankers

NatWest Bank plc
Smiths Bank
225 High Street
Lincoln
LN2 1AZ

Solicitors

Lee Bolton Monier-Williams
1 The Sanctuary
Westminster
SW1P 3JT

Chattertons Solicitors
9 Broad Street
Stamford
PE9 1PY

Womble, Bond & Dickenson
1 Whitehall Riverside
Leeds
LS1 4BN

Auditor

HaysMac LLP
10 Queen Street Place
London
EC4R 1AG

Trustees

At the date of signing

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

Diocesan Director of Education

Canon P Thompson

Registered office

Edward King House
Minster Yard
Lincoln
LN2 1PU

Principal address

Edward King House
Minster Yard
Lincoln
LN2 1PU

Telephone number

01522 504010

Website

www.lincolndioCESANeducation.com

Email

education@lincoln.anglican.org

Statement of Trustees' Responsibilities

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

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

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

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

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

Disclosure of information to Auditor

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

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

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

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



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

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

Use of our report

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



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

Date: **18 July 2025**

10 Queen Street Place
London
EC4R 1AG

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

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

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

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

Company number : 08334622

Charity number : 1151733

LINCOLN DIOCESAN BOARD OF EDUCATION

BALANCE SHEET

AT 31 DECEMBER 2024

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

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

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

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



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

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

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

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

1 ACCOUNTING POLICIES

a Basis of accounting and going concern

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

The financial statements are prepared under the historical cost convention.

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

b Critical accounting judgements and key sources of estimation uncertainty

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

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

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

c Fund accounting

LDBE holds funds of the following types:

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

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

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

d Income

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

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

e Expenditure

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

f School buildings and capital

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

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

1 ACCOUNTING POLICIES - continued

g Grants payable

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

h Tangible fixed assets

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

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

i Financial instruments

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

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

j Investments

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

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

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

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

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

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

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

3 INCOME FROM ACTIVITIES

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

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

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

4 COSTS OF CHARITABLE ACTIVITIES

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

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

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

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

5 SUPPORT COSTS

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

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

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

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

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

7 STAFF COSTS

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

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

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

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

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

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

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

9 INVESTMENTS

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

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

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

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

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

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

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

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

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

12 SCHOOL BUILDINGS AND CAPITAL PROJECTS

School buildings partnership scheme

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

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

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

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

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

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

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

13 FUNDS OF THE CHARITY

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

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

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

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

13 FUNDS OF THE CHARITY continued

Closed School Fund

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

REConnecting Lincs

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

Religion and Worldviews Project

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

Uniform Statutory Trust

Dividends from the Uniform Statutory Trust investment are a major source of income to LDBE. The dividends are a key component of LDBE annual income to plan and deliver activities in line with the objectives of the charity. The portfolio is managed by investment managers on behalf of LDBE with clear strategy on return and risk. The year end closing balance of the fund included investment assets of £4,671,783.

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

Net Asset by Fund - 2024

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

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

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

Summary of assets by fund 2024

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

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

14 RELATED PARTIES

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

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

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

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

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

LDTBF

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

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

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

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

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

14 RELATED PARTIES continued

Schools

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

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

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

14 RELATED PARTIES continued

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

15 Analysis of charity funds

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

Restricted Funds are represented by;

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

Details around these specific funds are shown in Note 13.

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

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

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