

**OFFICE  
COPY**

**Company Registration No. 07640769 (England and Wales)**

**THE EMMANUEL SCHOOL TRUST  
(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

# THE EMMANUEL SCHOOL TRUST

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# THE EMMANUEL SCHOOL TRUST

## REFERENCE AND ADMINISTRATIVE DETAILS

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### Trustees

Rev A Hodgkinson  
Mrs T Oluwatudimu  
Rev D Williams  
Dr A Oluwatudimu  
Mr R Irish  
Mr B Greaves  
Ms E White

### Members

Mrs M Fordjour  
Mrs J Cooper  
Mr I Gurman (appointed 1 September 2020)  
Rev A Hodgkinson  
Dr A Oluwatudimu

### Senior management team

- Head Teacher Mr P Lewis  
- Senior Teacher Dr L Lawson (resigned 31 December 2020)  
- CEO / Director of Education & Accounting Officer Mrs T Oluwatudimu

### Governors

Mrs T Hodgkinson  
Miss A Williams  
Mr E Amo Dadzie  
Mr B Okoh

### Parent governors

Mrs S Wilks  
Mrs S Reid-Harley

### Company registration number

07640769 (England and Wales)

### Principal address

Emmanuel Community School  
The Drive  
Walthamstow  
London  
E17 3BN

### Registered office

Greenleaf  
67 - 69 Greenleaf  
Walthamstow  
London  
E17 6QP

# THE EMMANUEL SCHOOL TRUST

## REFERENCE AND ADMINISTRATIVE DETAILS

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<b>Independent auditor</b>	Caton Fry & Co. Limited Chartered Accountants and Statutory Auditor Essex House 7 The Shrubberies George Lane South Woodford London E18 1BD
<b>Solicitors</b>	Stone King Solicitors 13 Queen Square Bath BA1 2HJ
<b>Actuary</b>	Mercer Ltd No.4 St Paul's Square Old Hall Street Liverpool L3 9SJ
<b>Bankers</b>	Barclays Bank PLC 99 Hatton Garden London EC1N 8DN

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT

**FOR THE YEAR ENDED 31 AUGUST 2021**

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The trustees present their annual report together with the accounts and independent auditor's report of the charitable company for the period 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

### **Principal activities**

The Trust's principal activity is to establish the Emmanuel Community School (the School) as a first-choice in the area and provide the best possible education to primary school children in its local area. It has a pupil capacity of 210 and had a roll of 184 in the school census October 2020.

Following the approval from the Department for Education (DfE) to open a second primary school, The Emmanuel School Trust (the Trust has been working closely with DfE and the Education and Skills Funding Agency (ESFA) to implement this goal through the pre-opening phase of Emmanuel Community School, Beam Park, Rainham.

### **Structure, governance and management**

#### Constitution

The Trust was incorporated on 19 May 2011 and is a company limited by guarantee and an exempt charity. The Trust's Memorandum and Articles of Association are the primary governing documents of the Trust. The Trust attained multi-academy trust (MAT) status in 2018.

The trustees are also the directors of the charitable company for the purposes of company law. Details of the trustees served during the and to the date these accounts are approved, are included in the Reference and Administrative Details on page 1.

Parent representatives, who are neither trustees nor directors of the charitable company, may also be appointed to attend Governing Body meetings and are therefore shown in the reference and administrative details to the financial statements. Parent Representatives may not vote at meetings.

#### Members' liability

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

#### Trustees' indemnities

In accordance with normal commercial practice the Trust has purchased insurance to protect trustees from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £5,000,000 on any one claim.

#### Method of recruitment and appointment or election of trustees

The term of office for trustees is four years. Trustees who are appointed or co-opted onto the School's Governing Body can be re-appointed, if eligible, by the full Governing Body.

The Trust recruits its trustees in a number of ways:

- Approach people already known and who have the time, energy and skills to carry out their responsibilities
- Hold elections - particularly for the appointment of staff and parent governors
- Advertise the posts and then hold interviews

All other appointments of trustees and directors are done in strict compliance with the Memorandum and Articles of Association.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

*FOR THE YEAR ENDED 31 AUGUST 2021*

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### Policies and procedures adopted for the induction and training of trustees

Induction and training of trustees is carried out in line with the Trust's Induction and Continued Professional Development Policy. The training and induction is tailored according to each trustee's experience and needs but includes an invitation to visit the School and meet staff and pupils. All trustees have access to copies of our policies together with minutes, financial accounts, budgets and other relevant documents in order to keep them informed. Inductions are carried out by other trustees as nominated by the Trust and training is either undertaken in-house or via specific courses offered by the local authority, National Governors' Association and other bodies, tailored to the specific needs of the individual.

### Organisational structure

The Trust members are key stakeholders that hold trustees/directors to account, receive reports on the finances and the strategy of the Trust from directors. They also appoint and remove directors. The directors are responsible for implementing the terms of the master funding agreement with the DfE and ensure the objectives and functions of the trust are delivered. They are accountable for the performance of any schools within the trust, delegate school governance to the Local Governing Body (LGB), which they hold accountable for the functions of the schools. The Trust board holds the CEO/Director of Education to account.

The trust employs staff, including an education specialist (CEO/Director of Education) who is responsible for liaison between the Trust and the DfE and ESFA. The Trust CEO/Director for Education undertakes a strategic leadership role, oversees performance of the school and holds the head teacher and senior leadership team to account on behalf of the Trust. The LGB comprises of governors and other representatives such as parents, who support the work of the Trust board through taking decisions and making recommendations. They hold head teachers to account and oversee financial performance of each school and oversee the employment of local staff.

The head teacher leads the drive for continuous improvement in school and along with the senior leadership team, is responsible for daily leadership and management of school.

### Arrangements for setting pay and remuneration of key management personnel

Pay and remuneration decisions take account of the resources available to the Trust. The Trust exercises its discretionary powers using fair, transparent and objective criteria in order to secure a consistent approach in pay decisions. All decisions will be rooted in evidence and objectively justified - for example, they are benchmarked against other schools of a similar size and in the outer London Zone. Adjustments are made to take account of special circumstances e.g., Teaching and Learning responsibilities where an individual leads on a particular subject, phase or area.

### Related parties and other connected charities and organisations

In pursuit of its charitable activities the Trust works closely with the Emmanuel Community Church International (ECCI), the Trust's link church. Members of ECCI also contribute to the School's operations in staff, governor and volunteer capacities.

## **Objectives and activities**

### Objects and aims

The principal object of the Trust is the advancement for the public benefit of education in the United Kingdom by operation of a school offering a broad and balanced curriculum. The Trust currently operates one primary school, known as Emmanuel Community School, Walthamstow. The trust is also implementing the pre-opening phase of a proposed primary school in LB Havering.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2021**

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### Objectives, strategies and activities

The governors agreed the following objectives for the School for 2020/21:

#### **Priority 1 Ethos:**

**Ensure the school's Christian vision holistically infuses and shapes the strategic and operational direction of the school, leading to innovative and imaginative practice that helps pupils transform their lives.**

Building on the positive evaluation of the school's performance in the Section 48 inspection, carried out by the Church of England, Diocese of Chelmsford, the focus is to consolidate this, such that the school continues to evidence what OFSTED observed when they reported that "provision for pupils' spiritual, moral, social and cultural development is excellent. It is embedded in the subjects taught and in the ethos of the school. The school's distinctive Christian character is clear. The school has built upon this and its values are even more apparent in all areas of the school's work."

#### **Priority 2 The Quality of Education:**

**Ensure pupils consistently achieve highly, particularly the most disadvantaged pupils, pupils with English as an additional language and pupils with special educational needs and disabilities.**

Emmanuel Community School has high expectations for its pupils and believes that, regardless of background, children should be given every opportunity to excel. To date, children have entered the school with attainment below that typical of children nationally. It is the school's expectation that its pupils attain in line with the national average by the end of Foundation Key Stage, above the national average by the end of Key Stage 1 and significantly above by the end of Key Stage 2. The school's Improvement Partner (SIP) said "The Governors and Headteacher are very ambitious for every child at this School and have deeply held beliefs that every child can succeed".

The school continues to use 'Teach Like a Champion' techniques to underpin its work in this area. Although the COVID pandemic had a significant impact in 2020- 2021, analysis of teaching and learning observations, pupils' work and their progress and attainment confirm that teaching is good with outstanding features.

#### **Priority 3 Behaviour and Attitudes:**

**Ensure pupils behave consistently well, whether in class, on the playground, in the dining hall, moving around the school, or on school trips, demonstrating excellent attitudes and high levels of self-control.**

A recent SIP report confirmed how well children behave and how good relationships are throughout the school community. Feedback from pupils, parents and carers confirms that pupils are clear about how to stay healthy and safe. The school also achieved Healthy School Gold award recently. Pupils' behaviour is reinforced through positive acknowledgement of good behaviour and clear sanctions for inappropriate behaviour.

#### **Priority 4 Teaching, Learning and Assessment:**

**Ensure that all teaching by all teachers, support staff and volunteers is consistently outstanding so that children's progress and attainment are outstanding.**

Ofsted reported that "Teaching is good because staff have high expectations". Staff have continued to build on these foundations and have achieved positive outcomes despite the disruptions from the pandemic, as noted in the comments on priority 2 above.

#### **Priority 5 Personal Development:**

**Ensure the school has an exemplary approach to building character in its pupils, developing leadership skills, respectfulness and responsibility and enabling them to be active citizens.**

The work of the school council has gone from strength to strength and the introduction of head boy and head girl roles, together with prefects, some years ago has added significantly to these positive outcomes in this area of the school's work.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

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### **Priority 6 Leadership and Management:**

**Ensure leaders consistently and effectively articulate a clear vision for excellent education and implement the vision through excellent policies, procedures and practice.**

We continue to develop the Trust and School's outstanding leadership and management. There is a vision for further improvement and a strong determination to bring this about. The school as a whole and staff have responded very well indeed to the adaptations imposed following the COVID restrictions and the evolving scenarios relating to keeping children and staff safe, while addressing needs of key worker children and those deemed vulnerable.

We have experienced and knowledgeable Governors who make very good use of their expertise to provide support and challenge for the school. They are involved in monitoring and evaluating the Risk Assessments, the school's work and in setting priorities for improvement. It is noted that during the latter part of 2020/21, our headteacher was absent for ill-health. However, the school continued to operate under the guidance of the CEO/ Director of Education.

### **Priority 7 The Quality of Early Years Provision:**

**Ensure our reception class is an enabling environment that meets the needs of all learners and provides challenge in all areas of learning.**

Excellent leadership by the phase leader, coupled with a highly stimulating environment and high quality teaching helps to ensure that pupils' make good progress towards the set targets for this age group. Adaptations for online delivery of lessons and management of home working during the year were deemed very successful, with good feedback from parents.

### Public benefit

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission in determining the activities undertaken by the Charity.

## **Strategic report**

### **Achievements and performance**

The school year was impacted significantly by the COVID-19 pandemic and many pupils were confined to their homes. The school remained open for children of key workers and vulnerable children, while online lessons and tuition was provided for children at home.

Due to COVID-19, there were no external assessments in 2020/21, so there are no reports for the Early Years Foundation Stage Headlines 2020/21 and Phonics Screening Check 2020/21.

Nevertheless, the school undertook internal assessments which were broadly in line with the national standards. For example,

- In the Year 4 Multiplication test, 38% of pupils scored full marks at 25/25, and a total of 50% scored 20 marks or above, out of 25.
- Pupils with English as a second language have shown great improvement and levels of proficiency, because funds have been targeted towards small group provision.
- Focused interventions by teaching assistants for group work and support has led to specific children, including those falling behind, making good progress as shown on the school's pupil trackers.



# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

### Key performance indicators

KPI	2019/20	2019/20	2020/21
	Target	Actual	Target
Total staff costs as a % of total outgoing resources	75.0%	74.0%	74.0%
Teaching staff costs as a % of total staff costs	57.0%	60.5%	60.5%
Year-end surplus margin as a % of revenue	1.0%	(5.41)%	(5.41)%
Total spend on learning resources as a % of total outgoing resources	3.0%	2.11%	2.11%

### Going concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. The board of trustees have also considered the consequences of the Covid-19 pandemic and has determined that they do not create a material uncertainty that casts significant doubt upon the Trust's ability to continue as a going concern. For this reason, the board of trustees continues to adopt the going concern basis in preparing the accounts. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

### Financial review

The ESFA is the principal funding source for the charitable company, providing the General Annual Grant to which the Trust is entitled on an ongoing basis, and in addition provided capital grants during the year ended 31 August 2021. The Trust also receives local authority funding for children on Education Health Care Plans (EHCP).

The use of income from the ESFA is restricted to the particular purposes of the grant. The grants received from the ESFA in the year ended 31 August 2021 and the associated expenditure are shown as restricted funds in the financial statements. The above assets acquired and the related depreciation are shown within the restricted fixed asset fund in the financial statements. The funding agreement with the ESFA provides assurance to limit the potential risk of funding difficulties for the charitable company.

The vast majority of the Trust's incoming resources arose in the form of grants received from the ESFA, being £1,172,717 of the total incoming resources of £1,278,855 (2020: £1,213,496). This included capital grants recognised of £6,042 during the year in accordance with the qualifying expenditure incurred in the period.

Total outgoing resources for the year amounted to £1,257,656 which related fully to the charitable activities of the Trust's educational operations. Net income for the year (excluding movements on the pension reserve) amounted to £21,199.

### Reserves policy

The level of reserves held by the Trust takes into account the nature of income and expenditure streams, the need to match them with commitments, including future capital projects, and the nature of reserves. The trustees will keep the level of reserves under review; where possible they seek to maintain approximately the levels as permitted by the ESFA guidelines in order that there is sufficient working capital to cover delays between spending and receipt of grants and deal with unexpected emergencies, such as urgent maintenance.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2021

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As at 31 August 2021 the Trust had £223,965 held in 'free' reserves, i.e. Income funds that are unrestricted and available for general purposes at the discretion of the Trust and restricted reserves (excluding the pension fund) of £89,710. This gives a combined total of restricted general funds (excluding the pension fund) and unrestricted funds of £313,675 (2020: £199,905). There is a deficit of £313,000 carried forward in relation to the Local Government Pension Scheme. Total funds at the year amounted to £1,499,086.

None of the reserves held by Trust are dependent upon the disposal of tangible fixed assets to be realised.

The amount of reserves held by the Trust at 31 August 2021 is deemed to be appropriate and in line with Trust's policy. The Governors review reserve levels annually. This review encompasses the nature of income and expenditure and the need to match income with commitments and the nature of reserves.

The deficit on the restricted pension fund in relation to the London Borough of Waltham Forest Pension Scheme increased during the year from £251,000 to £313,000. The deficit is funded by a higher level of employer pension contributions into the scheme.

A significant factor in the decrease, according to the actuaries acting for the Trust, Mercer, was the increase in the discount rate net of inflation which led to a lower cost of providing future pension benefits to staff within the scheme arising from their employee services. Also, according to the actuaries' report there was an improved investment performance with average returns being above the discount rate.

The results are impacted by the 2016 formal triennial valuation of the English & Welsh LGPS Funds and the resulting update of financial and demographic assumptions. According to the actuaries acting for the trust, Mercer, key factors which led to the reduced deficit are the relatively strong performance of investment markets over the period, lower than expected salary growth over the previous inter-valuation period, together with lower than anticipated actual pension increases.

#### Investment policy

The Trust has no formal investment policy except that no speculative activity or investment which may put the Trust's funds at risk should be made. Surplus funds are placed on deposit at recognised UK clearing banks approved by the trustees.

#### Principal risks and uncertainties

The trustees have a duty to identify and review the risks to which the Trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have assessed the major risks to which the Trust is exposed, in particular those related to its operations and finances, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. A risk register has been completed and all issues identified as medium and high risk have been reviewed in detail and, where necessary, appropriate responsibilities, monitoring and procedures have been agreed.

In regard to the impact of the Covid-19 pandemic risks have been assessed at both Trust and Local Governing Body level. The key risks for the school were pupil numbers, staff sickness and school closure.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2021**

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### **Financial and risk management objectives and policies**

The Trust is exposed to a number of financial risks including credit, cash flow and liquidity risks. Given the Trust's exposure to financial instruments is limited, the exposure principally relates to bank balances, cash and trade creditors, with limited trade (and other) debtors. The Trust's system of internal controls ensures risk is minimal in these areas.

The Trust has established a system of internal control, including financial, operational and risk management, which is designed to protect the Trust's assets and reputation.

These include:

- budgeting/monitoring systems with an annual budget and regular financial reports which are reviewed and agreed by the School's Governing Body.
- regular reviews by the School's Finance, Premises, Human Resources, Audit and Risk Committee (FPHAR) of procedures and financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes; and
- setting targets to measure financial and other performance

The above system will be applied to any school established (or taken over) by the Trust.

The trustees review the risks to which the Trust is exposed, which for the reporting period included:-

- reduced pupil numbers, due to pupil movement
- financial impact of the Local Government Pension scheme
- condition of the building and repairs needed

They identify systems and procedures including specific actions to manage and/or mitigate the impact of these risks and the likelihood of them occurring.

### Financial and risk management objectives and policies

In relation specifically to 'financial instruments', the Local Government Pension Scheme is a defined benefit pension scheme in relation to which there is currently a deficit as indicated elsewhere in the financial statements. The trust is currently paying an employer pension contribution rate of XXXX%. The deficit is not considered to be material to the financial statements.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

*FOR THE YEAR ENDED 31 AUGUST 2021*

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### **Fundraising**

In accordance with the Charities (Protection and Social Investment) Act 2016 the school monitors all fundraising undertaken and complies with relevant regulations.

The approach taken by the school is to raise funds through other trading activities. Donations are accepted but the school does not engage with commercial fundraising or seeking funds through members of the public. Monies generated through fundraising for the year amounted to £2,937 (2020: £700).

All fundraising carried out on behalf of the school is done so voluntarily. There are no commercial participators or professional fundraisers involved.

These activities are all monitored internally by the Trustees and comply with the relevant legislation and regulations regarding fundraising by auditable charities.

Proper care is taken to ensure that no one is placed under undue pressure, persistence or intrusion to donate money or property for fundraising purposes in line with appropriate regulation.

There have been no complaints received by the charity with regards to fundraising for the year 2021 or the comparative year 2020.

The school was also awarded a grant of £4,000 from The Foyles Foundation to better equip our school library for all our pupils' enjoyment. The grant was specifically for new books with a special emphasis on Key Stage 2 and dual language families. The school recognises the importance of reading for enjoyment and it has been recognised as more important for children's educational success than their family's socio-economic status. As a child's reading improves so does their comprehension, vocabulary and inference skills. The school puts a lot of importance on reading for pleasure.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2021**

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### Plans for future periods

The Trust's key priorities and objectives for the coming year are set out below:

- Continue to develop the school's Christian ethos so that it permeates every aspect of the school. The success of the section 48 inspection and the outstanding grades achieved will be maintained.
- Ensure that pupil progress and attainment are outstanding through high quality assessment, excellent quality first teaching and effective and well targeted interventions.
- Embed the school's teaching and learning policy, provide relevant in-service training for staff members, monitor the effectiveness of the policy so that all aspects of teaching and learning at the school are outstanding.
- Develop a 'great attendance' culture where attendance is at least 96.5% through continuing to highlight the strong link between attendance and attainment to all stakeholders
- Embed the School's behaviour policy to ensure a consistent approach across the school so that behaviour continues to move from strength to strength and is outstanding overall.
- Through excellent leadership of early years, and strong collaboration with other settings within our local authority and beyond, ensure that the provision for the youngest pupils is outstanding.
- Continue to develop leaders across the school with a constant focus on raising standards and building character in the school's pupils. Embed the roles of head girl, head boy and prefects.
- Develop the capacity and capability of the Trust as a Multi Academy Trust.
- Ensure adequate support for the support for the school community during the post-pandemic season.

With regard to the new primary school the Trust holds regular meetings with the DfE project director, technical advisers and the DfE lead adviser. Planning consent was secured after a substantial delay and commercial and legal arrangements between ESFA, the Design and Construction team and stakeholders are in progress. The opening date is yet to be confirmed due to various restrictions which are beyond the control of the Trust.

*On a separate note, the continuous migration of families in and out of the local area remains a challenge with respect to maintaining students numbers on roll at the school in Walthamstow, and in terms of the continuity of their education and achievements*

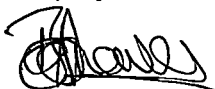
### Auditor

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

A resolution proposing that Caton Fry & Co Ltd be reappointed as auditor of the charitable company will be put to the members.

The trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 07 December 2021 and signed on its behalf by:



Mr B Greaves