

**THE EMMANUEL SCHOOL TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

# THE EMMANUEL SCHOOL TRUST

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# THE EMMANUEL SCHOOL TRUST

## REFERENCE AND ADMINISTRATIVE DETAILS

<b>Trustees</b>	Rev A Hodgkinson Mrs T Oluwatudimu Rev D Williams Dr A Oluwatudimu Mr R Irish Mr B Greaves Ms E White
<b>Members</b>	Mrs M Fordjour Mrs J Cooper I Gunman Rev A Hodgkinson Mrs Y Onifade (resigned 5 December 2019) Dr A Oluwatudimu
<b>Senior management team</b>	- Head Teacher - Senior Teacher - Senior Teacher - Senior Teacher - Director of Education & Accounting Officer Mrs T Oluwatudimu Mrs S Wilks Mrs S Reid-Harley
<b>Company registration number</b>	07640769 (England and Wales)
<b>Principal address</b>	Emmanuel Community School The Drive Walthamstow London E17 3BN
<b>Registered office</b>	Greenleaf 67 - 69 Greenleaf Walthamstow London E17 6QP
<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

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**REFERENCE AND ADMINISTRATIVE DETAILS**

**THE EMMANUEL SCHOOL TRUST**

<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 2020**

The trustees present their annual report together with the accounts and independent auditor's report of the charitable company for the period 1 September 2019 to 31 August 2020. 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 DfE (Department for Education) to open a second primary school, the Trust has been working closely with DfE and ESFA (Education and Skills Funding Agency) to implement this goal.

### Structure, governance and management

#### Constitution

The Emmanuel School Trust (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.

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.

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

#### 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 2020**

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 Director of Education to account.

The Trust employs staff, including an Education specialist (Director of Education) who is responsible for liaison between the Trust and the Department for Education (DfE) and its Education and Skills Funding Agency (ESFA). The Trust 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 Board of Directors 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.

**THE EMMANUEL SCHOOL TRUST**

**TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

Objectives, strategies and activities

The governors agreed the following objectives for the School for 2019/20:

Objective	Priority
<p>Stakeholders identify how well Christian values have an impact on spiritual, moral, social and cultural development of all pupils.</p> <p>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.</p> <p>Stated said 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."</p> <p>The school was graded outstanding in all areas of the Section 48 inspection, carried out by the Church of England, Diocese of Chelmsford.</p>	<p><b>Priority 1 Ethos:</b></p> <p>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.</p> <p>Emmanuel Community School has extremely 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 Key Stage 1 and significantly above by the end of Key Stage 2.</p> <p>School 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.</p> <p>The School continues to use 'Teach Like a Champion' techniques to underpin its work in this area.</p> <p>Analysis of teaching and learning observations, pupils' work and pupils' progress and attainment confirms that teaching over time is good with outstanding features.</p>
<p>Stakeholders identify how well children behave and how good relationships are throughout the School community. Good behaviour for learning is reflected in the good progress and attainment of all pupils.</p> <p>Feedback from pupils, parents and carers confirms that pupils are clear about how to stay healthy and safe.</p> <p>The School achieved Healthy School Gold award recently.</p> <p>Pupils' behaviour is good and this is reinforced through both positive acknowledgement of good behaviour and clear sanctions for inappropriate behaviour.</p>	<p><b>Priority 2 The Quality of Education:</b></p> <p>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.</p> <p>Emmanuel Community School has extremely 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 Key Stage 1 and significantly above by the end of Key Stage 2.</p> <p>School 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.</p> <p>The School continues to use 'Teach Like a Champion' techniques to underpin its work in this area.</p> <p>Analysis of teaching and learning observations, pupils' work and pupils' progress and attainment confirms that teaching over time is good with outstanding features.</p>
<p>Stakeholders identify how well children behave and how good relationships are throughout the School community. Good behaviour for learning is reflected in the good progress and attainment of all pupils.</p> <p>Feedback from pupils, parents and carers confirms that pupils are clear about how to stay healthy and safe.</p> <p>The School achieved Healthy School Gold award recently.</p> <p>Pupils' behaviour is good and this is reinforced through both positive acknowledgement of good behaviour and clear sanctions for inappropriate behaviour.</p>	<p><b>Priority 3 Behaviour and Attitudes:</b></p> <p>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.</p> <p>Feedback from pupils, parents and carers confirms that pupils are clear about how to stay healthy and safe.</p> <p>The School achieved Healthy School Gold award recently.</p> <p>Pupils' behaviour is good and this is reinforced through both positive acknowledgement of good behaviour and clear sanctions for inappropriate behaviour.</p>

**THE EMMANUEL SCHOOL TRUST**

**TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

<p><b>Priority 3 Behaviour and Attitudes:</b> (continued)</p> <p>Positive attitudes are taught well, especially through assemblies, where the School's values are sensitively, but uncompromisingly, promoted.</p> <p>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, has added significantly to this area of the school's work.</p>	<p><b>Priority 4 Personal Development:</b></p> <p>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.</p>
<p><b>Priority 5 Leadership and Management:</b></p> <p>Ofsted graded this area as outstanding.</p> <p>We continue to develop the Trust and School's outstanding leadership and management. Staff can articulate a clear vision for excellent education and implement the vision through excellent policies, procedures and practice.</p> <p>There is a clear vision for further improvement and a strong determination to bring this about.</p> <p>Plans for improvement are well thought out and carefully monitored. They are reviewed and adjusted as the School succeeds.</p> <p>According to Ofsted, "The head teacher provides clear strategic direction, the senior team work especially well together with skills and expertise which complement each other. This strong partnership has secured significant improvements in a short time. The School is supported very ably by the governing body, which plays a crucial role in leading the strategic overview."</p> <p>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 School's work and setting priorities for improvement. Our Governors are instrumental in developing leadership skills in pupils and staff.</p> <p>There is a strong link between the School council and the Governing Body with the Student Voice Governor training and allocating leadership responsibilities to a variety of its pupils.</p>	



<p>assistants have been developed effectively so that they now lead intervention groups more effectively.</p> <p>Governors are well trained and help to ensure that children are kept safe. They hold the School to account for ensuring that additional funding is spent wisely and are rigorous in ensuring that this spending gives good value for money. They are knowledgeable about the School's performance data.</p> <p>The school's FUTURE PLANS include:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Ensure leaders consistently and effectively articulate a clear vision for excellent education and implement the vision through excellent policies, procedures and practice.</li> <li>• Ensure our reception class is an enabling environment that meets the needs of all learners and provides challenge in all areas of learning.</li> <li>• Ensure that the curriculum, assessment systems and quality of provision promote high levels of attainment and progress for all pupils.</li> </ul>	<p><b>Priority 5 Leadership and Management:</b> (continued)</p> <p>Governors have ensured that the skills of teaching assistants have been developed effectively so that they now lead intervention groups more effectively.</p>
<p>Excellent leadership, a highly stimulating environment, an exceptional curriculum, high quality teaching and highly successful strategies to involve parents ensure that pupils' attainment moves from below age related expectations upon entry to the School to broadly in line with national age related expectations by the end of Foundation Key Stage.</p>	<p><b>Priority 6 The Quality of Early Years Provision:</b></p> <p>Ensure our reception class is an enabling environment that meets the needs of all learners and provides challenge in all areas of learning.</p>

**THE EMMANUEL SCHOOL TRUST**

**TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**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 quite significantly by the COVID-19 Pandemic and many pupils were confined to their homes. However, 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 2019/20, so there are no reports for the following:

Early Years Foundation Stage Headlines 2019/20  
Nil

Phonics Screening Check 2019/20  
Nil

End of Key Stage 1 Assessments 2019/20  
Nil

End of Key Stage 2 Assessments 2019/20  
Nil

Year 4 multiplication tables check  
Nil

**Key performance indicators**

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

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### Financial review

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. ESFA and in addition provided capital grants towards the acquisition of fixtures, fittings & equipment, IT equipment, and improvements to the school premises during the year ended 31 August 2020. The Trust also receives local authority funding for children on Education Health Care Plans (EHCP).

The use of income from ESFA is restricted to the particular purposes of the grant. The grants received from the ESFA in the year ended 31 August 2020 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 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 ESFA, being £1,104,526 of the total incoming resources of £1,213,496 (2019: £1,249,755). This included capital grant recognised of £6,115 during the year in accordance with the qualifying expenditure incurred in the period.

Total outgoing resources for the year amounted to £1,279,114(2019: £1,291,496) which related fully to the charitable activities of the Trust's educational operations. Net expenditure for the year (excluding movements on the pension reserve) amounted to £50,618 (2019: net expenditure of £36,741)

We have seen some impact of Covid-19 in the Trust's finances due to the closure of our wraparound care during the first lockdown with schools only being open to keyworkers. When school re-opened to more pupils many parents were working from home so attendance was lower. Governors have considered the risks and staff members in wrap around care have been reduced and staff re-deployed to other duties/areas.

We have not seen significant reduction in the raising of funds. We were unable to use arts of the school to run ESOL classes or hire the hall out for Local Council meetings due to the pandemic which reduced our lettings income but these amounts are not significant.

### Reserves policy

The level of reserves held 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.

As at 31 August 2020 the Trust had £199,905 (2019: £177,023) 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 £NIL 2019 : £500). This gives a combined total of restricted general funds (excluding the pension fund) and unrestricted funds of £199,905 (2019 : £177,523). There is a deficit of £251,000 carried forward in relation to the Local Government Pension Scheme. Total funds at the year amounted to £1,151,887 (2019 : £1,757,508).

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 2020 is deemed to be appropriate and in line with Trust's policy.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

The deficit on the restricted pension fund in relation to the London Borough of Waltham Forest Pension Scheme increased during the year from £60,000 to £251,000. 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.

### 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 and Human Resources Committee (FPH) 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 23.68%. The deficit is not considered to be material to the financial statements.

### **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 £700 (2019: £1,559).

All fundraising carried out on behalf of the school is done so voluntarily. There are no commercial participants 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 2020 or the comparative year 2019.

# THE EMMANUEL SCHOOL TRUST

## TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### 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 school community during the post-pandemic season.

In regard to the new primary school the Trust holds regular meetings with the Design and Construction team, project manager and the DfE and confirm that plans are on track for the new school building to be completed in July 2022 in time for the start of the school year in September 2022. Construction is exempt from the current restrictions and other pre-opening activities such as the recruitment of students and staff as well as public consultation will utilise digital platforms to minimise the impact of the pandemic.

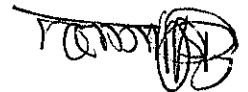
### Auditor

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 10 December 2020 and signed on its behalf by:



Mr B Greaves

**THE EMMANUEL SCHOOL TRUST**

**GOVERNANCE STATEMENT**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**Scope of responsibility**

As trustees we acknowledge we have overall responsibility for ensuring that The Emmanuel School Trust has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

As trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The board of trustees has delegated the day-to-day responsibility to the Director of Education, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Emmanuel School Trust and the Secretary of State for Education. The accounting officer is also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

**THE EMMANUEL SCHOOL TRUST**

**GOVERNANCE STATEMENT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**Governance**

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of trustees has formally met 9 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
Rev A Hodgkinson	8	9
Mrs T Oluwatudimu (accounting officer)	8	9
Rev D Williams (absence due to ill-health)	5	9
Dr A Oluwatudimu	9	9
Mr R Irish	8	9
Mr B Greaves	9	9
Ms E White	9	9

**Governing Board**

Governing Body meetings

Attendance during the year

Attendee	Meetings attended	Out of a possible
Rev A Hodgkinson	3	6
Mrs T Oluwatudimu	6	6
Peter Lewis (Headteacher)	6	6
Dr A Oluwatudimu	6	6
Mr R Irish	6	6
Mr B Greaves	4	6
Mrs S Williams (Staff)	6	6
Mrs S Harley (Parent rep)	5	6
Mrs S Wilks (Parent rep)	6	6

As a Multi-Academy Trust, the following describes governance at the Trust:

The School's Finance, Premises, Human Resources and Audit (FPHA) Committee is a sub-committee of its main board of governors. Its purpose is to oversee the financial arrangements of the Trust; the staffing of the Trust (including the appropriate staffing policies) and service level agreements with outside agencies (e.g. relating to the premises).

This committee takes responsibility for ensuring that the vision and aims of the Trust are fully enabled by the premises and facilities; overseeing the changes and modifications needed by liaising with the Department for Education and the range of professional advisers and contractors involved.



**THE EMMANUEL SCHOOL TRUST**

**GOVERNANCE STATEMENT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

The Curriculum, Standards & Information and Communications Technology Committee (CSI) takes responsibility for ensuring that the appropriate curriculum is in place, including the required policies and the Information and Communications technology (ICT) equipment to support the School's vision and ethos. The committee also takes responsibility for ensuring that all stakeholders are kept fully informed of developments as appropriate (e.g. through newsletters, website updates) and that positive messages are received by all concerned.

Attendance at Finance, Premises, Human Resources and Audit (FPHA) meetings in the year was as follows:

Governor	Meetings attended	Out of a possible
A Oluwatidimu (Chair)	3	3
A Hodgkinson	2	3
P Lewis (headteacher)	3	3
R Irish	3	3

Attended Out of a possible

Attendance at the Curriculum, Standards & Information and Communications Technology Committee (CSI) meetings in the year was as follows:

Governor	Meetings attended	Out of a possible
T Oluwatidimu (Chair)	3	3
P Lewis	3	3
S Williams	3	3
S Wilkes	3	3
S Reid-Harley	2	3
B Greaves	2	3

Attended Out of a possible

**THE EMMANUEL SCHOOL TRUST**

**GOVERNANCE STATEMENT (CONTINUED)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**Review of value for money**

As accounting officer, the Director of Education has responsibility for ensuring that the Trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the Trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where available. The accounting officer for the Trust has delivered improved value for money during the year by:

**Improving Educational Results**

We have ensured that resources are directed where they are most needed and most effective in meeting educational requirements, for example by:

- Pupils with English as a second language have shown great improvement and levels of proficiency, because funds have been targeted towards small group provision.
- Diligent by the School's EYFS leader and those within her team has led to good progress of the children throughout the year.
- 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.
- Pupils eligible for pupil premium have been targeted for additional reading interventions which have made a difference.
- Utilisation of strongly developing links between the School and others within its local authority has helped the School to focus on raising pupil attainment even more effectively.
- Buying in expertise to supplement staff efforts and provide specific training to meet needs.
- Improvements to performance management have ensured great development of the staff team.
- The School's approach to SEND provision has gone from strength to strength and this has been reflected in the good progress pupils with SEND have made.

# THE EMMANUEL SCHOOL TRUST

## GOVERNANCE STATEMENT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2020**

### Financial Performance

- Involvement of community volunteers in various areas of the School, including classroom support, hearing readers and helping with trips has meant that the School has been able to effectively support pupils beyond the use of available funds.
- The School has delivered a good outcome at the end of the academic year for its pupils through careful allocation of available funds. Since the School's staff members and volunteers are very willing to go the extra mile, because of their strong belief in the vision of the School, the School is able to function extremely efficiently.
- Finance governance and oversight is good, with an experienced accountant on the Governing Body and Finance sub-committee. He brings rigour to the School's approach to the management of its finances and ensures that those responsible for the day-to-day management of the budget are held to account.
- Half-termly preparation of budgets and management accounts mean that the School is well aware of how its different budgets are being spent and where any pinch points might be. Regular meetings to assess spend against budgets allows the School to ensure that money is well spent on raising achievement.
- Governance policy is in place for spending with clear guidelines, allowing all stakeholders to be clear regarding their roles and the parameters in which they need to work.
- Negotiated discounts with suppliers and service providers mean that the School gets best value for money when buying in resources and services.
- Annual review of service provider contracts ensures that they are fit for purpose and best value for the School.
- The School ensures that tenders/quotes are obtained as appropriate to ensure Value for Money with projects.

### Future Objectives

We recognise the need to continue developing relationships with other academies and/or local schools, in order to benefit from economies of scale in procuring products and services, developing staff and sharing knowledge, skill and expertise.

### The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Emmanuel School Trust for the period 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and accounts.

### Capacity to handle risk

The board of trustees has reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Trust's significant risks that has been in place for the period 1 September 2019 to 31 August 2020 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the board of trustees.

# THE EMMANUEL SCHOOL TRUST

## GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

### The risk and control framework

The Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the board of trustees;
- regular reviews by the finance, premises and human resources committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- identification and management of risks.

The trustees and board of governors have considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However the governors have appointed Steve Hibbin of School Finances to perform peer reviews.

The reviewer's role includes giving advice on financial matters and performing a range of checks on the trust's financial systems. In particular, the checks carried out in the current period included:

Purchases	Payroll	Other	Cash Handling
Items over £5000	Amounts paid	Meeting minutes	Check a school club
Items over £10,000	Pay rises	Related party transactions	Check school uniform
Petty cash claims	Extra hours claimed	Fixed assets	Check Rise & Shine cash receipts

The reviewer reports to the board of governors on the operation of the systems of control and the discharge of the board of governors' financial responsibilities. The reviewer checks finances termly and reports through the sub-committee annually. The reviewer has delivered their schedule of work as planned and provided details of any material control issues, of which there were none though was a minor point that all petty cash claims were individually signed.

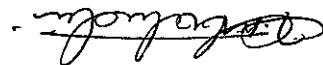
### Review of effectiveness

As accounting officer the Director of Education has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the peer reviewer;
- the work of the external auditor;
- the financial management and governance self-assessment process;
- the work of the Leadership Team within the Trust who have responsibility for the development and maintenance of the internal control framework.

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the finance, premises and human resources committee and a plan to ensure continuous improvement of the system is in place.

Approved by order of the board of trustees on 10 December 2020 and signed on its behalf by:



T Oluwatudimu - Accounting Officer

B Greaves - Chair of the Trust



**THE EMMANUEL SCHOOL TRUST**

**STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE**

**FOR THE YEAR ENDED 31 AUGUST 2020**

As accounting officer of The Emmanuel School Trust, I have considered my responsibility to notify the Trust board of trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2019.

I confirm that I and the Trust's board of trustees are able to identify any material irregular or improper use of funds by the Trust, or material non-compliance with the terms and conditions of funding under the Trust's funding agreement and the Academies Financial Handbook 2019.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of trustees and ESFA.



**T Oluwatudimu**  
**Accounting Officer**

10 December 2020

**THE EMMANUEL SCHOOL TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

The trustees (who are also the directors of The Emmanuel School Trust for the purposes of company law) are responsible for preparing the trustees' report and the accounts in accordance with the Academies Accounts Direction 2019 to 2020 published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare accounts for each financial year. Under company law, the trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period.

In preparing these accounts, the trustees are required to:

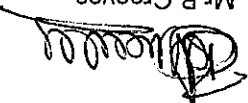
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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 accounts 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 ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring that grants received from ESFA/DFE have been applied for the purposes intended.

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 accounts may differ from legislation in other jurisdictions.

Approved by order of the members of the board of trustees on 10 December 2020 and signed on its behalf by:

  
Mr B Greaves

**Opinion**

We have audited the accounts of The Emmanuel School Trust for the year ended 31 August 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the accounts, 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), the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020 issued by the Education and Skills Funding Agency.

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and the Academies Accounts Direction 2019 to 2020.

**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 accounts' section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the accounts 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the trustees have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the accounts are authorised for issue.

**Other information**

The trustees are responsible for the other information, which comprises the information included in the annual report other than the accounts and our auditor's report thereon. Our opinion on the accounts 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 accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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 including the incorporated strategic report for the financial year for which the accounts are prepared is consistent with the accounts; and  
- the trustees' report including the incorporated strategic report has 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 Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report, including the incorporated strategic 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts 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.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the trustees are responsible for assessing the Trust'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 have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the accounts**

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's 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. 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 auditors' 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's members as a body, for our audit work, for this report, or for the opinions we have formed.



**THE EMMANUEL SCHOOL TRUST**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE EMMANUEL SCHOOL TRUST (CONTINUED)**

*M. Brown 2020*

Essex House  
7 The Shrubberies  
George Lane  
South Woodford  
London  
E18 1BD

*Jack O'Leary*  
for and on behalf of Caton Fry & Co Ltd  
J. E. CATON  
Chartered Accountants  
Statutory Auditor

# THE EMMANUEL SCHOOL TRUST

## INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE EMMANUEL SCHOOL TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

In accordance with the terms of our engagement letter dated 16 October 2018 and further to the requirements of the Education Skills and Skills Agency (ESFA) as included in the Academies Accounts Direction 2019 to 2020, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Emmanuel School Trust during the period 1 September 2019 to 31 August 2020 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to The Emmanuel School Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Emmanuel School Trust and ESFA those matters we are required to state in a 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 Emmanuel School Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

### Respective responsibilities of The Emmanuel School Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of The Emmanuel School Trust's funding agreement with the Secretary of State for Education and the Academies Financial Handbook, extant from 1 September 2019, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance, and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2019 to 2020. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2019 to 31 August 2020 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

### Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2018 to 2019 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Trust's income and expenditure.

The work undertaken to draw to our conclusion includes:

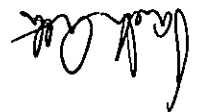
- Assessed the risk of material irregularity and impropriety with the Trust's activities
- Reviewed the processes and controls established and maintained in respect of regularity, propriety and compliance of the use of public funds through observation and testing of the arrangements in place and enquiry of the Accounting Officer
- Confirmed that internal control procedures exist relating to expenditure incurred of cash and credit cards
- Reviewed Trustee Minutes for declaration of interests
- Confirmed that procurement and tendering procedures exist relating to expenditure and have been complied with
- Detailed testing on a sample basis of income and expenditure for the areas identified as higher risk, including transactions with related parties
- Reviewed that grants have been applied for the purposes intended

**THE EMMANUEL SCHOOL TRUST**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON  
REGULARITY TO THE EMMANUEL SCHOOL TRUST AND THE EDUCATION AND  
SKILLS FUNDING AGENCY (CONTINUED)**

**Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2019 to 31 August 2020 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Mr Jonathan Edward Caton FCA FCGA

**Reporting Accountant**

Caton Fry & Co Ltd

Essex House

7-8 The Shrubberies

George Lane

South Woodford

London

E18 1BD

Dated: 19th October 2020

**THE EMMANUEL SCHOOL TRUST**

**STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 AUGUST 2020**

	Notes	Unrestricted Funds	Restricted funds: General Fixed asset	Total 2020	Total 2019
		£	£	£	£
<b>Income and endowments from:</b>					
3 Donations and capital grants		700	6,115	6,815	69,102
4 - Funding for educational operations		38,316	-	1,187,389	1,162,420
5 Other trading activities		19,292	-	19,292	18,233
<b>Total income and endowments</b>		<b>58,308</b>	<b>1,149,073</b>	<b>1,213,496</b>	<b>1,249,755</b>
<b>Expenditure on:</b>					
7 - Educational operations		-	78,786	1,279,114	1,291,496
6 <b>Total expenditure</b>		<b>-</b>	<b>1,200,328</b>	<b>1,279,114</b>	<b>1,291,496</b>
<b>Net income/(expenditure)</b>		<b>58,308</b>	<b>(51,255)</b>	<b>(65,618)</b>	<b>(41,741)</b>
Transfers between funds		(35,426)	35,758	(332)	-
<b>Other recognised gains and losses</b>					
18 Actuarial gains/(losses) on defined benefit pension schemes		-	(176,000)	(176,000)	(44,000)
<b>Net movement in funds</b>		<b>22,882</b>	<b>(191,497)</b>	<b>(241,618)</b>	<b>(85,741)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		177,023	(59,503)	1,639,985	1,757,505
Total funds carried forward		199,905	(251,000)	1,566,982	1,757,508

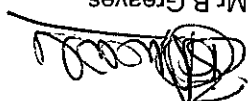
# THE EMMANUEL SCHOOL TRUST

## BALANCE SHEET

AS AT 31 AUGUST 2020

	Notes	2020	2019
<b>Fixed assets</b>			
Tangible assets	11	1,566,982	1,627,557
<b>Current assets</b>			
Stocks	12	1,032	1,366
Debtors	13	48,018	42,039
Cash at bank and in hand		220,153	219,972
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	14	(69,298)	(73,426)
<b>Net current assets</b>		199,905	189,951
<b>Net assets excluding pension liability</b>		1,766,887	1,817,508
Defined benefit pension scheme liability	18	(251,000)	(60,000)
<b>Total net assets</b>		1,515,887	1,757,508
<b>Funds of the Trust:</b>			
<b>Restricted funds</b>			
- Fixed asset funds	16	1,566,982	1,639,985
- Restricted income funds		-	500
- Pension reserve		(251,000)	(60,000)
<b>Total restricted funds</b>		1,315,982	1,580,485
<b>Unrestricted income funds</b>	16	199,905	177,023
<b>Total funds</b>		1,515,887	1,757,508

The accounts on pages 26 to 46 were approved by the trustees and authorised for issue on 10 December 2020 and are signed on their behalf by:

  
Mr B Greaves

**THE EMMANUEL SCHOOL TRUST**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 AUGUST 2020**

	2020	2019
Cash flows from operating activities	12,280	(40,858)
Net cash provided by/(used in) operating activities	19	
Cash flows from investing activities	6,115	67,543
Capital grants from DfE Group		
Purchase of tangible fixed assets	(18,214)	(88,885)
Net cash used in investing activities	(12,099)	(21,342)
Net increase/(decrease) in cash and cash equivalents in the reporting period	181	(62,200)
Cash and cash equivalents at beginning of the year	219,972	282,172
Cash and cash equivalents at end of the year	220,153	219,972

Notes

£ 2020

£ 2019

£