

Company registration number 07640769 (England and Wales)

THE EMMANUEL SCHOOL TRUST
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023

THE EMMANUEL SCHOOL TRUST

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THE EMMANUEL SCHOOL TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Rev A Hodgkinson Mrs T Oluwatudimu Rev D Williams Dr A Oluwatudimu Mr R Irish Mr B Greaves Ms E White Mr N McQuoid Mr M Overare
Members	Ms M Fordjour Rev A Hodgkinson Dr A Oluwatudimu Professor B. Adebisi (appointed 6 December 2022)
Senior management team	
- Head Teacher	Mr S Reeves
- SENCo/SLT	Miss D Hird
- Chief Executive Officer The Emmanuel School Trust	Mrs T Oluwatudimu
Governors	Mrs T Hodgkinson Miss A Williams Mr E Amo Dadzie Rev A Hodgkinson Dr A Oluwatudimu Mr R Irish Mr B Greaves
Parent governors	Mrs S Miah Mrs M Spinks
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

Independent auditor Caton Fry & Co. Limited
Chartered Accountants and
Statutory Auditor
Essex House
7 The Shrubberies
George Lane
South Woodford
London E18 1BD

Solicitors Stone King Solicitors
13 Queen Square
Bath
BA1 2HJ

Actuary Mercer Ltd
No.4 St Paul's Square
Old Hall Street
Liverpool
L3 9SJ

Bankers Barclays Bank PLC
99 Hatton Garden
London
EC1N 8DN

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2023

The trustees present their annual report together with the accounts and independent auditor's report of the charitable company for the period 1 September 2022 to 31 August 2023. 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 162 in the school census October 2022.

The Beam Park project was paused till recently but construction has now begun on site with the aim to open the school by September 2024 subject to Funding Agreement.

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 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.

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.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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 to account.

The trust employs staff, including an education specialist who is responsible for liaison between the Trust and the Department for Education (DfE) and its Education and Skills Funding Agency (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 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, Walthamstow. The trust is currently in the process of opening a second primary school within the LB of Havering.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

Objectives, strategies and activities

The governors agreed the following objectives for the School for 2022/23:

Priority 1 Christian Designation:

To ensure that the school's core values are known by all and are embedded into the life of the school, through classroom displays, assemblies, the outworking of the school's behaviour policy and teachers' interactions with pupils.

Action

- Core values signage has been designed, printed and displayed in classrooms.
- SLT has conducted evaluation of the extent to which the core values are embedded into the school behaviour policy.
- Staff training has been delivered in staff meetings for all staff around embedding the core values into classroom practice.
- Weekly 'values' assemblies have been conducted in school, promoting the school's core values.

Priority 2 The Quality of Education:

To ensure consistency of standards by consolidation and standardisation of the recording and monitoring of school curriculum across all subjects.

Action

- Curriculum plans have been standardised, as well as subject time allocation across Key Stages.
- Teaching staff to redraft weekly timetables using pro forma, with standardised timings and subject time allocation.
- Long-term plans and Medium-term plans have been reviewed, ensuring that National Curriculum content is fully covered.

Priority 3: Personal Development

To review and develop provision for the 'pupil voice' and young leaders through the school council as well as allocation of additional responsibilities to pupils

Action

- A School Council schedule was developed for the year, incorporating the following:
 - School Council assemblies.
 - Eco Committee. (A group of students who work on promoting the environment).
 - Worship Committee.
- Pupils engaged with the Big Climate Conversation 22/23 in conjunction with Waltham Forest.
- School Council members engaged with Waltham Forest Youth Parliament events.
- 'Librarian' roles were created and allocated, including responsibility for choosing new literature for the school library.
- Student-led assemblies were incorporated into assembly schedule.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

Priority 4: Leadership and Management

To promote the school effectively and innovatively in Walthamstow and beyond, making use of digital, social and print media, as well as word of mouth

Action

- A new ECS social media account has been created on Facebook.
- Promotion of the school through presentation of the school's vision and mission in local churches (ECCI and St John's Walthamstow), in addition to other local churches in the Waltham Forest area.
- Research and costing of new website undertaken; design and build taking place Aug/Sep 2023.

Policies and Procedures

Policies and procedures are updated on a rolling schedule, with the Headteacher and Governors collaborating and the Governors giving approval before these are implemented in full. Policies that have been updated this year include:

The following policies reviewed by FPHAR

- Family Leave Policy and Toolkit
- Personal Leave Policy and Toolkit
- Disciplinary Policy
- Flexible Working Policy
- Grievance Policy
- Managing Staff Attendance Policy
- Probation Policy
- Organisational Change Policy
- Pay
- Finance
- Scheme of delegation
- Terms of reference
- Teacher appraisal
- Debt recovery
- Computer disaster
- Health & Safety
- Behaviour

The following policies were reviewed by CSI

- Anti-bullying
- Healthy School
- SEND
- Handwriting
- Home learning
- Inclusion

The following policies were reviewed by FGB

- Attendance
- ECT Induction
- Safeguarding
- PSHE
- SEND
- LAC
- POST-LAC

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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

Our Key Performance Indicators (KPI) includes students' achievements and performance as shown below:

Early Years Foundation Stage Headlines 2022/23

By the end of the academic year, 50% achieved the expected 'Good Level of Development'.

Phonics Screening Check 2022/23

Year 1 pupils: 88% of pupils achieved the threshold mark or higher

End of Key Stage 1 Assessments 2022/23

Reading: Working at Expected Level or above, 46%, Working at Greater Depth, 10%

Writing: Working at Expected Level or above, 43%, Working at Greater Depth, 7%

Maths: Working at Expected Level or above, 46%, Working at Greater Depth, 11%

Multiplication Tables Check 2022/23

Mean average score 23.5

End of Key Stage 2 Assessments 2022/23

Reading: Working at Expected Level or above, 59%, Working at Greater Depth, 18%

Writing: Working at Expected Level or above, 45%, Working at Greater Depth, 14%

Maths: Working at Expected Level or above, 59%, Working at Greater Depth, 32%

Grammar, Punctuation and Spelling: Working at Expected Level or above, 59%, Working at Greater Depth, 18%

Reading, Writing and Maths combined: 36%

Other KPI's	2022/23	2022/23	2021/22
	Target	Actual	Actual
Total staff costs as a % of total outgoing resources	75.0%	76.3%	77.3%
Teaching staff costs as a % of total staff costs	57.0%	48.0%	62.3%
Year-end surplus margin as a % of revenue (Capital Funding excluded)	1.0%	(9.2)%	10.8%
Attendance targets post-pandemic (An attendance rate of 95% is generally considered good, persistent absence is defined as an attendance rate below 90%)	96%	96%	96%

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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. 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 towards the acquisition of fixtures, fittings & equipment, IT equipment, and improvements to the school premises during the year ended 31 August 2023. 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 2023 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 £1,220,370 of the total incoming resources of £1,641,520(2022: £1,563,158). This included capital grants recognised of £303,543 during the year.

Total outgoing resources for the year amounted to £1,369,578 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 £271,942.

Condition Improvement Fund

A Condition Improvement Funding bid was submitted in 2022 which was successful for the renewing of the water distribution system at Emmanuel Community School amounting to £289,308. This has been reflected in the financial statements with the building works starting in the year and being due to complete in 2023/24.

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.

As at 31 August 2023 the Trust had £230,090 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 £22,343. This gives a combined total of restricted general funds (excluding the pension fund) and unrestricted funds of £252,433 (2022: £241,854). There is a deficit of £221,000 carried forward in relation to the Local Government Pension Scheme. Total funds at the year amounted to £2,069,424.

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 2023 is deemed to be appropriate and in line with Trust's policy. The Trustees 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 EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

The deficit on the restricted pension fund in relation to the Local Government Pension Scheme increased during the year from £154,000 to £221,000. The deficit is funded by a higher level of employer pension contributions into the scheme.

A factor in the increase, according to the actuaries acting for the Trust, Mercer, is the result of changes due to the McLeod and Goodwin cases that have impacted on the valuation in previous years.

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.

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 deficit is not considered to be material to the financial statements.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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 £3,339 (2022: £3,007).

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 2023 or the comparative year 2022.

Plans for future periods

The Trust's key priorities and objectives for this five year period (2019 to 2024) 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.

On a separate note, the continuous migration of families in and out of the local area remains a challenge with respect to maintaining student numbers on roll at the school in Walthamstow, and in terms the continuity of a child's education and achievements.

THE EMMANUEL SCHOOL TRUST

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

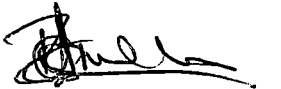
Auditor

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 2023 and signed on its behalf by:



Mr B Greaves

THE EMMANUEL SCHOOL TRUST

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2023

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 CEO, 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.

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

Trustee	Meetings attended	Out of a possible
Rev A Hodgkinson	6	7
Mrs T Oluwatudimu	7	7
Rev D Williams	6	7
Dr A Oluwatudimu	6	7
Mr R Irish	6	7
Mr B Greaves	7	7
Ms E White	6	7
Mr N McQuoid	5	6
Mr M Overare	5	5

Governing Board

Attendance during the year:

Attendee	Meetings attended	Out of a possible
Rev A Hodgkinson	1	4
Mrs T Oluwatudimu	4	4
Dr A Oluwatudimu	4	4
Mr R Irish	4	4
Mr B Greaves	4	4
Mrs M Spinks (Parent Governor)	4	4
Mrs Shumina Miah (Parent Governor)	4	4
Miss A Williams	2	4
Mrs T Hodgkinson	2	4
Mr E Amo-Dadzie	2	4
Mr Reeves (Headteacher)	4	4

THE EMMANUEL SCHOOL TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

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

The School's Finance, Premises, Human Resources, Audit and Risk (FPHAR) Committee is a sub-committee of its main board of governors. Its purpose is to oversee the financial arrangements of the School; the staffing of the School (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 School 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 committee also:

- Reviews the risks to internal control at the School and agrees the programme of work for internal audit that will address these risks, to inform the governance statement and, so far as possible, provide assurance to the external auditors.
- Receives reports from internal audit and elsewhere about the operation of the School's financial procedures and controls and oversees progress with any action plans that may result from these.
- Appoints auditors for the Governors' account and the extended School account.
- Receives and reviews the draft (pre-external audit) and final (post-external audit) accounts and any reports from the external auditors.

Attendance at Finance, Premises, Human Resources, Audit & Risk (FPHAR) meetings in the year was as follows:

Governor	Meetings attended	Out of a possible
E Amo Dadzie (Chair)	2	3
A Hodgkinson	3	3
S Reeves (Headteacher)	3	3
R Irish	3	3
A Williams	2	3
Dr A Oluwatudimu	3	3

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

Governor	Meetings attended	Out of a possible
T Oluwatudimu (Chair)	3	3
S Reeves (Headteacher)	3	3
T Hodgkinson	3	3
B Greaves	3	3
Shumina Miah	2	3
Michelle Spinks	2	3