

Company Registration No. 08472283 (England and Wales)

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

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2016**

THE NOTTINGHAM EMMANUEL SCHOOL

REFERENCE AND ADMINISTRATIVE DETAILS

Members

Diocese of Southwell & Nottingham Educational Trust
Canon Dr C Baxter CBE
C Bowering
Rev P Marsh
H Shewell-Cooper
P Wicks

Trustees

H Shewell-Cooper (Chair)
P Brown
D Bernard-Carlin (Resigned 17 September 2016)
E Dunford
R Harris
J Harrison
D Hobbs (Principal and Accounting Officer) (Appointed 1 September 2015)
H Hudson
M Kennerley
Rev P Marsh
T Murray
E Prentice
Father C Rushforth (Retired 31 March 2016)
E Taylor
V Taylor
A Barnaby (Staff trustee) (Appointed 3 December 2015)
M Blakeway (Appointed 15 October 2015)
Rev H Hall (Appointed 1 April 2016)
C Lewis (Staff trustee) (Appointed 3 December 2015)
M Oldroyd (Appointed 1 September 2015)

Senior management team

- Principal	D Hobbs
- Vice Principal	J Green
- Vice Principal	A Smith
- Vice Principal	A Wolfe
- Assistant Principal	K Wiltshire
- Chief Financial Officer	W Fenwick
- Associate Member	E Loj

Company secretary

W Fenwick

Company registration number

08472283 (England and Wales)

Registered office

Gresham Park Road
West Bridgford
Nottingham
Nottinghamshire
NG2 7YF

THE NOTTINGHAM EMMANUEL SCHOOL

REFERENCE AND ADMINISTRATIVE DETAILS

Independent auditor

RSM UK Audit LLP
7th Floor
City Gate East
Tollhouse Hill
Nottingham
NG1 5FS

Bankers

NatWest Bank Plc
52 Rectory Road
West Bridgford
Nottingham
Nottinghamshire
NG2 6FF

Solicitors

Stone King
Thirty Station Road
Cambridge
CB1 2RE

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2015 to 31 August 2016. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 11 to 19 serving a catchment area within a radius of 10 miles from the centre of Nottingham. It has a pupil capacity of 1,150 and had a roll of 1,018 in the school census at October 2016.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Academy Trust is a company incorporated in England and Wales, limited by guarantee with no share capital (registered number 08472283) and is an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust.

The Trustees of The Nottingham Emmanuel School (who are also the Governors) are also the directors of the charitable company for the purposes of company law. The charitable company is known as The Nottingham Emmanuel School. Details of the trustees who served during the year are included in the reference and administrative details on page 1.

Members' liability

Every 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

Members and Governors liability is covered by the Department of Education's risk pooling arrangement with an indemnity limit of £10,000,000.

Method of recruitment and appointment or election of trustees

The Governors are appointed under the terms of the Academy's Articles of Association as follows:

- the incumbent of the parish of St Wilfrid's, Wilford ;
- one person appointed by the Area Dean of West Bingham;
- three persons appointed by the Diocesan Board of Education, one of whom will be selected from nominations received from the leadership teams of the city centre churches with which the Diocese has established links known as God's Vineyard, Grace Church, Christian Centre Nottingham, Trent Vineyard and Cornerstone;
- three persons appointed by the Trustees of The Nottingham Emmanuel School Foundation;
- one person appointed by the Parochial Church Council of St Wilfrid's, Wilford;
- one person appointed by the Parochial Church Council of St George's in the Meadows;
- one person appointed by the Parochial Church Council of St Saviour's in the Meadows;
- one person appointed by the Archdeacon of Nottingham being either the principal officiating minister of St George's or the principal officiating minister of St Saviour's (both in the Meadows);
- up to two staff Governors appointed by the Members;
- a minimum of two parent governors; and
- the Principal as an ex officio governor

Governors, with the exception of the Principal and the incumbent of the parish of St Wilfrid's, Wilford, are appointed for a term of four years. Subject to remaining eligible to be a particular type of Governor, any Governor may be re-appointed or re-elected. The mix of skills represented by Governors is regularly reviewed against the skill sets required by the governing body and these then inform any training and recruitment requirements.

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Policies and procedures adopted for the induction and training of trustees

All new trustees receive a comprehensive induction programme including an initial meeting with the Chair of Governors and Principal. They follow the school's personalised induction programme, including meeting with the Clerk and a tour of the school. All governors receive the DFE's Handbook for Governors and a locally produced Handbook for Governors and are connected to the school's IT system which enables them to log onto a designated Governor drive. This enables all Governors to have direct access to a secure site for policies, minutes of meetings and other relevant information. All governors are affiliated to the NGA. Individual governors also attend training courses and conferences organised by a range of providers, including the Diocese, to ensure that their knowledge and understanding of educational, legal and financial matters are kept up to date.

Organisational structure

The Principal is the Accounting Officer and the trustees have responsibility for setting and monitoring the overall strategic direction of the school, approving decisions reserved for Governors and senior staff appointments. The trustees, with support from an external consultant, are responsible for monitoring the performance of the Principal in line with the staff appraisal process.

During the year under review the Governors held five meetings of the full governing body and a further fifteen committee meetings. There are four committees which meet to consider detailed matters and delegated tasks. Their terms of reference and membership are reviewed on an annual basis:

- Resources
- Strategic
- Admissions
- Standards

The Governor with responsibility for Chaplaincy is part of the School's Chaplaincy Team which meets on a weekly basis.

Arrangements for setting pay and remuneration of key management personnel

The arrangements for setting pay and remuneration of Trustees and members of the Senior Leadership Team are as follows:

- Trustees are unpaid volunteers and as such receive no remuneration; and
- The senior leadership team remuneration is set by reference to job descriptions, the DFE publication 'School teachers' pay conditions document 2015 and guidance on school teachers pay and conditions', national pay scales for local government employees together with guidance from human resource consultants and reference to the local jobs market.

Related parties and co-operation with other organisations

The Nottingham Emmanuel School works in close partnership with the Diocese of Southwell and Nottingham. The Diocese is the legal freehold owner of the land that the building is situated upon. There are no related parties which either control or significantly influence the decisions and operations of the Academy.

OBJECTIVES AND ACTIVITIES

The charitable objectives for which the Charitable Company was established are set down in the articles of association as follows:

The Academy Trust's object ("the Object") is specifically restricted to the following: to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school with a designated Church of England religious character offering a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship (as required by the Funding Agreement), and in having regard to the advice of the Diocesan Board of Education ("the Academy").

The principal activity of The Nottingham Emmanuel Academy is to provide education for students between the ages of 11 and 19.

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

The Academy's main objective is to provide an outstanding education for its students by combining the very best in academic aspiration with the very best in character and faith development. The mission statement "To enable every student to achieve their full academic and personal potential so that they can make a positive impact on the world in furtherance of the Kingdom of God" underpins all that we seek to achieve as we aspire to:

- Create a cohesive community which is founded upon the love of God for his world and his people – serving and caring for others through unconditional Christian love
- Ensure that everyone enjoys their time at Emmanuel, and feels a sense of ownership and responsibility, working towards the implementation of school-wide policies, procedures and improvement priorities
- Place Christian worship at the heart of the school and to deliver the curriculum through a Christian worldview
- Equip, empower and encourage all students to achieve academic excellence in every element of the curriculum
- Enable all students and staff to develop enquiring analytical minds with a sense of excitement and curiosity about the world, which will encourage the search for truth and develop a lifelong passion for learning
- Develop an enthusiasm and passion for the protection of the environment and understanding of sustainability
- Promote active and healthy lifestyles, achieving a positive work life balance
- Enhance the concept of partnership and collaboration between students, parents, staff and the wider community including the Church, charitable organisations, primary, further and higher education institutions, employers, industry and commerce.
- Foster all aspects of personal and professional development, encouraging students and staff to be creative and innovative, to respond to challenges with confidence and conviction, and to be capable of making sound judgements for life
- Develop a culture in which every member of the school community is valued, creating personal pride and respect for all

We continue our drive for improvement, benchmarking against the best nationally with robust self- and peer-assessment that is integral to the Academy's School Improvement Plan, outlining the priorities that are monitored and reviewed on an annual basis.

The following demonstrate the Academy's broader outlook and commitment to the all-round development of all groups of students:

- International School Award 2011-2015
- Healthy School Award 2014
- Arts Council Gold Mark 2012
- Church Schools' Award 2013
- Drug Aware Accreditation 2014-2015
- Sainsbury's School Games Silver Award 2012-2014
- Member of the Derbyshire & Nottinghamshire Chamber of Commerce 2012-present
- Partner Ghana Programme - Dutch Komenda School, Ghana 2011-present and Sri Lanka 2015
- Two members of staff are designated 'Specialist Leaders of Education' 2012-2016 and the Chair of Governors is a 'National Leader of Governance'.
- Successful 'Challenge Partners' review
- Member of George Spencer Academies Teaching School Alliance
- RFU Gold Standard Award
- Lord Lieutenant's Award for Voluntary Service

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Public benefit

The Governors have complied with the duty in part 3 of the Charities Act 2011, to have due regard to public benefit guidance published by the Charity Commission in exercising their powers and duties.

In accordance with its charitable objectives, the Charitable Company strives to advance the education of the students attending the Academy. The Charitable Company's primary beneficiaries are therefore the students and benefits to students are provided through continuing to maintain a high standard of education throughout the Academy.

In order to determine whether or not the charitable company has fulfilled its charitable objectives for public benefit, the governors gather evidence of the success of Emmanuel Academy's activities.

STRATEGIC REPORT

Financial review

The Academy receives the majority of its recurring funding in the form of grants direct from the Education Funding Agency (EFA) in monthly instalments. During the year under review total expenditure of £7.1m (2015: £7m) was covered by recurring EFA grant funding of £6.1m (2015: £6.0m) and other income totalling £222k (2015: £226k).

The Academy has applied its recurring grant funding in accordance with its funding agreement and the Articles of Association objects clause, namely to advance for the public benefit education in the United Kingdom, in particular by establishing, maintaining, carrying on, managing and developing a school with a designated Church of England religious character offering a broad and balanced curriculum conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship (as required by the Funding Agreement), and in having regard to the advice of the Diocesan Board of Education.

With a change in government policy, the funding of the Academy may change and this may result in a reduction in funding. This is mitigated by building unrestricted reserves which may be used in times where funding has been limited.

The Academy's non-teaching staff are entitled to membership of the Local Government Pension Scheme. The Academy's share of the scheme's assets is currently assessed to be less than its liabilities in the scheme and consequently, the Academy's balance sheet shows a net pension liability of £2,278,000 (2015: £1,370,000). It should be noted that this does not present the Academy with any current liquidity problems.

Financial and risk management objectives and policies

The Academy manages its risks appropriately. The Academy's Financial Risk Register identifies key risks, such as the uncertainty over the LGPS deficit and increases in future employer's contribution rates, as main areas of concern. The Academy has a Financial Procedures Policy and Scheme of Financial Delegation, to govern the financial activities and decisions of the Academy, both of which have been adopted by the governors. Resources are used to maintain efficient staffing levels, ensure the continuing effectiveness of the organisation and good state of repair of the site and buildings.

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Reserves policy

It is the intention of governors to generate unrestricted liquid reserves of one months normal operating expenditure to guard against unforeseen and foreseen events which would place a strain on the day to day running of the Academy and to fund future projects.

At the balance sheet date unrestricted reserves amounted to £616,000 (2015: £718,000) which when measured against the reserves policy results in free reserves of £116,000 (2015: £218,000). General restricted funds (including pension liability but excluding fixed asset fund) amounted to a deficit of £2,278,000 (2015: £1,370,000).

The Academy Trust has restricted fixed assets fund, with a balance of £19,896,000 which is in respect of fixed assets and capital expenditure of the Academy Trust, which is not available for general purpose of the Academy Trust and will only be realised by disposing of the tangible assets.

The pension liability at 31 August 2016 is £2,278,000, which is shown separately in an restricted fund and the trustees continue to review the contribution due based on the reports from the schemes actuaries ensuring the cash is available to meet contributions as they fall due.

Investment policy

It is the Academy's current policy to invest surplus cash balances on a short to medium term basis using low risk investments such as cash deposits, ensuring that the investment is affordable over the term of the investment. This policy is in line with the powers of the Academy Trust.

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Key performance indicators

The Governors use a range of key measures to assess the success of the activities of the charitable company on an annual basis: In terms of student outcomes expressed by public examination results these are:

To improve student outcomes at KS3 and KS4, with a particular focus on key student groups:

KS2-KS4 Progress:

- Overall Progress 8 score is >0.0 (national average: 0.0; national floor standard: -0.5)
- 3+Levels of Progress (LP) English >75%
- 3+LP Maths > national average (65%)

KS4 Attainment:

- >70% of all students in the 2016 cohort achieve A*-C grade in English
- >65% of all students in the 2016 cohort achieve A*-C grade in Maths
- >60% 5+ A-C EM, including 'internal floor target' of 70% A-C for all subjects

KS3:

- Level 5+: 90%
- Level 6+: 60%

Student groups:

- Pupil Premium have a Progress 8 score of no less than -0.3
- Disabilities and Special Educational Needs (DSEN) has a Progress 8 score of no less than -0.3
- English as Additional Language (EAL) have a Progress 8 score of no less than -0.3
- AMA have an Attainment 8 grade > 6.5

To improve student outcomes across Year 12 and Year 13, by monitoring and intervening to support the quality of teaching, learning, assessment and rates of student progress, including between groups of students:

A2 Level:

- A-B: 45.6%
- A-C: 94%
- A-E: 100%
- ALPS Grade 4

AS Level:

- A-B: 19.4%
- A-C: 51%
- A-E: 100%
- ALPS Grade 4
- AS and A2 Level: internal and external assessments judge the quality of >85% of teaching to be at least good

To embed a programme of high quality pastoral support to facilitate excellent personal, social and employability skills, so that students move on to suitable, sustained education, employment or apprenticeships:

- Behaviour for Learning: >80% of Sixth Form students' BFL grades are committed or outstanding;
- Attendance and punctuality: Sixth Form attendance is >95%;
- A work experience programme, tutor programme and student leadership programme are all embedded in Autumn 2016;
- >75% of students gain entry to their first choice university course; >96% of students gain entry to their first or second choice university course; 100% of students move onto further education, employment or training.

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Achievements and performance

Standards at Key Stages 3 and 4

Outcomes at key stage 4 in the summer of 2016 showed improvements on the previous year in many of the key indicators, including: 5+ A*-C with English and Maths (up 2%), Average Total Capped Points (up 10), the Best 8 value added score (up 10 to 999 to be in line with national expectations) and Progress 8 (-0.1 and in line with national expectations). The value added score of every significant student school – low band, middle band, and high band, Pupil Premium, AMA, EAL and SEN – improved to be at least in line with national expectations, with lower band student making significantly positive progress. Teacher projections were much closer to actual outcomes in 2016 than in 2015, with 51% of students gaining 5+ A*-C grades including English and Maths. Maintaining the historically positive trajectory of improvement, by ensuring that consistently good teaching yields good and outstanding student outcomes, is of the utmost priority again in 2016-17. Of particular focus is progress in 3 of the E-Bacc subjects: Maths, Science and Humanities. The outcomes of the current Year 11 cohort are also an area of focus, with 30% of the cohort having joined since the beginning of Year 7. This year group's interim assessments in summer 2016 suggested a Progress 8 score of -0.17 which is just in line with national expectations.

Our current year 10 cohort has made good progress to date, with 50% of these students making 6 sub-levels of progress across 8 or more subjects and with an average of 5 sub-levels of progress across all subjects from the end of Year 6 to the end of year 9. The progress of Pupil Premium students in year 10 has virtually kept pace with that of all students (5.1 sub-levels compared to 5.4 sub-levels of progress in English and 5.3 sub-levels compared to 5.8 sub-levels of progress in Maths) as a result of positive intervention. Again, lower band students make particularly strong progress. Similarly, our current year 9 cohort made good progress over the course of the first two years at Emmanuel, with students making on average 3 sub-levels of progress across a wide range of subjects, including English, Maths and Science, from end of year 6 to end of year 8. Increasing the level of challenge in our key stage 3 is a key challenge for 2016-17.

Attainment and Progress Key performance indicators

	2014	2015	2016	National (2015)
% 5+ A*-C inc. Eng & Maths	56	50	51	53.8
% 5+ A*- C	62	55	60	64.9
Basic Level2 %	60	55	52	55.8
Best 8 VA	981	988	998	
Attainment 8	4.73	4.71	4.79	4.74
Progress 8	-0.22	-0.19	-0.10	

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Standards at Key Stage 5

Sixth Form leadership continues to have a positive impact and outcomes at A Level in 2016 showed a notable improvement on previous years. The number of entries at A2 was considerably up on the previous year, with a 98% pass rate and the average grade per entry at C. 91% of students achieved three or more A Levels, which was again a notable increase on previous years, and the number of A*-B grades rose to a third of all grades. Progress at AS moved notably up from an ALPs 7 in the previous year to an ALPs 4 in 2016. Similarly progress at A2 rose from an ALPs 5 in 2015 to a 4 in 2016.

	2014	2015	2016	National average (2015)
Number of entries	141	175	202	
% A*-B grades	24	27	33	53.4
% A*-E grades	98	98	98	98.8
Average points per entry	201	205	207	216
Average points per student	610	672	702	778

Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Plans for future periods

As a stand-alone academy The Nottingham Emmanuel School is continuing to invest time in ensuring that it is well placed strategically to fulfil its aims. It has well developed partnerships with local teacher training providers and Teaching School Alliances, and is considering whether a harder federation or MAT may serve its aims going forwards.

Effective staff recruitment and retention has been a key area of focus over the past year, particularly given the challenging national outlook in respect of this issue. The past year has seen success in this area and it will remain a priority for 2016-17.

The sustainability and development of the school's sixth form is another priority area for future years. It will be an area of focus in 2016-17 to ensure that the sixth form's curriculum meets the needs of learners joining the sixth form after their GCSEs.

THE NOTTINGHAM EMMANUEL SCHOOL

TRUSTEES' REPORT (CONTINUED)

Principal risks and uncertainties

The Trustees have assessed the major risks to which the Academy is exposed, and are satisfied that systems and procedures are in place to mitigate the exposure to major risks. Systems and procedures have been implemented covering both operational (e.g. in relation to teaching, health and safety, trips, vetting of new staff, supervision of academy grounds) and financial risks (comprehensive system for internal controls explained in more detail in the governance statement). Where significant financial risk still remains, governors have, where appropriate, ensured they have adequate insurance cover.

The Academy has undertaken a full review of the main areas of risks which it faces. This includes all health and safety and safeguarding procedures. In addition, a review of all financial risks is undertaken on a regular basis.

The Academy has a formal risk management process to assess business risks and to implement risk management strategies. The process involves identifying the types of risk that the Academy faces, scoring and prioritising the risks in terms of the potential operational and financial impact, assessing the likelihood of occurrence and identifying means of mitigating the risks. A risk register is maintained and reviewed on a regular basis.

AUDITOR

RSM UK Audit LLP have indicated their willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed reappointed as auditors in the absence of an Annual General Meeting.

Statement as to disclosure of information to 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.

The trustees' report is approved by order of the board of trustees and the strategic report (included therein) is approved by the board of trustees in their capacity as the directors at a meeting on 29/11/16..... and signed on its behalf by:



H Shewell-Cooper

Chair

THE NOTTINGHAM EMMANUEL SCHOOL

GOVERNANCE STATEMENT

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that The Nottingham Emmanuel School 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.

The Board of Trustees has delegated the day-to-day responsibility to the Principal, 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 Nottingham Emmanuel School and the Secretary of State for Education. They are 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 five times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

Trustees	Meetings attended	Out of possible
H Shewell-Cooper (Chair)	5	5
P Brown	4	5
D Bernard-Carlin (Resigned 17 September 2016)	3	5
E Dunford	4	5
R Harris	4	5
J Harrison	3	5
D Hobbs (Principal and Accounting Officer) (Appointed 1 September 2015)	5	5
H Hudson	3	5
M Kennerley	5	5
Rev P Marsh	2	5
T Murray	1	5
E Prentice	5	5
Father C Rushforth (Retired 31 March 2016)	2	3
E Taylor	3	5
V Taylor	2	5
A Barnaby (Staff trustee) (Appointed 3 December 2015)	4	4
M Blakeway (Appointed 15 October 2015)	4	5
Rev H Hall (Appointed 1 April 2016)	1	2
C Lewis (Staff trustee) (Appointed 3 December 2015)	4	4
M Oldroyd (Appointed 1 September 2015)	3	5

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GOVERNANCE STATEMENT (CONTINUED)

The governing body commissioned an external review of governance during the autumn term 2015. This dovetailed with the new Principal taking up post and allowed the Senior Leadership Team and governing body to determine together their strategic leadership and new ways of working in partnership. This review was accompanied by joint work facilitated by the National Governor Association to refresh the school's vision, mission and values. The external review made suggestions to the governing body which enabled their existing strong practice to be further sharpened. Notably it contributed to a clearer alignment of governance activity to the School's self-evaluation cycle and the use of quality scrutiny questions in holding the school to account for outcomes. There were some minor changes to Committee remits.

The role of the governing body was strongly commended in the Ofsted inspection report (March 2016) and the Chair continues as a National Leader of Governance and member of the Board of Education, Southwell and Nottingham Diocese.

The governing body undertook its own Internal self-evaluation (July 2016). As a result proposals are in place to combine Admissions work with Resources Committee and to link Ethos to the Standards Committee remit. A follow up 'light touch' external review of governance is already planned for June 2017.

The Resources Committee is a sub-committee of the main board of trustees. Its purpose is as follows:

Financial policy and planning

- To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, Principal and other nominated staff.
- To establish and maintain a three year financial plan, taking into the account priorities of the School Improvement Plan, roll projection and signals from central government regarding future years' budgets, within the constraints of available information.
- To draft and propose to the governing body for adoption an annual school budget taking into account the priorities of the School Improvement Plan.
- To make decisions in respect of service level agreements.
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Principal.

Financial monitoring

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To receive at least termly budget monitoring reports from the Business Manager.
- To report back to each meeting of the full governing body and to alert them of potential problems or significant anomalies at an early date.
- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
- To prepare the Trustees Report to form part of the Statutory Accounts of the governing body and for filing in accordance with Companies Act requirements.
- To receive auditors' reports and to recommend the governing body action as appropriate in response to audit findings.
- To recommend to the full governing body the appointment or reappointment of the auditors of the academy.

Premises

- To provide support and guidance for the governing body and the Principal on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is presented to the FGB identifying any issues and actions arising.
- To arrange professional surveys and emergency work as necessary.
- The Principal is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Principal would normally be expected to consult the committee chair at the earliest opportunity.
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Building Development Plan
- To ensure that the governing body's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

THE NOTTINGHAM EMMANUEL SCHOOL

GOVERNANCE STATEMENT (CONTINUED)

Personnel

- To ensure that the school is staffed sufficiently for the fulfilment of the school's development plan and the effective operation of the school.
- To monitor the impact of the school appraisal policy and procedure for staff and the principal.
- To ensure that staffing procedures (including recruitment procedures) follow current equalities legislation.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the governing body for approval.
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- To recommend to the governing body staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with staff, to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.
- To monitor and evaluate the impact of continuing professional development on improving staff and governor performance.
- To encourage all staff to maintain a work-life balance.

Attendance at meetings of the Resources Committee in the year was as follows:

Trustees	Meetings attended	Out of possible
H Shewell-Cooper (Chair)	3	3
P Brown	3	3
J Harrison	2	2
D Hobbs (Principal and Accounting Officer) (Appointed 1 September 2015)	3	3
E Prentice	3	3
M Blakeway (Appointed 15 October 2015)	2	3
M Oldroyd (Appointed 1 September 2015)	2	2

THE NOTTINGHAM EMMANUEL SCHOOL

GOVERNANCE STATEMENT (CONTINUED)

Review of value for money

As accounting officer the principal has responsibility for ensuring that the academy 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 academy trust has delivered improved value for money during the year by:

- **Improving Educational Results**

OFSTED inspections in 2012, 2015 and 2016 have confirmed that The Nottingham Emmanuel School offers a good quality of education. The most recent SIAMS inspection (November 2015) judged the school to be 'Outstanding' as a Church school. Since these inspections, student outcomes have improved; student progress across all key stages is in line with national averages and the gaps between disadvantaged students and all students have narrowed markedly. Nevertheless, senior leaders and governors recognize that there is more work to do to ensure that the overall effectiveness of the school is solidly and consistently good. This is not the limit of the school's ambitions – especially given the breadth of the school's mission as a Church school – but is an important milestone on the journey.

Outcomes at key stage 4 in the summer of 2016 showed improvements on the previous year in many of the key indicators, including: 5+ A*-C with English and Maths (up 2%), Average Total Capped Points (up 10), the Best 8 value added score (up 10 to 999 to be in line with national expectations) and Progress 8 (-0.1 and in line with national expectations). The value added score of every significant group of students – low band, middle band, high band, Pupil Premium, AMA, EAL and SEN – improved to be at least in line with national expectations, with lower band student making significantly positive progress.

Sixth Form leadership continues to have a positive impact and outcomes at A Level in 2016 showed a notable improvement on previous years. The number of entries at A2 was considerably up on the previous year, with a 98% pass rate and the average grade per entry at C. 91% of students achieved three or more A Levels, which was again a notable increase on previous years, and the number of A*-B grades rose to a third of all grades. Progress at AS moved notably up from an ALPs 7 in the previous year to an ALPs 4 in 2016 (on a scale of 1-9, with 5 representing the national average). Similarly progress at A2 rose from an ALPs 5 in 2015 to a 4 in 2016.

The quality of teaching is good. During 2015-16, a key focus for the leadership of the quality of teaching was on typicality. The percentage of teaching judged to be typically good rose to 64% (Spring) and 76% (summer). 6 out of 8 NQTs were judged to be typically good by the end of the academic year. 2 out of 3 Teach First teachers were judged to be good, with the third outstanding. Throughout the course of the year, weaknesses have been addressed and the school now has a stronger and more stable team of teaching staff than in the past. The school's quality assurance programme is overseen across all Learning Communities by an experienced member of staff.

THE NOTTINGHAM EMMANUEL SCHOOL

GOVERNANCE STATEMENT (CONTINUED)

Personal Development, Behaviour and Wellbeing are good. There is a strong culture of care and support within the school, driven by the school's distinctively Christian, inclusive ethos. Safeguarding arrangements are good. Students behave well around the school and in the majority of lessons, supported by a simplified behavior policy and system which provides prompt, centralized follow-up to any incidence of disruption. Students want to come to school and the attendance of all groups of students is good. Exclusions are broadly in line with national averages and SMSC is effective. There is a wide and varied programme of enrichment and community service activities offered at key stages 3 and 4, and opportunities for service at key stage 5. Parental engagement and primary transition work are both good. A full, externally commissioned survey in the autumn of 2015, across the full student, parent and staff body, highlighted a number of these strengths.

Effective governance and leadership and management have been central to the good outcomes achieved in summer 2016. An external review of governance has led to the streamlining of governor committees and the governing body as a whole is led very effectively by a National Leader of Governance (NLG). Governors have worked with senior leaders to clarify the school's inclusive, Christian mission, values and vision, which underpin all of their work. Governors are supported in their role by an experienced Principal who acts as School Improvement Partner and is a National Leader of Education (NLE).

Effective leadership at all levels of the school has been secured through improved staff recruitment and retention, ensuring that leaders are outward-facing through membership of Teaching School Alliances, introducing a new whole-school Learning Community structure and realigning SLT roles and responsibilities along the school's key priorities.

- **Financial Governance and Oversight**

The academy's system of financial control is based upon a framework of regular reporting of management information, established financial and administrative procedures, a system of internal control and robust budgeting procedures. In particular:

- A robust capitation bidding process with involves all budget holders meeting with the school business manager to review the previous year's capitation expenditure against budget and whole school and department priorities and to establish the following year's capitation;
- Use of effective budgeting software which produces a five year plan;
- Monthly reporting to budget holders against agreed budgets;
- Regular reporting to and review by Resources Committee governors of management information;
- A proactive Resources Governors' subcommittee meeting termly;
- An external audit performed by RSM UK Audit LLP.

Governors were pleased that the auditors' third report on the academy was positive and confirmed once again that there were no serious internal control deficiencies.

A team comprising members of the senior leadership team and governors from the Resources committee continue to work together to monitor and review a comprehensive risk register and associated action plan to ensure the academy's risks are managed effectively. The risks to the academy are mitigated by an appropriate level of insurance cover and by seeking professional advice when needed, for example the use of HR and legal service retainers.

THE NOTTINGHAM EMMANUEL SCHOOL

GOVERNANCE STATEMENT (CONTINUED)

- **Better Purchasing**

We continue to use our membership of the Nottingham Association of School Business Managers to research best value as well as regularly liaising with and taking references from other schools and academies before placing major contracts.

Following the recent appointment of a new Facilities Manager all facilities contracts are in the process of being fully reassessed in relation to value for money in terms of quality and price. This has resulted in a number of new contracts being placed to date and more advantageous terms being negotiated with existing contractors. A cost reduction consultant company has been employed on a trial basis in the area of office consumables on the basis of 'no win no fee' agreement.

The 1,000KWP solar panel project installed on the school's roof during August 2015 has provided in excess of 25% of the school's electricity requirements in its first year of operation with substantial financial and ecological benefits forecast over the initial twenty year expected life of this system.

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 Academy 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 Nottingham Emmanuel School for the twelve months ended 31 August 2016 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk

The Board of Trustees has reviewed the key risks to which the Academy 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 on-going process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the twelve months ending 31 August 2016, and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Resources Committee on behalf of the Governing Body.

The risk and control framework

The Academy 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 financial reports which are reviewed and agreed by the governing body;
- regular reviews by the 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
- delegation of authority and segregation of duties;
- identification and management of risks.

The board of trustees has considered the need for a specific internal audit function and has decided that the Resources Committee should fulfil the functions of an audit committee by reviewing the risks to internal financial control, agreeing a programme to address any risks and ensuring controls are in place to manage the risk of fraud, theft and irregularity. No material control issues have been identified.