



Annual Summary of Actions & Achievements for the Local Governing Board of Emmanuel College

2024-25

A Message from the Local Governing Board (LGB)

This report outlines the work and impact of the Local Governing Board (LGB) at Emmanuel College during the 2024–25 academic year. The LGB is made up of volunteers who are deeply committed to the values of the College and to supporting its students, staff, and wider community.

Our role is to uphold the vision and values of Emmanuel Schools Foundation, while providing constructive challenge and informed oversight across key aspects of school life – including quality of education, leadership, safeguarding, inclusion, behaviour, attendance, personal development, and financial planning.

This year, governors have continued to offer both support and challenge across a broad range of priorities. We have participated in regular meetings and link monitoring visits, reviewed performance data, contributed to strategic decision-making, and ensured that the Christian ethos of the College remains at the heart of everything we do. From Sixth Form growth and SEND provision to safeguarding, outcomes, and curriculum development, we have remained focused on ensuring the best possible experience and outcomes for all students.

The LGB operates with delegated responsibility from the Emmanuel Schools Foundation Board of Trustees, in line with its governance structure and expectations.

Further information about governance within the Foundation can be found here: [Governance – Emmanuel Schools Foundation \(esf-web.org.uk\)](https://www.esf-web.org.uk)

We are proud of the progress made at Emmanuel this year and remain dedicated to supporting its continued growth and success.

Meet the governing board

Name:	Role/Responsibility:
Ross Smith	Governor - Chairman, Monitoring – Stakeholder & Community Engagement, Leadership & Management and Quality of Education & Extra Curricular
Judith Sword	Vice Chair, Monitoring – SEND, Pupil Premium and KS3
Joy Evans	Governor - Monitoring – Student Development
Jonathan Harness	Governor - Monitoring – Safeguarding, Looked After Children and Child Protection
Ali Bianchi	Governor - Monitoring – Ethos & British Values
Tom Smyth	Governor - Monitoring – Health & Safety
Gladys Mante-Nyadu	Governor – Monitoring – TBC

Regular Attendees

Peter Pickthall	Link Trustee
Nat Ogborn	Acting Principal
Darren Warburton	ESF Finance Director
Christine Taylor	ESF Company Secretary
Kelsey Stoddart	Governance Clerk

Key Achievements and Actions

Leadership and Direction

- Supported the strategic leadership of Matt Waterfield as Principal until June 2025, during which time he provided vision and oversight across key areas of the College's development. Alongside this, Nat Ogborn led the day-to-day operations as Head of School, before stepping into the Acting Principal role in June. In both roles, Mr Ogborn prepared LGB papers, led on key priorities, and worked closely with governors throughout the year.
- Celebrated Emmanuel College's Outstanding Ofsted judgement, with every category graded as Outstanding – including Leadership and Management. Governors supported leaders in preparing for inspection and were proud to see the school's ethos, strategy, and staff dedication so clearly recognised.





- Contributed to early planning for the recruitment of a new Principal, helping ensure the future leadership of the College is rooted in its values and long-term vision.
- Monitored the delivery of the College's improvement plan, with sustained focus on raising standards in teaching, behaviour, attendance, and Sixth Form development.
- Approved a realistic and forward-looking budget for 2025–26, while continuing to ask challenging questions to ensure value for money and long-term sustainability.

Student Outcomes and Curriculum

- Celebrated record-breaking GCSE results, including the school's highest ever Progress 8 score and national recognition for exceptional outcomes among disadvantaged students.
- Supported targeted improvement in subjects such as English Literature, RE, Spanish, and vocational courses, with action plans developed and monitored across the year.
- Approved curriculum changes designed to provide more inclusive and purposeful pathways, including a simplified KS3 language model and expansion of vocational options.

SEND and Inclusion

- Responded to a continued rise in the number and complexity of SEND needs, supporting the recruitment of Learning Support Assistants and broader collaboration with external agencies.
- Commended the College's growing reputation as an inclusive setting where students with additional needs, including those with EHCPs and SEMH profiles, are known, supported, and able to thrive.

Behaviour and Attendance

- Worked closely with leaders to review behaviour data, especially in Years 8 and 9, and encouraged early intervention and better communication with families.
- Noted improvements in overall attendance and praised the positive impact of new Attendance Officers and welfare staff.

Sixth Form Growth and Development

- Supported the development of a new Sixth Form study centre to meet the needs of a growing cohort and provide a modern, dedicated learning space.
- Recognised the success of the Grace College integration into the Sixth Form, with effective support structures and clear efforts to maintain a cohesive and inclusive culture.
- Celebrated a strong year for university and destination outcomes, including offers from Oxford and Cambridge, as well as medical schools and Russell Group universities.

Welfare, Safeguarding and Personal Development

- Maintained consistent oversight of safeguarding processes, including incident data, referrals, and policy updates.
- Welcomed the College's intentional work on personal development, including grief and bereavement themes, character education, and stakeholder partnerships such as RISE.
- Supported changes to the welfare team structure to ensure long-term capacity and flexibility in provision.

Careers, Enrichment and Educational Visits

- Endorsed the College's improved careers programme, including stronger tracking, broadened sector coverage, and key events like the St James' Park Futures Conference.
- Supported efforts to better promote and track co-curricular participation, particularly for boys, PP students, and older year groups.
- Encouraged the development of a rewarding and inclusive programme of visits, with a focus on ensuring accessibility for all students, regardless of background.

Teaching, CPD and Staff Development

- Reviewed the impact of the College's coaching-led CPD model and welcomed the investment in staff development through instructional coaching and NPQ qualifications.
- Supported the school-wide focus on literacy development as a key teaching priority, with CPD aligned to ESF's Teaching Principles.





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- Encouraged continued reflection on staff workload, absence, and wellbeing, especially in light of recruitment and retention pressures across the sector.

Community, Ethos and Engagement

- Engaged with feedback from Student Voice Week, parent consultations, SEND coffee mornings, and staff surveys.
- Welcomed the College's commitment to Christian ethos and inclusive values, demonstrated through college prayers, the Character Award, and strengthened stakeholder relationships.
- Recognised progress made in promoting a respectful and inclusive culture, with governors encouraging clear and consistent communication with all families.

Effective and Strategic Governance

- Continued to align governor monitoring with school priorities, attending link visits and asking informed questions based on data, policy, and stakeholder feedback.
- Reviewed changes in national and Trust policies across safeguarding, SEND, attendance, and curriculum.
- Approved the Governor Development Plan and remained committed to training, reflective practice, and accountability in all areas of governance.

Looking Ahead

As we look ahead to the 2025–26 academic year, the Local Governing Board remains fully committed to helping Emmanuel College continue to grow and thrive — academically, pastorally, and spiritually. Together with the Emmanuel Schools Foundation (ESF), we are working to ensure every student is known, supported, and empowered to succeed.

We will play an active role in supporting the recruitment of a new Principal, ensuring the next phase of leadership continues to build on the College's strong foundations and distinctive ethos. As the SEND cohort grows and needs become more complex, we will monitor how resources, staffing, and systems evolve to ensure no student is left behind.

The expansion of the Sixth Form is a significant opportunity, and the Board will support the school in managing this growth with care and ambition — ensuring that facilities, staffing, and support structures remain strong. We will also continue to focus on early identification in behaviour and attendance, knowing that timely, compassionate intervention can change a child's trajectory.

Staff wellbeing, development, and retention remain vital to sustained improvement. We are committed to listening — to staff, students, and families — and using that feedback to shape a school culture that feels inclusive, ambitious, and rooted in values.

Above all, we remain proud to be part of Emmanuel Schools Foundation — a Trust built on hope, character, and excellence — and we look forward to playing our part in shaping the next chapter of Emmanuel College's story.

