

Governors' Report

Jotmans Hall Primary
School
2014

*(for inclusion as part of the Year End statements for
Financial Year 1st September 2013 to 31st August 2014.)*

Jotmans Hall Primary School

Reference & Administrative Details

Governors

Mr A Keeble	Community Governor		
Mrs N Collins	Community Governor		
Mrs S Coultrup*	Staff Governor		
Mr B Dunmow	Community Governor		
Mr M Hobday *	Staff Governor		
Mr P Hodges *	Parent Governor	-	Chairman
Mrs J Lunn	Community Governor		
Mrs M Neary *	Community Governor	-	Vice Chairman
Mrs N Ruddock *	Staff Governor	-	Finance Director
Mrs C Savage	Staff Governor		
Mr R Savage*	Parent Governor		
Mr M Woodruff *	Parent Governor		
Mr B Woolf *	Community Governor		
Mrs N Kadwill *	Staff Governor	-	Headteacher - Accounting Officer
Mrs L Carter	Company Secretary		
Vacancy	Community Governor		

* Members of the Finance & Premises Committee

Governor Resignations since September 2013

Mrs M Howe Community Governor - resigned 7.7.14

Senior Leadership Team - Assistant Headteacher

Mrs P Lovett

Mrs A Phillips

Miss S Warnes

Mrs. N. Ruddock

Jotmans Hall Primary School

Principal & Registered Office

High Road,
Benfleet,
Essex SS7 5RG

Company Registration Number

07687947

Independent Auditors

Jon GorrIDGE,
MWS Limited,
Kingsbridge House,
London Road,
Westcliff on Sea
Essex SS0 9PE

Bankers

Barclays Bank plc,
Leicester, LE87 2BB

Solicitors

Stone King
13 Queen Square
Bath BA1 2HJ

Jotmans Hall Primary School

Governors' Report

The Governors of Jotmans Hall Primary School present their annual report together with the financial statements and auditors' report for the period 1st September 2013 to 31st August 2014. The company was incorporated on 29th June 2011 and converted to an Academy on 1st August 2011.

The report has been prepared in accordance with Part VI of the Charities Act 1993 and it is also the report of the directors for the purposes of the Companies Act 2006 and Accounts Direction 2013 to 2014 published by EFA.

The financial statements have been prepared in accordance with the Academy's accounting policies and comply with the Academy's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice on "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005).

Structure Governance and Management

Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The Charitable Company's memorandum and articles of association are the primary governing documents of the academy trust. The Trustees comprise All members of the Governing Body.

The governors act as the trustees for the charitable activities of Jotmans Hall Primary School and are also the directors of the Charitable company for the purposes of company law. The Charitable Company is known as Jotmans Hall Primary School.

Details of the governors who served throughout the year except as noted are included in the Reference and Administration 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 £1, for the debts and liabilities contracted before they ceased to be a member.

Governors' Indemnities

Academy has not provided any indemnities to any third parties in respect of any action taken against the governors in their roles as directors.

Principle Activities

The principle activities of Jotmans Hall Primary School are to provide a Primary School curriculum which satisfies the requirements of section 78 of the Education Act 2002 - a balanced and broad curriculum. The Academy provides an education suitable for pupils of different abilities and serves the local area in which it is sited, Benfleet, Essex.

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Method of Recruitment & Appointment or Election of Governors

We started the year as a new Academy with a total of 15 Governors made up as follows:

- 5 Staff Governors,
- 3 Parent Governors,
- 7 Community Governors.

Each Governor holds a four year term of office and can choose to renew their term for further four year terms once approved by the Governing Body. The Chairman and Vice-Chair and the Chairmen of each sub-committee are elected yearly.

New Governors are recruited and elected on their ability to play an active role in the Governance of the Academy. Any person expressing an interest in becoming a governor is invited to an informal discussion with the Headteacher and given a copy of Jotmans Hall Primary School's Governors' Handbook so that they are aware of what the role entails and requirements for members of the governing body. If a particular weakness is identified in the knowledge and skills of the Governing Body, then applicants will be actively sourced by current members of the Governing Body who have the desired experience or expertise. When a vacancy occurs a new governor is sought in a variety of ways, depending on the type of governor vacancy; individuals with particular skills may be approached to see if they may be interested in becoming a governor.

Parent Governors are elected following an invitation to all parents/carers of pupils currently attending the Academy and a ballot will be held if there are more applicants than vacancies. Parents/carers then vote for their preferred candidate (s) based on a short paragraph written by the candidates seeking office.

Staff Governors are elected following an invitation to all current staff and if there are more candidates than vacancies a ballot of current staff members will be held. A cross section of staff is favoured by the Academy and so staff are encouraged to apply and a copy of the Governors' Handbook is given to any interested candidate.

Community Governors contact the School to request to be a Community Governor or they are approached by current Governors. Their appointment is discussed and approved by the Full Governing Body.

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Name of Committee (*statutory committee)	Membership	Others	*Chairman	Quorum	Meetings	Clerk	Reporting Back	Review
Admissions	3 Governors	-	1st FGB meeting at beg. of each academic year	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term
Curriculum & Target Setting	5	3 Assistant Headteachers (Associate Members)	1st C&T meeting at beg. of each academic year	3	Termly & as required	Clerk to the Governing Body	Via minutes & verbal reports	Annually Summer term
Finance & Premises	9	-	1st F&P meeting at beg. of each academic year	3	Bi-monthly (except Aug & Dec) & as required	Finance & Administration Manager	Via minutes & verbal reports	Annually Summer term
Full Governing Body	15	3 Assistant Headteachers (Associate Members)	1st FGB meeting at beg. of each academic year. Term of office - 1 year	50% - of existing membership	At least one per term except Autumn when there will be two	Clerk to the Governing Body	Via minutes	Annually 1st meeting of Autumn term
Pay & Personnel	7	-	1st P&P meeting at beg. of each academic year	3	Termly & as required	Clerk to the Governing Body	Via minutes & verbal reports	Annually Summer term
Headteacher's Pay Committee	3	-	At meeting	3	Summer Term	Finance & Administration Manager	Verbal Reports	As required
Pupil Discipline	3	-	1st FGB meeting at beg. of each academic year	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term
Staff Dismissal	3	-	1st FGB meeting at beg. of each academic year	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term
Staff Dismissal Appeals	5	-	1st FGB meeting at beg. of each academic year	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term

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Attendance at Meetings

All governors are expected to attend the full Governing Body meetings and to choose at least one sub-committee to join. The composition and range of sub-committees is laid out in the Terms of Reference for the Governing Body and this includes both statutory and non-statutory committees. The number of governors and the quorum for meetings and decisions required for each sub-committee varies and is laid down in the terms of reference for each individual committee.

In the first meeting of each academic year (generally in September) governors are chosen to sit on the sub-committees of the Governing Body. Current members are asked if they wish to continue on the committee they are currently on, they may stay on in, change or add another committee as they wish and subject to a vacancy on the committee. Each sub-committee's quota of members will be filled in this way, although there may be vacancies if the Governing Body has vacancies at that point.

Policies & Procedures Adopted for the Induction & Training of Governors

Prospective Governors

Prospective governors are given - Desirable Governor Competences, Mutual expectations & the role of Governors at Jotmans Hall. They are also informed that as a Governor of Jotmans Hall Primary School, their details will be registered at Companies House and they will be a Director of the Academy for as long as they are a Governor at the School.

Prospective governors are invited to discuss their interest in the role with the Headteacher and have a tour of the Academy.

Newly Appointed Governors receive the following pack:-

- Governors Handbook;
- Articles of Association;
- Funding Agreement
- The school's current prospectus;
- Minutes of the most recent meetings of the governing body (including sub-committees);
- A calendar of governing body and committee meetings
- The school's current Development Plan;
- The school's 'Financial Regulations & Scheme of Delegation';
- Academies Financial Handbook
- The most recent OFSTED inspection report and any consequent action plan;
- Code of Conduct
- Governors Skill Evaluation sheet
- Business Skills Form
- Access to the statutory and non-statutory policies adopted by the governing body
- Up to date Admissions Policy
- Governors in School Policy

The Link Governor (Clerk) will:

- Discuss training possibilities especially if there is a specific interest in particular areas, e.g. special needs, curriculum or finance;
- Establish the availability of suitable courses; supply further details and book places.

Newly appointed governors are invited to attend sub-committee meetings as an observer prior to choosing which Committee they wish to join, subject to a vacancy on that committee.

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A "buddy" governor will be chosen to help new governors settle in, understand the role and answer any queries they may have.

All new Governors are encouraged to attend an Induction Course and any further training courses which they are interested in and which is relevant to the needs of the Governing Body at that time. Currently the BATIC Trust runs training sessions for governors and the Academy may purchase courses from outside bodies at the request of any governor or where a need is identified by the Governing Body.

Organisational Structure

Jotmans Hall Primary School is governed by the Governing Body, constituted under a memorandum of association and articles of association.

The Headteacher is the Accounting Officer and she is supported by the Senior Leadership Team who make decisions for the Academy, in conjunction with the Governing Body. The Governing Body has delegated the day-to-day running of the academy to the Headteacher and senior staff.

The Governing Body is responsible for ensuring that high standards of corporate governance are maintained, assisted by their internal auditor and external auditor. In exercising these powers and functions with a view to fulfilling a largely strategic leadership role in partnership with the Senior Leadership Team the Governing Body sees its role as:-

- Monitoring performance
- Developing policies and strategic development,
- Ensuring the sound management and administration of the Academy,
- Ensuring compliance with legal requirements,
- Ensuring that effective internal controls are in place,
- Managing resources
- Ensuring the Academy meets the needs of the local community and responding to these needs.

Risk Management

The Academy follows an appropriate risk management process and has a Risk Register which is updated at least annually. The process identifies the types of risk the Academy faces and these risks are scored and prioritised in terms of the likelihood of their occurrence and the potential impact from an operational and financial perspective. In 2014 the Risk Register relating to Tree Tots Pre-School on the School site was considered in detail and the whole register re-rated in the light of a successful OFSTED report in June 2013 which graded the School as "Good". This impacted on the Risk Register by reducing the risk associated with a falling pupil roll and the School's reputation in the local community.

Connected Organisations

Jotmans Hall Primary School works in educational collaboration with The Robert Drake School and Kingston Primary School. These local, partner schools became Academy Trusts on 1st August 2011 and worked with Jotmans Hall Primary School to enable smooth progress towards Academy Status.

The three schools are separate legal entities, but work together on joint staff training programmes, have collaborative meetings for teachers and share curriculum expertise.

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In addition to the above informal working arrangement, Jotmans Hall Primary School is part of The BATIC Partnership Trust (Company number 07655788). This Trust was formed on 2nd June 2011 and comprises primary, special and secondary schools in the Benfleet and Thundersley area. The BATIC Trust's Mission Statement is "Working Together for a Stronger Community" and during the first year of operation their priorities were set as Extended Services (in particular counselling services, CPD for staff and governors, Bid-Writing and Sport).

Tree Tots Pre-School (Charity Commission number 1041132) operates from Jotmans Hall Primary School's premises. The Pre-School is run for the benefit of the local community and is open to all pre-school pupils living in the area. Jotmans Hall Primary School and Tree Tots Pre-School operate an informal educational partnership to support pupils moving from pre-school education into primary school. The main focus of this partnership is shared working practices and close liaison on educational issues to ensure a smooth transition from the Pre-School to the main school.

Auditor

Insofar as the governors are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The governors 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 Governing Body has re-appointed the current Auditors MWS Ltd for the next financial year beginning 1st September 2014.

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Objectives and Activities

Objects and Aims

The aims of the Academy are to advance for the public benefit, education, in particular establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum. At Jotmans Hall Primary School every child matters. We aim to inspire our pupils to enjoy thinking and learning, enabling them to achieve their potential and provide them with the skills to succeed in the 21st Century.

The Academy will be at the heart of our community, promoting community cohesion and sharing facilities with other schools and the wider community. There will be an emphasis on the needs of individual pupils, addressing their individual needs including pupils with or without statements of SEN.

The Academy aims to promote, for the benefit of all inhabitants of the Benfleet area, provision of facilities for recreation and other leisure time occupation. These facilities will aim to address the needs of and improve the lives of local people, recognising their youth, age, infirmity or disablement, financial hardship, social and economic circumstances, in the interests of social welfare.

Objectives, Strategies and Activities

From the 2013 - 2016 School Development Plan

Priority 1. Pupil Progress and Teaching and Learning

- To increase the amount of outstanding teaching so that more pupils make rapid and sustained progress.

A key part of the Academy's improvement strategy was to continue to increase the quality of teaching seen during teaching observations so that all teaching seen was at least "Good" and much was "Outstanding". In order to achieve this aim staff training was been focussed on outstanding teaching; senior members of the teaching staff attended an "outstanding teaching" programme and coached other members of staff and teachers/learning support staff attended joint training sessions with our partner academies, The Robert Drake School and Kingston School. Staff carried out peer observations and scrutinies of work were carried out to see the impact.

The Headteacher's targets reflected this drive to improve the quality of teaching which the school recognises as being key to its continued success, reflected in pupil progress and achievement levels.

Priority 2 - To improve Pupils' attendance

- To improve attendance to at least average levels by working more closely with families in order to reduce the number of absences and to promote high attendance.

The Governing Body put in place stringent attendance policies and procedures in order to bring attendance levels to at least average in terms of national data - a target of 96.5% for the whole School was agreed for 2013/14 plus improvements in attendance rates for all significant groups including pupils on Free School Meals and with special educational needs.

This priority included working closely with individual families to support improved attendance at School and working with an Attendance Support Worker with specific families.

The Governors closely monitored progress against the agreed attendance targets for all groups as part of their monitoring regime in this academic year.

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- To set up a programme of positive rewards for good attendance.

In order for the strategies to work, positive rewards were agreed to encourage good attendance; this included stickers for younger pupils and a class trophy for older pupils.

Priority 3 - The New Curriculum

Preparation towards the 2014 curriculum has been a focus for the Academy this year; staff meetings and curriculum groups focussed on the changes required to ensure a smooth transition in September 2014.

Co-ordinators drew up Action Plans for their areas of responsibility which formed a key part of the School Staff held teacher meetings on their curriculum area

The Governing Body continued to provide challenge by closely monitoring the curriculum and in particular, holding in depth discussions with co-ordinators about their subject areas, progress towards their SDP targets and the changes required to put in place the 2014 curriculum.

Other Key Areas Developed in 2013/14

Literacy

Key targets in 2013/14 were to evaluate and audit the reading books in classes and to look at spelling across the School and to ensure the new curriculum was ready to be implemented in September 2014.

Numeracy

As with Literacy, being ready to implement the new curriculum in September 14 was the main focus, plus introducing Numicon resources to support practical mathematics across the School.

Ensuring that ALL groups of pupils made at least expected progress was a key target in 2013/14. Regular meetings took place after termly assessment periods to discuss the progress of individual pupils and to ensure that they were on track to make at least expected progress.

Staffing Developments

Targeting staff resources effectively continues to challenge the School (in the light of financial constraints) however after the success of small class sizes for Year 6 pupils in 2012/13 it was agreed that this year group benefitted hugely from reduced staff:pupil ratios enabling pupils to make outstanding progress by the end of Key Stage 2. This strategy has also been highly successful in 2013/14 enabling high achieving pupils to be prepared for Level 6 papers in Maths, Reading and Writing whilst also ensuring support for pupils on the borderline of achieving Level 4. Outcomes for this Year group in the end of Key Stage 2 SATs and teacher assessments were outstanding due to the commitment of all the staff involved and the pupils' hard work.

A significant number of pupils joining the School in the Foundation Stage were identified as requiring intense support to reach the expected goals by the end of their first year in school. In order to facilitate this, an extra Learning Support Assistant was employed, increasing the ratio of adult support in this year group. The impact of this strategy will be seen as the pupils progress through Key Stage 1 and beyond, but monitoring at the end of the first year indicates that the number of children reaching the "expected" or "exceeding" level is already higher than the previous academic year.

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Groups of pupils with specific needs were identified by class teachers and supported in a wide variety of strategies by a new member of the Learning Support team employed in a new role across the whole school.

ICT Provision

ICT provision continued to be a priority to support teaching methods; laptops for staff and pupils were replaced in October 2013 with 32 new laptops for pupils and 16 new laptops for staff. The on-going programme to replace Interactive White Boards and projectors continued, but only one digital projector was replaced in 2013/14 - this strategy ensured that access to appropriate technology was available for ALL pupils.

Pupil Premium Plan 2013/14

The Governing Body continued to closely monitor expenditure on this group of vulnerable pupils and ensured that they were supported by a variety of strategies both within the curriculum and extra-curricular.

In 2013/14 Pupil Premium children's attendance was individually monitored and they were offered support to improve their attendance where necessary. These pupils received curriculum support initiatives relevant to their year groups, including 1:1 tuition, reading support and homework support. Extra-curricular activities remained free to this group of pupils plus all school trips - to ensure equality of access to financially disadvantaged pupils. Their progress and attainment were carefully monitored by their class teachers to try to ensure that their progress match that of their more affluent peers.

School Sports Initiative 2013/14

This new initiative enabled the School to provide expert P.E. teaching by a qualified School Sports Leader and to provide free swimming opportunities from Years R to 4. Sporting opportunities were offered to target groups and the range of extra-curricular clubs was widened to appeal to more children. A Play Leader was employed with this new funding and the Academy joined in a local School Sports Partnership run by The Deanes School to provide a wide range of sporting opportunities both within the school curriculum and as extra-curricular activities.

In-House Catering

The Governors took the decision to take the catering operation in-house and offer hot meals to pupils after ceasing to offer this for eight years. The new provision was very well received and highly successful and uptake exceeded the prudent budget which was set at the beginning of the year.

The success of the initiative will enable a smooth transition to the new system in September 2014 when Universal Free School meals for KS1 pupils must be offered. The current kitchen would be too small to provide the anticipated increase in meals expected to result from this new initiative and so a bid for Capital funding was made to the EFA.

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Premises Improvements

Maintaining and improving the Academy premises remains an important priority for the Governing Body.

During 2013/14 the reception area, some staff offices and associated corridors were refurbished and improved; this enabled all the Assistant Headteacher's to have suitable office space and improved communication with visitors.

Two EFA Capital bids were submitted, both were successful. One solved health and safety issues connected to the water supplies in the main building and the other will enable the School to provide hot meals to all KS1 pupils and the provision of a new SEN room. Governors supported the Bids financially with Formula Capital Funding and from general funding.

The swimming pool was completely refurbished and in use for the whole swimming season in 2014.

Public Benefit

The Academy's governors confirm that they have referred to the guidance in the Charity Commission's guidance on public benefit when reviewing the Academies objectives and aims and in forward planning. The Academy's governors have ensured that the Academy's aims are targeted towards the advancement of education. This is supported by the Academy's aims to provide a balanced curriculum and support the health and welfare of all our pupils and staff with due regard for equality of opportunity.

Achievements And Performance

The School's main achievements were the continued improvement of pupils' attainment at KS2, the high attainment of Year 1 pupils in the Phonics Screening Test and pupil progress levels across the whole school.

The following report includes a summary of results for the academic year ending July 2014. The data used includes the results from tests and teacher assessments up to the end of July 2014; Raiseonline data has not yet been made available. Overall it has been a highly successful year, academically.

Educational Achievement and Progress Headlines for the year included:-

At the end of Year 6 -	Pupils made outstanding progress in Reading and good progress in Writing and Maths.
•	Pupils' attainment in Spelling, Punctuation and Grammar was good but there is no National Data available yet to compare this to.
At the end of Year 2-	Pupils made above outstanding progress in Reading and Good progress in Writing and Maths.
Phonics Screening Test (Year 1)	78% of pupils in Year 1 passed the Phonics Screening Test and all pupils in Year 2 who re-sat the test passed it.

Priority 1 - Pupil Progress and Teaching and Learning

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Over the year resources were targeted towards improving the quality of teaching with an emphasis of moving a significant proportion of teaching from "Good" to "Outstanding". Lead teachers attended training and this was shared with colleagues and classroom observations by SLT and peers plus the School Development Advisor's visits were focused on the quality of teaching seen.

This was evidenced by Class Teacher observations and the School Improvement Partner's report shows that 100% of lessons were judged to be Good or better in the Spring Term and Summer Term 2014.

Evidence of the impact of this high quality teaching can be seen in pupil progress rates across the School, where:-

- Pupils at the end of KS1 made at above expected progress in English, Writing and Maths.
- 78% of pupils in Year 1 passed the Phonics Screening Test and all pupils re-sitting the test in Year 2 passed the test.
- Pupils at the end of KS2 made outstanding progress in Reading, Writing and Maths.

The impact of the effective deployment of adult staff continued to benefit pupils, including keeping class sizes small in Year 6, employing extra Learning Support staff in the Early Years and for groups of pupils across the whole school.

Priority 2 - To improve Pupils' Attendance

The Governors' drive to improve attendance was highly successful in 2013-14. Extremely challenging targets were set as part of the Attendance Action Plan and progress towards these was carefully monitored during the year at SLT and Governors' meetings.

Overall, absence levels fell from 5.1% at the end of 2012/13 to 4.09% at the end of 2013/14 which proves that the strategies put in place were successful although the ambitious target of 3.5% was not met. Significant groups, including pupils with various levels of Special Education Need and pupils on Free School Meals, met or exceeded their targets.

<u>Group</u>	<u>Absence %</u>	<u>Target by 31/08/14</u>	<u>Target met/ Exceeded/not met</u>
Whole School	4.09%	3.50%	<i>Not met - 0.59% over</i>
Whole School (Minus 2 pupils with medical needs)	3.94%	3.50%	<i>Not met - 0.44% over</i>
Free School Meals (FSM)	6.64%	6.50%	<i>Met (0.14% diff)</i>
Statement	7.33%	n/a medical needs	<i>n/a</i>
School Action +	6.03%	6.50%	<i>Exceeded by 0.47 %</i>
School Action	3.60%	5.50%	<i>Exceeded by 1.9 %</i>

Priority 3 - The New Curriculum

Subject co-ordinators produced Action Plans for their subjects as part of the SDP and Governing Body monitoring showed that co-ordinators and Key Stage groups have made considerable progress towards these targets and a smooth implementation of the new curriculum in 2014.

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Audits of resources, teacher meeting time and collaborative working with partner schools have ensured that current policies and schemes of work have been amended where necessary.

On-going targets from 2012/13: -

Target - The Governing Body to be more challenging, and have more opportunities to interrogate data with staff.

The Governors continue to discuss relevant pupil data at Governing Body meetings and at a strategic Data session and implement a monitoring regime to support school improvement targets. In 2013/14 this included monitoring the implementation of the new curriculum and the challenging improvements in attendance which the School put in place.

These were both very successful; the new curriculum has been carefully considered by the subject leaders and amended/resourced as necessary and attendance statistics for the whole School show marked improvements and progress towards the target % - see Target x above.

Target - To continue to work in partnership with local schools of all phases.

The staff and governors have continued to benefit from the BATIC Partnership Trust, in particular for training and development courses and training targeted at the needs of the group of schools. A successful bid for funding enabled all the participating schools to take part in a relevant project to further their understanding of WWII. At Jotmans Hall a Year 4/5 class took part in a very successful and detailed project on WWII.

Supporting the mental health issues of pupils in the BATIC Extended Schools LDG has continued to enable quick and easy referral for pupils to a range of mental health specialists, a service which has proved invaluable to the pupils and their families. Ensuring that the LDG counselling service can continue to be funded once Extended Services funding is devolved to schools has been a focal point for the group in 2013 and this was successfully initiated in April 2014.

Going Concern

After making appropriate enquiries, the Governing Body 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 Statement of Accounting Policies.

Financial Review

The Academy received the majority of its Grant income from the Education Funding Agency (E.F.A.) an agency of the Department for Education, in the form of recurrent grants, the use of which is restricted to the Academy's key educational objectives. A significant increase in Capital Funding in 2013/14 was seen as a result of successful bidding for grants to improve the premises to ensure that it could meet its Health and Safety obligations and to ensure that the KS1 Universal Free School meals initiative could be put in place whilst retaining a base for Special Educational Needs.

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In addition, the school generated funds continued to grow, the Woodland Club increased in popularity and the in-house catering provision has proved very successful and popular. Income from school trips, donations from the Friends of Jotmans Hall School, lettings and charity income continue to expand.

The main area of expenditure for the year continued to be maintaining strong staff teams to support pupils of all abilities to make progress in line with the challenging targets which the Academy set for itself. Associate staffing levels were increased to enable Pupil Premium initiatives to be funded by an experienced Learning Support Assistant and to increase learning support at the areas of greatest need. The administrative functions of the Academy continue to grow and so staffing levels were increased to enable succession planning to continue.

The counselling service for the BATIC group was taken "in house" at Jotmans Hall and the service was offered to primary schools within the group on a buy-back basis. This has proved to be very successful with nearly all the schools choosing to opt-in and ensures the long-term continuity of this important extended service.

Pupil Premium funding increased in 2013/14 and these funds were used to support disadvantaged and vulnerable children; this was carefully monitored by SLT and governors to ensure that pupils in this group made progress in line with their peers. Supporting pupils' attendance was a key area of expenditure from this funding, including supporting pupils to attend early morning support clubs and ensuring that they arrived at school on time by a variety of means.

School Sports Initiative Funding provided additional opportunities for sport both within the curriculum and in extra-curricular sports opportunities. A play leader was added to the staffing team at lunchtimes to improve the children's playtime activity levels.

Capital Funding in 2013/14 included:-

- Formula Capital Grant of £7,048 which has been put towards the Water project below.
- Two EFA "Partnerships for Schools" Bids were successful :-
 - Bid 1 - £78,198 towards replacing all the water pipes in the main building and switching to mains fed water across the whole site. This Bid was added to by the Governors from Contingency funds to complete the project.
 - Bid 2 - £89,038 towards extending the current kitchen into a larger space and moving the SEN room into an unused quadrangle. This Bid will be supported by Friends of Jotmans Hall Funding and from revenue funds.
- The playground steps Capital project from 2012/13 was completed in 2013/14 at a total cost of £17,104.

The Governors' ICT Plans continue to ensure that high quality ICT provision is maintained and improved on each year. In 2013/14 the teaching staff and pupil laptops purchased in 2010 were replaced with up to date devices and all interactive white boards and projectors were maintained in good working order or replaced in the rolling programme.

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Following SLT discussions it was agreed that the administrative area and offices needed refurbishment and to enable all Assistant Headteachers to have their own office space. This was combined with installing new computers for the three Assistant Headteachers improving their working environment for management time.

Numicon resources for mathematics and a new P.A. system were major purchases in 2013/14 along with subject leader bids for equipment needed to implementing the 2014 curriculum.

Financial & Risk Management Objectives & Policies

Principal Risks & Uncertainties

The Academy's Risk register is used to evaluate the risks which the Academy faces. It is updated annually and was last updated in June 2014. A thorough review of the register was carried out by a working group of Governors in 2013 in 2014 only minor changes were required, mainly relating to Tree Tots Pre-school, since risks relating specifically to the Academy's association with this business on our site had not been examined in detail previously. These risks were added to the main risks rated in 2012/13.

Jotmans Hall School main risks were assessed as:-

- Uncertainty over pupil numbers or falling pupil numbers would impact on funding streams for the Academy, making a deficit budget a possibility and affecting long-term viability. The governors ensure that adequate reserves were held to provide a transition period if pupil numbers fell. The current "Good" grade should help to ensure that pupil numbers do not fall - every place was filled for the September 2014 new intake plus a waiting list.
- A change in political party/government could cause changes to the funding systems which may impact on the Academy. The only back-up for this risk is to hold sufficient contingency plans to provide a buffer if funding levels fall.
- Flood/fire or other disasters are a major risk - good health, safety and security systems should mitigate against this, plus sufficient insurance against a range of risks. The insurers, Marsh, have an excellent long-term history of supporting schools and provide more than adequate cover.
- An accident/incident on site resulting in poor media coverage or litigation is another risk which is kept under control by good health and safety measures and systems plus purchase of expert advice.
- Starting the in-house catering service has increased the risk of a food hygiene issue considerably so that this is now a major risk. The Food Hazard Analysis carried out on the new system should ensure that controls are in place and hazards minimised.

Tree Tots main risks were assessed as:-

- An accident/incident on site resulting in poor media coverage or litigation is another risk which is kept under control by including Tree Tots in the health and safety walks and audits and the School ensuring that safety checks such as fire extinguisher annual services/PAT testing/legionella testing is carried out by the Premises Manager or a contractor under our direction.
- Safeguarding issues - ensuring safeguarding procedures are followed rigorously and experienced managers in place reduces this risk.

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- Inappropriate use of ICTY by adults/children resulting in media interest is a high risk - ensuring that Tree Tots have an ICT security Policy in place and filtered internet access should reduce this risk.

The Academy continues to monitor these risks and re-rate them as changes occur which affects the overall risk ratings.

Reserves Policy

The governors have reviewed the reserves of the Academy. This review encompassed the nature of income and expenditure streams and the need to match them with future commitments. The level of reserves will be kept under review by the governors to ensure that it is adequate for the Academy's requirements.

The Academy had reserves of £126,526 at 31st August 2014 of which £46,000 related to the restricted Extended Services LDG funds and £80,526 was the Academy's unrestricted funds. The Extended Services LDG reserves of £46,000 were kept at a fairly high level, (by the Steering group of Headteachers) although lower than in previous years to enable the counselling service to continue to support the mental health needs of pupils within the LDG. The contingency fund for redundancies was reduced during 2013/14 because several redundancies were made, including the Extended Schools' Co-ordinator. The fund requirement would be calculated annually to ensure that the Academy's liabilities were covered, now that the counsellors had transferred to Jotmans Hall's payroll.

The Academy's governors maintained a low level of reserves, in line with their policy to spend funding received on the pupils in the Academy at that time, except where a specific project required funding which needed to be built up over several years. The reserves held at the end of the year enabled a small contingency fund to be held to support future falls in pupil numbers when an unusually large year group passes through the school.

The Academy operated with with a Local Government Pensions Scheme Deficit of £436,000 at the end of 2013/14, which is lower than the previous financial period. The Academy has recognised the deficit and employer's pension contributions (as a percentage of gross pay) have been reduced and a fixed sum is being repaid each month in order to slowly repay the deficit. As a result, there is no actual cash flow deficit on the fund, or direct impact on the free reserves of the academy trust because of recognising the deficit.

Investment Policy

The Academy holds cash balances in a current account and in a savings account with Barclays Bank plc. A daily sweep is operated so that a balance of £5,000 is maintained over-night in the current account; the remaining funds transferring to an interest bearing account. The Governors have looked into other investments but the need for quick access to the cash holdings was considered to be paramount.

In addition, the bulk of the cash reserves relate to the Extended Services LDG and these funds could be withdrawn by the LDG if a different "host" school was chosen to hold the Extended Services funds.

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Plans for Future Periods

The Governors plans for the future include:-

- **Ofsted 2013 Action Plan:-** September 2014 to August 2015
 1. Increase the amount of "Outstanding" teaching
 2. To improve the "next steps" advice given to teachers following observations
 3. To improve attendance statistics to at least the average level in line with the Attendance Action Plan. September 2015
- Extending the in-house hot meals service to fulfil the KS1 Universal FSM Initiative. September 2014
- To provide a suitable SEN room to replace the Orchard. October 2014
- To continue to improve the ICT provision across the Academy by replacing the curriculum server and improving ICT provision in the SEN room. October 2014
- To work closely with the BATIC LDG to continue to fund the mental health support for vulnerable pupils into 2014/15 and beyond March 2015
- Enclosing the Upper School building corridor (if funds allow) 2015/16
- Remodelling the Admin area to provide an accessible foyer and integral medical room (if funds allow) 2016/17

Funds held as Custodian Trustee on behalf of others

The Academy acts as the "Host" school for the Extended Services Local Delivery Group for Benfleet and Thundersley. The Extended Schools funding is restricted to a range of purposes which support the education, health and well-being of pupils attending all the schools in the Benfleet and Thundersley area. This is not a registered charity but is a holding facility set up for a group of schools who jointly pool funds awarded to them for specific purposes. An Extended Schools Co-ordinator manages the funds on behalf of the LDG and reports to a steering committee. Approved by order of the members of the Governing Body in September 2005.

signed on its behalf by:

Mr. Paul Hodges
Chairman of Governors

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Governance Statement

The Governors are satisfied that the internal control systems in operation at the Academy during its first year as an Academy from 1st August 2013 - 31st August 2014 were adequate and effective.

The Governors' views have been informed by:-

- Monthly management reports which were received by Governors,
- Bi-monthly Finance and Premises Committee Meetings to monitor the Academy's performance and to ensure that the Academy's resources are appropriately managed and controlled.
- Regular scrutiny of financial and other performance monitoring data
- regular reports from the Headteacher and other managers to the governing body
- The reports of the Responsible Officer

Governors have ensured that the Academy has kept proper accounting records during the period which have enabled the financial position of the Academy to be accurately tracked. The Academy has maintained and operated an effective system of internal control to safeguard all the resources delegated, granted or otherwise entrusted to the school and ensured they are used cost effectively.

The system of internal control has been developed and is coordinated by the Accounting Officer. It aims to provide as much assurance as is reasonably possible (not absolute assurance) that assets are safeguarded, transactions are properly authorised and recorded and that material errors or irregularities are either prevented or can be detected promptly

Scope of Responsibility

As governors we acknowledge we have overall responsibility for ensuring that Jotmans Hall Primary 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 governing body has delegated the day to day responsibility to the Headteacher 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 Jotmans Hall Primary School and the Secretary of State for Education. They are also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control.

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Governance

The information on governance included here supplements that described in the *Governors' Report* and in the *Statement of Governors' responsibilities*. The Full Governing Body has formally met 4 times during the year. Attendance during the year at meetings of the *Governing Body* was as follows:

<u>Governor</u>	<u>Meetings attended</u>	<u>Out of possible</u>
Mr A Keeble	0	4
Mrs N Collins	3	4
Mrs S Coultrup	3	4
Mr B Dunmow	1	4
Mr M Hobday	3	4
Mr P Hodges	4	4
Mrs M Howe - resigned 7.7.14	4	4
Mrs J Lunn	4	4
Mrs M Neary	1	4
Mrs N Ruddock	3	4
Mrs C Savage	4	4
Mr R Savage	2	4
Mr M Woodruff	3	4
Mr B Woolf	4	4
Mrs N Kadwill	3	4
<u>Senior Leadership Team - Associate Members</u>		
Mrs P Lovett	3	4
Mrs A Phillips	4	4
Miss S Warnes	4	4

Changes in the composition of the Governing Body

We started the year as a new Academy with a total of 15 *Governors* made up as follows:

- 5 *Staff Governors*
- 3 *Parent Governors*
- 7 *Community Governors*.

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Finance & Premises Committee

This is a sub-committee of the main Governing Body with delegated powers to consider and make decisions in respect of various functions of the Governing Body.

Attendance at meetings in the year was as follows:

<u>Governor</u>	<u>Meetings attended</u>	<u>Out of possible</u>
Mrs Coultrup	5	6
Mr Hobday	6	6
Mr Hodges	6	6
Mrs Kadwill	5	6
Mrs Neary	4	6
Mr R Savage	2	6
Mrs Ruddock	5	6
Mr Woodruff	4	6
Mr Woolf	6	6

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 trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and the impact should they be realised, and to manage them efficiently, effectively and economically. Academy Trust for the 12 months from 1st September 2012 to 31st August 2013 and up to date approval of the annual report and financial statements

Capacity to Handle Risk

The Governing Body has reviewed the key issues to which the academy trust is exposed together with the operating financial and compliance controls that have been implemented to mitigate those risks. The Governing Body 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 period 1st September 2013 to 31st August 2014 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Governing Body and a thorough review of the style and content of the Risk Register was carried out in June 2014.

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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 periodic financial reports which are reviewed and agreed by the Governing Body
- regular reviews by the Finance & Premises 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 Governing Body has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Governors have appointed an Responsible Officer (RO); the RO's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. On a termly basis, the R.O. reports to the Governing Body on the operation of the systems of control and on the discharge of the Governing Body's financial responsibilities. In addition, the services of Essex County Council's Academy Financial Support Team was purchased and termly visits were as an additional check on the systems in place.

Review of Effectiveness

As Accounting Officer, the Headteacher 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 external auditor and the Responsible Officer;
- the financial management and governance self-assessment process;
- the work of the Finance Director within the Academy Trust who has 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 Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Governing Body on and signed on its behalf by:

Signed

Signed

Name: Mr. Paul Hodges
Chairman of Governors

Name : Mrs. Nicola Kadwill
Accounting Officer

Jotmans Hall Primary School

Statement on Regularity, Propriety & Compliance

As Accounting Officer of Jotmans Hall Primary School I have considered my responsibility to notify the Academy Trust Governing Body and the Education Funding Agency of material irregularity, impropriety and on-compliance with EFA terms and conditions of funding, under the Funding Agreement in place between the Academy Trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

I confirm that I and the Academy Trust Governing Body are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's Funding Agreement and the Academies Financial Handbook.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date.

Signed

Mrs Nicola Kadwill
Accounting Officer

Jotmans Hall Primary School

Statement of Governors' Responsibilities

The Governors (who act as trustees for charitable activities of Jotmans Hall Primary School and are also the directors of the Charitable Company for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with the Annual Accounts Requirements issued by the Education Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements 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 financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- 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 financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in business

The Governors 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 financial statements 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 Governors are responsible for ensuring that in its conduct and operation the Charitable Company applies financial and other controls, which conform with the requirements both propriety and of good financial management. They are also responsible for ensuring grants received from the EFA/DfE have been applied for the purposes intended.

The Governors 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 financial statements may differ from legislation in other jurisdictions.

Approved by other of the members of the Governing Body on and signed on its behalf by:

Signed

Mr. Paul Hodges
Chairman of Governors