

Trustees' Report

Jotmans Hall Primary School 2019

*(for inclusion as part of the Year End statements for
Financial Year 1st September 2018 to 31st August 2019)*

Jotmans Hall Primary School

Reference & Administrative Details

Governors

Mr L Brooks *	Parent Governor	
Mr I Harding	Community Governor	
Mrs G Hindes *	Staff Governor	
Mrs L Holland *	Parent Governor	
Mr P Hodges *	Community Governor	– Chairman
Mrs J Lunn	Community Governor	
Mrs E Nunn *	Staff Governor	
Mrs C Savage	Staff Governor	
Mr R Savage*	Community Governor	
Mrs S Price	Parent Governor	
Mr B Woolf *	Community Governor	– Vice Chairman
Ms S Warnes *	Staff Governor – Headteacher	– Accounting Officer

* Members of the Finance & Premises Committee

Governor Resignations since September 2018

Mr C Buck

Mr B Dunmow

Mr A Keeble

Mrs A Sarkar

Mrs N Kadwill

Company Secretary

Mrs J Curtis

Senior Leadership Team

Ms S Warnes	(Headteacher)
Mrs P Lovett	(Assistant Headteacher)
Mrs B Chapman	(By Invitation)
Miss F Ward	(By Invitation)
Mrs E Nunn	(School Business Manager)
Mrs C Fox	(School Business Manager)

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

Lloyds Bank plc,
Hadleigh branch, 211 London Road, Benfleet SS7 2RD

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 2018 to 31st August 2019. The company was incorporated on 29th June 2011 and converted to an Academy on 1st August 2011. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

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" SORP 2015 as amended by Charities SORP (FRS102) Update Bulletin 1 (together defined as SORP 2015), and Financial Reporting Standard [FRS] 102.

The principal 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 aged 4 to 11 of different abilities and serves the local area in which it is sited, Benfleet, Essex. It had 316 pupils on roll as of the Summer Term Census on 16th May 2019.

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 of Jotmans Hall 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 2.

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 £10¹, for the debts and liabilities contracted before they ceased to be a member.

Governors' Indemnities

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

¹ As required in the academy trust's funding agreement and articles of association.

Jotmans Hall Primary School

Method of Recruitment & Appointment or Election of 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.

Jotmans Hall Primary School

Name of Committee (*statutory committee)	Membership	Others	*Chairman	Quorum	Meetings	Clerk	Reporting Back	Review
Admissions*	3 Governors	–	To be decided when required	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term
Curriculum & Pastoral	5	3 Assistant Headteachers (Associate Members)	1st C&P meeting at beginning 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 beginning of each academic year	3	Bi-monthly (except Aug & Dec) & as required	School Business Manager – Personnel and Admin	Via minutes & verbal reports	Annually Summer term
Full Governing Body	15	3 Assistant Headteachers (Associate Members)	1st FGB meeting at beginning 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 beginning of each academic year	3	Termly & as required	School Business Manager – Personnel and Admin	Via minutes & verbal reports	Annually Summer term
Headteacher's Pay Committee	3	-	At meeting	3	Summer Term	School Business Manager – Personnel and Admin	Verbal Reports	As required
Pupil Discipline*	3	–	To be decided when required	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term
Staff Capability & Dismissal*	3	–	To be decided when required	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term
Staff Capability & Dismissal Appeals*	5	–	To be decided when required	3	As required	Clerk to the Governing Body	Via minutes	Annually Summer term

*These Statutory Committees are to be formed as and when required, subject to the availability of governors and the following constraints

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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, change or add another committee as they wish subject to a vacancy on the particular 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;
- Keeping Children Safe in Education.

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.

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

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All new Governors are encouraged to attend an Induction Course and any further training which they are interested in and which is relevant to the needs of the Governing Body at that time. Where a need is identified by the Governing Body, or by an individual governor, then a course is sourced or in-house provision is arranged with a suitable trainer. The school's educational consultant provides a tailored course covering performance data and he provides an analysis for both governors and staff. In addition, governors are invited to a benchmarking session to consider the school's spending patterns and income generation compared to other local schools and a cohort of similar schools from a wider area.

The Clerk to the Governors attends regular training and briefing sessions with the Essex Clerks Association.

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.

Arrangements for setting pay and remuneration of key management personnel

The key management personnel of the academy comprise the trustees and key staff, being the Headteacher and members of the Senior Leadership Team who are routinely in attendance at Board of Trustees meetings.

Jotmans Hall's policy is that no trustees are remunerated for their services as a trustee. Jotmans Hall has a Pay & Personnel Committee and Headteacher's Pay Committee made up of current trustees. These committees have responsibility for agreeing the pay and remuneration of key staff on an individual level and have access to external professional advice which includes benchmarking, market trends and the advice of a professional adviser with regard to the Headteacher's pay.

The key staff are currently remunerated by base salary alone and based on a pay related performance management scheme. The objectives set by these committees have both individual and school-based elements (short-term and long-term) and are designed to promote the long-term success of the school.

Achievement against individual objectives for the Senior Leadership Team are assessed in the first instance by the Headteacher and achievement against individual objectives for the Headteacher are assessed by the Headteacher's Pay Committee. Outcomes for school-based objectives are reviewed by the Headteacher annually.

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The Pay Range for Leadership posts at this school have been divided into Pay Progression Stages and the Salary Range for the Headteacher consists of a range of 7 progression stages and the Salary Range for Deputy and Assistant Headteachers consists of 5 progression stages.

Progression within the Salary Range will be subject to the individual demonstrating a sustained high quality of performance having regard to the most recent review carried out under the Performance Management Policy.

Determination of whether there has been “sustained high quality of performance” will be made in accordance with set criteria.

Where the Pay Committee is satisfied that there has been a sustained high quality of performance, the employee will move up to the next Performance Pay Progression Stage. Where performance is considered to be exceptional, the Pay Committee may move the employee up two progression stages.

When determining the starting salary of a newly appointed member of the Leadership Group, the Governing Body will have regard to the extent to which the candidate meets the requirement of the post and whether this merits a starting salary higher than the minimum of the Range. The starting salary will allow for performance progression over time.

Trade Union Facility Time

No time provision or pay provision has been requested or allocated for staff members of Jotmans Hall Primary School.

Related Parties and other Connected Charities and Organisations

Jotmans Hall Primary School works in educational collaboration with The Robert Drake School. The two schools are separate legal entities, but work together on joint staff training programmes, have collaborative meetings for teachers and share curriculum expertise.

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 their priorities were reviewed to ensure that they focus on providing counselling services, CPD for staff and governors and Sport.

The school has maintained close links with the Benfleet and Thundersley Inter-school Cluster group and in particular Glenwood School, a Community Special School maintained by the Local Authority. Jotmans Hall and Glenwood School pupils take part in joint cultural events during the year. Additionally, the school maintains close links with secondary schools in the local community and in particular The Appleton School. This facilitates the smooth transition of our pupils into their next phase of education.

The academy is an active promoter of the Benfleet School Teaching Alliance (BTSA) whose aim is to share excellent teaching practices, shape initial teacher training, offer tailored school-to-school support, develop leadership potential and provide high quality training for teachers.

The academy has used part of its Primary PE and Sports Premium funding to purchase membership of the CastlePoint and Rochford School Sport Partnership.

The academy is also a member of the South East Essex Schools Music Association (SEESMA) and the Academy’s infant pupils and junior choir take part in the SEESMA music festivals each year.

Tree Tots Pre-School operates from Jotmans Hall Primary School’s premises. The Pre-School is run for the benefit of the local community and is open to 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.

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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 requiring SEN support and those with an Educational Health and Care Plan.

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

The School Development Plan has been tailored to meet the overall objectives and aims of the school. It is constantly reviewed and key priorities updated annually. It covers all aspects of achievement and standards across the curriculum, pupil progress, behaviour and wellbeing, attendance, staff and governor management, premises, finance and resources.

In terms of curriculum, the main targets within the School Development Plan for 2018-19 were as follows:-

- For all pupils to make expected or more than expected progress
- To increase the number of pupils in Foundation Stage and Key Stage 1 to achieve greater depth in Maths and reading
- To increase the number of pupils in Key Stage 2 to achieve greater depth across the curriculum
- To ensure new assessment arrangements MTC (Multiplication Tables Check) are implemented and ensure use of Times Tables Rockstars throughout KS2.
- Monitoring the impact of the Sports Premium;
- Continue to develop and implement the school's behaviour strategy ERIC (effort, respect, independence, communication)
- Monitoring pupil premium pupils

Targets, In terms of premises and resources, were:-

- For the Outdoor Area to continue to be developed
- For all classes to complete at least one Outdoor Learning lesson per term for literacy, maths, science and foundation subjects

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.

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Strategic Report

Achievement and Performance

Statutory Assessment Outcomes 2019

	2018-19	
	National Average	Jotmans Hall Primary School
Attendance (whole school)	95.67%	95.58%
EYFS – Working at Good Level of Development	71.8%	73.3%
Phonics Screening – Year 1	82%	70%
KS1 – Reading (achieving expected standard)	75%	82%
KS1 – Maths (achieving expected standard)	76%	80%
KS1 – Writing (achieving expected standard)	69%	76%
KS2 – Reading (achieving expected standard)	73%	68%
KS1 – Writing (achieving expected standard)	78%	77%
KS2 – Maths (achieving expected standard)	79%	85%
KS2 – Grammar, Punctuation and Spelling (achieving expected standard)	78%	85%

Indicators, Milestones and Benchmarks

The school monitors the progress of pupils, classes and year groups very closely, using several sources of comparative data to benchmark academic achievements, including the following:-

- Key Stage 1 and Key Stage 2 SATs results
- Year 1 Phonics Screening Test Outcomes
- EYFS Profile Outcomes
- Inspection Data Summary Report and Analyse School Performance Data
- Primary Target Tracker
- Tapestry
- Quality of Teaching and Learning
- Attendance Data
- Termly Internal Data Monitoring
- Staff development and turnover
- Number on school roll
- Take up of early year places
- School Development Plan
- Budget – value for money

The academy's results for 2019 (see above) show that the school's performance continues to be in line with national averages, however the academy recognises that there has been a dip in certain areas i.e. KS2 reading and Year 1 phonics. These areas have been incorporated as targets for improvement within the School Development Plan.

Below is a summary of the Academy's year:-

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- The Early Years pupils maintained Good Level of Development scores.
- KS1 SATs results showed positive progress and attainment with a good amount of children working at greater depth.
- KS2 SATs results were in line with national averages in some subjects (reading, writing) and above national averages (maths, grammar/punctuation and spelling).
- The number on roll remained high and we were over-subscribed in many year groups. Any vacancies were filled immediately with children held on our waiting list.
- There was an emphasis on training and continued professional development to ensure all staff remain highly skilled and motivated
- The Academy's budget was carefully managed to ensure financial sustainability and best use of resources to further improve learning outcomes
- Targeted use and careful monitoring of the impact of Pupil Premium Funding and Primary PE & Sport Premium to ensure this funding was used effectively
- The premises continued to be maintained to a high standard meaning all pupils and staff were working in a safe, attractive and comfortable environment

Additional achievements were:-

CIF Project

A bid for Condition Improvement Funding was submitted in December 2018 for electrical and fire safety improvements to the main building. The bid was successful and funding for the full £586,000 was secured. Works started over the summer holidays and will continue until Easter 2020. These works include a complete electrical re-wire, provision of a compliant fire alarm and emergency lighting. The works will ensure the control of fire spreading allowing sufficient time for evacuation. All ceilings will be replaced to allow for ease of future access and suitable containment and compartmentation. Old lighting will also be replaced with LED fittings to meet compliance and save on energy bills.

Outdoor Learning

The Academy applied and was successful in securing a Tesco for Bags award (£2,000) for the further development of the outdoor learning programme which was a priority in the school development plan. This included the refurbishment of the flower beds and outdoor area, together with the purchase of a weather station and mud kitchen.

ICT

The rolling programme to replace whiteboards in the classrooms with interactive television screens continued throughout 2018-19 with new equipment in Acorn class. This programme will continue into the next year.

Bug Club

A new reading programme to help children master fluency and deepen comprehension was purchased and implemented in Key Stage 1 towards the end of 2018-19. The reading scheme offered both guided reading materials for use in school and independent reading materials to encourage reluctant readers to read at home and increase reading enjoyment.

Rocket Fund

A Rocket Fund (matched funding) was launched to help fundraise for cameras for the children to use in the Outdoor Areas to enable them to document their work. The Academy pledged £250 and following donations from parents/carers £530 was ultimately raised.

Houses of Parliament

The School Council and Eco-Council visited the Houses of Parliament and went to 10 Downing Street this year. They took part in a workshop showing pupils how voting works and answering key questions such as what elections are and what democracy is. This was an exciting, worthwhile trip that will be repeated next year.

Areas for improvement

Jotmans Hall Primary School

Phonics

Characteristically the school has achieved in line or above National average scores for Phonics. However, 2018/19 phonic results show a significant dip (see above). There are different reasons for this including; teacher turnover in each Year 1 class; a change of Headteacher and SLT members during the year and internal assessments indicating a low attaining year group in all subjects. In response, the school has made phonics and reading a school development priority. We are investing in resources including a dedicated Learning Support Assistant to carry out phonic intervention groups and strategies. This is to ensure that the phonics results return to at least national standards and to focus interventions to accelerate the progress of individuals that failed to achieve the required standard in Year 1.

Attendance

Improving the academy's attendance figures to at least average levels remained a priority for 2018-19 by continuing to work closely with families in order to reduce the number of absences. Pupil attendance was monitored continually and as a consequence a total of 36 penalty notices were issued by the local authority. Whole school attendance figures were on track until the end of the Spring term with a whole school attendance forecast of over 96%. However, due to the number of holidays taken during the Summer term this figure reduced to 95.58%. The academy has committed to look at additional methods of improving attendance for 2019-20 and this is a specific target in the School Development Plan.

Key Performance Indicators

Key financial performance indicators are monitored by the governing body to ensure the financial position remains sufficient to fund future needs. Achieving pupil capacity across the school secures regular pupil funding (see below) which is integral for forward planning. Consistency in teaching staff costs are also important. The governing body makes use of "benchmarking" data and statistical data analysis. Comparison is between local schools and similar funded schools across the country. Performance measures are largely educational and pastoral, and these are detailed within our objectives, strategies and activities. However, continual analysis of this data helps to make informed judgements regarding short and long-term planning, goals and efficiencies. The table below details some examples:-

	2018-19	2017-18	2016-17
NOR	317	303	301
GAG Funding	1,097,572	1,081,986	1,082,922
Pupil Premium	63,743	71,120	73,760
Teaching Staff Costs against GAG	57%	52%	58%
Support Staff Costs against GAG	46%	45%	40%
Average Pupil Teacher Ratio	25:1	27:1	26:1

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

Jotmans Hall Primary School

The Academy received the majority of its Grant income from the Education and Skills Funding Agency (E.S.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.

Pupil Premium funding remained consistent. Careful use of this funding provided free access to all the opportunities afforded to the more affluent members of the School community – such as educational visits and residential trips, music lessons and 1:1 tuition. The Pupil Premium Plan 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. These strategies had a positive impact on attendance figures for this group with attendance rising from 95.8% in 2017-18 to 96.15% in 2018-19.

The School Sports Initiative Funding remained at the higher allocation for 2018-19. This increased funding facilitated the funding of additional opportunities for sport both within the curriculum and in extra-curricular sports opportunities. A sports coach delivered an extensive programme of activities for all year groups during lunchtimes which enabled children to participate in a variety of new sporting activities.

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.

Expenditure was kept to a minimum wherever possible, in order to try to increase the carry-forward into the next year.

Reserves Policy

The Governing Body regularly monitors the reserves to ensure that sufficient funds are maintained to meet anticipated future needs whilst avoiding long term accumulation of excessive sums.

As at 31st August 2019, the Academy had net reserves of **£179,841.00** (£159,243 in 2018). In addition, formula capital of £13,932 and CIF funding of £526,280 in respect of the electrical project were carried forward to 2019-20.

Due to the inclusion of the Local Government Pension Scheme (LGPS) deficit, the restricted funds are in deficit at the year end. However, this does not mean that an immediate liability for this commitment has crystallised. This Local Government Pension Scheme (LGPS) deficit has resulted in an increase in the employers' pension contributions over a period of years. The Academy Trust will continue to monitor its budget plans to ascertain how this additional cost might affect its future funds.

Investment Policy

The charitable company's current policy is to invest surplus funds in short term cash deposits. There are no investments held beyond cash deposits retained with the major UK clearing banks. Speculative investments are not permitted.

For the period ended 31st August 2019, the charitable company's cash balances generated a return of £156.74.

Principal Risks & Uncertainties – Updated in accordance with Risk Register

The Academy Trust regularly undertakes a comprehensive assessment of possible risks to the future of the Academy (Risk Register). The Risk Register is regularly reviewed by the Governing Body. The chief risks identified include issues relating to academic performance and funding. The Academy has developed policies and procedures to mitigate these risks. Where significant financial risk still remains, the school has ensured there is adequate insurance cover in place. There are effective systems of internal financial control (explained in more detail in the Governance Statement).

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Falling pupil numbers would impact on funding streams for the Academy, making a deficit budget a possibility and affecting long-term viability. Consequently, pupil forecasts and local trends are monitored and appropriate responsive action is taken to ensure that the Academy is not under subscribed.

Fundraising

At various times during the year the pupils of the Academy are involved in raising funds for specific charities. These include The Royal British Legion Poppy Appeal, BBC Children in Need and Comic/Sport Relief. In addition, during 2018-19 the Academy raised charitable funds to support the re-refurbishment of the swimming pool at The Appleton School.

The academy also runs fundraising events throughout the year to raise funds for particular initiatives/programmes within the school. During 2018-19 an important focus was in relation to safeguarding where funds raised were used to provide vital first aid training for all year groups.

The academy is fortunate to have an active Parent Teacher Association, Friends of Jotmans Hall (FOJH) which co-ordinates and runs a variety of fundraising events throughout the year. These events include an inflatable day, summer fete, Christmas bazaar and sales for celebration events i.e. Mothers' Day/Fathers' Day. FOJH raised a total of approximately £8,000 during the last year; a proportion of these proceeds went towards a new reading scheme for KeyStage 1.

Fundraising is a small part of the academy's approach to raising money. The academy complies with the legal duties set out in the Charity Commission's publication "Charity fundraising : a guide to trustee duties (CC20)" by:-

- Acting in the charity's best interest;
- Managing the charity's resources responsibly; and
- Acting with reasonable care and skill.

The academy and PTA work close together and the Senior Leadership Team is involved in all fundraising events. All fundraising events take place on site and marketing is proportionate with event information included in letters, newsletters, website and social media. No external or professional fundraisers are used.

Plans for Future Periods

The Academy's plans for the future include:-

1. To develop the curriculum in line with the new Ofsted requirements
2. To further improve the outcomes in phonics and reading across the school with particular emphasis in KS1 and EYFS
3. To embed and develop the new senior management structure
4. To further develop ways of improving attendance
5. To further develop the long-term ICT Plan with the introduction of a combination of tablets and laptops for use throughout the school
6. To gain capital funding to remodel the Admin area to provide an accessible foyer and integral medical room

Funds held as Custodian Trustee on behalf of others

Jotmans Hall Primary School

The Academy Trust does not hold, and the Governors do not anticipate that it will in the future hold, any funds as custodian for any third party.

Disclosure of Information to Auditors

Insofar 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 Governing Body has re-appointed the current Auditors MWS Ltd for the next financial year beginning 1st September 2019..

The Trustees' Report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on and signed on its behalf by:

Mr. Paul Hodges
Chairman of Governors

Governance Statement

The Trustees are satisfied that the internal control systems in operation at the Academy during the period from 1st September 2018 – 31st August 2019 were adequate and effective.

The Trustees' views have been informed by:-

- Monthly management reports which were received by Trustees,
- 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

Trustees 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 Trustees 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.

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The board of trustees 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 board of trustees any material weaknesses or breakdowns in internal control.

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 L Brooks	2	4
Mr C Buck – resigned 10 th June 2019	3	3
Mr B Dunmow	0	3
Mr I Harding	4	4
Mrs L Holland	3	4
Mr P Hodges	4	4
Mr A Keeble – resigned 12th July 2018	0	4
Mrs J Lunn	3	4
Mrs E Nunn	3	4
Mrs S Price	4	4
Ms A Sarkar	0	2
Mrs C Savage	4	4
Mr R Savage	2	4
Mr B Woolf	3	4
Mrs N Kadwill – retired 31 st December 2018	2	2
Ms S Warnes	4	4
Mrs G Hinds	0	0
<u>Senior Leadership Team</u> – Associate Members		
Mrs P Lovett	3	4
Mrs C Fox	3	4

The academy has a strong Governing Body and attendance at meetings is typically very high. However, governor attendance for a few governors has been low. As a result of on-going work commitments Mr A Keeble and Ms S Sarkar decided to step down. Mr B Dunmow also found attending meetings difficult; given the nature of his job; so also decided

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to step down. A couple of the school's governors have work commitments which make maximum attendance difficult. They do, however, regularly support the school in other ways i.e. governor monitoring and climate walks. The Chair of Governors has, however, spoken to all governors with low attendance and reminded them of the need to regularly attend committee meetings.

Changes in the composition of the Governing Body

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

- 4 Staff Governors (including the Head Teacher)
- 3 Parent Governors
- 8 Community Governors.

There were 5 resignations from the Governing Body, Mrs N Kadwill retired at the end of 2018, Ms A Sarkar resigned in January 2019, Mr B Dunmow resigned in March 2019, Mr C Buck resigned in June 2019 and Mr A Keeble resigned in July 2019. Ms S Warnes joined The Full Governing Body as an Ex –Officio staff governor in her capacity as Head Teacher in January 2019. Mrs G Hindes joined The Full Governing Body as a staff governor in July 2019. This resulted in a total of 12 governors at 31 August 2019.

Governance Statement – Governance review

Review of governance

During 2018/19 the Governing Body set itself targets as part of the School Development Plan 2018-2019. These targets were monitored and evaluated and success criteria were put in place. The main priorities for the Governing Body for 2018/19 were as follows:-

- 1) Carry out at least one Climate Walk per term, either with a member of the SLT or with the Head Boy and Girl.
Climate walks were completed in all three terms.
- 2) To carry out Subject Monitoring with each Subject Leader, with an additional focus on outdoor learning.
This was completed in the Summer term.
- 3) To visit the School Council.
Mr Harding visited the School Council in the Autumn term. Mr Hodges and Mr Brooks visited the school council in the Spring Term
- 4) To visit the Eco Council.
Mrs Lunn accompanied the Eco Council on their trip to the Houses of Parliament.
- 5) To visit the Digital Council.
This visit has been deferred until the 2019 autumn term

The Governing Body reviewed the above activities termly during Governing Body meetings to monitor the progress being made, and Governors gave written or verbal feedback following visits.

The Governing Body also carried out a skills audit in July 2019, All Governors were asked to complete a questionnaire to identify any gaps in skills or knowledge which needed consideration in relation to the current community governor vacancy and future vacancies. (The questionnaire is designed by the National Governors' Association specifically for single academy trusts.) Individual members of the Governing Body completed the skills audit (rating their experience between 1 and 5, 1 meaning none and 5 meaning extensive experience); these were then analysed by the Clerk using a tool provided by the National Governors' Association. The skills against which the governors were asked to rate themselves are classified as either 'essential' or 'desirable'.

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Analysis of the 'essential' skills showed that the 10 Governors who completed the surveys rated themselves highly (4 or 5) in most areas. However, the governors rated their experience average (3) when it came to stake holder management, financial management expertise, strategic planning, experience of basing funding decisions on organisational priorities, the ability to interpret financial data and question financial performance and for their experience of HR policies and processes. It is worthy of note that not all governors have rated their own expertise.

Analysis of the 'desirable' characteristics showed that the governors have a lack of experience of board membership in other sectors or schools; there is also a general lack of experience of members who have chaired a governing board or committee. On a whole governors felt that they have a lack of experience in school sector HR policy and processes, experience in inspecting and oversight in the school sector. These results will be taken into account when recruiting new governors for the current vacancies.

Conclusions:- No area scored consistently weakly. All areas had Governor(s) that rated themselves highly, however when the next Governor is selected someone with experience of school accountability and strategic leadership either within a school or another sector, would be an asset.

This exercise will continue to be completed annually during the Summer Term to identify any gaps and to evidence any increase in skills/knowledge as the current Governors' terms of office extend.

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. The Committee carries out the audit functions as part of their terms of reference and closely monitors Pupil Premium Plans, Sports Initiative Plans and fundholding monitoring. Since the committee meets bi-monthly, with monthly reports and memos they have a very good understanding and involvement in the monitoring of the Academy's financial and premises issues.

The Chairman of the Finance and Premises Committee is very experienced and the Chairman of Governors also attends this Committee and both bring high level financial management expertise and understanding from careers in a business environment. High levels of attendance by members ensures continuity across this area of expertise and, in addition, members have a wide range of skills, backgrounds and interests (due to careful selection of new Governors) ensuring that the Committee is very effective.

Attendance at meetings in the year was as follows:

<u>Governor</u>	<u>Meetings attended</u>	<u>Out of possible</u>
Mr C Buck	4	5
Mr B Woolf	6	6
Mr P Hodges	6	6
Mrs N Kadwill	1	2
Ms S Warnes	4	4
Mrs E Nunn	6	6
Mr R Savage	3	6
Mrs L Holland	4	6
Mr L Brooks	4	6

Vacancy

Mrs Fox continued to attend Committee meetings in her capacity as School Business Manager – Admin/Personnel and Clerk to the Committee.

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Review of Value for Money

As accounting officer, the Headteacher has responsibility for ensuring that the academy trust delivers good value for money 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 the 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 value for money during the year by:

- Challenging the functions of the Academy;
- Monitoring outcomes of our pupils and our financial performance;
- Consulting with our stakeholders before we make major decisions;
- Ensure fair competition and value for money through quotes and tenders.

The Accounting Officer for the academy has delivered improved value for money during the year by:

- Continuing with the programme to replace classroom whiteboards with interactive TVs; 5 classes now have the use of this new technology. This programme will continue into 2019-20.
- Successful completion of a heating project to enhance the facilities for present and future pupils.
- Successfully securing matched funding for the purchase of new classroom cameras, time lapse cameras for the outdoor learning area and go-pro cameras for pupil use.
- Gaining capital funding for £587,000 for electrical and fire safety improvements to safeguard the school site.
- Purchase of grounds maintenance equipment for use all-year round. (Cost equals grounds maintenance contract which has been cancelled meaning full cost will be recouped after the first year.)
- Regular lettings support programme of income generation and support community activities.

Financial

Other examples demonstrating good value for money were by:-

- Regular budget monitoring and reporting to Governors, with an annual independent review of controls
- Benchmarking exercise against similar schools to look for areas that required improvement – none were found
- Annual review of contracts to ensure the Academy achieves a good mix of quality and effectiveness at a fair price. This included the appointment of a new staff absence insurance provider at a saving of £4,000.
- Collaboration with other local schools to ensure best prices for purchases and the sharing of good practice to raise standards
- The Academy constantly strives to reduce waste by raising the awareness of all staff to the principles of value for money.

Partnerships

Useful collaboration with partner schools continued:-

- The School's involvement in the Benfleet and Thundersley Interschool's Cluster Trust continued, enabling excellent value for money to be attained for a wide range of training courses for Site Staff, Associate Staff and teaching staff. The Trust enabled various groups of staff to meet regularly and share best practice, including the School Business Managers.

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An important benefit of this collaboration was in respect of the Capita supplier contract which provides the school's core system for pupil data and financial management systems. The school was again able to secure a reduced rate for these services as part of the BATIC Trust.

Use of the premises by the local community continued to be a strength of the School. Partnerships with a local community fitness club continued during 2018-19 with an established letting for a Ju-jitsu class throughout the entire year. Additional letting opportunities were explored in order to raise additional income for the school and the school has put plans in place to advertise the site on a local hall letting website to facilitate this. This will be actioned when the current works in the school have been completed.

General

Income generation from activities remained constant in 2018-19 the Woodland Club and Catering have both been financially successful. Close monitoring of income and expenditure means neither of them need to be subsidised. This year's benchmarking exercise showed that Jotmans Hall Primary School was very effective at generating extra income, which was ploughed straight back in to providing educational resources for the pupils.

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 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 Academy Trust for the year 1st September 2018 to 31st August 2019 and up to the date of 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 2018 to 31st August 2019 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 review of the Risk Register was carried out in November 2018, with the relative risk ratings reconsidered.

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

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At the beginning of the year the board of trustees considered the need for a specific internal audit function and decided not to appoint an internal auditor. However, the Trustees appointed an experienced financial manager as an external Responsible Officer (RO) to give advice on financial matters and perform a range of checks on the academy trust's financial systems. However, following the resignation of the appointed Responsible Officer, the decision was made to appoint Essex County Council's finance team to carry out an internal controls audit which was carried out in August. No material control issues arose as a result of this internal controls audit. This form of internal monitoring will continue in 2018-19 with two annual visits.

In addition, the Accountants provide support and guidance to the School Business Managers when they are preparing and submitting financial returns.

The academy adopts the local authority's Financial Regulations and Scheme of Delegation template which incorporates any amendments reflected in the Academies Financial Handbook each year.

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 board of trustees on and signed on its behalf by:

Signed

Name: Mr. Paul Hodges
Chairman of Governors

Signed

Name : Ms Sarah Warnes
Accounting Officer

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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 non-compliance with ESFA 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.....

Ms Sarah Warnes
Accounting Officer

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Statement of Trustees' 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 ESFA/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