

Operations Committee Minutes

Date/Time	01/10/2018 11am
Attendees	Jodie Croft, Danielle West, Sanket Solanki
Apologies	Joe Garrod, Rony Valeny

Agenda Item	Comments/Questions	Action
1. Welcome and Introductions	DW welcomed all and JC introduced SS	
2. Apologies	JG and RV	
3. Approve last meeting's minutes*	The minutes were reviewed and approved	
4. Matters arising	JC confirmed non-teaching deputy at DPA also covers PPA	
5. CFO Director role	<p>Welcome Sanket Solanki to role. Sanket has considerable financial experience and excellent references. Appreciative that he has applied for the role and look forward to working with him.</p> <p>SS has had 5 director votes in support of his nomination to the role pending DBS check</p>	
6. Appointment of Chair	DW offered to continue as chair and appointed as Chair of Operations Committee	
7. Receive policy review delegation schedule – attached to agenda below	<p>Policy review schedule received by Directors.</p> <p>SS offered to support JC in review and update of Finance policies.</p>	JC to add review frequency and dates to schedule
8. Bank Signatories Review	JC, TDQ added in the summer.	SS to be added as bank signatory in due course
9. Management accounts*	<p>GLT needs to set KPIS for monthly management accounts.</p> <p>JC suggests surplus remains as budgeted: 18/19 surplus targets are GLT = £21k DPA = £150k (of that £60k in reserve</p>	JC to consider KPIS and request Edufin to add to management accounts

	<p>TPA = £60k</p> <p>SS suggested adding benchmarks to management accounts eg non-pay costs per pupil & staff costs per pupil, pupil teacher ratio etc to help identify where savings and opportunities might be found</p> <p>DW asked whether we should consider Edufin's performance to date.</p> <p>JC confirmed Edufin have yet to produce timely management accounts but have been working well with the Trust this year. Also noted probably prudent to keep them on until Trust can take finance in house in the next year or two.</p> <p>DW and SS concurred</p> <p>SS suggested clearer KPIs for Edufin in the meantime. SS happy to assist with conversation to do so with Edufin</p>	<p>JC to meet with Edufin to discuss performance and future KPIs</p>
10. Inflationary pay increase for Teachers	<p>All teachers pay scales have been updated including 3.5% increase. Both schools have received a funding allocation to support with cost difference between planned 1% rise and 3.5%</p> <p>TPA 18/19 £5,646 19/20 £3,305</p> <p>DPA 18/19 £6,793 19/20 £3,977</p>	
11. Lettings and Charging policy review*	<p>No changes proposed from JC</p> <p>DW asked if we let out external areas at DPA and could we consider doing so to increase revenue?</p> <p>SS asked who hires our facilities and whether an analysis would be useful.</p> <p>DW asked if we would consider different rates for community and commercial hirers</p>	<p>JC to ask Principals to consider commercial and community rates for hirers, analysis of who hires and assessment of space for hire.</p>
12. Review of Capital Expenditure	<p>None to date</p>	

13. Approval of procurement over £10k	None to date	
14. Update on DPA building works	<p>OCC formed a team of contractors, £1m set aside for repairs. Full roof survey required. External fire risk assessor commissioned. Programme of works to be finalised. All works on defects list to be included in scope of works and all items on original school specification to be delivered – eg bike sheds, raised beds. JC confirmed all safeguarding matters are first in the order of priority</p> <p>DW pleased JC has alerted the Director of Children’s services for Oxfordshire to the issues faced by the school</p>	
15. Update on KPA relocation plans	<p>RBKUT deciding on land swap arrangements between Swan House and KCC. JC to be updated in next week or so as to their decision. JC has taken down KPA website, messaging agreed with RBKUT and DfE</p> <p>DW pleased that GLT is not out of pocket on this relocation or the Didcot works in number 14.</p> <p>DW asked whether GLT would consider taking on existing schools to add capacity</p> <p>JC agreed to add this to the Board agenda Nov 2018.</p>	<p>JC add growth strategy to included taking on existing schools to Nov board agenda</p>
16. Health and Safety – matters to review	<p>Report from TPA below – Carried out by LA H&S external adviser:</p> <ul style="list-style-type: none"> - Have another member of staff work place first aid trained - Confirm the standard of the fire system - Keep all fire doors shut - Drill sessions to include numbers involved - Have a full Asbestos survey conducted - - Have a water risk assessment conducted - Have the x 3 electrical cupboards tested - LOLER examination of the lift - Extraction system to be deep cleaned - Use the CHAS database when selecting contractors - Ensure that a member of staff has attended COSHH training and that all contractors are providing the school with the COSHH lists - Provide a risk assessment for manual handling tasks - Inventory of PPE equipment to be conducted - Car park risk assessment 	

	Report from DPA to follow	
17. Review of Trust Risk Register*	Updated Sept 18/19 – any comments from committee?	SS and DW to forward any further suggestions to risk assessment and strategy in light of today's discussion and reflections.
18. AOB	JC set up google drive for all board minutes, papers and management accounts. SS can't make audit meeting on 14th November.	JC to add SS to Google Drive folder for Operations Committee Minutes and papers JC to move date of audit meeting to 19 th November @ 10am

Operations Committee Remit

Financial monitoring

- Keep the GEMS Learning Trust's budget and finance schemes under regular review
- Ensure that the GEMS Learning Trust represents good value for money for the Academies;
- Authorise the award of contracts and payments up to the amount stated in the Scheme of Delegation
- Oversee procurement to ensure that value for money and internal efficiency gains are realised through collective purchasing and contracting and ensure compliance with procurement policies;
- Review financial policies; whistleblowing, lettings, LGPS Discretions, Expenses,
- Monitor and review Trust wide contracts
- Oversee bank and banking procedures
- Scrutinise and approve on behalf of the Board each academy's detailed annual budget, review annually plans to address identified over or underspends to the Board in line with academy priorities;
- Scrutinise and approve on behalf of the Board each GEMS Learning Trust academy's detailed Pupil and Sports Premium spend, review annually in terms of impact and outcomes on intended children
- Agree the scheme of financial delegation to trust academies and review this annually

Compliance

- Ensure financial and procedural compliance with the Academies Handbook and Funding Agreements including reporting to the EFA;
- Prepare on behalf of The Trust Board the Governance Statement and Statement of regularity, propriety and compliance (by 31st December).
- Ensure that each Academy has suitably trained staff for the operation of financial systems;
- Ensure that annual accounts are accurate
- Ensure the MAT complies with GDPR

Premises

- Ensure that maintenance, decoration, and equipment/furniture renewal is planned and budgeted for
- Consider and determine the need for capital works at the academy, in line with academy development plans;
- Oversee Asset Management and review the use of academy premises, the equipment and resources and ensure they match the requirements of the academies' priorities;

Risk management

- Ensure that a framework is established and maintained for the identification and management of risk; finance, staffing, standards, reputation etc.
- Intervene quickly and effectively when required

Audit

- Appoint the internal audit officer (Responsible Officer) and respond to their audit findings and recommendations
- Appoint the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- Approve the audit fees and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- Review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- Review the performance of the external auditor on an annual basis.
- Review and consider the circumstances surrounding any resignation or dismissal of the external auditor.
- Receive the annual report from the GEMS Learning Trust's auditors and take the appropriate actions to respond positively to any recommendations;
- Monitor compliance with approved financial procedures and consider action required as a result of internal and external audit report;

Human Resources

- Support with the appointment of academy Principals and members of the senior leadership team; to advise on procedures for staff appointments excluding Principals and Vice Principals;
- Support in relation to staff grievance, discipline or dismissal
- Advise on legal requirements and procedures relating to personnel issues;
- Assist in the development of all of the Trust's policies and procedures relating to personnel matters, including:
 - Performance management/Appraisal
 - General terms and conditions of employment
 - Pay and Pension
 - Leave of absence; maternity, paternity, sickness
 - Capability, Discipline and Grievance
 - Safer Recruitment
 - Equality
- Assist with and advise on salary reviews/pay matters related to performance on an annual basis;
- Act as a first appeals body as appropriate in relation to pay decisions.

Health and Safety

- Ensure that the Trust complies with statutory requirements for the management of Health and Safety;
- Approve and monitor Health and Safety and Accessibility policies
- Receive and consider any reports and audits completed by Health and Safety officers and Trustees from annual inspection of each Academy, and monitor recommendations

Policy Review delegation

Policy Name	Owner	Approver
Governing body - TOR	CEO	Board
Local Academy Board TOR	CEO	Board
Pay	CEO	Board
Whistle Blowing	Principals	Board
Admissions	CEO	Board
Safeguarding	Principals	Board
Car parking/car use	CEO	CEO
ICT continuity and recovery	CEO	CEO
Mini-Bus Management	Principals	CEO
Register of business interests	CEO	CEO
Service Management	Principals	CEO
Anti-bullying	Principals	LAB
Collective worship	Principals	LAB
Home Learning	Principals	LAB
Infection Control	Principals	LAB
Uniform	Principals	LAB
Volunteer	Principals	LAB
Website checklist	CEO	LAB
Behaviour	Principals	LAB
Attendance register	Business/office managers	N/A
Admissions register	Business/office managers	N/A
Capability & Grievance Policy	CEO	Operations
Staff Appraisal	CEO	Operations
Appraisal	CEO	Operations
Assets and Disposals policy	CEO	Operations
Crisis management & business continuity	Principals	Operations
Data Protection	CEO	Operations
Directors Expenses	CEO	Operations
Finance Manual	CEO	Operations
Investment	CEO	Operations
LGPS Discretions	CEO	Operations
Maternity, paternity and adoption leave	CEO	Operations
Performance Management + capability procedure	CEO	Operations
Reserves	CEO	Operations
Risk Assessments	Principals	Operations
Risk Register	CEO	Operations
Travel	Principals	Operations
Sickness and Absence	CEO	Operations
Freedom of Information Charging	CEO	Operations
3 Yr accessibility Plan	Principals	Operations
Charging & Remissions	Principals	Operations
Lone Working	Principals	Operations
Arson Prevention	Principals	Operations
Equality	CEO	Operations
Fire Policy	Principals	operations
Community use/lettings	Principals	Operations
Health & Safety	Principals	Operations
Staff complaints PO1	Principals	Operations
EAL	Principals	Principals
Acceptable use of ICT	Principals	Principals
British Values Policy	Principals	Principals
E-safety	Principals	Principals
EYFS	Principals	Principals
EYFS Computing Policy	Principals	Principals
First Aid	Principals	Principals
Intimate care	Principals	Principals
Lost child & uncollected child	Principals	Principals
Off site visits etc	Principals	Principals
SMSC	Principals	Principals
SRE	Principals	Principals
G & T	Principals	Principals
Induction	Principals	Principals
CCTV	Business/office managers	Principals
Premises management documents	Business/Office managers	Principals
Staff handbook	Principals	Principals
Assessment, marking & reporting	Principals	Standards
Complaints	Principals	Standards
CPD	Principals	Standards
Curriculum	Principals	Standards
Looked after children	Principals	Standards
Persistent or Vexatious Complaints	Principals	Standards
Safer recruitment	Principals	Standards
School development plan	Principals	Standards
SEF	Principals	Standards
SEND	Principals	Standards
Supporting Children with medical needs	Principals	Standards
Teaching & Learning	Principals	Standards
Transition	Principals	Standards