

Operations Committee Minutes

Date/Time	25/02/2019 11am
Dial in	0207 866 3539 Password: 9213146 or 7470274
Attendees	Jodie Croft, Danielle West, Joe Garrod, Rowena Duff

Agenda Item	Comments/Questions	Action
1. Welcome and Introductions	DW welcomed JC, JG and RD	
2. Apologies	None	
3. Approve last meeting's minutes*	The minutes were reviewed and approved	
4. Matters arising	DfE benchmark query ongoing No other matters arising not on today's agenda	JC to query DfE 16/17 benchmark score card data
5. GLT Finance Trustee role	JC – Rowena Duff appointed by unanimous Director vote – RD – introduced herself as a Qualified and experienced chartered accountant with a career in public and private sector audit in Canada and 11 years in the UK. Has experience of different educational settings and is a working mother with two pre-school age children. JG, DW and JC welcome Rowena to the Board and look forward to working with her. JC – would RD like any additional training on academies financial compliance? RD confirmed yes.	BG to finalise DBS checks and Companies House Duties for Rowena Duff JC to set up AFH and AD training opportunities with RD.
6. Note choice of internal and external auditors for 2018/19		Choice of internal and external auditors deferred till next operations meeting
7. Management accounts*	JC received 24 th Feb from Edufin. They now show 2 KPIs – percentage of grant income spent on staff and percentage of self-generated	JC to check additional TA at DPA – was a replacement or included in budget.

	<p>income. Now show planned capital expenditure. JC confirm</p> <p>TPA - variations– 1 teacher resigned, agency staff member appointed long term and will join permanently in sept 19 to avoid agency fees.</p> <p>1 office staff made redundant – office assistant role revised to include more finance duties which further supports office manager.</p> <p>Hatching Dragons have terminated their contract over 2 years ahead of plan. This will have a reduction of income to the value of £95k to TPA over the next two years and will cause an in-year deficit in 19/20 that can be managed by the surplus but leaves the school in tighter financial circumstances.</p> <p>JG noted that private brokers might help TPA find a temporary tenant or that LBRUT might require space too.</p> <p>JC noted increased pupil numbers would help and noted the findings of a recent parent choice survey (Feb 19) that found the main reason parents are put off TPA is the limitations of the outside space.</p> <p>DPA - variations – 1 additional teacher appointed, JC to check additional TA at DPA – was a replacement or included in budget.</p> <p>RD asked if comments could indicate whether budget variations are related to timing or are permanent changes and to write a clarifying statement as to how what percentage of the variation is down to timing. JC to action.</p>	<p>Edufin to clarify whether budget variations are related to timing or are permanent changes and to write a clarifying statement as to how what percentage of the variation is down to timing.</p> <p>JC to send RD approved annual budgets.</p> <p>TPA to pursue income generating options for the empty classrooms.</p> <p>JG to share details of private property broker with JC</p> <p>TPA to improve promotion of how TPA uses outdoor space to increase pupil numbers.</p>
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	<p>DW asked if the staff costs as a percentage of grant income could be displayed and benchmarked.</p>	
<p>8. Review of policies: Equality Statement*, Redundancy and Restructuring*, Stress* and FOI charging policy*</p>	<p>FOI policy – no changes</p> <p>The committee approved the GLT FOI policy.</p> <p>Redundancy and Restructuring policy –has been reviewed and approved by Strictly Education – Feb 2019.</p> <p>RD asked if we need to take age based redundancy calculations into account. JC will check and remove from the Redundancy and Restructuring policy if not required.</p> <p>RD asked for the policy to clearly define teaching and non-teaching support staff posts.</p> <p>JG asked if the GLT has formally recognised unions. JC confirmed we base all pay and conditions on the Green and Burgundy books but has not made a formal statement recognising unions – leaving the option open for the GLT.</p> <p>The committee approved the GLT Redundancy and Restructuring policy pending further clarity of the related action points.</p> <p>JC – additional information to be added to DPA health and safety policy as requested by external H&S auditor:</p> <ul style="list-style-type: none"> • Naming specific staff whose roles are responsible for health and safety - so me for example is named as leading on health and safety in school, Shane as the caretaker for PAT testing, Alison as head of the H&S 	<p>JC to conduct further work on embedding equality statement understanding and responsibilities across organisation.</p> <p>JC will check and remove age based calculations from the Redundancy and Restructuring policy if not required.</p> <p>JC to add clear definitions of teaching and non-teaching support staff posts to Restructuring and Redundancy policy.</p> <p>JC to undertake further advice on the Equalities statement and policy related to the statutory duties of the GLT.</p>

	<p>committee, Jenny as lead on first aid at work etc.</p> <ul style="list-style-type: none"> Listing the roles and responsibilities of various job posts in the event of a fire. <p>The Committee Approved the additions to the DPA Health and Safety Policy.</p> <p>The Committee approved the GLT Stress policy JC to undertake further advice on the Equalities statement and policy related to the statutory duties of the GLT.</p>	
9. Review of benchmarking exercise – see table 1 below	JC – pleased to note we are close to the average across all selected comparison criteria. Any anomalies are due to the fact we are not yet receiving full funding for the school yet costs are fixed.	JC to add % grant income spent on staff costs to benchmark exercise.
10. Review of Capital Expenditure – see table 2 below	<p>JC – explained the different sums for TPA and DPA and how they had been allocated and spent to date, as well as any subsequent spending plans. The committee can now approve invoices over £10k with fuller information about capital sums.</p> <p>JC also clarified that any revenue spent on capital is recorded in the accounts as Revenue Contribution to Capital</p>	JC to ensure management accounts show capital balances as well.
11. Approval of procurement over £10k	None	
12. Update on DPA building works	<p>JC – new roof Urgent works now being instructed by DPA and refunded by OCC. Doorway entry system and Boiler repairs and service JG suggested JC might write to elected members (Ward Counsellor & Cabinet member) to escalate awareness of issues.</p> <p>JG/DW/RD agreed that DPA should not be occupying the building if it</p>	JC to draft escalation letter to OCC elected members to raise awareness of the delay in dealing with building issues at DPA.

	has not been signed off by building control.	
13. Update on KPA relocation plans	JC – RBKUT have agreed to decant and transfer King Charles Centre to GLT. Heads of Terms between DFE and RBKUT have been agreed and school timeline for opening is now 2022. Location is on the border of two wards – one ward showing a need for 60 new places	JC to bring business case for KPA to March 19 board meeting.
14. Update on new business	JC – attended two interviews with OCC for 2 x 2FE primary school competitions – one in Wantage and one in Bicester – should hear about Wantage outcome 3 rd April 2019, not yet sure about Bicester outcome	
15. Health and Safety – matters to review	JC – TPA insurance claim successful – leak in atrium roof. Leak now repaired and plaster/paintwork made good. DPA as discussed earlier. DPA external H&S review due March 2019. JC now Safeguarding governor for TPA and DPA – conducts visits to both schools every 3 weeks to undertake an audit of 18 areas of safeguarding and health and safety in a random manner. This is to ensure safe and healthy cultures and to complement the external reviews.	
16. Review of Trust Risk Register*		JC to update TPAs financial situation on Risk Register post end of Hatching Dragons contract
17. AOB	DW	

Table 1: 17/18 MAT benchmarking exercise - Comparison data from Cowper & Kreston Auditors 2019

Key comparator	Average for MATS	GLT (304 pupils)	Notes
Total income per pupil	£6, 201	£6,121	Comparable
Total grant income per pupil	£4,279	£5,683	GLT higher due to start up grants
Total staff costs per pupil	£4,554	£4,385	Comparable
Staff cost % of total income	71.9%	71.6%	Comparable

Staff cost % of grant income	106%	77%	GLT lower – due to scale and cheaper teachers
Teacher costs per pupil	£1,953	£1,662	Younger, cheaper teaching staff body – new & growing schools
Premises costs per pupil	£111	£601	GLT higher – managing whole buildings when schools not at capacity
Catering costs per pupil	£141	£379	GLT higher – disproportionate – staff costs fixed, less pupils
Educational supplies per pupil	£253	£369	GLT higher – start up establishing resourcing new year groups each years

Table 2: Capital expenditure 2018/19

(The TPA ICT and FFE balances are held by the ESFA)

TPA	Balance	Planned spend	Spent to date 18/19
ICT	£91,840.37	£22,092	
FFE	£11,113.21	£10,000	
DFC	£11,637**	£11,637	
Revenue Cont.	£0	£0	

**£606 carry forward from 17/18

DPA	Balance	Planned spend	Spent to date 18/19
ICT	£26,743	£5,000	
FFE	£0	£0	
DFC	£12,853	£12,853	
Revenue Cont.	£49,000	£49,000	

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