

**Meeting of Operations Committee  
GEMS LEARNING TRUST**

**Tuesday 5<sup>th</sup> May 2pm**

**To be held remotely**

<b>Attendees</b>	<b>Role</b>
Jodie Croft	CEO
Danielle West	Director, Chair
Jason Murphy	Director

**Apologies**

Rowena Duff	Director
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<b>Item</b>	<b>Agenda</b>	<b>Questions/discussion</b>	<b>Action</b>
1	Apologies for absence and consent to absence	RD sent apologies in advance	
2	Declaration of pecuniary interest and updates to business register	None	
3	Review of last minutes and matters arising not on today's agenda	The committee reviewed and approved the minutes	Asset register needs to match the asset policy - JC Surplus funds to be invested - JC to discuss with Operations Committee June 2020 JC to draft an equality policy for the GLT JC to organise director visit to DPA and WPA in June 2020
4	Management accounts and financial reports - receive	JC noted TPA querying a reduced fee for catering for last term – amount TBC JC noted both TPA and DPA reporting lower additional income from clubs, wraparound care, year 3 + meals. – Actual amounts have been adjusted in each budget and on management accounts.	Schools to review cleaning hours post clarity over return to school

		<p>JC noted cleaners being paid as per contracted hours.</p> <p>DW asked if cleaners might accrue hours and JM asked whether schools might need additional cleaning post return to school. JC noted cleaners not accruing hours but have offered to perform other tasks during the lockdown period. JC noted cleaning budgets may have to be reviewed post return to school, depending on the nature of the return. JC noted both schools may have to review contracted cleaning hours.</p> <p>JC noted removal of £3000 annual employer allowance which has been reflected in GLT accounts</p>	
5	Letter to Accounting Officers	The committee noted the cancellation of the BFRO return for 19/20. GLT accountants are aware.	
6	Changes to 19/20 budget forecasts	See item 4	
7	GLT 19/20 Appraisal Cycle	<p>JC proposed that both schools use interim performance reviews as evidence for final reviews for 19/20 targets. DW asked whether all interim reviews had been carried out, JC confirmed yes. The committee agreed to the proposal.</p> <p>JM asked about the CEO performance cycle and the group agreed that the CEO should have an interim review carried out by the end of May. JC to asked SHG to join JM in the CEO appraisal committee</p>	<p>DPA and TPA to use evidence from mid-term reviews as the basis for annual reviews 19/20</p> <p>JC to ask SHG to form an CEO appraisal committee with JM and conduct CEO mid-year review by the end of May 2020</p>
8	Internal audit – focus on Governance, Payroll and Pensions	JC noted UHY conducting internal audit with a focus on governance – due to recent changes in trustees, and payroll & pensions– due to recent change in payroll provider. UHY also conducting EOYC TPS audit.	
9	Updates to GDPR audit	<p>JC noted BG and JC has addressed all points in recent external GDPR audit and had updated the relevant policies and procedures. BG will now ensure schools and staff are updated and follow amended procedures.</p> <p>JC noted thorough GDPR review and benefit of external auditor reviewing GLT processes objectively.</p> <p>JM asked whether UHY review GDPR as part of their internal and external audit process – JC confirmed not.</p>	<p>BG to ensure updates to GDPR policies and procedures are disseminated to schools and staff</p> <p>TPA to adopt use of Parent Mail as primary way to send group emails to parents to reduce risks of data breaches.</p>

		<p>JM noted increasing numbers of emails to groups of parents from TPA during lockdown. JC noted that this was accepted by GLT prior to the roll out of their secure communication system – Parent Mail, which is now being adopted.</p> <p>DW asked how to schools liaise and share best practice. JC noted termly committees and monthly updates through bulletins as well as DPO role overseeing both schools.</p>	
10	Review of EFA/OCC capital funding and procurement – WPA update	<p>WPA has been allocated an additional £14,841 by OCC to cover items of FFE OCC had missed from original allocation. WPA Capital grants from OCC now:</p> <p>FFE - £131,241 ICT - £165,000</p>	
11	DPA Building matters	OCC has now procured a contractor to complete roof and internal works. Practical completion set for 1 <sup>st</sup> September 2020. External works still delayed due to COVID-19. JC and AA monitoring weekly.	
12	WPA Project overview & progress	<p>WPA to place FFE and ICT orders in consultation with developers.</p> <p>WPA builders now back on site and facing a 3-week delay to opening the school – deadline 21<sup>st</sup> September to open. DfE accepting a 3 week delay to opening, no more. Contingency plans must be developed by developer if handover looks likely to be delayed.</p>	LP to place WPA FFE and ICT orders in consultation with developers.
13	Health and Safety matters	DPA H&S audit delayed due to COVID-19	DPA to reschedule external H&S audit when possible
14	Review Trust Risk Registers	JM asked JC to add GDPR to risk register	JC to add GDPR risks to risk register
15	Approval invoices over £10k	None	
16	GEMS Branding withdrawal	<p>JC noted GEMS refusal to support brand withdrawal financially, which leaves GLT unable to support costs of brand change this year. JC will now write to GEMS and set out proposed timeline for brand withdrawal. DW believed GEMS are in no rush at the moment.</p> <p>JC noted GEMS member, JV must remain as a member whilst GLT continue to use GEMS brand.</p>	JC to write to GEMS to propose brand withdrawal timeline and strategy
17	Kingston Community School	JC noted planned closure of KCS in Kingston, currently 125 children on roll. JC in discussion with DfE and RSC to see whether GEMS Surbiton Primary Academy might open 2 years ahead of plan to accommodate these children. DW noted possible use of capacity/talent at TPA and DPA to	

		<p>support an interim arrangement before SPA head starts full time.</p> <p>JC awaiting further instructions from Nick Gibb as to whether to proceed with due diligence and a more detailed offer to parents/staff etc.</p>	
18	Draft 20/21 budgets	<p>JC noted DPA may be directed to take 63 children in Reception.</p> <p>JC noted both schools are working on draft 20/21 budgets – deadline</p>	DPA and TPA to submit draft 20/21 budgets by 16 <sup>th</sup> June 2020
19	AOB		

## Standing agenda items

September	November	January	March	May
Appointment of Chair	Review External Auditors management letter and agree management response	Review and appointment of External and Internal Auditors	Review LGPS Discretions policy (every 6 years 2023)	Approval of Academy Budgets
Receive policy review schedule				
Review Reserves Policy (3 years 2019)	Approve annual report & accounts	Equality policy and practice	Review Investment Policy	Report on internal audits
Management Accounts – receive				
Bank signatories review	Review of appraisal process for all staff and approval of staff salaries	Review FOI charging policy	Review catering accounts	Review Appraisal (3 years 2019), Directors Expenses (4 years 2019) and Finance Manual
Review lettings and charging policy	Asset management and capacity review	Review outcomes of benchmarking exercise	Begin draft budgets	Review of EFA capital funding and procurement
Review of EFA capital funding and procurement	Agree schedule for internal audit	Review of EFA capital funding and procurement	GDPR review	
Review of Academies Financial Handbook & Accounts Direction				
Review and approve expenditure over £10k				
Review of Trust Premises				
Health and Safety matters to review				
Review of Trust Risk Registers				

## **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 31<sup>st</sup> 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