

A background image showing several hands holding large, colorful gears (yellow, pink, blue, orange) in a circular arrangement, symbolizing teamwork and interconnectedness.

Developing and Implementing your MAT Central Services Offer

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e^{pm}



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Introductions

- Establishing a new MAT
- SAT to MAT
- Expanding a MAT



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Objectives

Understand:

- What are central services
- Why provide central services
- What types of central services do Trusts typically provide
- How to decide what services to centralise
- How to benchmark
- How to fund central services
- What will the central services structure look like
- How to define central service provision
- The 5 top tips for developing your central service provision



What are Central Services?

- Every Trust will have some form of central function to ensure compliance and oversight to the entity as a whole - the size and role of which is integral to the structure of the Trust
- Fully centralised services are simply an expansion of this function, working at Trust level rather than carrying out tasks within individual Academies



Why Provide Central Services?

- To ensure compliance
- To provide support, expertise, Information and guidance
- To ensure consistency
- To benefit from economies of scale
- To maximise value for money



What Types of Central Services do Trusts Typically Provide?

- Finance and Business
- School Improvement
- Human Resources and Payroll
- ICT
- Governance Services
- Estates and Facilities Management
- Building Maintenance
- Health and Safety
- Safeguarding and Compliance
- Data and Assessment
- Marketing
- Legal
- Insurance



Strategic and Operational Leadership and Business Support

Finance

Trust and Academy budget planning

Maximising funding

Finance policies and compliance with AFH

Management and year end accounts

Financial management system and ledger management

Cash flow and banking

VAT

EFA reporting

Trust, LGB and HT reporting

Internal assurance

External audit

Procurement

Contracts management

Insurance

HR and Payroll

Support with all employment matters including recruitment, performance management, absence management, pay, disciplinary, grievance, etc.

Employment policies

Payroll

Pensions

Single central record

Employee wellbeing and occupational health

Governance, Legal and Compliance

Operational

clerking to Trust Board and LGBs to include planning and organising meeting, agenda setting, minute taking, etc

Maintenance of all Trust and governance records

Facilitating and recording governor training

Managing and organising policies

Liaison with companies house

Compliance with funding agreements, leases, articles, etc

Liaison with legal adviser

Complaints

GDPR and FOI

Admissions

Safeguarding

Facilities and H&S

Estates and premises management

Catering

Capital funding bids

H&S advice and support

Advice with risk assessments

H&S training

Agreement of educational visits

Reporting to Governors and Trustees

ICT

Network

development, support and management

Network safety, filtering, security and auditing

Hardware maintenance

Website compliance and maintenance

ICT procurement

ICT licences

Broadband

Telephones

Managed print support

AV support

Mobile device support

Social media support

GDPR support

How to Decide What Services to Centralise?

- There is no one model to fit every scenario, however, there are specific aspects of business functionality which remain vital in a new/growing MAT
- These need to be considered at an early stage in the strategic planning process, to accommodate growth efficiently and effectively, and ensure robust business continuity
- Separation of distinct strategic and operational aspects of business functions will need to be considered fully when determining the optimum structure



How to Decide What Services to Centralise?

Compliance

- ESFA requirements
- Statutory requirements and duties

Golden Thread Strategy

- Vision - Trust Development Plan
- Ambition - Business and Growth Plan
- Operation - Service Plans



Benchmarking

- Why benchmark?
- Where is benchmarking data available?



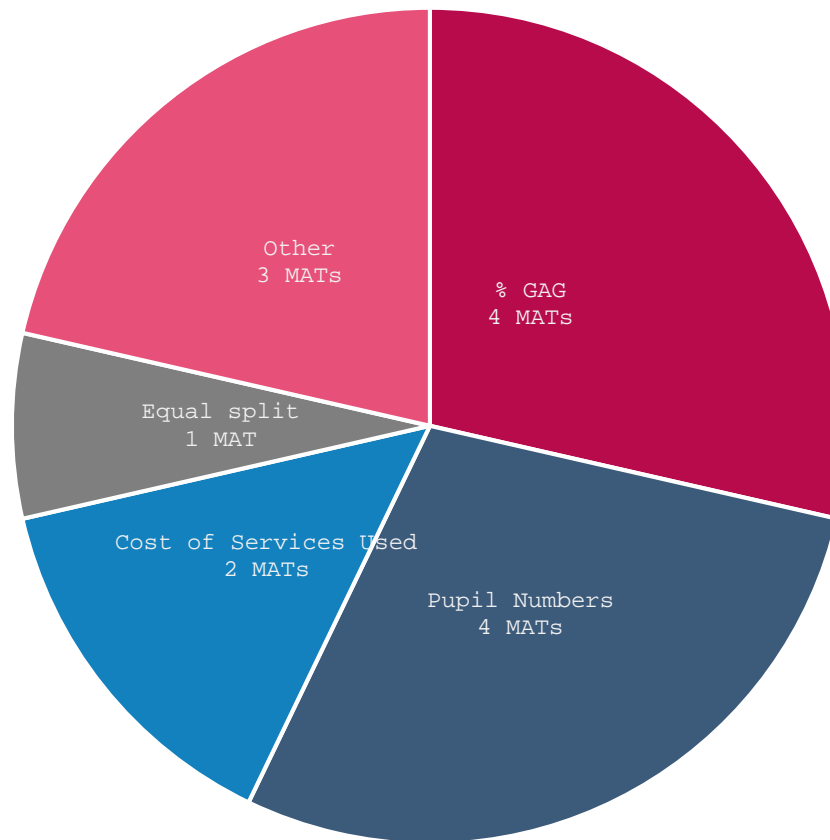
Funding Central Services

- Central recharge models – what would work best for your Trust?
- Communication is key
- Formal policy/agreement and appeals process



Central Recharge Models: Avec Client Base

Method of Central Service Recharge



■ % GAG ■ Pupil Numbers ■ Cost of Services Used ■ Equal split ■ Other

Trust-wide Contracts Register

- Drives efficiencies and economies of scale
- Gives 'ownership' to Trustees, where appropriate
- Aids financial planning and effective and timely procurement
- Avoids breaching internal policies and external procurement law
- Gives an appreciation that former SLAs with the LA are now third-party contracts and should be treated as such
- Flip onto academic year basis to aid financial reporting?
- Should force an appreciation of the content of each contract



Trust-wide Contracts Register – An Example

Trust X contracts register

Finance policy requirements
Procurement law requirements

Goods or Services Provided	School A							School B						Total		
	Supplier	Contract Start Date	Contract End Date	Annual Value (net VA T)	Total Contract Value (net VA T)	Notice Period	Review date / notes	Supplier	Contract Start Date	Contract End Date	Annual Value (net VA T)	Total Contract Value (net VA T)	Notice Period	Review	Annual Value (net VA T)	Total Contract Value (net VA T)
Staffing Costs																
Staff Absence Insurance	Staff Absence 1	01/04/2019	31/03/2020	£9,995	£9,995	3 months	01/10/2019	Staff Absence 1	01/04/2019	31/03/2021	£12,995	£25,990	3 months	01/10/2020	£22,990	£35,985
Advertising for staff	LA1	01/04/2019	31/03/2020	£2,000	£2,000	3 months	01/10/2019	LA2	01/09/2019	31/08/2020	£1,500	£1,500	3 months	01/02/2020	£3,500	£3,500
Occupational Health Service	Occ health Ltd	01/04/2019	31/03/2020	£200	£200	6 months	31/08/2019	Healthworks Ltd	01/04/2019	31/03/2020	£200	£200	6 months	31/08/2019	£400	£400
				£12,195	£12,195						£14,695	£27,690		£26,890	£39,885	
Total				£12,195	£12,195						£14,695	£27,690		£26,890	£39,885	

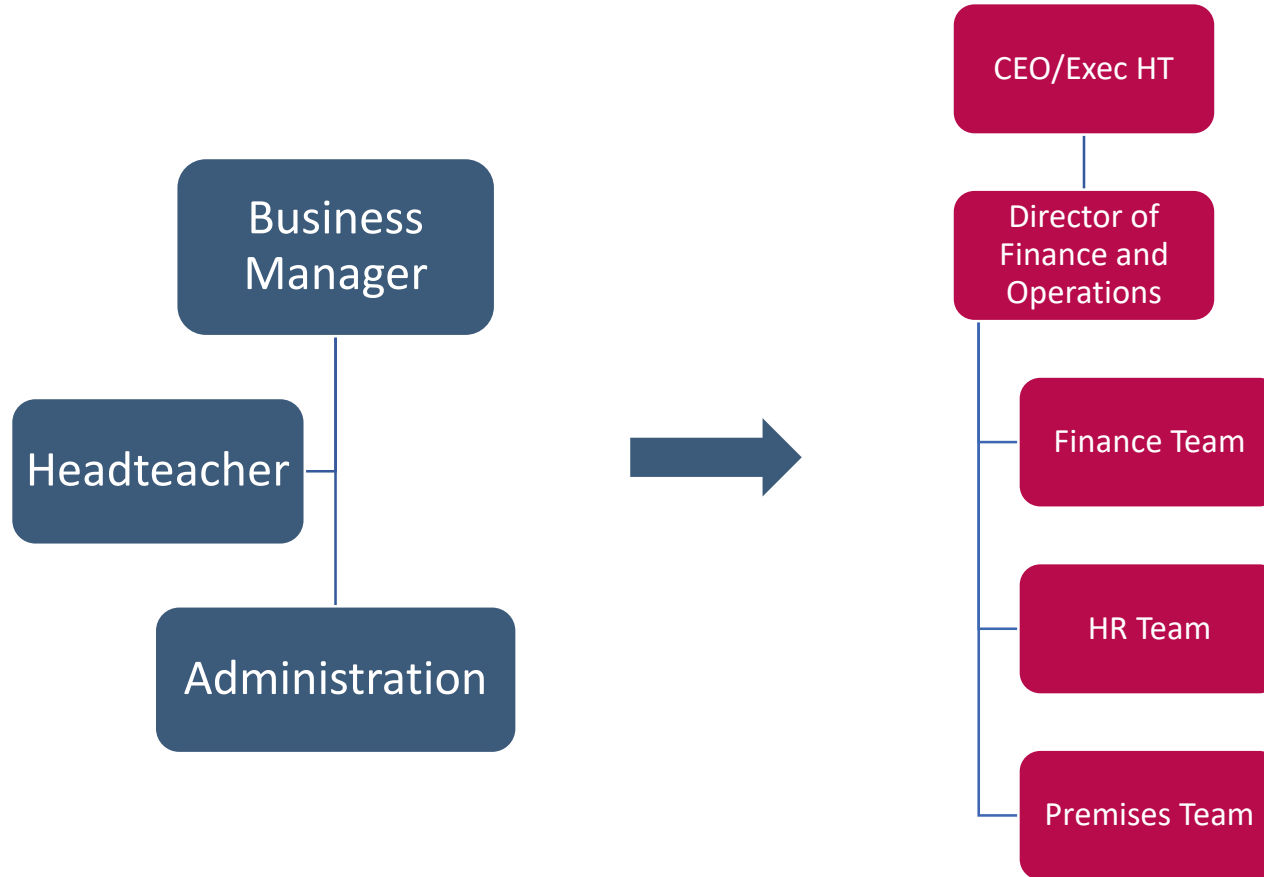


What Will the Central Services Structure Look Like?

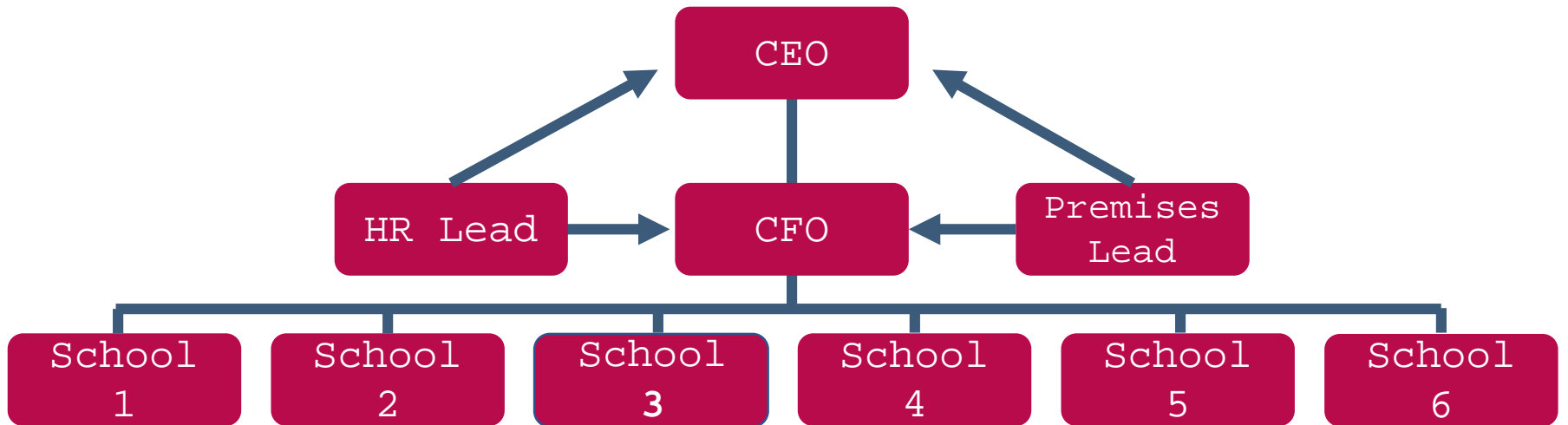
- Small MAT: including up to 5 - 6 Schools
- Medium MATs: including 6 - 10 Schools
- Larger MATs: including 10 to 20 Schools
- Large sponsor or chain: including more than 20 Schools



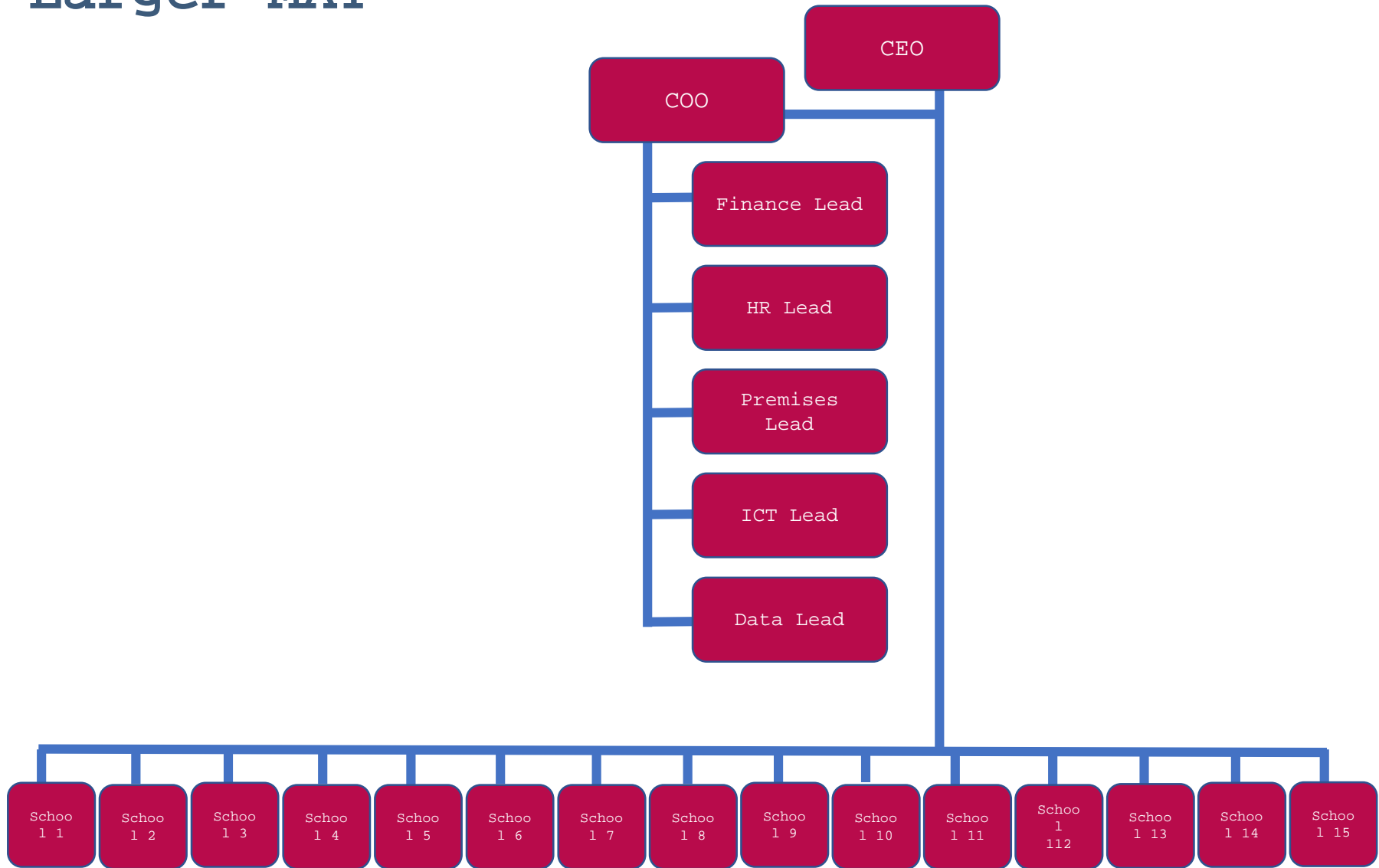
Small MAT



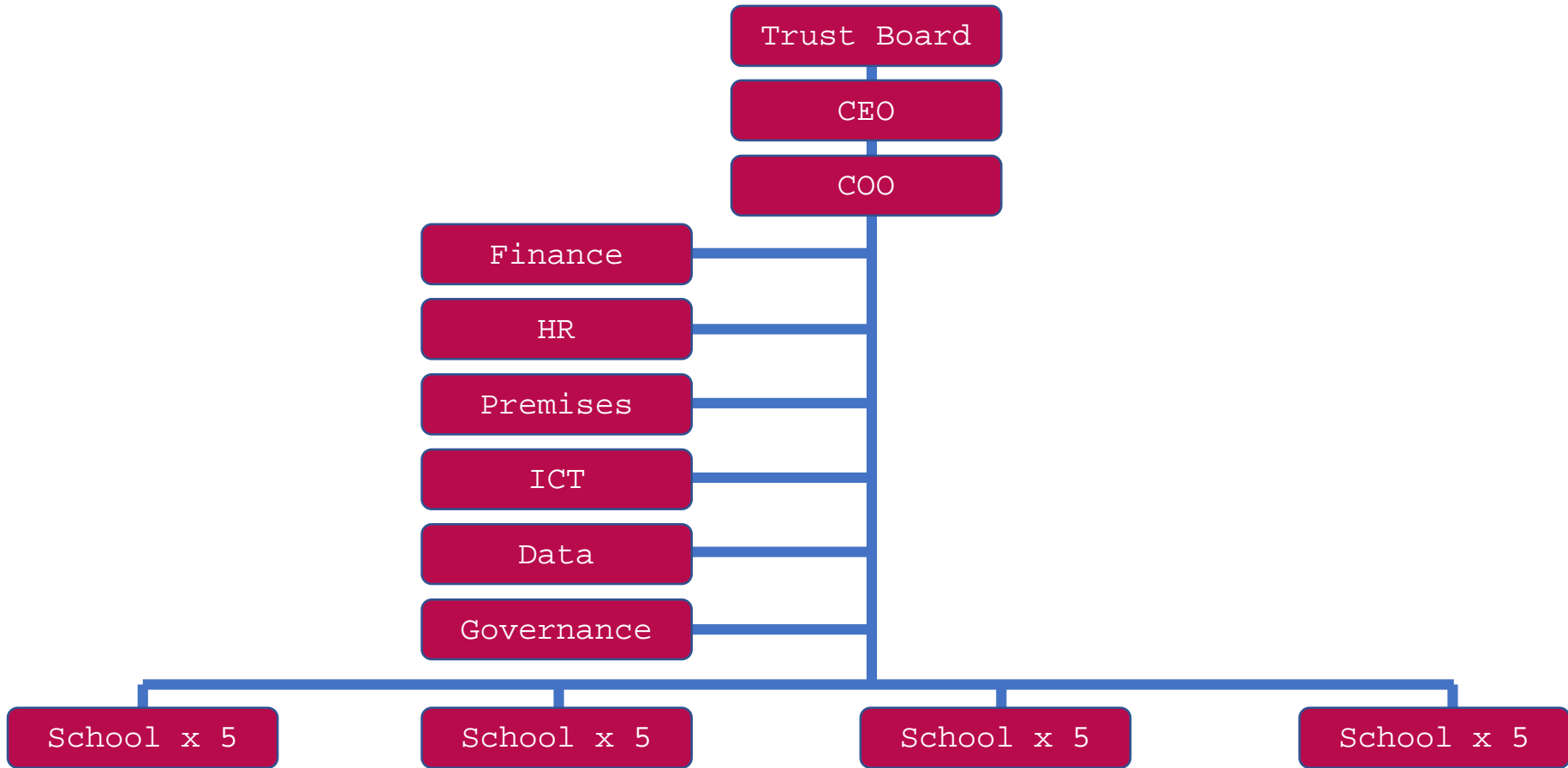
Medium MAT



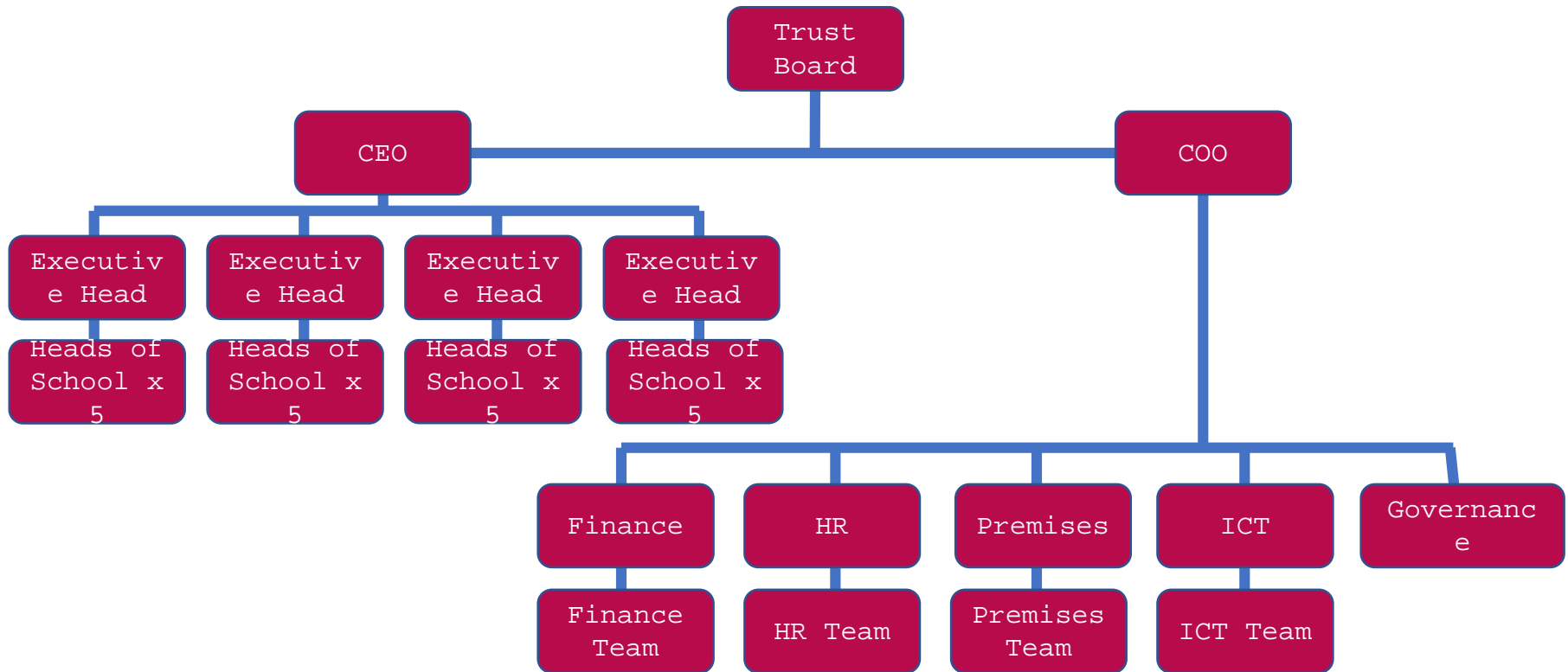
Larger MAT



Large Sponsor or Chain MAT



Large Sponsor or Chain MAT



Defining Central Services Provision

Develop a central services provision document which:

- Clearly and accurately articulates the full range of services provided (not offered) to the Academies in the Trust
- Incorporates clearly defined and tight key performance indicators (not expectations)
- Transparently explains how each of the services is charged
- Sets out a clear mechanism for end users to have issues or concerns regarding the service resolved
- Is easily accessible to for end users as well as potential new Trusts/schools joining the Trust
- Describes how and when the service will be reviewed



Summary: 5 Top Tips for Developing your Central Services

- **Tip 1:** Have a plan (not on the back of a postage stamp)
- **Tip 2:** Don't run before you can walk
- **Tip 3:** Don't put square pegs in round holes
- **Tip 4:** Cut your cloth
- **Tip 5:** Do what it says on the tin





**Thank you for
listening**

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