



Transforming Lives

EDUCATIONAL TRUST

**Business Standards  
Committee (BSC)  
Terms of Reference**

**November 2023**

# Version Control

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## 1 – Introduction

- 1.1 Transforming Lives Educational Trust (the “Trust”) is a charitable company limited by guarantee, (company number 07515832) and is an exempt charity. For the purpose of company law, the Trustees of Transforming Lives Educational Trust are Directors of the charitable company.
- 1.2 The Trust is formally recognised by the Secretary of State for Education as a Multi-Academy Trust in accordance with the [Academies Act 2010](#) and through the contractual instrument of the [Transforming Lives Educational Trust Master Funding Agreement](#).
- 1.3 The Terms of Reference as set out below are general in content and form part of a suite of documents adopted by the Transforming Lives Educational Trust (TLET) as the governance framework for the oversight and management of TLET’s community of academies. The principal aims of the Trust Board are to:
  - Ensure clarity of vision, ethos and strategic direction;
  - Hold executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff;
  - Oversee the financial performance of the organisation and make sure its money is well spent.
- 1.4 The Trust’s charitable purpose is to advance education in the United Kingdom for the public benefit. To this end, the Trust has articulated its strategy (The TLET Way) including three ambitions – Nurture Potential, Delivery Excellence, Inspire Community. The Trust Board will oversee the delivery of the Trust’s strategy through an integrated system of governance, including sub-committees.
- 1.5 The Terms of Reference as set out here must be read in conjunction with the Trusts’ governance framework documents. These include the Trust’s internal documentation and pertinent external publications. For a list of Related Documents, see p. 9.

## 2 – Context

- 2.1 The Trust Board has established a Business Standards Committee (BSC) to provide independent assurance of operational regularity and support for the CEO and the TLET Academies Leadership group.
- 2.2 The BSC is a subcommittee of the Trust Board.

## 3 – Purpose

- 1.1 In support of the Trust Board’s core functions, the purpose of the BSC is to monitor and ensure the effective management staff performance, remuneration and wellbeing, estate and technology operations, and the Trust’s sustainability and community commitments. Specifically, this will include the oversight of:
  - Staff performance management and development
  - Remuneration
  - Estate, facilities and technology for all business and learning environments, including associated regulatory compliance
  - Staff wellbeing
  - staffing policy and practice pertaining to non-teaching personnel
  - Community strategy and performance
  - Communication and messaging internally and with external stakeholders

## 4 – Scope and remit

The BSC will maintain a rolling agenda which will be reported to the Board on a regular basis. The BSC shall:

### 4.2.1 Remuneration

- Through desktop review confirm that performance reviews of Trust Executive and Academy Leaders are conducted as per the TLET **Pay Policy** and TLET **Appraisal Policy**, and in accordance with ESFA regulatory requirements;
- Arbitrate on Pay Award appeals in accordance with TLET Pay Policy
- Review all policies and work instructions pertinent to remuneration standardisation in line with scheduled review dates.

### 4.2.2 Performance management and development

- Monitor implementation and impact of CPD policies and activities
- Monitor implementation and impact of career planning and development
- Monitor Trust-wide staff retention, promotion and regretted attrition

### 4.2.3 Communication

- Monitor implementation and impact of TLET values, standards and principles across the Trust and their impact on staff engagement and wellbeing;
- Appraise the intent, implementation and impact of stakeholder messaging across the Trust.

### 4.2.4 Staff wellbeing and engagement

- Monitor the implementation and impact of staff management practices and communication;
- Monitor the use, evaluation and impact of staff surveys;
- Monitor the provision of safe and effective workplace and learning environment, and alignment with related employer duties and regulatory demands;
- Monitor the impact of remuneration, performance management, estate management and communication practices on staff wellbeing.
- Monitor and manage Nurture Potential risks in the Trust Risk Register.

### 4.2.5 Community

- Gauge the intent and impact of community engagement in the context of MATs being recognised as 'anchor institutions' within the communities they serve;
- Monitor the use of the Trust's estates for the furtherment of community engagement and as a bona fide revenue source;
- Monitor reach of community engagement in terms of brand management and reputational positioning of the Trust
- Monitor and manage Inspire Community risks in the Trust Risk Register.

### 4.2.6 Estates and Technology

- Monitor the delivery of estates and facilities services and compliance activities;
- Monitor the development, implementation and impact of technology strategies for the Trust;
- Monitor and manage Operational risks in the Trust Risk Register.

## 5 – Composition

- 5.1 The BSC shall comprise a maximum of 5 and no fewer than 3 Trustee members.
- 5.2 The Chair of the BSC will be selected annually by the Trust Board from any of its members.
- 5.3 All BSC members will be non-executive and appointed to the BSC by the Trust Board, on the recommendation of the Chair of the Trust Board.
- 5.4 The Trust Board may also appoint or co-opt one or more independent external non-voting members. The members/attendees of the BSC may recommend such appointments to the Trust Board.
- 5.5 The Director of Operations will attend BSC in a non-voting capacity. Other senior managers may attend depending on the agenda and at the discretion of the BSC Chair.

## 6– Rights

- 6.1 The BSC shall be entitled to:
  - sufficient resources to carry out its duties;
  - specialist ad-hoc advice, subject to confirmation from the Board that funds are available;
  - seek any information it requires in order to perform its duties from any employee of the Trust;
  - call any employee to be questioned at a meeting of the BSC as and when required.

## 7– Other Matters

- 7.2 The Chair of the BSC shall meet periodically with Trust leaders with responsibility for operations outside the formal BSC meetings. The Chair of BSC shall also meet routinely with the Chair of the Trust Board.
- 7.3 The BSC shall arrange for periodic reviews of its own performance, including periodic self-assessment and external independent review, and annually review its constitution and Terms of Reference to ensure that it is operating at maximum effectiveness, recommending any changes it considers necessary to the Trust Board for approval.
- 7.4 All BSC members are expected to undertake an appropriate programme, facilitated by the CEO, of engagement within the Trust and its activities to help them understand its objectives, business needs, priorities and risks.
- 7.5 The Trust Board will ratify the role and Terms of Reference of the BSC at the start of each academic year and ensure alignment with the Trust’s wider systems of governance.

## 8– Term of Office

- 8.1 The term of office for BSC members will be for a period of 3 years, extendable for up to a maximum of a further 3 years at the discretion of the Trust Board. BSC members who are members of the Trust Board may stand down with the consent of the Trust Board and their service will discontinue if they no longer serve as members of the Trust Board.
- 8.2 When the term of the Chair of the BSC is due to expire, a managed transition process will be followed.

## 9- Governance Professional

- 9.1 The Chair of the Trust Board shall ensure a governance professional (clerk) is available to service BSC meetings.
- 9.2 The clerk shall not be a Trustee.

## 10- Quorum

- 10.2 A duly convened meeting of the BSC at which more than 50% of voting members (rounded up to the nearest whole number) is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the BSC. If the meeting is not quorate, any matter decided by the BSC will only be a recommendation and must be ratified by the Trust Board.
- 10.3 The Chair of the Trust Board may nominate alternative Trust Board delegates if one or two members of the BSC cannot attend a meeting.
- 10.4 When matters are decided by the BSC through a vote, the Chair shall have a casting vote in the event of an equal division of votes.

## 11- Reporting and Responsibilities

- 11.1 The BSC Chair will formally report to the Board after each meeting. This will usually be done by submitting a copy of the draft minutes with the BSC Chair highlighting any significant matters which the BSC considers relevant to draw to the Trust Board's attention.
- 11.2 The BSC shall prepare an annual schedule of work (SoW) which is ratified by the Trust Board at the commencement of each Academic year.

## 12- Frequency and Conduct of Meetings

- 12.1 The BSC will meet as often as is necessary to fulfil its responsibilities but at least three times a year.
- 12.2 Meetings shall normally be face-to-face. However, if circumstance dictates, meetings can be facilitated via video conferencing, or via a blended approach.
- 12.3 All meetings will be chaired by the Chair of the BSC. In the absence of the Chair the remaining members present shall elect one of their number to chair the meeting.
- 12.4 The BSC may ask any or all of those who normally attend but who are not members to withdraw from the discussion of particular matters to facilitate open and frank discussion.

## 13- Attendance at Meetings

- 13.1 Trustees shall attend BSC meetings at a level of attendance so as to ensure proper business practice and continuity.
- 13.2 Sustained irregular attendance of two consecutive absences and/or three within a year will prompt an attendance review with the Chair, which could result in termination of the Trustee's membership of the BSC.
- 13.3 Members of the BSC may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
- 13.4 A register of attendance shall be kept for each BSC meeting and published annually.



## 14- Notice of Meetings

- 14.1 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the items to be discussed and any relevant papers shall be sent to the BSC and all other persons required to attend, no later than five working days before the date of the meeting.
- 14.2 In addition to its scheduled meetings, further meetings of the BSC may be called by the clerk at the request of the Trust Board or of the Chair of the BSC.

## 15- Minutes of Meetings

- 15.1 The governance professional (clerk) will arrange for a record of the proceedings and decisions of each meeting to be made, including the names of those present and in attendance and any declarations of conflict of interest.
- 15.2 Draft minutes of the meetings shall be sent to the Chair of the BSC for approval and then circulated to members of the BSC and any attendees within twenty working days of the meeting taking place.
- 15.3 The minutes are ratified and marked as a true and accurate record by the BSC at its subsequent meeting.
- 15.4 Electronic copies of approved minutes shall be filed by the clerk on GovernorHub under the specific BSC folder.
- 15.5 The Trust Board will review these Terms of Reference to ensure that they remain fit for purpose and support the working practice of the Trust, subject to regulatory change requirements, every year. Any changes shall be approved by the Trust Board.

## 16 - Monitoring of Terms of Reference

- 16.1 The Trust Board will review these Terms of Reference to ensure that they remain fit for purpose and support the working practice of the Trust, subject to regulatory change requirements, every year. Any changes shall be approved by the Trust Board

## Related Documents

[TLET Articles of Association](#)

[TLET System of Governance and Working Practices](#)

[TLET Scheme of Delegated Authority](#)

[TLET Master Funding Agreement](#)

[TLET Declaration of Pecuniary and Personal Interests](#)

TLET Strategic Plan

TLET Pay Policy

TLET Appraisal Policy

[Working Together to Safeguard Children](#)

[Keeping Children Safe in Education](#)

[Charities Statement of Recommended Practice](#)

[The ESFA Academy Trust Handbook](#) (updated annually) [ESFA's](#)

[Accounts Direction](#)

[The DfE Guidance: Multi-academy Trust Resources](#) (periodically updated).

[TLET BSC Terms of Reference | June 2022 v.1](#)

[The Ofsted Education Inspection Framework](#)

[The DfE Governance Handbook](#) – an essential resource for governors and Trustees outlining roles and responsibilities for those governing. It also details the legal duties of the governing board of all state schools in England.