



Transforming Lives

EDUCATIONAL TRUST

Link Trustee Terms of Reference

December 2022

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Author:	S. Jardine	
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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 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 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 Terms of Reference as set out here must be read in conjunction with the Trusts’ governance framework documents. These includes the Trust’s internal documentation and pertinent external publications. For a list of Related Documents, see **p. 6**.

2 – Context

- 2.1 The Department for Education and the parents/carers of the children and young people in our charge have entrusted TLET and its community of academies with delivering accessible high-quality meaningful learning. To this end, there is:
 - Societal expectation for expertise and excellence of learning;
 - Student and pupil expectation for engaging and effective learning;
 - System expectation for enabled and efficient learning;
- 2.2 The Trust Board recognises that at times, circumstance may arise where one or more of our family of academies may benefit from ‘Link Trustee’ support for a specified and agreed period of time. The identified need and the period of time for Link Trustee support is made by Trustees as a determined judgement informed by, but not limited to:
 - TLET categorisation of an academy;
 - External quality assurance outcomes, inc. Challenge Partners and Ofsted;
 - Outcome of annual AIM Board Review;
 - Expertise and experience of the Partners;
 - Particular phase or challenge of academy development.
- 2.3 AIM Boards where need for a Link Trustee has not been identified still have access to all to the Trust and Trustees by emailing any of the Trustees directly, via the Chair and Vice Chairs meeting or requesting, via the Clerk to Trustees for a trustee to attend an AIM Board meeting for a specified purpose.

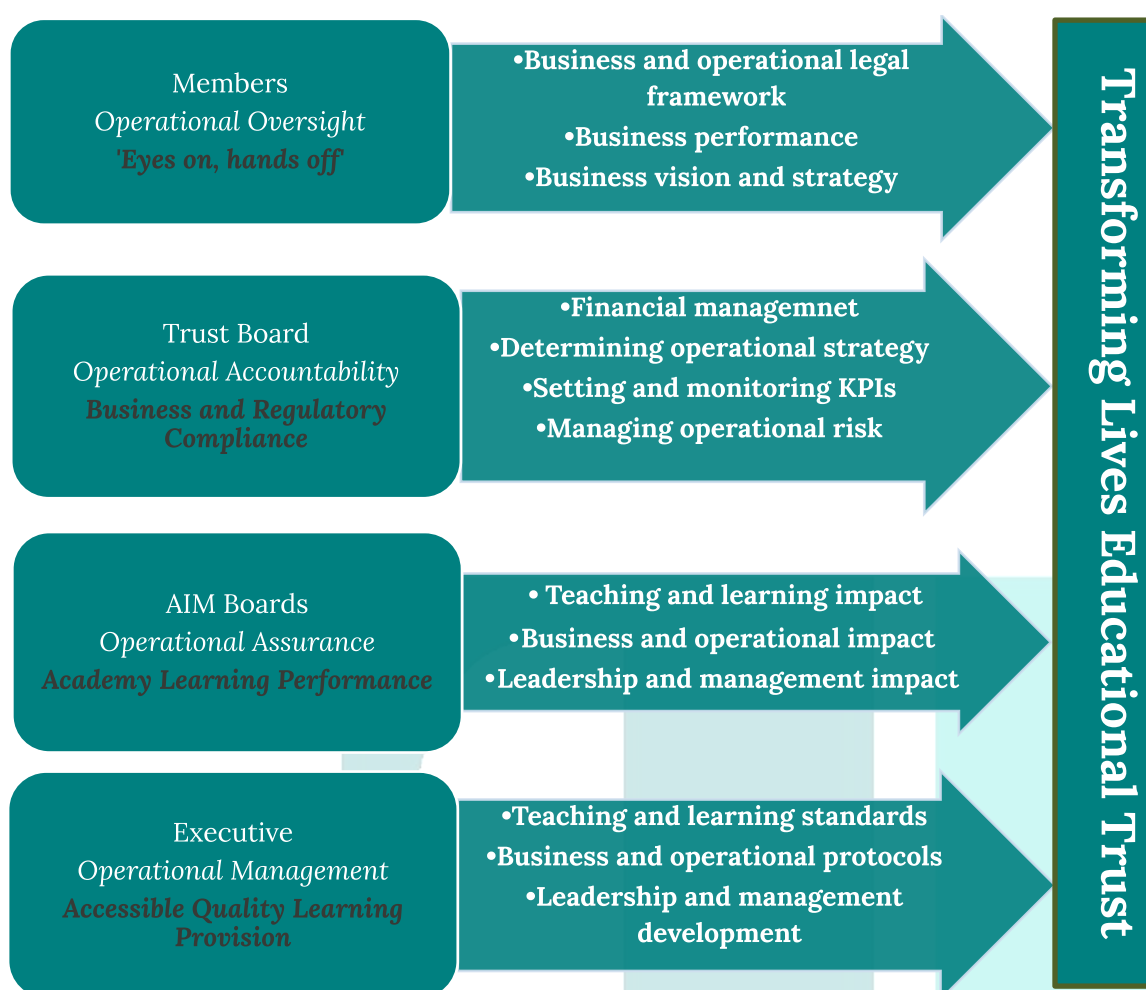
3 – Purpose

- 3.1 Central to its purpose, to the extent that it is compatible with the Trust fulfilling its charitable purpose of advancing education in the United Kingdom for the public benefit, the Trust, through its governance structure ensures that each of its academies is at the heart of its community, promoting community cohesion and sharing facilities with other schools and/or other educational institutions and the wider community.

- 3.2 Against this backdrop, TLET formally recognises local Academy Improvement and Management (AIM) Boards as integral to its system and design of governance and working practices which ensure learning provision remains fit for purpose and sustains the vision of ‘transforming tomorrow, today’.
- 3.3 The purpose of the AIM Boards is to champion continuing improvement across a range of pedagogical and operational processes as acknowledged by the education profession and the regulators as impacting the quality of learning provision. Promoting a spirit of openness and transparency, AIM Boards are the ‘critical friends’ of the academy.
- 3.4 AIM Board members have the designation of ‘Partner’. This designation acknowledges that AIM Boards are ‘partnering’ the academies via proactive support and development of operational performance, and in so doing, ‘partnering’ the Trust Board in the execution and delivery of their published strategy.

4 – Integrated System of Governance

- 4.1 The Trust’s system of governance and documented working practices are integral to the effective and efficient operation of the Trust Board and by extension, the execution of Trustee’s obligations as both directors of the charitable company and in their oversight and discharge of the management of the Trust and its family of academies.



5 – Scope and Remit

- 5.1 Link Trustees shall champion good governance practice through support and challenge of the AIM Board decision-making processes.

- 5.2 Link Trustees shall encourage AIM Boards to have an informed and proper focus on school improvement plans and pupil outcomes.
- 5.3 Link Trustees shall contact the Chair of the Trust Board and the Chair of the AIM Board immediately upon identification of academy operational and/or financial risk.

6 – Obligated Duties and Responsibilities

- 6.1 Link Trustees are the primary communication conduit between the Trust Board and the AIM Board.
- 6.2 Link Trustees liaise with the appropriate member(s) of staff and Chair of the AIM Board.
- 6.3 Link Trustees visit the academy with the purpose of increasing their knowledge of the academy context and outcomes of students.
- 6.4 Link Trustees report to the Trust Board on developments and progress within their assigned Academy.
- 6.5 Link Trustees review progress towards priorities through desk top analysis of AIM Board minutes, visits to the academy and attendance at AIM Board meetings.
- 6.6 Link Trustees support AIM Board/academy compliance with the [TLET Scheme of Delegated Authority](#).

7 – Link Trustee Assignment

- 7.1 Link Trustees shall normally have been a Trustee for a minimum of 12 months prior to being assigned as a Link Trustee.
- 7.2 The Chair of the Trust Board assigns the Link Trustee on the basis of the relevance of their skillset.
- 7.3 Link Trustees may (subject to capacity) be assigned to more than one academy.
- 7.4 Link Trustees shall not be assigned to an academy where there is identified conflict of interest, as monitored by [TLET Declaration of Pecuniary and Personal Interests](#) and [Code of Business Conduct](#).
- 7.5 AIM Boards to be assigned a Link Trustee shall be notified following the first Trust Board meeting of the new academic year.
- 7.6 In-year appointment of Link Trustees is at the Trust Board's discretion.

8 – Term of Office

- 8.1 Link Partners shall be assigned for not less than one term and a maximum of a full academic year.

9 – Attendance at Meetings

- 9.1 Link Partners shall attend a minimum of two full AIM Board meetings in an academic year.

10 – Monitoring of Terms of Reference

- 10.1 It is the responsibility of the Trust Board and those to whom it delegates the authority, to ensure that the principles and procedures of this policy are adhered to. The use of this policy will be subject to routine monitoring to ensure its fidelity in practice. The evidence gathered from monitoring shall inform any reviews and future revisions to the policy, which will be carried out at regular intervals and no later than as stated on Page 2 of this policy.

Related Documents

[TLET Articles of Association](#)

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

[TLET Scheme of Delegated Authority](#)

[TLET Code of Business Conduct](#)

[TLET AIM Board Terms of Reference](#)

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

[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.

