



Transforming Lives

EDUCATIONAL TRUST

**Academy
Improvement
Management (AIM)
Board Terms of
Reference**

January 2022

Version Control

Category:	Terms of Reference	
Authorised By:	TLET Trust Board	
Author:	S. Jardine	
Version	1	
Status:	Under Review:	
	Approved:	✓
	Adopted:	✓
Issue Date:	January 2022	
Next Review Date:	January 2023	
Statutory Document:	Yes	
	No	✓

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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. 15**.

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.

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 The authority and powers AIM Boards cascade from the Trust Board are set out in the instrument of the [Scheme of Delegated Authority](#) (SoDA), which explains the powers retained by the Trust Board and the powers delegated to the CEO, the AIM Board and the academy Principal. For the avoidance of doubt, where a power is not expressly delegated to the CEO, AIM Board or academy Principal, it will be deemed to have been retained by the Trust Board regardless of whether it is specified in the SoDA.
- 5.2 The SoDA can be reviewed by the Trust Board at any time but shall be reviewed at least annually. The Trust Board reserves the right to remove or alter any delegation at any time, whilst having regard to, but not being bound by, the views of the AIM Board.
- 5.3 Notwithstanding the application of any provision of these Terms of Reference, if the Chair/Vice-Chair of the AIM Board is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interest of the academy, any pupil or their parent/carer or a person who works/volunteers at the academy, then they may exercise any function of the AIM Board which can be delegated to an individual or any function relating to the exclusion of pupils after consultation with the CEO and at least one Trustee.
- 5.4 The Trust Board shall support the work of the AIM Board by:
- setting a clear strategic vision to allow the AIM Board to set and achieve its own aims and objectives within such vision;

- ensuring that systems are put in place to allow the Partners to be presented with timely and good data to allow the AIM Board to analyse academy performance in order to support and challenge the Principal and the senior leadership team of the academy;
 - ensuring that the Partners have access to high quality training ‘or professional development informed by a skills audit and general contribution’;
 - providing selected AIM Boards with a ‘Link Trustee’, for which separate Terms of Reference exist. This provision is not an entitlement of each AIM Board within the Trust, and the appointment and continuing service of a “Link Trustee” is at the discretion of the Trust Board.
- 5.5 Without prejudice to the Trust Board’s other right to remove any Partner and the Trust Board’s right to amend these Terms of Reference at any time, where the Trust Board has concerns about the performance of an AIM Board, they may amongst other actions:
- require the relevant AIM to adopt and comply with a governance action plan in such form as determined by the Trust Board;
 - suspend or remove any or all of the matters delegated to the AIM Board;
 - suspend or remove any or all of the partners of the AIM Board. In the case of Foundation Partners, this action must be taken in agreement with the Diocesan Board of Education (DBE).
- 5.6 The Trust Board may require a governance action where:
- the academy has a deficit budget (both revenue and capital);
 - pupil/student results fall below national expected attainment levels;
 - the academy has been rated by Ofsted and/or SIAMS as ‘Requiring Improvement’ or ‘Inadequate’;
 - there has been a serious breach of Trust policies.
- 5.7 The Trust Board may vary the matters delegated where:
- the AIM Board acts outside its delegated powers and limitations;
 - the AIM Board is in breach of these Terms of Reference;
 - there has been a serious breach of Trust policies.
- 5.8 The Trust Board may remove/replace Partners where:
- the academy is in material breach of its funding arrangements;
 - the AIM Board is in material breach of its delegated level of financial authority;
 - the AIM Board is in material breach of these Terms of Reference or has persistently breached these Terms of Reference;
 - an individual Partner has failed to meet the standards of honesty, integrity and objectivity required of their office, as defined in the [TLET Code of Business Conduct](#).
- 5.9 The circumstances listed above in paragraphs 5.6, 5.7 and 5.8 are illustrative only and shall not limit the rights of the Trust Board to suspend or remove any or all of the matters delegated to the AIM Board. In the case of Foundation Partners, this action must be taken in agreement with the DBE.
- 5.10 Independent scrutiny, challenge and the proactive assessment of risk as provided through AIM Boards supports the development of the operational performance of our academies. As such, the scope and remit of AIM Boards extends to: Teaching and Learning Impact, Business and Operational Impact, and Leadership and Management Impact.
- 5.11 AIM Boards shall ensure:
- **Teaching and Learning Impact**
 - Exacting standards of pedagogical and operational excellence;
 - Critique and challenge of the intent, implementation and impact of learning provision;
 - Learning equity – every child has the same opportunity to succeed;
 - Currency of staff occupational competence and professional development.
 - **Business and Operational Impact**
 - Effective operation of healthy, safe, and productive business and learning environments;
 - Implementation and monitoring of proper and robust safeguarding protocols;

- Compliant and consistent people and budgetary work practices;
- Disciplined delivery of robust and transparent governance.
- **Leadership and Management Impact**
 - Effectiveness of school leadership – holding the Principal to account;
 - Independent scrutiny of the Principal’s performance management and reward;
 - Leadership performance is assessed/shaped through reference to external comparative data;
 - Development of leadership and management performance through externally supported CPD.

5.12 The AIM Board, in carrying out its role, shall:

- promote high standards and aim to ensure that students and pupils are attending a successful academy which provides them with a good education and supports their wellbeing;
- ensure that the academy is conducted in accordance with the objects of the Trust, the terms of any trust or lease governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
- work closely with the Trust Board;
- be responsible to, the Trust Board for its actions and follow the expectations of Partners as laid down by the Trust Board;
- promptly implement and comply with any policies or procedures communicated to the AIM by the Trust Board;
- review its local policies and practices on a regular basis, in view of any advice or recommendations made by the Trust Board;
- promote and uphold high standards of conduct, probity and ethics, and act with integrity, objectivity and honesty in the best interests of the Trust and the academy;
- operate with transparency, including in the making and justification of decisions;
- ensure the confidential keeping of all information of a confidential nature obtained by them relating to the academy and the Trust;
- ensure that it is competent, accountable, independent and diverse, and that it promotes best practice in governance;
- aim to ensure that its Partners
- uphold, support and promote the vision and values of the Trust, and of the Diocese in the case of Church academies.

6 – Obligated Duties and Responsibilities

6.1 Those persons holding the office of Partner are required (obligated) to exercise a number of specific duties, namely:

- Duty to ensure compliance - ensuring that the academy complies with Trust and academy policies and procedures;
- Duty of prudence - monitoring the financial management of the academy;
- Duty of care - ensuring reasonable care, skill, and experience (individual and collective) is used in the running and management of the academy;
- Duty to act within their powers - ensuring that all decisions are within the scope of the objects and powers of the [SoDA](#);
- Duty to promote the success of the academy and Trust - ensuring that individually and collectively they act in good faith; in a way which they consider would be most likely to promote the success of the academy and Trust, and in achieving their purpose. (This shall be monitored by the annual completion of TLET’s [Code of Business Conduct Form](#), which outlines the seven (“Nolan”) Principles of Public Life, as well as the Behavioural and Business Ethics to

which all Partners are expected and obliged to adhere);

- Duty to avoid a situational conflict of interest – ensuring the avoidance of situations in which they have, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the academy and Trust. (This shall be monitored by the annual completion of TLET’s Declaration of Pecuniary and Personal Interests form. This information shall be published on the [Trust’s website](#) and updated as necessary during the course of the academic year.)

- 6.2 A Partner of the AIM Board is considered to have a Personal Financial Interest if they, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the Partner or any person living with the Partner as his or her partner, is in the employment of the Transforming Lives Educational Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or one of its academies, or in some other way is linked to the Trust or the academy.
- 6.3 A Partner of the AIM Board will also be considered to have a Personal Financial Interest if they, any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the Partner or any person living with the Partner as his or her partner, is employed by a company tendering, or providing, services for the Trust or one of its academies.
- 6.3 Each partner shall be required to take part in regular self-review and is accountable for meeting his or her own training and development needs.
- 6.4 It is a Partner’s responsibility to consider if, and raise any concerns where, he/she/they feels/feel that appropriate training and development is not being provided – particularly with regard to Safeguarding training.
- 6.5 The Chair of the AIM Board shall nominate a ‘Link Partner’ having specific oversight for academy functional/operational areas such as Safeguarding, Health & Safety, Staff and Pupil Wellbeing, SEND, and Finance. In so doing, it is on the understanding that responsibility for such areas is vested in all AIM Board (Governing) Partners and not solely that of the ‘Link Partner’.
- 6.6 Link Partner assignments will be regularly reviewed by the Chair of the AIM Board.

7 – Composition/Membership

- 7.1 AIM Boards shall normally comprise **nine** Partner members drawn from academy, business, and parental communities, with the specific composition as determined by category and numbers as set out here:
- Staff:
 - Academy Principal (1) (or the TLET CEO, if no such Principal is appointed);
 - Teaching and/or support staff (2)
 - Parental:
 - Parents/carers of pupils of the academy (2); **or**
 - Parents/carers of children in the local community
 - Business/Education:
 - Co-opted by business/educational professionals (4)
- 7.2 Where the academy has a faith designation, 50% (or as close to as possible) of all co-opted Partners must be ‘foundation Partners’ as appointed and recognised by the Diocese.
- 7.3 Should the numbers of Partners exceed nine, the number of Partners should remain an odd number and not exceed eleven in total.
- 7.4 Subject to the prior agreement of the Trust Board, the AIM Board may establish sub-committees which may include individuals who are not Partners of the AIM Board, provided that such individuals are in a minority.
- 7.5 Meetings of any AIM Board sub-committee will be clerked by the Clerk to the AIM Board and will follow the procedures laid out in paragraphs 14 and 15 below.
- 7.5 The AIM Board may delegate to a sub-committee, any serving Partner, the academy Principal, or any other holder of an executive office, such of their powers or functions as they consider desirable.

- 7.6 Any such delegation may be made subject to any conditions either the Trust Board or the AIM Board may impose and may be revoked or altered at any time.
- 7.7 The person or subcommittee shall report to the AIM Board in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the AIM Board immediately following the taking of the action or the making of the decision.
- 7.8 The establishment, Terms of Reference, constitution, and membership of any sub-committee of the Partners shall be reviewed at least annually.
- 7.9 The AIM Board will advise the Trust Board regarding the outcome of reviews undertaken.

8 – Partner Recruitment

- 8.1 When a vacancy arises on the AIM Board, a new Partner can be recruited in a variety of ways.
- 8.2 Vacancies occurring during the academic year are to be notified to the Trust Board by the Chair of the AIM Board, with in-year appointments ratified by the Trustees at the closest scheduled meeting of the Trust Board to the appointment.
- 8.3 Until ratified by the Trust Board, all AIM Board membership/ appointments are provisional.
- 8.4 Trustees have the right to appoint such additional persons to the AIM Boards as they shall determine from time to time.
- 8.5 Where the AIM Board requires to engage short-term support arising from the need of a particular skill/expertise or for a specific project, such roles are deemed to be akin to ‘sub-contractors’ and, as such, not recognised by the Trust Board as AIM Board (Governing) Partners.
- 8.6 AIM Boards have the authority to appoint short-term roles.
- 8.7 A person shall be ineligible to serve on the AIM Board if they would not be able to serve as a Trustee in accordance with Articles 68-80 of the Trust’s [Articles of Association](#).

8.8 Staff Partners

- 8.8.1 The academy Principal (or Trust CEO if no such Principal is appointed) shall automatically become a Staff Partner upon appointment.
- 8.8.2 The AIM Board shall invite nominations from all staff under a contract of employment or a contract for services or otherwise engaged to provide services to the academy and, where there are any contested posts, shall hold an election by a secret ballot.
- 8.8.2 All arrangements for the calling and conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined in advance by the Trust Board. The Trust Board may delegate the running of the election to the AIM Board.
- 8.8.3 If the Trust Board delegates the running of the election to the AIM Board, the AIM Board will report the outcome of the election, including the number of votes cast, to the Trust Board.
- 8.8.4 Regardless whether the election is run by the AIM Board or the Trust Board, the Trust Board will appoint the required number of Staff Partners.

8.9 Parent Partners

- 8.9.1 Parents of registered pupils/students at the academy shall elect parent Partners of the AIM Board.
- 8.9.2 Parent Partner candidates must be from the care-giving body of pupils at the academy at the time when they are elected.
- 8.9.3 Care-givers include parents, legal guardians, grandparents, or adult siblings.
- 8.9.4 All arrangements for the calling and conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined in advance by the Trust Board. The Trust Board may delegate the running of the election to the AIM Board.
- 8.9.5 If the Trust Board delegates the running of the election to the AIM Board, the AIM Board will report the outcome of the election, including the number of votes cast, to the Trust Board.

- 8.9.6 Regardless whether the election is run by the AIM Board or the Trust Board, the Trust Board will appoint the required number of Parent Partners.
- 8.9.7 Where a vacancy for a Parent Partner is required to be filled by election, the AIM Board shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered pupil at the academy is informed of the vacancy and that it is required to be filled by election, informed that they are entitled to stand as a candidate, and vote at the election, and given the opportunity to do so.
- 8.9.8 Any election of persons who are to be the Parent Partners which is contested shall be held by secret ballot. The arrangements made for the election of the parent partners shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if they prefer, by having their ballot paper returned to the academy by a registered pupil at the academy.
- 8.9.9 When the number of parents standing for election is less than the number of vacancies, the Trust Board may appoint a person who is the parent of a registered pupil at the academy or, where it is not reasonably practical to do so, a person who is the parent of a registered pupil of another academy run by the Trust.

8.10 Co-Opted Partners

- 8.10.1 Providing that the Trust Board has been informed of the vacancy, the AIM Board can, through proper and transparent advertising, recruit Co-Opted Partners to be formally appointed to the AIM Board by the Trust Board.
- 8.10.2 Co-Opted Partners must be:
- a person who lives or works in the community served by the academy; **or**
 - a person who, in the opinion of the Trust Board, has the necessary skill set and is committed to the governance and success of the academy; **or**
 - in the case of Church academies, a practising Christian whose name is on the electoral roll of a place of worship.
- 8.10.3 Employees of the Transforming Lives Educational Trust are not eligible to be Co-Opted Partners.

8.11 Process

- 8.11.1 The recruitment process for AIM Board (Governing) Partners is set out in the table below and reflects the Partner types as described in paragraph 7.1.

	Principal (1)	Staff (2)	Parent (2)	Co-opted (4)
Nominations	AIM Board (Governing) Partner by designation by way of appointment by the Trust Board as academy Principal.	Nominations formally sought from academy staff community.	Nominations formally sought from academy parental community.	Prospects identified via advertising, professional networks etc.
Submission of Volunteer Application			Staff/Parental nominees and prospective Partners required to submit TLET Partner application for consideration of role.	
Submission Expression of Interest		Nominees asked to submit Expression of Interest statement in support of role.		

Professional Discussion		Nominees participate in a professional discussion regarding principles of good governance.	Nominees participate in a professional discussion regarding principles of good governance.	Prospective Partners participate in a professional discussion regarding principles of good governance.
Professional discussion conducted by two AIM Board (Governing) Partners, one of which must be Chair/Vice Chair.				
Selection and communication		Staff Partner(s) elected by staffing body. AIM Board and academy staff community advised of appointment.	Parent Partner(s) elected by parenting body. AIM Board and academy parental community advised of appointment.	Co-opted Partner(s) selected. AIM Board advised of appointment.
New co-opted Partners advised that appointment is provisional until confirmation of DBS, references and formal ratification by Trust Board.				
Ratification		Recommendation of Partner(s) appointment notified to Trust Board for formal ratification of appointment.		

9 – Term of Office

- 9.1 The term of office for all AIM Board (Governing) Partners shall be 4 years, save for the academy Principal, who shall remain a member until they cease to work at the academy.
- 9.2 There is no maximum term of office for AIM Board (Governing) Partners.
- 9.3 Subject to remaining eligible to be a particular type of Partner, any person may be re-appointed or re-elected to the AIM Board.
- 9.4 A Partner shall cease to hold office if:
- their term of office expires;
 - they resign their office by giving notice in writing to the clerk to the AIM Board;
 - the Principal or Staff Partner ceases to work at the academy;
 - the Trust Board terminates the appointment of a Partner whose presence or conduct is deemed by the Trust Board, at its sole discretion, not to be in the best interests of the academy or the Trust;
- 9.5 For the avoidance of doubt, a Parent Partner shall not automatically cease to hold office solely by reason of their child ceasing to be a registered pupil/student of the academy. Should this occur, the Parent Partner can serve to the end of their current term but, as specified in paragraph 9.3, is then ineligible for re-election as a Parent Partner.
- 9.6 A person shall be disqualified from serving on the AIM Board if they would not be able to serve as a Trustee in accordance with Articles 68–80 of the Trust’s [Articles of Association](#).
- 9.7 The Chair and Vice-Chair of AIM Boards shall be appointed by the Trust Board and may be removed from office by the Trust Board at any time.
- 9.8 The term of office of the Chair and Vice-Chair shall be 2 years. Subject to re-election/re-appointment and remaining eligible, the maximum term of continuous office for the Chair and Vice-Chair shall be 4 years.
- 9.9 The Chair and Vice-Chair shall cease to hold office if:

- they cease to serve on the AIM Board;
- they are employed by the Transforming Lives Educational Trust;
- in the case of the Vice-Chair, they are temporarily appointed to fill a vacancy in the office of the Chair.

9.10 When the term of any AIM Board Chair or Vice-Chair is due to expire, a managed transition process is to be followed.

9.11 The Chair and Vice-Chair may at any time resign their office by giving notice in writing to the Trust Board.

9.12 AIM Board (Governing) Partner appointments (including that of the Chair and Vice-Chair) are ratified and approved by the Trust Board annually, at the commencement of each academic year.

10 – Governance Professional

10.1 The Chair of the Trust Board shall ensure a governance professional (clerk) is available to service AIM Board meetings.

10.2 The clerk shall not be a Trustee of the Transforming Lives Educational Trust, an AIM Board (Governing) Partner of any academy within the Transforming Lives Educational Trust, or an employee of the Transforming Lives Educational Trust based at the academy in question.

11 – Quorum

11.1 A duly convened AIM Board meeting at which more than 50% of voting members are present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the AIM Board.

11.2 If the meeting is not quorate, any matter decided by the AIM Board will only be a recommendation and must be ratified by the Trust Board.

11.3 The quorum for a meeting of a sub-committee of the AIM Board, and any vote on any matter at such a meeting, shall be any three Partners of the AIM Board at the date of the subcommittee meeting.

11.4 If the meeting of a sub-committee is not quorate, any matter decided by the sub-committee will only be a recommendation and must be ratified by the AIM Board.

11.5 When matters are decided by the AIM Board and its sub-committees, by way of a vote, the Chair shall have a casting vote in the event of an equal division of votes.

11.6 Every matter to be decided at a meeting of the AIM Board shall be determined by a majority of the votes of the Partners present and entitled to vote on the matter. Every Partner shall have one vote.

11.7 A Partner may not vote by proxy.

11.8 Any Partner who is also an employee of the Transforming Lives Educational Trust shall withdraw from that part of any meeting of the AIM Board at which their remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

11.9 A resolution in writing, signed by all the Partners shall be valid and effective as if it had been passed at a meeting of the Partners duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the Partners.

12 – Frequency and Conduct of Meetings

12.1 The AIM Board shall meet at least once per term or otherwise as required.

12.2 AIM Board (Governing) Partners shall uphold TLET's Code of Business Conduct and have regard for the operational requirements and responsibilities as set out in the [ESFA Academy Trust Handbook](#).

12.3 Partners shall declare their pecuniary and personal interests at the time of their appointment, the beginning of each academic year of their service, and undertake to update this register whenever new information needs to be disclosed to the AIM Board.

12.4 This Declaration of Interests shall be published on the academy's website.

- 12.5 A Partner must absent themselves from any discussions of the AIM Board in which it is possible that a conflict will arise between their duty to act solely in the interests of the academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 12.6 Meetings shall normally be face to face, however, if circumstance dictates, meetings can be facilitated via video conferencing.
- 12.7 All meetings will be chaired by the Chair of the AIM Board.
- 12.8 In the absence of the Chair, the meeting will be chaired by the Vice-Chair.
- 12.9 In the absence of both the Chair and the Vice-Chair, the remaining members present shall elect one of their number to chair the meeting.
- 12.10 The AIM Board 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.
- 12.11 Regarding the business and operational function of upholding the discipline and delivery of robust and transparent governance, the AIM Board's operational conduct shall align with the non-statutory guidance as set out by the Department for Education publication [School Governance Regulations 2013](#).

13 – Attendance at Meetings

- 13.1 AIM Board (Governing) Partners shall attend 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 Partner's term of office.
- 13.3 Members of the AIM Board may ask any other officials of the academy and Trust to attend to assist it with its discussions on any particular matter.
- 13.4 A register of attendance shall be kept for each Committee meeting and published regularly throughout the year on the academy's website as part of its Declaration of Interests report.

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 AIM Board (Governing) Partners and all other persons required to attend, no later than five working days before the date of the meeting.
- 14.2 Where there are matters demanding urgent consideration, the Chair or, in their absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as they think fit.
- 14.3 In addition to its scheduled meetings, further meetings of the AIM Board may be called at the request of the Board or of the Chair of the Board.
- 14.4 Furthermore, any three Partners, giving notice in writing to the clerk, may call a meeting of the AIM Board.

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 for approval and then circulated to Partners and any attendees within twenty working days of the meeting taking place.
- 15.3 The minutes are reviewed, amended if necessary, ratified and marked as a true and accurate record by the AIM Board at its subsequent meeting.
- 15.4 Electronic copies of approved minutes shall be filed by the clerk on the TLET shared Google Drive under the specific AIM Board folder.

- 15.5 An electronic copy of approved minutes shall be sent to the TLET Clerk to the Trustees within twenty working days of the meeting taking place.
- 15.6 Paper copies of approved minutes shall be filed by the clerk at an agreed location at the academy.

16 – AIM Board Annual Review

- 16.1 In cognisance of existing reporting structures regarding academy performance, namely: CEO report, Link Trustee reports, external reporting mechanisms such as that of Challenge Partners, and the academy's Self-Evaluation Categorisation Framework etc., the Trust Board does not require, under normal circumstance, AIM Boards to submit formal written reports to the Trust Board.
- 16.2 However, in keeping with the regular review instrument as adopted by the Regional Schools Commissioner (RSC) with the Trust, AIM Boards are required to attend an annual review with the Trust's Operations Standards Committee (OSC).
- 16.3 The leading instrument for review will be the categorisation framework as mentioned in paragraph 16.1. This will be used as a basis to jointly determine and agree academy performance for the previous year and areas for improvements in the coming year.
- 16.4 The annual review will involve the OSC (comprising three Trustees), the Chair of the AIM Board plus up to two additional AIM Board (Governing) Partners, as well as the academy Principal. The CEO and the Chair of the Trust Board shall also be present.
- 16.5 The OSC will give AIM Board a minimum of sixty days' notice of the annual review date. Prior to the annual review, and to inform and shape the professional discussion, the OSC will have accessed:
- Minutes of AIM Board meetings;
 - Principal's Reports to the AIM Board;
 - AIM Board quality assurance findings/reports;
 - CEO Report to the Trust Board;
 - External reports – eg. Ofsted, Challenge Partners etc;
 - Local Authority Safeguarding audits;
 - Pupil/Student outcome data;
 - Academy self-evaluation data.
- 16.6 The Clerk to the Trust Board will provide clerking services for this meeting.
- 16.7 An agenda shall be issued to all parties in advance of the review.
- 16.8 Minutes of the meetings will be produced in line with paragraphs 15.1 – 15.6 above.

17 – Monitoring of Terms of Reference

- 17.1 The Trust Board, in consultation with the Chairs and Vice Chairs of the AIM Boards, 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 \(SoDA\)](#)

[TLET Code of Business Conduct](#)

[TLET Master Funding Agreement](#)

[TLET/Academy Supplemental Funding Agreement](#)

TLET Link Trustee Terms of Reference.

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

TLET Strategic Plan

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

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

[National Governance Association Skills Audit and Matrix](#)

[The Ofsted Education Inspection Framework](#)

[School Governance Regulations 2013](#).

[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.