Transforming Lives
EDUCATIONAL TRUST

Operations Standards Committee (OSC) Terms of Reference

July 2026

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Contents

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 an Operations Standards Committee (OSC) to provide independent assurance of operational regularity and support for the CEO and the TLET Leadership group.

2.2 The OSC is a subcommittee of the Trust Board.

3 – Purpose

3.1 In support of the Trust Board's core functions, the purpose of the OSC is to monitor and ensure the effective management of estates, data, technology, compliance, project management, and the Trust's sustainability commitments. Specifically, this will include the oversight of:

- Estate, facilities and technology for all business and learning environments, including associated regulatory compliance
- Overseeing estates strategy management, including maintenance, capital projects, and site safety.
- Monitoring health and safety compliance across all trust sites.
- Overseeing IT infrastructure, data protection, and cyber security.
- Reviewing and recommending policies related to operations (e.g. health and safety, premises management, data protection).
- Monitoring procurement and contract management (e.g. catering, cleaning, facilities).
- Ensuring compliance with statutory requirements (e.g. fire safety, asbestos management).
- Monitor strategic projects managed through the central Trust team.

4 – Scope and remit

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

4.2.1 Estates

- Monitor the development, implementation and impact of estates and sustainability strategies for the Trust;
- Monitor the delivery and performance of estates and facilities services provided to Trust academies.

4.2.2 Technology

- Monitor the delivery of technology services across the Trust;
- Monitor the development, implementation and impact of technology strategies for the Trust;
- Monitor the delivery, testing and maintenance of cyber security and data / service recovery strategies and measures.

4.2.3 Compliance

- Monitor the Trust's compliance with legal and regulatory requirements across estates, technology and data protection.
- Receive regular reports from the Executive on Health & Safety compliance checks and RIDDOR events.

4.2.4 Projects and Procurement

- 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.

4.2.5 Risk Management

- Assess Trust alignment to Government guidance and best practice, e.g. the Digital and Technology Standards.
- Monitor and manage Operational risks in the Trust Risk Register.
- Escalate significant risks, or any risk not subject to effective control, to the Trust Board.

5 – Composition

5.1 The OSC shall comprise a maximum of 5 and no fewer than 2 Trustee members.

5.2 The Chair of the OSC will be selected annually by the Trust Board from any of its members.

5.3 All OSC members will be non-executive and appointed to the OSC 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 of the OSC may recommend such appointments to the Trust Board.

5.5 The Director of Operations will attend OSC in a non-voting capacity. Other senior managers may attend depending on the agenda and at the discretion of the OSC Chair.

6 – Rights

6.1 The OSC 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 OSC as and when required.

7 – Other Matters

7.1 The Chair of the OSC shall meet periodically with the Director of Operations outside the formal OSC meetings. The Chair of OSC shall also meet as necessary with the Chair of the Trust Board.

7.2 The OSC shall arrange for periodic reviews of its own performance, including periodic self-assessment and external independent review, and 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.

7.3 All OSC members are expected to undertake an appropriate programme of engagement within the Trust and its activities to help them understand its objectives, business needs, priorities and risks.

7.4 The Trust Board will ratify the role and Terms of Reference of the OSC at least every three years and ensure alignment with the Trust's wider systems of governance.

8 – Term of Office

8.1 The term of office for OSC 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. OSC 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 OSC 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 OSC meetings.

9.2 The clerk shall not be a Trustee.

10 – Quorum

10.1 A duly convened meeting of the OSC at which a minimum of 2 voting members must be present to be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the OSC. If the meeting is not quorate, any matter decided by the OSC will only be a recommendation and must be ratified by the Trust Board.

10.2 The Chair of the Trust Board may nominate alternative Trust Board delegates if a sufficient number of members of the OSC cannot attend a meeting.

10.3 When matters are decided by the OSC 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 OSC 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 OSC Chair highlighting any significant matters which the OSC considers relevant to draw to the Trust Board's attention.

11.2 The OSC 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 OSC will meet as often as is necessary to fulfil its responsibilities but at least three times a year.

12.2 Meetings can be facilitated via video conferencing, or via a blended approach of in-person and video. This is at the discretion of the Chair of the OSC.

12.3 All meetings will be chaired by the Chair of the OSC. In the absence of the Chair the remaining members present shall elect one of their number to chair the meeting.

12.4 The OSC 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 OSC meetings at a level of attendance so as to ensure proper business practice and continuity.

13.2 Sustained irregular attendance will prompt an attendance review with the Chair.

13.3 Members of the OSC 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 OSC 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 OSC via GovernorHub 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 OSC may be called by the clerk at the request of the Trust Board or of the Chair of the OSC.

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 OSC for approval and then circulated to members of the OSC and any attendees via GovernorHub 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 OSC at its subsequent meeting.

Electronic copies of approved minutes shall be filed by the clerk on GovernorHub under the specific OSC folder.

15.4 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. 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).

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.