



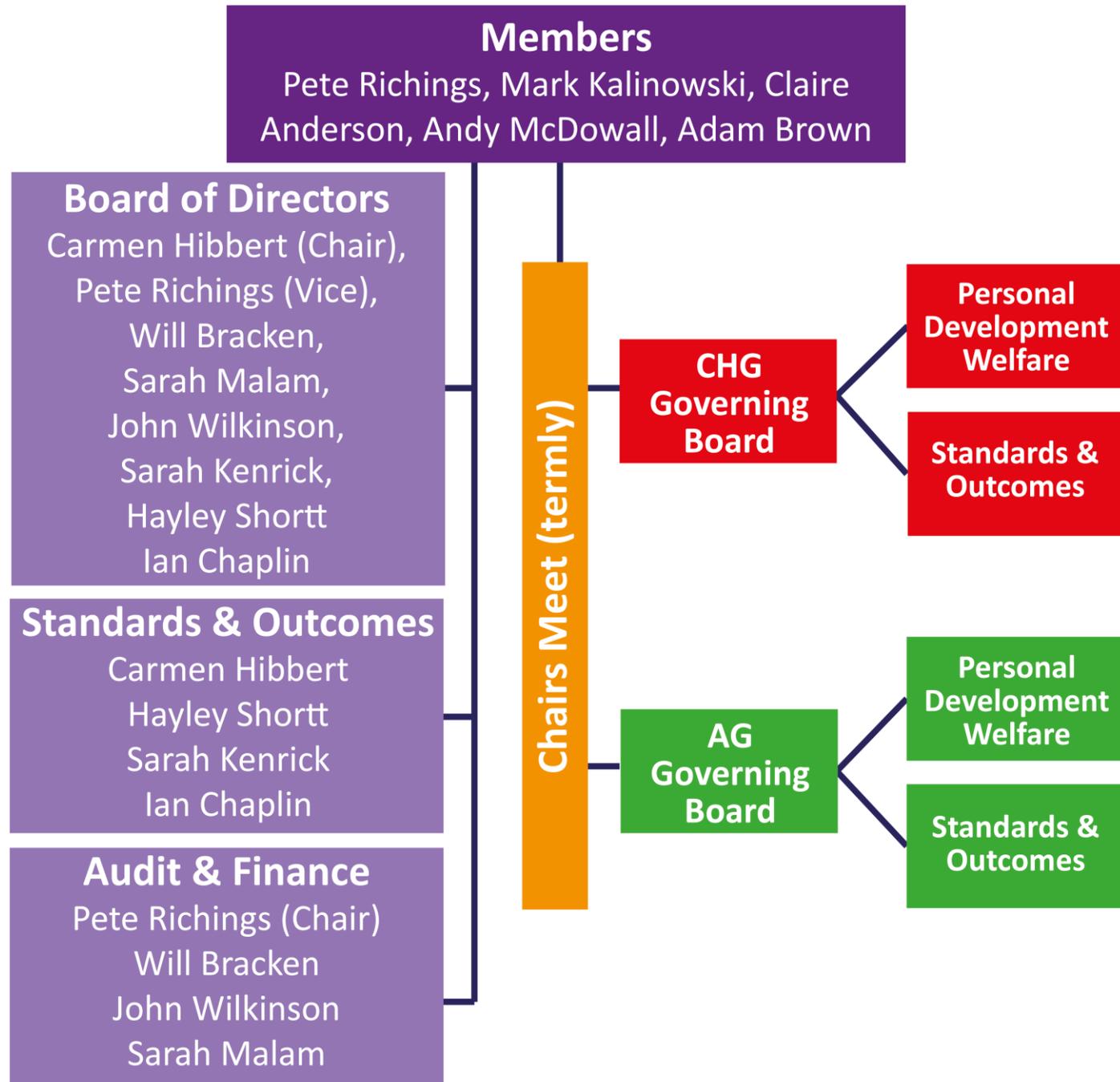
*Our core business is putting learners first*

# Triumph Multi Academy Trust

## Strategic Governance March 2022



# Triumph Multi Academy Trust – Model of Governance



**Members x 5 (includes one vacancy)**

Adam Brown



Adam is extremely experienced at working in large organisations overseeing project development and migration as a director of a company.

Claire Anderson



Claire is a Solicitor with 25 years experience, specialising in Criminal Defence work.

Pete Richings



Pete is a retired Director of Jaguar Land Rover. Pete is a Member and Director and **sits on the Finance and Audit committee.**  
**Pete is the Vice Chair of the Board of Triumph Trust**

Andy McDowall



Andy has extensive experience of primary education having been a Headteacher, worked for Local Authorities and Ofsted and for Her Majesty's Inspectors.

Mark Kalinowski



Mark is a Finance Director with over 30 years of experience in all aspects of financial and general management.

**Role**

Responsibility for the viability and performance of the Academy Trust through the appointment of trustees and approval of the annual report. They have the power to amend the Articles of Association that govern the way the Trust is constituted and managed.

**Responsibilities**

- To meet the requirements of the 7 principles of public life
  - To appoint the Trusts Auditors
  - To appoint trustees to the Board of Directors bearing in mind the Articles of Association and the need for a balanced skill set to manage the Trust effectively
  - To remove any trustee who is not considered to be acting in the best interests of the Trust
  - Annually review the Articles of Association and to make changes where deemed necessary after taking advice from the Board of Directors
  - To appoint other Members (to not exceed 5) as necessary in line with the provisions of the Articles of Association
- To appoint, and if deemed necessary, to remove the CEO

**Meetings**

The Members will meet annually at the AGM to review the systems of governance and ensure the necessary skill set of Directors and the overall effectiveness of the MAT.

## Reports and Policies

Principle and Scheme of Delegation, Articles of Association and Academies Governance, Financial Academy Handbook. Annual report from the AGM of the Board of Director

### Directors

<p><b>Carmen Hibbert</b></p>  <p>Carmen is a retired secondary Deputy Headteacher. Carmen sits on the Standards committee. <b>She is the Chair of Triumph Trust Board of Directors.</b></p>	<p><b>Sarah Kenrick</b></p>  <p>Sarah has 20 years of experience in education. Sarah has been a senior leader in two secondary schools. Her experience is in school improvement, curriculum development. <b>Sarah is the Chair of the Standards and Outcome committee</b></p>	<p><b>Sarah Malam</b></p>  <p>Sarah has 30 years' experience as a teacher, 20 of which have been as a Headteacher. Sarah is Chief Executive and the Accounting Officer of Triumph Trust and Headteacher and governor of Courthouse Green. <b>Sarah sits on the Audit &amp; Finance committee</b></p>	<p><b>Will Bracken</b></p>  <p>Will has 26 years' experience working for Peugeot Citroen and is currently an Area Manager working closely with the Dealer ships. <b>Will sits on the Finance and Audit committee.</b></p>	<p><b>John Wilkinson</b></p>  <p>John has over 25 years experience in technology and telecommunications, including the last 12 years as a Company Director and technology investor, he is currently CEO of TMT Analysis, a Mobile Intelligence company. <b>John sits on the Audit &amp; Finance committee</b></p>	<p><b>Pete Richings</b></p>  <p>Pete is a retired director of Jaguar Land Rover. Pete is a member and Director and sits on the Finance and Audit committee. <b>Pete is the Chair of the Board of Triumph Trust</b></p>	<p><b>Ian Chaplin</b></p>  <p>Ian has almost 30 years experience in Local Government as a Chartered Surveyor and is currently Head of Investment Property Management at Birmingham City Council. He is determined to ensure his diverse range of experience and skills are used to ensure children are provided with the right resources and the best learning environment to enable them to succeed in education. <b>Ian is on the Standards and Outcome committee</b></p>	<p><b>Hayley Shortt</b></p>  <p>Hayley has significant experience as a teacher and as a senior leader of a Coventry primary school. Hayley also understands the role of a Governor and the importance of effective governance as a result of her long involvement on the Governing Board of a primary school. Hayley is the Chair of Governors of Alderman's Green primary school. <b>She sits on the Performance and Standards committee..</b></p>
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The Board of Triumph Trust has three core functions; to set the strategic direction of the organisation (including setting of the school times, school day and term dates); to ensure the strategic leadership of the Trust and be accountable for its outcomes and to ensure financial probity. The Directors act in the best interests of the Trust, governing in accordance with its Articles of Association and having governance arrangements that demonstrate visionary leadership, clarity of relationships, effective oversight and sustainability, and achieve the greatest possible economies. Directors are responsible for the strategic direction, broad policy framework and oversight of the Trust in all its academies.

### **Meetings**

The full Board of Directors will meet termly (December, February and July). The Finance and Audit committee will meet termly (June, November and February) and The Standards Committee will meet termly (September, January and April).

### **Reports and Policies of the Board**

The full board will meet termly, producing an annual report at its AGM to the members on the overall effectiveness of the Trust in line with its Articles of Association and Academies Financial Handbook.

- Annual summary report from each sub-committee
- Reports and minutes from the LGB Academy committee

### **Responsibilities**

To ensure:

- the objectives as described in the Articles of Association are adhered to
- compliance with the Trust's duties under company and charity law
- compliance with all statutory obligations (eg curriculum, SEND, safeguarding)
- solvency and abide by the agreements made with the DfE and Education and Skills Funding Agency (ESFA)
- the strategic plan meets the key performance indicators of the Trust
- that risks are mitigated where possible and otherwise effectively managed
- the Trust's annual budget and that of each academy is approved and monitored
- the scheme of delegation to the academies is reviewed annually
- the effectiveness and skill set of the Board of Directors and Governors
- the vision, ethos and strategic direction of the Trust are clearly defined and shared while having regards to the respective ethos of each school
- adopting policies, agreeing targets and determining priorities to achieve the aims and objectives
- giving challenge and support to the Headteachers and ensuring they perform their responsibilities for the educational performance of the schools.
- reviewing the aims and objectives and monitoring and evaluating progress in implementing the policies, achieving the targets and addressing priorities
- evaluating the effectiveness of the work of the Trust in providing a high quality education and reviewing impact of policies  
ensuring the sound, proper and effective use of the Trust's financial resources

### **Reports and Policies of the Trust Finance and Audit committee**

The committee meets termly and is authorised by the Board of Triumph Trust to investigate any activity within its terms of reference, seek any information it requires from the internal audit service, the financial statements auditor, Governors, Committees and school employees, plus relevant information from subcontractors and other third parties and when required seek external professional advice. The Board delegates the responsibility for monitoring the adequacy and effectiveness of the Academy's systems of internal control, its arrangements for risk management and for securing economy, efficiency and effectiveness (value for money). The Finance and Audit committee ensures the effectiveness of auditing arrangements, determines policy and strategy relating to personnel, procurement and financial administration. The Board of Triumph Trust may co-opt persons to the Committee who are not Directors.

### **Reports and Policies of the Trust Standards Committee**

The Committee meets termly and is responsible for the monitoring of attainment and outcomes across the trust, ensuring the highest possible standards, resources and quality of educational provision. It also ensures that the curriculum is relevant and appropriate for all and that each school's improvement plan is

effective together with ensuring the lawful use of exclusion and admissions processes. The Board of Triumph Trust may co-opt persons to the Committee who are not Directors.

## **Local Governing Board**

### **Role**

The Local Governing Board (LGB) of each school in the Trust shall be responsible for ensuring clarity of vision, ethos and strategic direction; holding executive leaders to account for the educational performance of the school and its pupils, and the performance management of staff.

### **Responsibilities**

- Review and monitor the school's improvement plan in order to achieve the best possible outcomes for the pupils of the school
- Set annual targets for attainment and progress
- Review and monitor the impact of the curriculum
- Hold the academy's Headteacher and leadership team to account

### **Meetings**

The full Board of Governors will meet three times a year starting in September. The Standards and Outcomes committee meets termly (January, April and December) and The Personal, Development and Welfare committee meets termly (November, February and June).

### **Reports and Policies of the Board**

The LGB through its committees will provide a termly report to the sub-committees of the Board of Directors in order to demonstrate the impact and effectiveness of their leadership

## LGB Performance & Standards committee at Courthouse Green

**Sarah Malam**



Sarah has a deep professional understanding of best practice in teaching and learning. She undertakes inspection work on behalf of Ofsted and is commissioned by the Romero MAC to deliver leadership development support for middle leaders. Sarah is the chair of the local network of 10 schools.

**Bindi Chauhi**  
Staff Governor



Bindi is a teacher at Courthouse Green, and also a member of the Senior Leadership Team. **Bindi is on the Standards and Outcomes committee.**

**Mary Hoverd (Chair)**  
Co-opted Governor



Mary is an ex Headteacher and was previously a Director of Triumph trust. **Mary is on the Standards and Outcomes committee**

**Sandeep Sodha**  
Parent Governor



**Sandeep is on the Standards and Outcomes committee**

**Maria Unitt**



Maria has been a governor for nearly 3 years, elected as co-opted governor in 2018. Maria has voting rights on the board. Maria is one of the assistant headteachers at Alderman's Green, and is passionate about children receiving the best education possible.

**San Hundal**



San is currently the Deputy Branch Manager of a high street building society. She has carried out various roles including Branch Manager and enjoys developing a team and putting members at the heart of what we do. She has 2 sons, one who is currently in year 2 at Courthouse Green Primary school and the other has recently celebrated his 1st Birthday. San looks forward to working with parents, teachers, the Head and other governors to help drive the continued improvement needed to provide the children with the best chance of success.

**Angie Pagett**  
Co-opted Governor



Angie is an ex pupil of the school and the Headteacher of a local primary school and has leadership and educational expertise and knowledge to assist her in the role of governor. Angie's school is part of the network of schools that Courthouse Green works with. **Angie is on the Standards and Outcomes committee**

### Reports and Policies of the Standards and Outcomes Committee

The Standard and Outcomes committee of Courthouse Green LGB shall be responsible for ensuring the educational performance and outcomes in relation to attainment and progress of the pupils and for holding staff and leaders to account for the school's performance. The committee will meet and report termly to the Board Standards committee.

### Personal Development and Welfare Committee at Courthouse Green

**Justine Mckim (Chair)**  
Co-opted Governor



Justine has been a governor for 7 years, starting as a parent governor before becoming a co-opted governor due to her experience in both education and as a governor. Justine is employed by the school as a Learning Support Assistant.

**Justine is Chair of the Personal Development and Welfare committee**

**Harry Maeers**  
Co-opted Governor



Harry is a co-opted Governor and has been involved in the governing body for over 8 years. His years in industry assist him as a governor in being able to deal with finance and general decision-making. **Harry is on the Personal Development and Welfare committee**

**LJ Winterburn**  
Co-opted Governor



LJ recently rejoined the Governing Body after returning to work in the area. Her work in a range of organisations to support parents and the community have established purposeful links between Courthouse Green and the wider support systems available to families. **LJ is on the Personal Development and Welfare committee and is the Chair of Governors**

**Carrie Curley**  
Parent Governor



Carrie is a mum to 3 children, 2 of whom attend CHG. She is a member of our Lunchtime Supervisor team, who also provides 1:1 support for pupils who need it. She is a passionate, kind and caring person who will bring a wealth of knowledge from her time in education to the role. She is committed to building bonds between school and families and is looking forward to developing these whilst as a governor.

### Reports and Policies of the Personal Development and Welfare Committee

This Committee shall be responsible for ensuring the educational performance and outcomes in relation to attendance, behaviour, safeguarding, the Personal Social Health Citizenship Education (PSHCE) curriculum and general Health and Safety of the Academy. The committee will meet and report termly to the Trust Standards committee.



## **TERMS OF REFERENCE**

### **Triumph MAT Members**

In compliance with our Articles of Association, the following Terms of Reference outline the roles and responsibilities of both the Members and Directors (Trustees) of Triumph Multi academy Trust.

#### **Membership**

- Claire Anderson
- Andy McDowall
- Pete Richings (Director and Member)
- Mark Kalinowski
- Vacancy

To ensure effective communication between the Members and the Board of Directors, two Directors also undertake the role of Member.

#### **Quorum**

50% of committee members, rounded up represent a quorum.

#### **Responsibilities**

They are responsible for the viability and performance of the Triumph Multi Academy Trust through the appointment of Directors and approval of the annual report. They have the power to amend the Articles of Association that govern the way the Trust is constituted and managed. All members are required to adhere to the 7 principles of public life and to:

- Appoint the Trusts Auditors;
- Appoint Directors to the Board bearing in mind the Articles of Association and the need for a balanced skill set to manage the Trust effectively;
- To remove any Director who is not considered to be acting in the best interests of the Trust;
- Annually review the Articles of Association and to make changes where deemed necessary after taking advice from the Board of Directors;
- To appoint other Members (to not exceed 5) as necessary in line with the provisions of the Articles of Association;
- To appoint and if deemed necessary to remove the CEO

#### **Protocols**

Members are required to meet once per year at the AGM where they are required to approve the annual report outlining the effectiveness of the trust. In order to ensure that they are fully informed throughout the year the CEO will convene a termly meeting with members to share the CEO/Accounting Officers termly report to the Board.

If there is a decision that members are required to make in accordance with their role, the members would be required to call a general meeting (via CEO) at their earliest convenience.

These Terms of Reference were discussed and approved by the Board of Triumph Trust July 18



## **TERMS OF REFERENCE**

### **Triumph MAT Board of Directors**

In compliance with our Articles of Association, the Terms of Reference outline the roles and responsibilities of both the Members and Directors (Trustees) of Triumph Multi academy Trust. The Board has three core functions; to set the strategic direction of the organization, to ensure the strategic leadership of the Trust and to ensure financial probity. The Directors act in the best interests of the Trust, governing in accordance with its Articles of Association and having governance arrangements that demonstrate visionary leadership, clarity of relationships, effective oversight and sustainability, and achieve the greatest possible economies. Directors are responsible for the strategic direction, broad policy framework and oversight of the Trust and all its academies and to meet the requirements of the 7 principles of public life.

#### **Membership**

- Carmen Hibbert (Chair)
- Pete Richings (Director and Member) (Vice-Chair)
- William Bracken
- Paul Weston
- Andrew Dewis
- Yvonne McCall
- Sarah Malam (CEO/Accounting Officer)
- Vacancy
- Vacancy

To ensure effective communication between the Members and the Board of Directors, one Director also undertakes the role of Member.

#### **Quorum**

50% of committee members, rounded up represent a quorum.

#### **Director qualities and skills set**

- Commitment to improving education for all pupils
- Ability to work in a professional manner as part of a team and take collective responsibility for decisions
- Willingness to learn
- Commitment to the Trust's vision and ethos
- Understanding and experience of strategic planning
- Ability to analyse and review complex issues objectively, identifying issues and able to propose and consider innovative solutions
- Ability to make difficult decisions in the best interests of pupils
- Understanding of current education policy
- Communication skills, including being able to discuss sensitive issues tactfully
- Ability to analyse and evaluate data, being able to question and challenge
- Experience of project management
- Financial planning/management

#### **Responsibilities**

To ensure:

- Compliance with the Trust's duties under company and charity law
- Compliance with all statutory obligations in line with the Scheme of Delegation

- Solvency and abide by the agreements made with the DfE and Educational Skills and Funding Agency (ESFA)
- The strategic plan for the Trust meets the Key performance indicators of the Trust
- That risks are mitigated where possible and otherwise effectively managed (in line with our Risk Management Plan)
- The Trust's annual budget and that of each academy is approved and monitored
- Ensures the vision, ethos and strategic direction of the Trust are clearly defined and shared
- Adopting policies, agreeing targets and determining priorities to achieve the aims and objectives
- Challenge and support to the Headteacher and ensuring they perform their responsibilities for the education performance of the school.
- Evaluating the effectiveness of the work of the Trust in providing a high quality education
- Ensuring the sound proper and effective use of the Trust's financial resources

#### **Key features of Triumph Trust**

- Children at the heart of all decisions made
- Strong and capable leadership with a commitment to continuous improvement
- Aspirant vision and values, striving to provide outstanding education and to improve outcomes for pupils
- Scheme of Delegation detailing responsibilities and terms of reference
- Appreciation of financial challenges with planned strategies to ensure efficiencies
- Principle of collaboration in order to share expertise and good practice

#### **Trust key performance indicators**

The impact of our improvement strategy will be measured by the following KPIs:

- All academies/schools within the Trust will be judged good or outstanding by OFSTED within two years of joining
- All teaching within our academies will be good or better
- Progress (and ultimately attainment) in our academies will exceed floor targets and will aim to be comparable with the top 25% schools nationally within 3 years of joining the Trust
- Our academies will demonstrate excellent leadership, including governance, and this inspirational leadership will be shared across academies
- Our academies will be able to accurately self-evaluate and will have a culture of continuous improvement and high aspirations
- High-quality CPD of staff will mean our academies will attract and retain the very best
- All academies will be financially solvent, have reserves and submit three-year financial plans that are realistic, robust and do not produce a deficit financial position
- The Trust will comply with all statutory regulations and have a positive annual audit report

These Terms of Reference were discussed and approved by the Board of Triumph Trust July 18



## **TERMS OF REFERENCE (TOR)** **Standards and Achievement Committee of Triumph MAT**

### **Membership**

The Directors of Triumph Trust have established a Committee to maintain the performance, standards and achievement of the schools in the Trust. The Chair and delegated Directors of the Standards and Achievement Committee shall be non-executive members and shall be appointed by the Board of Triumph Trust. The Board of Triumph Trust may co-opt persons to the Committee who are not Directors. The Committee shall consist of a minimum of 3 and a maximum of 6 members (of whom at least two shall be Directors and at least one of whom shall have the relevant skills and expertise).

The Principal/HT or delegated member of the Strategic Leadership Team or Chief Executive Officer (CEO) will normally attend meetings of the Committee.

### **Quorum**

50% of committee members, rounded up to a whole number to represent a quorum, provided that there are a majority of Board of Triumph Trust members present.

### **Chairmanship**

The Chair of the Committee shall be appointed by the Board of Triumph Trust and will normally be a Director to allow effective feedback to the Board of Triumph Trust. If the Chair is absent from a meeting, the Committee shall choose one of their number to act as Chair for that meeting.

### **Meetings**

- the Board of Triumph Trust shall determine how often the Committee shall meet but normally this should be at least once per term.
- the Chair or any two Directors of the Committee may call a meeting.
- the Clerk to the Committee will keep appropriate records of the proceedings.
- the minutes of the Standards and Achievement Committee meetings shall be circulated to all Directors of the Board of the Triumph Trust.

### **Authority**

The Standards and Achievement Committee is authorised by the Board of Triumph Trust to investigate any activity within its Terms of Reference (TOR), and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its inquiries to ensure outcomes meet expectations. The Standards and Achievement Committee is authorised to obtain independent professional advice if it considers this necessary.

### **Duties**

The specific duties of the Standards and Achievement Committee shall be to:

Review-

- the curriculum offer and ensure it is relevant and appropriate for all students;
- any proposals from the HT for changes to the curriculum and to consider the implications for staffing;
- all Improvement Plans;
- the policy and provision for collective worship and religious education and make recommendations to the board;
- the policy on charging for curriculum activities and make recommendations to the board;

- the policy and provision for Sex and Relationship Education and make recommendations to the board;
- ensure effective admissions and appeal processes are followed and adhered to

Monitor-

- students' attainment and quality of learning;
- the impact of the School Improvement Plans;
- the lawful use of exclusion and review of the HT's decision to exclude
- school use of admission and attendance registers
- the progress and attainment of all pupils including specific vulnerable groups
- ensure the National Curriculum is delivered to a high standard.

Advise-

- the board of Triumph Trust on their curriculum statutory obligations;
- the board on the discharge of the above duties.

**The purpose of the Strategic Standards and Achievement Committee** is to ensure the highest possible standards and quality of educational provision. To ensure the LGB committee monitor:

- a. The impact of the curriculum on standards
- b. Standards achieved
- c. Resources to ensure the highest quality of provision

These Terms of Reference were discussed and approved by the Board of Triumph Trust on 03.12.18.



## TERMS OF REFERENCE

### Triumph MAT Committee of Finance and Audit (1 April 2017)

#### Constitution

Triumph Trust (“the Board of Directors”) has resolved to establish a Finance and Audit Committee in accordance with the provisions of Article 6 of the Articles of Association to advise the Board of Directors on matters relating to the Trusts’ audit arrangements and systems of internal control. This Committee shall operate in accordance with any requirements of the Education and Skills Funding Agency and any other national funding bodies. It is responsible to the Board of Triumph Trust.

#### Authority

The Committee is authorised by the Board of Triumph Trust to:-

- investigate any activity within its terms of reference.
- seek any information it requires from the internal audit service, the financial statements auditor, Governors, Committees and school employees, plus relevant information from subcontractors and other third parties.
- obtain external professional advice.

NB. The Board of Triumph Trust must not add to these terms of reference responsibilities that require the Audit Committee to adopt an executive role, or its members to offer professional advice to the Board of Triumph Trust. The Audit Committee should seek formal professional opinions from the internal audit service, financial statements auditor or other professional advisers to the Board of Triumph Trust. Advice should only be given in Committee members' capacity as Directors and co-optees and only within their terms of reference.

#### Membership and quorum

The Board of Triumph Trust may co-opt persons to the Committee who are not Directors. The Committee shall consist of a minimum of 3 and a maximum of 6 members (of whom at least two shall be Directors and at least one of whom shall have the relevant skills and expertise). The Chair of the Board of Triumph Trust, the Principal/HT, Staff Governor shall not be eligible for membership. The Committee may include employees of the Academy (other than senior post holders and those with executive responsibilities in the Academy at senior level). 50% of members, rounded up represent a quorum, provided that there are a majority of Board of Triumph Trust members present.

#### Chairmanship

The Chair of the Committee shall be appointed by the Board of Triumph Trust and will normally be a Director to allow effective feedback to the Board of Triumph Trust. If the Chair is absent from a meeting, the committee members shall choose one of their number to act as Chair for that meeting.

#### Meetings

- the Committee shall meet as necessary but normally at least once per term.
- the Chair or any two members may call a meeting.
- the meetings shall be timely with the work of the Academy’s internal audit service and the financial statements auditor.
- non-members may be invited to attend meetings.
- other Board of Triumph Trust members shall not have the right to attend meetings
- the Clerk to the Committee will keep appropriate records of the proceedings.
- the minutes of Committee meetings shall be circulated to all Board of Triumph Trust members.

## **Duties**

In addition to agreeing the budget for all schools within the Trust, the duties of the Committee shall include:-

### **1. Monitoring:**

- Responsibility for monitoring the adequacy and effectiveness of the Academy's systems of internal control (including review of the statement of internal control) and its arrangements for risk management, control and governance processes and for securing economy, efficiency and effectiveness (value for money).
- Monitoring, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports and the financial statements auditor's management letter.
- Monitoring the Academy's risk management plan and advising the Board of Triumph Trust on its adequacy and effectiveness

### **2. Auditing**

- Advising the Board of Triumph Trust on the appointment, re-appointment, dismissal and remuneration of the financial statements auditor and the internal audit service.
- Advising the Board of Triumph Trust on the scope and objectives of the work of the internal audit service and the financial statements auditor.
- Ensuring effective co-ordination between the internal audit service and the financial statements auditor
- Considering and advising the Board of Triumph Trust on the audit strategy and annual internal audit plans for the internal audit service.
- Advising the Board of Triumph Trust on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements auditor, and management's responses to these.
- Establishing, in conjunction with Academy management, relevant annual performance measures and indicators and monitoring the effectiveness of the internal audit service and financial statements auditor through these measures and indicators and deciding, based on this review, whether a competition for price and quality of the audit service is appropriate.

### **3. Policy and Strategy**

- Considering and advising the Board of Triumph Trust on relevant reports by the National Audit Office, the Education and Skills Funding Agency (including those from the local provider financial assurance teams) and other funding bodies and, where appropriate, management's response to these.
- Determining dismissal payments / early retirement
- Agree the central spend / top slice
- Develop trust wide procurement strategies and efficiency savings programme

### **4. Reporting**

- Producing an annual report for the Board of Triumph Trust and accounting officer which should include the Committee's advice on the effectiveness of the Academy's risk management, control and governance processes and any significant matters arising from the work of the internal audit service and the financial statements auditor.
- Monitoring and advising the Board of Triumph Trust on any alleged fraud and irregularity in the Academy's financial and other control systems and ensuring that all allegations of fraud and irregularity are properly followed up.
- Being informed of all additional services undertaken by the internal audit service and the financial statements auditors.
- Recommending the annual financial statements to the Board of Triumph Trust for approval.

These Terms of Reference were discussed and approved by the Members and Directors of Triumph Trust on 1/4/2017



## **COURTHOUSE GREEN'S GOVERNING BODY - TERMS OF REFERENCE**

### **Strategic role**

The Local Governing Board (LGB) of Courthouse Green shall be responsible for ensuring clarity of vision, ethos and strategic direction; holding executive leaders to account for the educational performance of the school and its pupils, and the performance management of staff; and overseeing the financial performance of the school and making sure its money is well spent.

### **Constitution**

The LGB is responsible for ensuring that appropriate board and committee structures are in place that reflect the scale and structure of the school and ensure sufficient and robust oversight of key priorities. The agreed constitution of the LGB of Courthouse Green is:

- 1 x Headteacher Governor
- 1 x Staff Governor
- 3 x Parent Governor
- 6 x Co-opted Governor

### **Membership, meetings and quorum**

The constitution, membership and proceedings of any subcommittee shall be determined by the LGB but having regard to any views of the Directors. Subject to the Trust's Scheme of Delegation, the LGB has established 2 subcommittees; the chairs of which are elected annually at the full LGB meeting in September and the Terms of Reference are agreed. Meetings are deemed quorate providing 50% of the governors are in attendance, governors are selected to join a subcommittee in line with their skills, experience and expertise.

1. Personal development and Welfare
2. Standards and outcomes

### **Policies**

The LGB will adopt and comply with all policies of the Directors of Triumph Trust communicated to the LGB; where appropriate the LGB will be consulted in the development and review of such policies as per the scheme of delegation.

In the event of Remedial Measures being requested by the Secretary of State the LGB shall work closely with and shall promptly implement any advice or recommendations made by the Directors and the Directors expressly reserve the right to review or remove any power or responsibility conferred on the relevant LGB under this Scheme of Delegation in such circumstances.

### **Duties and reports**

In line with any actions following an OFSTED inspection/ external review or national data (Raise online, Data Dashboard) outcomes, create an action plan to improve pupils outcomes and report termly to the Strategic Standards committee regarding impact and progress against the plan.

- Reviewing and monitor progress against the school's improvement plan
- Set targets for attainment and progress
- Financial accountability; making sure that the budget is on track and money is spent well
- Reviewing and monitoring the impact of the curriculum
- Holding the academy's Headteacher and leadership team to account

These Terms of Reference were discussed and approved by the Directors of Triumph Trust on 19/9/18



## **COURTHOUSE GREEN'S LGB TERMS OF REFERENCE - Standards and Outcomes Committee**

### **Strategic role**

The Standards Committee of Courthouse Green's Local Governing Board (LGB) shall be responsible for ensuring the educational performance and outcomes in relation to attainment and progress of the pupils.

### **Constitution**

The Standards Committee is responsible for ensuring that the appropriate committee structure is in place to ensure sufficient and robust oversight of its key priorities. The agreed constitution of this committee is 6 governors supported by 3 senior leaders of the school.

### **Membership, meetings and quorate**

The constitution, membership and proceedings of this subcommittee is determined by the LGB having regard to any views of the Directors. Subject to the Trust's Scheme of Delegation this subcommittee will be chaired by an annually elected chair in line with these agreed Terms of Reference. Meetings are deemed quorate providing 50% of the governors are in attendance; governors are selected to join this subcommittee inline with their skills, experience and expertise.

### **Duties and reports**

In line with the school improvement plan and any actions following an OFSTED inspection or external review or national data outcomes, create an action plan to improve pupils outcomes and report termly to the Strategic Standards committee regarding impact and progress against the plan.

### **Delegated powers**

To act on behalf of the LGB to ensure:

#### *Strategic*

- effective systems are in place to track assessment
- data analysis reflects attainment and progress and this is tracked and evaluated termly by LGB
- reviewing the school's performance and challenge outcomes using RAISEonline, the Inspection Dashboard
- evaluate the effectiveness and impact of intervention strategies and funding (Pupil Premium and Looked After Children)
- the school's compliance with the National Curriculum and legal requirements
- compliance with the SEND Code of Practice ensuring the needs of SEND pupils are effectively met
- recruiting highly effective leaders and teachers to secure high standards and progress and ensure an effective succession plan is in place
- holding all staff to account through the effective implementation of the performance management policy and if necessary considering appeals against it.

#### *Monitoring*

- quality of teaching and its impact on achievement of targets for pupil attainment

These Terms of Reference were discussed and approved by the Directors of Triumph Trust on 19/9/18



## **COURTHOUSE GREEN'S LGB TERMS OF REFERENCE - Personal Development and Welfare Committee**

### **Strategic role**

The Personal Development and Welfare Committee of Courthouse Green's Local Governing Board (LGB) shall be responsible for ensuring the educational performance and outcomes in relation to attendance, behaviour, safeguarding, the Personal Social Health Citizenship Education (PSHCE) and Health and Safety Education (HSE) of the school and its pupils.

### **Constitution**

The Personal Development and Welfare Committee is responsible for ensuring that the appropriate committee structures is in place to ensure sufficient and robust oversight of its key priorities. The agreed constitution of this committee is 5 governors supported by 2 senior leaders of the school.

### **Membership, meetings and quorate**

The constitution, membership and proceedings of this subcommittee is determined by the LGB having regard to any views of the Directors. Subject to the Trust's Scheme of Delegation this subcommittee will be chaired by an annually elected chair in line with these agreed Terms of Reference. Meetings are deemed quorate providing 50% of the governors are in attendance; governors are selected to join this subcommittee in line with their skills, experience and expertise.

### **Duties and reports**

In line with the school improvement plan and any actions following an OFSTED inspection or external review or national data outcomes, create an action plan to improve pupils personal development and welfare and report termly to the Strategic Standards committee regarding impact and progress against the plan.

### ***Delegated responsibilities in line with the Scheme of Delegation of Triumph Trust***

To act on behalf of the LGB in:

- relation to behaviour and exclusion in and around school and attendance
- approving the discipline policy of the use of exclusion deciding to confirm permanent or fixed term exclusions
- understanding the impact of intervention strategies used to support pupils personal development & welfare
- promotion of well-being, community cohesion, British Values and the Prevent agenda.
- Implementing the school's policies on religious education and collective worship, moral social and cultural awareness, sex education, health, discipline and behaviour, equal opportunities, disability, gender and race equality in line with the accessibility plan.
- ensuring compliance with Child Protection and safeguarding and Looked after Children policies and procedures.
- considering the exclusion of an individual pupil from the school (Pupil Discipline Committee – 3 governors).
- the content of the school prospectus and ensuring the school's website is compliant
- issues relating to admissions, the school day
- a statement of priorities for the maintenance and development of the premises
- following advice received on health and safety including advice from the Health and Safety Executive
- understanding the impact of specific sports funding to improve pupils health and wellbeing

These Terms of Reference were discussed and approved by the Directors of Triumph Trust on 17/10/18