Triumph Learning Trust

Aspiration - Collaboration - Innovation

Triumph Learning Trust Governance 2026-2027

Triumph Learning Trust's vision is to provide a community where everyone will flourish and succeed through collaboration, innovation and aspiration. Creating together a place where all belong whilst

July 2026

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Introduction

Our Governance arrangements at Triumph learning Trust reflect the *Academy Trust Governance Guide*, our Funding Agreements, the Academy Trust Handbook (2025) and the guidance Commissioning High Quality Trusts.

As part of the guidance on Commissioning high quality trusts, the Department for Education (DfE) published 5 pillars of academy trust quality which should underpin our own governance arrangements:

1. High-quality and inclusive education (ensuring an ambitious, accessible, high-quality curriculum for all)
2. School improvement (creating a culture of system led, continuous improvement and innovation)
3. Workforce (focused on retention, growth, promotion of equality, diversity and wellbeing, with high quality CPD and collaboration at its heart)
4. Finance and operations (sustainable and efficient use of resources for the benefit of all in the trust)
5. Governance and leadership (highly effective, ethical governance)

Triumph Learning Trust's core purpose and responsibility is establishing, maintaining and improving schools. This document contributes to delivering the vision of our Trust. It outlines the governance structures within Triumph Learning Trust and how these support our schools in delivering high quality education to the pupils, parents and the local community they serve. All governance arrangements are underpinned by the Trust's Scheme of Delegation. This document is for Trustees, Local Accountability Boards (LABs), Headteachers, Senior Leaders and governance professionals. It sets out:

- The core role and functions of the different boards and committees, along with the terms of reference for these.
- The membership of the boards and committees.
- The structure and areas for which the boards and committees are responsible.
- How Local Accountability Boards (LABs) respond to the needs and circumstances of their school.

How well a board or committee conducts its role has a significant impact on the success of the schools and the Trust. Therefore, although boards and committees are made up of volunteers, they must always act professionally and be accountable for their effectiveness. Trustees and local LAB members should be mindful in exercising board and committee functions and be aware of and accept the seven Nolan Principles of public life, which are ***selflessness, integrity, objectivity, accountability, openness, honesty and leadership*** and act always in line with our Governance Code of Conduct. All governance bodies and committees must operate in line with the Triumph Learning Trust Conflicts of Interest Policy for Trustees, which is aligned with the DfE Good Practice Guide (June 2025), Academy Trust Handbook, and Charity Commission guidance.

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Core functions of the Trust and School Governance

The three core purposes of school and Trust governance are:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding all leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff.
- Overseeing financial performance of the organisation and making sure its money is well spent.

A thriving and effective Trust should have:

- A collective vision that galvanises schools and communities to work together to provide the highest quality of education.
- Shared and distributed governance that generates support, accountability and professional and social capital.
- A culture, capacity and systems that make school improvement at scale an organisational habit.
- The ability to draw on collective expertise, resource and support in order that it sustains, retains and grows its workforce.
- The ability to maximise public funds and generate resource to the benefit of pupils.
- The community as a focal point for area wide, cross sector partnerships that maximise opportunities for our children.

These are intended to be a tool for continuous improvement in school trust governance, we will use them to focus our work within our board structure and sub committees to ensure strong governance.

Triumph Learning Trust's Governance Model



Each Trust Board Committee will meet at least three times per year. The Local Accountability Boards (LAB) will meet three times per year with additional sub committees meeting and reporting to the board each term.

Trustees and Governors complete an annual skill evaluation which drives future CPD needs and ensures strong and effective governance and accountability at all levels.

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The Trust Board has three sub committees: Audit and Risk, Standards and Educational Excellence and Admissions. Trustees are allocated to committees linked to their skill set. Terms of Reference for each committee are in the **Appendix.**

- Audit and Risk Committee (ARC) - A committee of the main Trust Board to oversee financial performance, audit and risk.The Audit & Risk Committee will: review the Register of Interests annually; oversee compliance with the Academy Trust Handbook and DfE Good Practice Guide requirements for related party transactions; recommend to the Board whether proposed RPTs represent value for money and are in the Trust's best interests; confirm that all required DfE approvals for RPTs have been obtained prior to contract commencement.

- Standards and Educational Excellence Committee (SEEC) - A committee of the main Trust Board to oversee Educational Standards. Performance, School Improvement and Professional Development, to ensure the Trust is shaping the educational opportunities for our pupils reflecting current research and development.

- Admissions (linked to RFSS, RFPS only) - To oversee in year applications for the two Rugby Free schools. Meetings are fortnightly.

Each LAB will be split into two sub committees, one, Performance and Standards, will focus on the implementation of the curriculum and educational outcomes achieved and the other, Personal Development and Welfare will focus on pupil and staff welfare, behaviour and attitudes, attendance and the arrangements to promote pupils personal development. These meetings will all be clerked and the minutes of which will be shared with Triumph Learning Trust's Trust Board to ensure effective governance arrangements. Each Trust Board meeting will ensure that the minutes of the LAB are reviewed to ensure effective governance. Every three years the Trust Board will commission a full review of Governance. The LABs will assure the Trustees of Triumph Learning Trust that effective governance is in place to provide the necessary support and challenge to school leaders to drive improvement and to hold them to account.

Governance Assurance Frameworks

Triumph Learning Trust has used published improvement/assurance frameworks as tools to guide Trustees in setting the strategic direction as well as supporting self-evaluation and the measuring of impact within its committees. This focuses on trust capacity and effectiveness and sets out a methodology to assess corporate capacity and effectiveness based on the Confederation of Schools Trust (CST) Competency Framework. Triumph Learning Trust has used these frameworks within its terms of reference for governance committees, agendas and meetings.

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Terminology

The Trust Refers to Triumph Learning Trust, a Multi-Academy Trust, it is a legal entity and limited company.

Articles Means the Articles of Association of the Company.

Trust Board Where the words Trust Board are used it refers to the Board of Trustees (or Trustees) of the company who set the vision for the Trust and hold leaders to account for delivering the Trust's strategic plan. Triumph Learning Trust Board of Trustees have overall responsibility for the maintenance and management of the schools.

Members Are akin to shareholders and are the subscribers to its articles of association. Members have the power to appoint and remove Trustees.

Trustee Trustees of the charitable company. They are responsible for ensuring the Trust meets its charitable objectives, as well as compliance with charity law and the academy-trust's funding agreement. A Trustee sits on the Triumph Learning Trust Board.

Company Means Triumph Learning Trust, a company limited by guarantee with registered number **09027131**

Underpinning this model is a Code of Conduct and a Scheme of Delegation which gives clear direction and delegation of duties to both individual Board Members and sub committees.

Members

Academy Trusts are founded by members who may then appoint additional members to joining them. The first members are the first signatories to the Memorandum of Association when the Trust is first established, and they agree the Trust's first Articles of Association which includes the Trust's charitable purpose. Members are responsible 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.

Responsibility of members

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

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Triumph Learning Trust Board

The Triumph Learning Trust Board, led by the chair, is the decision-making body of the academy trusts and is accountable and responsible for all the schools within Triumph Learning Trust. Triumph Learning Trust make up the Trust Board and they are both charity Trustees and Trustees of the company.

Being a Trustee

The board of Trustees manages the business of the Trust and may exercise all the powers of the Trust. They ensure compliance with the Trust's charitable objects and with company and charity law. To ensure clarity of decision making, the Trust Board is supported by its Scheme of Delegation.

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
- 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 Trustees and Local Accountability Boards
- 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

Committees to the Trust Board

The trust board can delegate functions to committee(s) of the board while the board remains responsible and accountable for the decisions made. At meetings of all committees, a vote may be taken when Trustees form the majority of members present.

Conflicts of Interest

For any related party transaction with an aggregate value exceeding £40,000 in a financial year with the same party, the Trust will seek prior approval from the DfE via the online RPT form before entering into the arrangement. Any related party transaction that is novel, contentious, or repercussive will require prior DfE approval, regardless of value. A 'related party' includes (but is not limited to) Members, Trustees, senior executives, close family members, or any business in which these individuals have a significant interest. The Board must demonstrate and document that the proposed transaction represents the best value for the Trust, having considered and recorded alternative

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options. Conflicts arising outside meetings must be declared to the Governance Professional, who will ensure they are logged and brought to the next Board meeting. The Audit & Risk Committee will review the Register of Interests and all related party transactions annually to ensure compliance with this policy and regulatory requirements.

Members of Local Accountability Boards, Trustees and members must be aware of, sign up to, and follow the Triumph Learning Trust Code of Conduct and also Conflicts of Interest guidance and ensure that requirements for related party transactions are applied across the Trust. The Chair of the Triumph Learning Trust Board and the accounting officer must ensure their capacity to control and influence does not conflict with these requirements. All must manage personal relationships with related parties to avoid both real and perceived conflicts of Interest, promoting integrity and openness in accordance with the seven principles of public life.

Trustees, members and members of LAB must complete/update the declaration of business and material interests sections on the Governor Hub platform at the beginning of each academic year. The declarations will be collated and published on each school's and the trust website. Declarations will remain a standing item on all meeting agendas. Any declarations made under these items will be recorded within the minutes and understood by all.

Publication Requirements

School

Each school must publish the following information about the members of their LAB:

- Full name
- Terms of office
- Date of appointment
- The board that appointed them
- Attendance records at meetings

Trust

The Trust must publish the following details:

- The structure, remit and full names of the chairs of:
- The members
- The board of Trustees
- Committees
- Local governing board committees

For each member who has served at any point over the past 12 months

- Full name
- Date of appointment
- Date they stepped down (where applicable)

For each Trustee who has served at any point over the past 12 months:

- Full name
- Date of appointment
- Term of office
- Date they stepped down (where applicable)
- Details of who appointed them

Each Trustee's attendance records at board and committee meetings over the last academic year. The Trust will request the information from the clerk.

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Whistleblowing

Whistleblowing arrangements are designed to respond to malpractice and wrongdoing. Trustees/Members/LAB members should refer to the Triumph Learning Trust Whistleblowing Policy on the Triumph Learning Trust website before considering any action.

Trustee, Member and LAB Expenses

Trustees and members of LAB are entitled to claim for reasonable expenses incurred during their performance of duties on behalf of the school/Trust in line with our policy on the Triumph Learning Trust website.

Value for Money

Triumph Learning Trust wants to achieve the best value for money from all purchases to ensure that all needs are met in terms of quality, quantity, and timeliness at the best price possible. It is important that procurement is effective and that framework deals and the use of 'Deals for Schools' are checked to maintain Value for Money. A large proportion of purchases are paid for with public funds and the trust needs to maintain the integrity of these funds by following the general principals of probity, accountability and fairness and our Procurement Policy (on the Trust website).

Internal Scrutiny

We appoint an appropriately skilled and trained internal scrutiny auditor (external to our Trust auditors) to ensure our financial (and other) controls and risk management procedures are effective. Our audit and finance committee has oversight to ensure that those who are selected to carry out this work are appropriately skilled and trained, reports are received and their findings, recommendations and conclusions are within the summary document that we submit to the ESFA each year.

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Appendix

TERMS OF REFERENCE - Triumph Learning Trust

Members

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

Membership

The number of Members shall not be less than 3 or exceeding 5. In virtue of their role, the Chair of Trustees is eligible to undertake the role of Member.

Quorum

Two members entitled to vote upon the business to be transacted (Member or proxy of a member) constitutes a quorum.

Responsibilities

Members are responsible for the viability and performance of the Triumph Learning 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. All members are required to adhere to the 7 principles of public life and to:

- Appoint the Trusts Auditors.
- Appoint Trustees 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 Trustee who is not considered to be acting in the best interests of the Trust.
- Annually review the Articles of Association and make changes where deemed necessary after taking advice from the Board of Trustees.
- To appoint other Members (to not exceed 5 and no less than 3) as necessary in line with the provisions of the Articles of Association.

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.

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TERMS OF REFERENCE – Triumph Learning Trust

Board of Trustees

In compliance with our Articles of Association, the Terms of Reference outline the roles and responsibilities of both the Members and Trustees of Triumph Learning 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 Trustees 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. Trustees 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. The Trust Board must hold a minimum of three full board meetings per year, elect a Chair and Vice-Chair, appoint a Governance Professional, and publish its Scheme of Delegation on the Trust website.

The Board will ensure the Trust:

- Actively considers environmental and social responsibility in its operational and strategic decisions. This includes meeting the Department for Education's sustainability and climate change strategy (PIC).
- Oversee the Trust's compliance with DfE's cybersecurity expectations, ensuring robust controls are in place to manage digital risk and data protection (ARC). Trustees will monitor patterns, themes and resolutions of complaints across all schools, ensuring compliance with the Trust's complaints policy and promoting stakeholder confidence in governance.
- Decisions on executive pay are evidence-based, transparent, and in accordance with ESFA guidance on setting executive salaries.
- The Trust Board will undertake an annual review of its own effectiveness, identifying strengths and areas for development in line with the Academy Trust Handbook and CST Competency Framework.
- Collects feedback annually from all stakeholders to inform its practice.

Membership

The number of Trustees shall not be less than 3 but (unless otherwise determines by ordinary resolution) shall not be subject to and maximum. The term of office for any trustee shall be four years which is not applicable to any post held ex-officio.

Quorum

Shall be three Trustees, or where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.

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Key Performance Indicators

- Children at the heart of all decisions made
- 95% Board/Committee attendance
- 100% training completion (safeguarding, induction)
- 100% publication compliance with GIAS and Trust website requirements
- All statutory policies reviewed annually
- 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

Trustee 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

- 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
- 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
- Considering complaints, ensuring FOI compliance, UK GDPR compliance, and adopting the ICO's model publication scheme.
- Determining each schools' admission arrangements annually, including Published Admission Number (PAN), oversubscription criteria, compliance with the School Admissions Code, consultation where required, and establishing independent appeals panels.

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- Ensure each school promotes and prioritises attendance, reviews data regularly, ensure school leaders fulfil statutory duties, provide staff training on attendance, set high expectations of leaders, staff and pupils, and adapt processes for pupils with SEND/ill health.
- Ensure that all schools have a behaviour policy, an anti-bullying strategy, and make arrangements for suspensions and exclusions, including convening meetings and independent review panels where required.
- Ensure all schools provide a broad and balanced curriculum, and statutory policies for Relationships Education (primary), Relationships and Sex Education (secondary), and careers guidance including provider access for Years 8–13 (Baker Clause).
- Appoint an Accounting Officer and Chief Financial Officer, ensure adequate insurance or RPA membership, approve balanced budgets annually, complete and submit the School Resource Management Self-Assessment Tool, and maintain/publish registers of interests (including nil returns).
- Ensure all schools have a Health and Safety policy, meet their legal responsibilities, and comply with the Health and Safety at Work Act 1974 and Fire Safety Order 2005.
- Ensure safeguarding policies comply with statutory guidance, appoint a board-level safeguarding lead, and oversee inter-agency safeguarding responsibilities and that all food hygiene certification is in place and safer recruitment.
- Ensure compliance with the SEND Code of Practice, designate SENCOs in every school, publish SEND information reports, and maintain accessibility plans.
- Feedback from stakeholders on how the trust is viewed and how effectively it is Delivering against its vision

Succession Planning for Trustees and LABs

The Trust Board and Local Accountability Boards will implement a proactive succession planning strategy to ensure continuity of leadership, retain institutional knowledge, and maintain a balance of skills and expertise aligned with the Trust's future strategic direction.

Induction Process for New Members, Trustees, and LAB Members

All new Members, Trustees, and LAB members will undertake a structured induction programme that ensures they understand their roles and responsibilities, the Trust's vision and values, and the legal and regulatory framework in which we operate.

Statement of Board Diversity and Inclusion Intentions (in line with CST guidance)

The Trust is committed to promoting board diversity and inclusion, recognising that a range of perspectives, backgrounds, and lived experiences strengthens governance, enhances decision-making, and better reflects the communities we serve.

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TERMS OF REFERENCE – Triumph Learning Trust
Standards and Educational Excellence Committee (SEEC)

The Trustees of Triumph Learning Trust have established a committee to maintain the performance, standards and achievement of the schools in the Trust.

Membership

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

The CEO will present to this committee. In addition to the agenda items, each meeting will have a focus Deep Dive of one of the schools within the trust and that HT will attend and present to that meeting.

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 Learning Trust members present.

Chairmanship

The Chair of the Committee shall be appointed by the Board of Triumph Learning Trust and will normally be a Trustee to allow effective feedback to the Board of Triumph Learning 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 Learning Trust shall determine how often the Committee shall meet but normally this should be at least once per term.
- The Chair or any two Trustees 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 Trustees of the Board of the Triumph Learning Trust.

Authority

The Standards and Achievement Committee is authorised by the Board of Triumph Learning 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.

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Duties

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

Review-

- The curriculum offers and ensure it is relevant and appropriate for all students.
- Any proposals from the Headteachers for changes to the curriculum and to consider the implications for staffing.
- School 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
- Any proposals for changes to systems and practices and to consider the implications for the trust and its vision and values

Monitor-

- Students' attainment and quality of learning.
- The impact of the School Improvement Plans.
- The lawful use of exclusion and review of the Headteacher'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 Learning Trust on their curriculum statutory obligations.
- The board on the discharge of the above duties.

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Audit and Risk Committee (ARC)

Authority

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

- Investigate any activity within its terms of reference.
- Seek any information it requires from the internal audit service, the financial statements auditor, any external audits undertaken, LABs, Committees and school employees, plus relevant information from subcontractors and other third parties.
- Obtain external professional advice.
- The Central Spend and Top Slice should be recommended to the Trust Board
- Establish a pay committee as a subcommittee of this, to undertake annual review of Pay decisions in line with the Pay Policy and the Executive Pay policy which will be reported back to the full Trust Board.

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

Membership

The Board of Triumph Learning Trust may co-opt persons to the Committee who are not Trustees. The Committee shall consist of a minimum of three and a maximum of six members (of whom at least two shall be Trustees and at least one of whom shall have the relevant skills and expertise). The Chair of the Board of Triumph Learning Trust, the CEO, Staff LAB members shall not be eligible for membership. The committee may not include employees of the Trust (other than senior post holders and those with executive responsibilities in the Academy at senior level).

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 Learning Trust members present.

Chairmanship

The Chair of the Committee shall be appointed by the Board of Triumph Learning Trust and will normally be a Trustee to allow effective feedback to the Board of Triumph Learning 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.

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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 Learning 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 Learning Trust members.

Duties

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

Monitoring:

- The adequacy and effectiveness of the Trust'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).
- Oversight of the Trust's compliance arrangements, receiving termly reports demonstrating this and where necessary amendments to the risk management register.
- 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 Learning Trust on its adequacy and effectiveness
- Review and approve the Trust's Business Continuity Plan annually, ensuring it aligns with risk management protocols and ESFA requirements.

Auditing:

- Advising the Board of Triumph Learning Trust on the appointment, re-appointment, dismissal and remuneration of the financial statement's auditor and the internal audit service.
- Advising the Board of Triumph Learning 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 Learning Trust on the audit strategy and annual internal audit plans for the internal audit service.
- Advising the Board of Triumph Learning Trust on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statement's 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.

Policy and Innovation:

- Considering and advising the Board of Triumph Learning Trust on relevant reports by the National Audit Office,

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- 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
- Oversee the development and implementation of the Trust's Workforce Strategy, including wellbeing, recruitment, succession planning and equitable opportunities
- Through research and networking review policies and systems that provide innovative practices to drive improvement, ensure sustainability, promote diversity and retention.

Reporting:

- Producing an annual report for the Board of Triumph Learning 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 Learning 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 Learning Trust for approval.

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TERMS OF REFERENCE – Triumph Learning Trust

LOCAL ACCOUNTABILITY BOARD (LAB)

Strategic role

The functions and responsibilities of the LAB are delegated through the Triumph Learning Trust Scheme of Delegation. The Local Accountability Board (LAB) 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.

The constitution, membership and proceedings of any subcommittee shall be determined by the LAB but having regard to any views of the Trustees. Subject to the Trust's Scheme of Delegation, the LAB has established two subcommittees; the chairs of which are elected annually at the full LAB meeting in September and the Terms of Reference are agreed. LAB members are selected to join a subcommittee in line with their skills, experience and expertise.

- Personal Development and Welfare
- Performance and Standards

Trustees have an open invitation to attend any meeting and additional people may be invited to present to selected meetings and invited to attend as required to present and discuss a specific area. This may include but will not be limited to other members of trust/school staff.

The LAB 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.

Membership

The LAB will consist of no less than six members (usually it will consist of 6-12 members) and should as far as is possible be representative of the children attending the school across all Key Stages and the local community. The Chair shall serve at the invitation of the Triumph Learning Trust Board. LAB members will serve for a four-year term.

The agreed constitution of the LAB is as follows:
1 x Headteacher (an ex-officio place is held in virtue of their role)
1 x Staff member (elected by the staff body)
3 x Parent LAB member (elected by parent/carers)
7 x Co-opted LAB member (appointed by the Local Accountability Board)

Quorum

Meetings are deemed quorate providing 50% of the LAB members are in attendance.

Duties

- To support the Triumph Learning Trust's vision of encouraging successful schools within the Triumph Learning Trust's family and to support the effective operation of the trust and its policies.

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- To make recommendations to the Trustees about the ethos, vision and strategic direction of the school and any issues or risks that arise or where policy may not be effective. The board will listen to and respond to any concerns raised by the LAB.
- To fulfil the requirement for each school to have local governance arrangements, and to be invited to meet Ofsted inspectors and other official visitors to the school.
- To promote high standards of educational attainment and achievement at the school.
- To act as a critical friend to the staff, providing both challenge and support.
- To assist the school in meeting the needs of the local community it serves.
- A requirement to be consulted by the headteacher and/or Trustees before important decisions are made particularly in relation to providing a vehicle for trust board engagement with the school, its parents and local community, to help ensure that the Trustees stay connected.
- On all other matters, to be consulted at the discretion of the headteacher and/or Trustees.
- To provide expertise, challenge and support to the headteacher and the school's senior leadership team (SLT). This may involve the following: Monitoring the quality of provision and standards of achievement within the school and monitoring performance against targets.
- In line with any actions following an OFSTED inspection / external review or national data (IDSR) outcomes, create an action plan to improve pupils outcomes and report termly to the Standards and Educational Excellence committee regarding impact and progress against the plan.
- Reviewing and monitor progress against the school's Improvement Plan
- Set targets for attainment and progress
- Reviewing and monitoring the impact of the curriculum
- Holding the Headteacher and leadership team to account

The LAB conducts its business in an open and transparent way and in accordance with the Triumph Learning Trust Code of Conduct and the principles of standards in public life as determined by the 'Nolan principles'. As the LAB is a committee of the Triumph Learning Trust Board, consequently no individual (not even the chair) has the power to act alone, unless delegated to do so by the Trust board. Where functions have been delegated to an individual, or a group, they must report back to the full LAB on actions taken under delegation at the earliest possible opportunity. The LAB remains responsible for any action undertaken on its behalf under delegation.

Individual members of the LAB must respect confidentiality. It is for the LAB to determine which parts of meetings and the associated minutes, should remain confidential. Serious breaches of confidentiality may result in the Triumph Learning Trust Board removing an individual member from the LAB.

Policies

The LAB will adopt and comply with all policies set out by Triumph Learning Trust; where appropriate the LAB 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 LAB shall work closely with and promptly implement any advice or recommendations made by the Trustees. The Trustees expressly reserve the right to review or remove any power or responsibility conferred on the relevant LAB under this Scheme of Delegation in such circumstances.

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TERMS OF REFERENCE – Triumph Learning Trust

Performance and Standards LAB Committee

Strategic role

The Performance and Standards Committee shall be responsible for ensuring the educational performance and outcomes in relation to attainment and progress of the pupils.

Membership

The Performance and 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 a minimum of three LAB members supported by senior leaders of the school. The constitution, membership and proceedings of this subcommittee is determined by the LAB having regard to any views of the Trustees. Subject to the Trust's Scheme of Delegation this subcommittee will be chaired by an annually elected chair. Members are selected to join this subcommittee in line with their skills, experience and expertise.

Quorum

Meetings are deemed quorate providing 50% of the members are in attendance.

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 pupil's outcomes and report termly to the Standards Educational Excellence committee regarding impact and progress against the plan.

Strategic

- Ensure that effective systems are in place to track assessment
- Data analysis reflects attainment and progress, and this is tracked and evaluated termly by LAB.
- Reviewing the school's performance and challenge outcomes using national data, the Inspection Data Summary Report (IDSR).
- 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 professional growth policy and if necessary, considering appeals against it.

Monitoring

- Quality of teaching and its impact on achievement of targets for pupil attainment
- Quality of the curriculum provision
- Progress against targets

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TERMS OF REFERENCE – Triumph Learning Trust

Personal Development and Welfare LAB Committee

Strategic role

The Personal Development and Welfare Committee 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.

Membership

The Personal Development and Welfare Committee is responsible for ensuring that the appropriate committee structures are in place to ensure sufficient and robust oversight of its key priorities. The agreed constitution of this committee is a minimum of three LAB members supported by senior leaders of the school. The constitution, membership and proceedings of this subcommittee is determined by LAB having regard to any views of the Trustees. 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.

Quorum

Meetings are deemed quorate providing 50% of the members are in attendance.

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 Trust Board regarding impact and progress against the plan.

Strategic

- Ensure that effective systems are in place to track attendance
- Reviewing the school's application of the Trusts Behavior policy.
- The school's compliance to Keeping Children Safe in Education and the schools Safeguarding and Child protection policy
- Compliance with the SEND Code of Practice ensuring the needs of SEND pupils are effectively met
- Review the schools Inclusion strategy

Monitoring

- Attendance data against targets set
- The behavior of
- Safeguarding

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Triumph Learning Trust

Local Accountability Board Governance Planning Calendar

Local Accountability Boards Compliance	Local Accountability Boards Autumn	Local Accountability Boards Spring	Local Accountability Boards Summer
Confirm LAB chair Elect chair of sub committees Agree committee membership Declarations of Interest annual update Accept Code of Conduct Accept Terms of Reference Accept Scheme of Delegation Complete skills audit Identify board recruitment needs Complete annual Safeguarding CPD Allocate monitoring roles	HT report including successes, outcomes, priorities, wider collaborations Approval of Pupil Premium spending plan Review SEF and agree SIP Agree monitoring plan including external verification Accept Professional Growth process Approve / Accept policies (including SEND, Safeguarding) Update from the Trust	Minutes and actions of the previous meeting HT report including successes, outcomes priorities, wider collaborations, complaints Update on SIP and Update of SEF Update from the Trust Monitoring reports Report from the Chair of PD and W committee Report from the Chair of P and S committee Recruitment, retention and workload strategies including staff absence report Health and safety report Approve / Accept policies Agree monitoring plan for the term	Minutes and actions of the previous meeting HT report including successes, outcomes priorities, wider collaborations, complaints Update on SIP and Update of SEF Monitoring reports Update from the Trust Report from the Chair of PD and W committee Report from the Chair of P and S committee Recruitment, retention and workload strategies including staff absence report Health and safety report Approve / Accept policies Agree monitoring plan for the term

	Performance and Standards	Personal Development and Welfare	Performance and Standards	Personal Development and Welfare	Performance and Standards	Personal Development and Welfare
	-Pupil outcomes incl specific groups (EAL, SEND, PP) -Curriculum development -Inclusion report -Impact of PP strategy -Targets for academic year -Programme of CPD -Monitoring reports -Update on Performance Management process	-Attendance of pupils incl groups (SEND, PP) -Review attendance strategy -Behaviour report previous year -Safeguarding report -Caseload review -Personal development -Website compliance -Policy recommendation	-Curriculum presentation -Review pupil outcomes incl groups (EAL, SEND, PP) -Progress against Targets -Teaching and learning report -Impact of CPD -Monitoring reports -Policy recommendation	-Case study -Personal development initiatives presentation -Review impact of Attendance strategy incl groups (SEND, PP) -Review impact of Behaviour initiative -Safeguarding report -Caseload review -Website compliance -Policy recommendation	-Curriculum presentation -Review pupil outcomes incl groups (EAL, SEND, PP) -Progress against Targets -Teaching and learning report -Impact of CPD -Update on Performance Management process -Monitoring reports -Policy recommendation	-Case study -Personal development initiatives presentation -Review impact of Attendance strategy incl groups (SEND, PP) -Review impact of Behaviour initiative -Safeguarding report -Caseload review -Website compliance -Policy recommendation

Triumph Learning Trust

Governance Planning Calendar - Trust Board & Committees

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Cycle 1 (December)	AGM (December)	Cycle 2 (March)	Cycle 3 (July)
- Appointment of Chair, Vice Chair - Constitution of Board – allocate roles, committees and chairs. - Declaration of pecuniary interest annual update - Agree Code of Conduct - Skills Audit - Identify board recruitment needs - Vision and values and mission statement - Trust Improvement Plan - Trust SEF - Growth strategy for the Trust - CEO report including national update - KCSIE Briefing, Safeguarding Policy - Management Accounts - Approve Annual report & Financial Statements - Letters of representation Auditors Completion Report - Finance Update (Period 12 Management Accounts) - ESFA Dear Accounting Officer letter - Policies for approval - Complaints update - Approve Executive Pay and CEO performance management and appraisal - School outcomes report (Y6, Y11, Y13) - Data outcomes update - Approve Admissions Policy - Approve PP Strategy - Stakeholder voice (pupil/staff/parent feedback)	- External Auditor - Annual Report & Financial - Vision, values and strategic direction of the Trust - Member & Trustee Membership - Agree Articles of Association	- Update on Trust Improvement Plan - Safeguarding Update TT - CEO Report - SEND Report - Attendance - Finance Update (based on December accounts for information) - Committee Updates - Board Self Evaluation	- Update on Trust/ Academy Improvement Plan - CEO report - Approve Budget - Trust SEF review - Progress Pupil predicted targets - Attendance Update - Finance Flash Report - Management Accounts - Committee Updates - Safeguarding annual report - SEND annual report - Finance update - Update on Trust/ Academy Improvement Plan - Data outcomes - Pupil Parliament **Planning and updates for following year:** - Approve Trust Scheme of Delegation - Approve Terms of Reference Governance - Appoint chair for next academic year - Confirm committee membership and Chairs - Allocate Trustee roles - Appoint LAB chairs - Attendance strategy - Governance Handbook updates

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Trust Board Committee Audit & Risk Committee (ARC)	Trust Board Committee Standards and Educational Excellence (SEEC)
- CFO Report and Finance update - Internal Audit Report - Progress against External Audit Report Action Plan - Management Accounts - Forecast and budget performance, 3 yr budget assumptions - Procurement, IT and Estates Update - HR Update (approval for pay increases as appropriate) - People Strategy – promoting equality and diversity - Risk Register Update - Efficiencies and savings - Income generation - Estates Strategy and environmental sustainability - GDPR Update - Compliance with DfE's cybersecurity and digital standards expectations, ensuring robust controls are in place to manage digital risk and data protection. - Review and approve the Trust's Business Continuity Plan annually, ensuring it aligns with risk management protocols and ESFA requirements. - Auditors Management Letter and Letter of representation - External Auditor – agree recommendation to appoint - ARC Annual self-evaluation	- Quality of Education and measures - School demographics including admission data - Outcomes against national - Targets for pupil outcomes - In year data - Behaviour, attendance data - School Improvement - Trust evaluation - Leadership and impact - Impact of Triumph Learning Trust - CPD opportunities - Workload, wellbeing and retention - Artificial Intelligence – workload and intelligence - External monitoring - Curriculum approval - Monitoring reports - Pupil Premium Impact

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