



## The Role of a Trustee

**Trustees work together to fulfil the purpose of the Trust Board:**

- Strategic leadership – defining the vision, fostering the trust’s culture and setting the strategy
- Accountability and assurance – robust and effective oversight of trust operations and performance in the areas of education, pupil welfare, finance and estates.
- Engagement – strategic oversight of relationships with stakeholders, ensuring decision-making is supported by meaningful engagement with schools, parents and communities.

Trustees are responsible for governing a charitable company and directing how it is managed and run. Trustees must also ensure that the trust complies with all legal and statutory requirements. Trustees should seek the advice of the Head of Governance and other professional advice as appropriate.

**The Trust Board’s strategic responsibilities:**

The Trust Board works closely with the CEO and other members of the senior executive team. Senior executive leaders are responsible for day-to-day operational management of the Trust and its schools, whereas the role of the board is strategic. As such, Trustees are responsible for:

- determining the mission, values and long-term ambitious vision for the trust
- deciding the principles that guide trust policies and approving key policies
- appointing and appraising the CEO and making pay recommendations
- working with senior leaders to develop a strategy for achieving the vision
- ensuring that stakeholders are involved, consulted and informed as appropriate
- ensuring that all schools in the trust deliver a broad and balanced curriculum such that pupils are well prepared for the next stage of their education and adult life
- taking ownership of the trust’s financial sustainability and ensuring effective resource management across the trust
- agreeing the trust’s executive central team staffing structure and complement and keeping it under review to ensure it supports delivery of the strategy

- ensuring robust risk management policy and procedures are in place and that risk control measures are appropriate and effective
- ensuring that the trust's governance structure meets the needs of the trust
- agreeing clear schemes of delegation, outlining the responsibilities delegated to the senior executive leader and the responsibilities of the board and academy committees
- ensuring effective communication channels are in place.

### **Monitoring and evaluating trust performance:**

Trustees must monitor the priorities that have been set to ensure progress is being made by:

- measuring the trust's impact and progress towards its strategic objectives
- ensuring the required policies and procedures are in place and the trust is operating effectively in line with these policies
- holding the senior executive leaders to account for standards, financial probity and compliance with agreed policies
- evaluating relevant data and feedback provided by senior executive leaders and external reporting on all aspects of trust performance
- asking challenging questions of the senior executive leaders in order to hold them to account
- ensuring that there are policies and procedures in place to deal with complaints effectively.

### **Contribution to the Trust Board**

Trustees should ensure that they are making a positive and meaningful contribution to the board by:

- attending meetings (typically 4 full board meetings each year and 3 or 4 committee meetings), reading papers and preparing questions for the senior executive leaders in advance
- establishing and maintaining professional relationships with senior executive leaders and colleagues on the board
- getting to know schools within the trust, including visiting occasionally during school hours
- undertaking induction training and developing knowledge and skills on an ongoing basis.

### **Expenses**

Trustees are eligible to claim for out of pocket expenses incurred as a result of fulfilling their role as Trustee in accordance with the trust's Trustee Governor Member Expenses Policy.