# Role description

For trustees in an academy trust

Updated April 2024

This model role description should be adapted to suit the needs of your trust based on its size, governance arrangements and levels of delegation. It is neither definitive nor exhaustive but is intended as a guide for those wishing to clarify the role of trustee.

Role purpose

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
* strategic engagement – oversight of relationships with stakeholders, ensuring decision-making is supported by meaningful engagement

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 board’s [governance professional](https://www.nga.org.uk/knowledge-centre/governance-professional-role-description/) and other professional advice as appropriate.

### The trust board’s strategic responsibilities

The trust board works closely with their senior executive leader. 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 senior executive leader 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 staffing structure 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

### 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 leader 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 leader 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 make a positive and meaningful contribution to the board by:

* attending meetings (typically 6 full board meetings each year), reading papers and preparing questions for the senior executive leader in advance
* establishing and maintaining professional relationships with senior executive leaders and colleagues on the board of trustees
* 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

### In trusts with local governance arrangements

In most medium-sized and larger multi academy trusts, there will be some form of governance below the trust level. In such cases, trustees are responsible for:

* 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

Expenses

Trustees should receive out of pocket expenses incurred as a result of fulfilling their role as trustee and NGA recommends that a board of trustees should have such an expenses policy. Payments can cover incidental expenses, such as travel and dependency care, but not loss of earnings.