

Desirable or essential?		Overall	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Director 8	Director 9	
1. Strategic leadership												
1	I am/have been a trustee or governor in another school or board member in another sector	D	4	5	5	5	4	1	1	5	5	5
2	I have experience providing oversight of a complex organisation with multiple sites	E	5	5	5	5	4	5	4	5	4	4
3	I am/have been chair of a board or committee	D	4	5	5	4	4	5	3	5	5	3
4	I have an awareness of national education policy (e.g. school funding, curriculum, teaching and learning)	E	4	5	5	2	4	3	2	5	3	5
5	I have experience of communities local to schools within the trust	E	3	4	4	3	4	4	1	3	2	3
6	I understand the difference between strategic and operational decisions	E	5	5	5	5	4	5	5	5	4	5
7	I have experience and expertise in strategy development	E	5	5	5	5	4	5	4	5	5	5
8	I understand the principle of stakeholder engagement, e.g. seeking views and evaluating feedback from parents and staff to support the decision-making process	E	5	5	5	5	4	5	3	5	5	5
9	I understand the principles of risk management: how to prioritise, assess and mitigate against risks	E	5	5	5	5	4	5	4	4	4	5
2. Accountability												
1	I have worked with leaders to establish expectations for improvement	E	5	5	5	5	4	5	4	5	4	5
2	I understand the elements that make up a broad and balanced school curriculum	D	4	4	5	1	4	3	2	5	3	5
3	I can interpret data and statistics relating to pupil progress and outcomes and use it to identify areas for development	E	4	4	5	2	4	4	1	5	3	5
4	I am confident I know enough to ask questions and challenge leaders on matters relating to educational outcomes	E	4	5	5	3	4	4	1	5	4	5
5	I have experience of financial planning: budgeting, monitoring and compliance	D	5	5	5	5	4	4	5	5	4	5
6	I understand how the financial efficiency of schools is measured and compared to similar schools	D	4	5	5	2	4	3	1	5	4	5
7	I know how staff are recruited to schools	E	4	5	5	3	4	5	2	5	5	5
8	I understand how staff pay decisions impact school budgets	D	4	5	5	4	4	5	1	5	5	5
9	I have experience of preparing for and responding to inspection and oversight	D	4	5	5	4	4	4	3	5	4	5
10	I have experience of marketing, media and PR	D	4	3	3	3	4	5	4	5	3	3
3. People												
1	I regularly refer to professional advice to inform my own judgements	E	4	3	5	4	4	4	3	4	4	3
2	I know how to build the knowledge I need to be effective in my governance role	E	4	5	5	4	4	3	2	4	4	4
3	I seek to resolve misunderstanding at the earliest opportunity in order to avoid conflict	E	5	5	5	5	4	4	5	5	5	5
4	I can build consensus through clearly presenting my views	E	4	4	3	4	4	4	4	5	4	4
5	I have built strong collaborative relationships with members of the board	E	3	4	4	3	4	2	1	4	3	2
4. Structures												
1	I have experience of reviewing governance structures	E	4	5	5	5	4	3	1	4	4	3
2	I understand how the strategic role of trustees differs from the management responsibilities carried out by senior leaders in a trust	E	4	5	5	5	4	5	2	4	4	5
3	I understand the distinct responsibilities of the academy and regional committees	E	4	5	3	3	4	5	1	4	4	5
5. Compliance												
1	I have experience of complying with legal, regulatory and financial frameworks and statutory guidance	E	5	5	5	5	4	5	4	5	5	5
2	I am aware of the legal duties and responsibilities of a trustee e.g. the safeguarding of children and in respect of pupils with special educational needs and disabilities	E	4	5	5	4	4	5	2	5	5	5
3	I feel able to speak up if I am concerned about non-compliance	E	5	5	5	5	4	5	5	5	5	5
6. Evaluation												
1	I have identified the areas where I need to develop my knowledge and skills as a trustee	E	3	3	3	4	4	3	1	3	3	3
2	I seek out opportunities to improve my practice (attending training, learning from others)	E	4	4	4	4	4	4	5	3	4	3