

Trust Board Development Plan

2026/27

September 2026

The purpose of this Trustee Development Plan is to develop trustee capacity, expertise, participation and succession planning to ensure governance remains effective, resilient and sustainable, enabling the Trust Board to provide effective strategic leadership, support and challenge in delivering Denefield's Strategic Plan 2025–2028.

It is a live document and will be reviewed termly by the Trust Board to ensure that trust board development, stays aligned to Denefield's Strategic Plan 2025–2028.

The Plan will help to deliver:

- a strong and diverse board;
- full trustee participation;
- effective succession planning;
- reduced reliance on committee chairs;
- better quality strategic challenge; and
- successful delivery of the School Strategic Plan.

Trust Development Plan - Incorporating External review of Governance by River Learning Trust					
Number	Action Point	Recommendations	Actions	RAG	Lead
1	Review Make Up & Skill Set of Trust Board	a) To maintain a board composition that reflects the constitutional requirements and the skills, experience and diversity required to deliver the strategic plan.	(i) Review/update Skills Audit to identify where we have the most need (ii) Promote adverts through social media, LinkedIn, the	A	Chair of Trustees and Governance Professional

		<p>b) To have up to 6 Member appointed trustees</p> <p>b) Identify possible new trustees who are not parents to bring more diversity to the board.</p> <p>c) To establish a structured succession plan for the Chair, Vice Chair, Committee Chairs and other key governance leadership positions.</p>	<p>school website, local networks and appropriate governance recruitment platforms.</p> <p>(iii) To have a vice chair for the board and committees and build contingencies based on skill set and availability</p> <p>(iv) Maintain and review a governance succession plan identifying potential successors and required development opportunities.</p>		
2	Develop Trust Board Knowledge, Skills and Capacity	<p>a) All Trustees to complete annual training requirements by the respective dates</p> <p>b) Trustees to develop greater depth of expertise for review panels</p>	<p>(i) Governance Professional to monitor completion and provide termly updates to the Chair and Trust Board.</p> <p>(ii) Governance Professional to monitor training for complaints and exclusion panels</p>	A	Governance Professional

3	Develop Trust Board Participation	<ul style="list-style-type: none"> a) Develop trustee strategic lead responsibilities aligned to the school's strategic priorities. b) Trustees to make and report on school visits in line with DfE guidelines c) Trustees to continue to develop their ability to ask high-quality strategic questions focused on outcomes, evidence, impact assurance and risk. 	<ul style="list-style-type: none"> (i) Review faculty and subject lead roles by end September 2026 (ii) Establish lead roles for HoY by end September 2026 (ii) All Trustees to have interactive roles with the school in support of their active participation at board meetings (iii) Trustee visits to be monitored by Governance Professional (iv) Reports from trustee visits to be reviewed by the Standards/Resources committee as appropriate (v) The Board will review whether papers and discussions are sufficiently focused on evidence, outcomes and impact. 	A	Chair of Trustees
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4	Future Governance of Denefield School	<p>a) Continue to review the available governance options for Denefield School to deliver excellent educational outcomes and long-term sustainability.</p> <p>b) Arrange for an external governance review by a trusted MAT</p>	<p>(i) Chair of Trustees to meet with other Chairs from MATs or schools of interest and bring findings to the board</p> <p>(ii) Board to support HT with developing relationships with MATs or schools of interest</p>	A	Trust Board