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# Conclusion

- § There is a single governance profession working across schools and trusts, within which there are different roles requiring different knowledge, with many individuals having experience of serving both maintained schools and academy trusts.
- § Governance professionals are undervalued because their critical and valuable role is not well understood by the sector.
- § The governance profession requires a career framework linked to clear expectations, relevant qualifications and remuneration.
- § Governing boards have been slow to implement the Clerking Matters expectations which has had a detrimental effect on advancing pay to appropriate levels and ensuring CPD is rewarded.

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