



## Guidance

# Expanding your academy trust: resources for multi-academy trusts

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[Regional schools commissioners \(RSCs\)](#) are the best point of contact for multi-academy trusts (MATs) looking for advice. Contact your local RSC office if you:




- are an academy that needs guidance on how to become a MAT
- are a MAT that wishes to grow
- want further information about the support your RSC can give MATs

## People and leadership




### Chief executive of a MAT


Headteachers and others who want to become the chief executive officer (CEO) of a MAT will need to gain additional skills.

There are several courses for existing and aspiring MAT CEOs and senior leaders wishing to develop these skills. Here are some examples of providers who offer courses leading to accredited qualifications:

- [‘Executive Educators’](#)  by The Future Leaders Trust
- [‘Trust-Ed: MAT Team Leadership Programme’](#)  by UCL Institute of Education working with Deloitte
- ‘Executive Leadership Programme for Multi-Academy Trust Senior Management Teams’ by Kings College London School of Management and Business ([email Kings College London](#) for details)
- [‘The Manchester Executive Management Programme’](#)  by the Alliance Manchester Business School (University of Manchester)


## Recruiting trustees

[Academy Ambassadors](#)  has produced useful [guidance on attracting and recruiting academy trustees](#) . [Contact Academy Ambassadors](#)  to get help placing experienced business professionals on your trust's board.

You could also use the [Inspiring Governance](#)  service, which works closely with Academy Ambassadors and the National Governors' Association (NGA) to provide governance recruitment support. They offer:


- an online matching service for academy trusts and volunteers
- help for academy trusts looking to recruit a chair of trustees

## Model job descriptions


You may want to use [model job descriptions](#)  that established MATs have shared. These can help you recruit to leadership roles, including executive principal, finance director and lead teacher.

## School improvement

### Tools to measure performance

The East Midlands & Humber toolkit includes [example dashboards and key performance indicators \(KPIs\)](#)  to help you monitor your MAT's performance.

## School-to-school support directory

The National College for Teaching and Leadership (NCTL) has produced a [school-to-school support directory](#)  to help you find information about:

- [teaching schools](#)
- [national leaders of education](#)
- [national leaders of governance](#)
- [specialist leaders of education \(SLEs\)](#)

You can use the school-to-school support directory to find teaching schools in your area, then browse the specialisms that SLEs cover in those schools. A teaching school in your area will send an SLE to work with staff in your trust.



## Map of teaching schools

NCTL has also published a [map of teaching schools](#). You can use the interactive map to sort teaching schools by location and specialism.

## Governance






The '[Governance handbook](#)' explains how the governance of academy trusts works, including the roles and responsibilities of both the board of trustees and the members of the trust. It also gives advice on effective governance and how governance arrangements need to change as trusts take on more schools.


## Governance skills and structures

The East Midlands & Humber RSC toolkit provides [tools and templates to help MATs develop and grow](#) . This includes [sample governance structures and schemes of delegation for MATs](#) .

## Effective governance

The NGA has developed several resources to help trustee boards fulfil their functions effectively. This includes:

- [guidance on what governing bodies and school leaders should expect from their roles](#) 
- [a checklist of 21 questions for self-assessment](#) 
- [model schemes of delegation](#)  (requires login)
- [guidance on forming or joining a group of schools](#) 
- [‘Framework for governance: a flexible guide to strategic planning’](#)  - to help governors and trustees meet their responsibilities effectively


Freedom and Autonomy for Schools - National Association (FASNA) has also produced a number of [guides on effective governance](#) .

## Growth and development

These tools will help you understand how your MAT may need to change as it expands:

- [characteristics of successful MATs](#)  - the National Schools

Commissioner Sir David Carter developed this tool

- [sample organisational operational structures](#)  - examples of how real MATs function at an operational level, including their organisational growth structures

## Finance

### Funding and finance

DfE and the Education Funding Agency (EFA) have published guidance on academies' funding and on financial health and efficiency:

- [academies revenue funding allocation](#)
- ['Academies financial handbook'](#)
- [schools financial health and efficiency guidance](#)

If you need to review your schools' finances, EFA's [financial health checks directory](#) can help you find an organisation that specialises in providing financial advice to schools.


You can also find advice on finance and funding for academy trusts in the [EFA information exchange](#), including a knowledge centre of hot topics and a business cycle calendar for planning academy finances.

### Capital funding and school maintenance

Capital funding is the money schools spend on their buildings and facilities. DfE and EFA have published guidance on maintaining schools in your

estate:

- [effective maintenance of school buildings](#)
- [school capital funding allocations](#)

[The Trust Network](#)  offers support for MATs to help them maintain safe, warm and dry school buildings (requires login).

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