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Department  
for Education

## Establishing or expanding your trust

### Regional schools commissioners

[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

### Good practice guidance

We've produced [good practice guidance for MATs](#) on:

- establishing a new MAT

- growing an existing MAT

The good practice guidance also explains what RSCs look for when they assess 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. Read guidance on [where to find training](#) for school leaders.

### 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 and 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

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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.

The [Competency framework for governance](#) sets out the knowledge, skills and behaviours that boards need to be effective.

## Governance structures

The East Midlands and Humber RSC toolkit includes [sample governance structures and schemes of delegation for MATs](#).

## Recruiting trustees

Contact [Academy Ambassadors](#) to get the free support they offer to MATs that want to recruit business people to their trust. Academy Ambassadors have also produced:

- [guidance on attracting and recruiting academy trustees](#)
- [an induction pack for academy trustees and directors](#)

You can also use the [Inspiring Governance](#) service, which provides governance recruitment support. The support they offer includes:

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

## 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

- [resources on growing a MAT](#) - a collection of resources for MATs that wish to become sponsors or that would like to grow
- guidance on [growing MATs in the East of England and north-east London](#) - Cambridge Education worked with [Dr Tim Coulson](#) and with MATs to produce this guide

## 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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