

## Decision Making Matrix

**Changes History**

Version	Date	Amended by	Recipients	Purpose
1	4 December 2017	CST Trustees	Members of CST, every Trustee, each Local Governor, the Executive Principal, the Headteachers of the Academies operated by CST (the Heads), the Finance Director, the Clerks and the Company Secretary (if appointed) and others at the discretion of the Chairman of the Trustees of CST. CST Website updated.	Updated Admissions
2	19 September 2018	CST Trustees		No changes
3	12 December 2019	CST Trustees		Updated in line with changes in legislation and to give more clarity
4	10 December 2020	CST Trustees		Annual Review - no changes whilst CST carry out a whole Trust Vision, Value and Strategic Review

**Approvals (Annual/as Required)**

Version	Date	Approved by
1	20 June 2016	CST Trustees
2	4 December 2017	CST Trustees
3	19 September 2018	CST Trustees
4	12 December 2019	CST Trustees
5	10 December 2020	CST Trustees

<b>Governance</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
<p>To review and amend the Articles of Association</p> <p>To change the name of CST</p> <p>To receive an annual report from the Trustees and the CEO on CST's performance</p> <p>To be notified of any changes in legislation</p> <p>To appoint up to 7 Trustees</p>	<p>To approve any significant change to the educational character, mission or ethos of a particular Academy .</p> <p>To review and amend the Scheme of Governance</p> <p>To establish the committees including the Local Governing Bodies (LGBs) and to review and amend their Constitution and Terms of Reference</p> <p>To determine the Board's Reserved Matters</p> <p>To determine the educational character, mission or ethos of the Trust</p> <p>To approve and monitor a business plan for CST</p>	<p>To determine the educational character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of CST). Where the change is significant to propose changes to Trustees through the Lead Trustee</p> <p>To nominate Governors of the Local Governing Body.</p> <p>To nominate (and remove) the Chairs and Vice-Chairs of the Local Governing Bodies subject to Trustee approval</p> <p>To appoint a Clerk to the Local Governing Body</p> <p>To review and amend the policies of the Academies (in</p>	<p>To attend meetings of the Trustees and to provide a CEO's report.</p> <p>To support the appointment process for the Company Secretary and the Clerk.</p> <p>To secure professional advice on behalf of the Trustees as may be requested.</p> <p>To support the Trustees and the Academies in the preparation of Trust-wide and Academy specific policy requirements.</p> <p>To evolve and implement a business plan for CST</p>	<p>To determine the educational character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of CST).</p> <p>To attend meetings of the LGB and to provide a Headteacher's report.</p> <p>To support the appointment process for the Clerk to the LGBs.</p> <p>To tailor Trust-wide policies to the Academy as recommended by the Executive.</p>

## Cathedral Schools Trust - Decision Making Matrix

	<p>To appoint a Chair and Vice-Chair</p> <p>To allocate a Lead Trustee for each CST Academy</p> <p>To appoint a Clerk to the Trustees</p> <p>To co opt additional Trustees under provision of the Articles</p> <p>To approve the nominated Chairs and Vice-Chairs of the Local Governing Bodies</p> <p>To review and amend the policies of CST</p> <p>To be advised about and review any legal claims made against LGB schools within the Trust.</p>	<p>line with any Board prescribed policy)</p>		
--	--	---	--	--

<b>Finance</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
<p>To appoint external auditors</p> <p>To receive the audited financial statement once available</p> <p>To maintain a register of business interest (of the Members)</p>	<p>To recommend external auditors to Members</p> <p>To appoint internal auditors</p> <p>To sign off the audited financial statements annually</p> <p>To approve (and amend) the financial scheme of delegation</p> <p>To appoint the finance and operations committee</p> <p>To appoint the risk and audit committee.</p> <p>To approve the annual budget for CST including the annual staffing pay scales and Executive Pay</p> <p>To approve any significant changes to the approved budget</p>	<p>To approve the annual budget forecast for the Academy for recommendation to the Trustees.</p> <p>To monitor income, expenditure and cash flow of an Academy</p> <p>To ensure proper financial controls are in place at the Academy</p> <p>To maintain a register of business interests (of the Local Governors)</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p> <p>To review the proper application of the pupil premium and its effectiveness together with any other</p>	<p>To prepare the annual budget for CST</p> <p>To ensure the preparation of the financial statements</p> <p>To monitor income, expenditure, cash flow and balance sheet of CST</p> <p>To prepare monitoring reports for the Trustees</p> <p>To act as the Accounting Officer</p> <p>To ensure proper financial controls are in place</p> <p>To maintain a register of business interests (of the Executive)</p> <p>To set up and approve staff expenses for the Executive</p>	<p>To prepare the annual budget for each Academy</p> <p>To monitor income, expenditure and cash flow of an Academy</p> <p>To prepare monitoring reports for the LGBs</p> <p>To ensure proper financial controls are in place at the Academy</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p> <p>To maintain a register of business interests (of the senior leadership team)</p> <p>To set up and approve staff expenses at the Academy</p>

## Cathedral Schools Trust - Decision Making Matrix

	<p>To monitor income, expenditure, cash flow and balance sheet of CST and to direct and monitor necessary action through CST</p> <p>To establish a charging and remissions policy and to keep this under review</p> <p>To ensure proper financial controls are in place</p> <p>To maintain a register of business interests (of the Trustees)</p> <p>To receive Management Accounts six times per year and to discuss at every meeting.</p>	<p>specific grant received in respect of the Academy.</p> <p>To appoint a local Governor with a specific focus on finance.</p>	<p>To open bank accounts</p>	<p>To ensure the effective application of the pupil premium and any other specific grants received in respect of the Academy</p>
--	---	--	------------------------------	--

<b>Contracts</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
To approve any service contracts for Trustees	<p>To adopt a Trust-wide procurement policy</p> <p>To set the delegated levels of authority for contracts</p> <p>To approve contracts with a value above £5K</p> <p>To approve contracts which constitute related party transactions</p> <p>To set up and approve Trustee expenses</p>	To enter into contracts up to the limits of delegation and within an agreed budget	<p>To enter into contracts up to the limits of delegation and within an agreed budget</p> <p>To make payments within agreed financial limits</p>	<p>To make payments within agreed financial limits</p> <p>To enter into contracts up to the limits of delegation and within an agreed budget (D)</p> <p>To act as a signatory of an Academy specific bank account (D)</p>

Curriculum and standards				
Members	Trustees	LGB members	Executive	Headteacher
<p>To receive an annual report from the Trustees and the CEO on standards</p>	<p>To ensure the provision of a balanced and broadly based curriculum to include:</p> <ul style="list-style-type: none"> <li>• a prohibition on political indoctrination and a balanced treatment of political issues; and</li> <li>• a written policy on sex and relationship education</li> </ul> <p>To appoint an Education and Standards committee which includes monitoring the provision of a balanced and broadly based curriculum and monitoring the implementation of the Prevent Duty and the promotion of the fundamental British values of democracy, the rule of law,</p>	<p>To approve the Academy curriculum policy proposed by the Headteacher</p> <p>Monitors the KPI figures reported from the Headteacher relating to standards</p> <p>To review the implementation of the Prevent Duty in the Academy and the promotion of the fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p> <p>To appoint a local Governor with a specific focus on Curriculum and standards.</p> <p>To approve a policy on religious education and</p>	<p>To provide oversight of the implementation of curriculum policies across the Trust.</p> <p>Provides a termly report to the Trustees regarding standards.</p> <p>Provides oversight of the target setting for pupil achievement and progress by the Headteacher and monitor against targets</p> <p>Monitors the KPI figures reported from the Headteacher relating to standards</p> <p>To support the Academies in the implementation of the Prevent Duty in the Academies and the promotion of the fundamental British values of democracy, the rule</p>	<p>Is responsible for the curriculum delivered at the Academy including compliance with any funding agreement requirements.</p> <p>To prepare a curriculum policy for the Academy for review by the LGB.</p> <p>To ensure the implementation of the Prevent Duty in the Academy and the promotion of the fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p> <p>To prepare a policy on religious education and collective acts of worship for review by the LGB</p>

## Cathedral Schools Trust - Decision Making Matrix

	<p>individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p> <p>To monitor religious education and collective acts of worship across the Trust.</p> <p>To monitor and review all external educational standards reports.</p> <p>Receives a termly report from the Executive regarding standards.</p>	<p>collective acts of worship proposed by the Headteacher</p>	<p>of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p> <p>To prepare an annual report to Trustees on religious education and collective acts of worship</p>	<p>To make provision for a daily collective act of worship</p> <p>To set targets for pupil achievement and progress and monitor against targets</p> <p>Reports bi-termly KPI figures for the Executive and the LGB relating to standards</p>
--	---	---	--	--



<b>SEND</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
-	<p>To determine a Trust-wide SEND and Equality policy and review it annually.</p> <p>Review the LGBs annual SEND report.</p>	<p>To review and maintain the Academy's SEND policy (consistent with the Trust-wide SEND policy)</p> <p>To provide oversight of the implementation of the policy within the Academy and compliance with the Equality Act 2010 requirements.</p> <p>To appoint a Local Governor with a specific focus on SEND.</p> <p>To provide an Annual SEND report for Trustees, with the Lead Trustee to provide regular updates to Trustees as and when appropriate .</p>	<p>To provide oversight of the implementation of the Trust-wide SEND policy</p> <p>Ensures compliance with the Equality Act 2010 requirements within the Academies.</p>	<p>To designate a teacher to be responsible for co-ordinating SEND provision</p> <p>To prepare a SEND policy for the Academy for review by the LGB</p> <p>To liaise with the local authority in respect of students who have (or might have) SEND .</p> <p>To make provision for those who have additional needs, with or without an Education, Health and Care Plan (EHCP) or Statement of Educational Needs.</p> <p>To ensures compliance with the Equality Act 2010 requirements within the Academy.</p>

Safeguarding				
Members	Trustees	LGB members	Executive	Headteacher
-	<p>To appoint a designated Trustee for safeguarding to include child protection and looked after children and previously looked after children</p> <p>To adopt a Trust-wide safeguarding and Child Protection policy.</p> <p>To monitor the implementation of the Prevent Duty and the promotion of the fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p>	<p>To appoint a designated local governor for safeguarding to include child protection and looked after children and previously looked after children</p> <p>To review and maintain a safeguarding and child protection policy for the Academy (consistent with the Trust-wide policy)</p> <p>To review and maintain the Academy's School Trip policy</p> <p>To ensure the completion of the single central record.</p> <p>To review the implementation of the Prevent Duty in the Academy and the promotion of the fundamental British</p>	<p>To ensure that each Academy has appointed a designated safeguarding lead and a designated teacher to support looked after children and previously looked after children.</p> <p>To support the Academies in the implementation of the Prevent Duty in the Academies and the promotion of the fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p> <p>To monitor Child protection and safeguarding across each Academy and report to Trustees</p>	<p>To appoint a designated safeguarding lead and a teacher to support looked after children and previously looked after children and to ensure the role is compliant with statutory guidance.</p> <p>To maintain the single central record</p> <p>To prepare a School Trip policy for the Academy for review by the LGB. To approve off-site visits for pupils of more than 24 hours</p> <p>To ensure the implementation of the Prevent Duty in the Academy and the promotion of the fundamental British values of democracy, the rule of law, individual liberty, and</p>

## Cathedral Schools Trust - Decision Making Matrix

	<p>To receive the annual Safeguarding and Child Protection Review from each Academy</p> <p>To receive an annual report on the status of each Academies Single Central Register</p>	<p>values of democracy, the rule of law, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.</p>		<p>mutual respect and tolerance of those with different faiths and beliefs.</p>
--	--	---	--	---

<b>Behaviour</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
	<p>To monitor behaviour across the Trust</p> <p>To review the use of exclusions across the Trust.</p>	<p>To review and maintain a behaviour policy for the Academy</p> <p>To review and maintain an exclusion policy for the Academy</p> <p>To convene a committee to review the exclusion of a pupil by the Headteacher.</p>	<p>To prepare a report for Trustees on behaviour across the Trust.</p> <p>To review the overall pattern of exclusions and to report on the same to the Trustees</p> <p>To make arrangements for the establishment of Independent Review Panels ensuring that proper training has been provided.</p>	<p>To prepare a behaviour policy for the Academy for review by the LGB.</p> <p>To prepare an exclusion policy for the Academy for review by the LGB</p> <p>To exclude a pupil for a fixed term or permanently</p>

<b>Admissions</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
	<p>To approve the Admissions policy for each Academy</p> <p>To monitor admissions arrangements across the Trust.</p> <p>To agree with the LGB in advance the consultation including Chorister admissions, publishes admissions and determines arrangements as required in accordance with the School Admissions and Appeals Codes and subject to the Academy admission policy.</p> <p>To review the outcome of any consultations.</p>	<p>To review and maintain an Admissions policy for the Academy</p> <p>To undertake consultation, with the prior approval of the Trustees including Chorister admissions, publishes admissions and determines arrangements as required in accordance with the School Admissions and Appeals Codes and subject to the Academy admission policy.</p> <p>To make arrangements for determining admissions and hearing admission appeals.</p>	<p>To provide oversight of and support of the implementation of the admissions arrangements across the Trust.</p>	<p>To prepare an Admissions policy for the Academy for review by the LGB.</p> <p>To provide direction to the LGB as to requirements under the School Admissions and Appeals Codes.</p> <p>To ensure compliance with the Trust-wide policy.</p> <p>To make arrangements for determining admissions and hearing admission appeals.</p> <p>To participate in the local admissions forum and in the fair access protocol</p>

	To take the lead on any legal challenges on Admissions with the Office of the Schools Administrator			
--	---	--	--	--

Pupil related matters				
Members	Trustees	LGB members	Executive	Headteacher
-	<p>To receive a termly report from the Executive regarding standards (to include attendance and pupil premium).</p> <p>To adopt Trust-wide Complaints policy and receive reports from the Executive regarding the level of complaints across the Trust.</p> <p>To hear complaints at the relevant stage.</p> <p>To adopt a Trust wide Attendance policy</p>	<p>To appoint a Local Governor with a specific focus on pupil premium.</p> <p>To review attendance and pupil absences (as part of the KPI report).</p> <p>To monitor the impact of the pupil premium in the Academy.</p> <p>To hear complaints at the relevant stage.</p>	<p>To monitor the levels of attendance in the Academies and the use of home-Academy agreements and reports termly to the Trustees.</p> <p>To monitor the impact of the pupil premium across the Trust.</p> <p>To review the level of complaints across the Trust.</p>	<p>To maintain a register of pupil attendance.</p> <p>To report on attendance and pupil absences (as part of the KPI report)</p> <p>To review and maintain home-Academy agreements</p> <p>To set the times of Academy sessions and the dates of Academy terms and holidays</p> <p>To ensure effective deployment of the Pupil Premium and to monitor its impact.</p>

				To hear complaints at the relevant stage.
<b>Information management</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteacher</b>
-	<p>To adopt data protection policies and procedures to cover:</p> <ul style="list-style-type: none"> <li>the requirement to notify individuals as to how information is to be used and</li> <li>on the matter of safe storage.</li> </ul>	<p>To ensure the effective implementation of the data protection policies and procedures in the Academy.</p>	<p>To ensure compliance with all data protection legislation and good practice across the Academies.</p> <p>To support the individual academies on the effective safe storage of data</p> <p>To maintain accurate and secure staff records for the Executive</p> <p>To ensure registration with the Information Commissioner's Office is up to date.</p>	<p>To ensure the publication of Academy information, ensuring that all electronic communications, including web pages, are up to date</p> <p>To maintain accurate and secure pupil records</p> <p>To maintain accurate and secure staff records for the Academy</p> <p>To ensure compliance with all data protection legislation and good practice in the Academy.</p>

			To ensure the requirements of the funding agreement in terms of publication of information are met.	
--	--	--	---	--

<b>Staffing</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteachers</b>
-	<p>To appoint a Staffing committee</p> <p>To define any overarching management structures across Academy Trust and budget</p> <p>To adopt Trust- wide staff policies and procedures.</p> <p>To appoint and dismiss the EP, Finance Director, Company Secretary and Clerk.</p>	<p>In consultation with the Executive and the Headteacher, to approve the teaching staff structure for the Academy.</p> <p>To hear appeals in line with the Trust – wide appeals policy</p> <p>To provide input and attend performance management review and performance</p>	<p>In consultation with the Trustees to determine and appoint the senior leadership for each Academy</p> <p>To determine the teaching and non-teaching structures for each Academy</p> <p>To advise the Trustees on suitable Trust-wide policies and procedures and to ensure their effective implementation.</p>	<p>To determine teaching staffing requirements within each Academy and budget.</p> <p>To implement the Trust-wide policies and procedures in the Academy.</p> <p>To appoint teaching staff</p> <p>To appoint non-teaching staff</p> <p>To suspend or dismiss teaching and non-teaching</p>

## Cathedral Schools Trust - Decision Making Matrix

	<p>To approve the contract of employment of EP, Finance Director and Clerk</p> <p>To conduct the performance management review of the EP, and the Clerk.</p> <p>To support the EP in the performance management of the Finance Director [and any other senior executive posts].</p>	<p>management target setting of the Headteachers</p> <p>To provide input on the recruitment of Headteachers</p> <p>To appoint a local Governor with a specific focus on staffing.</p>	<p>To monitor and review staffing changes across the Trust.</p> <p>To appoint, suspend and dismiss members of the executive leadership team (save as reserved to the Trustees).</p> <p>To appoint (in consultation with the LGB), suspend and dismiss the Headteachers in consultation with the Trust-wide Policy</p> <p>To conduct the performance management of Headteachers.</p>	<p>staff in consultation with the Executive.</p> <p>To conduct the performance management of staff in the Academy.</p> <p>To approve applications for early retirement, secondment and leave of absence.</p>
<b>Health, safety and risk</b>				
<b>Members</b>	<b>Trustees</b>	<b>LGB members</b>	<b>Executive</b>	<b>Headteachers</b>
	<p>To appoint a risk and audit committee.</p> <p>To review risk management and maintain a risk register</p>	<p>To review the risk register of the Academy</p>	<p>Preparation of the risk register for CST</p>	<p>Preparation of the risk register for the LGB</p> <p>To prepare a health and safety policy for the Academy</p>



## Cathedral Schools Trust - Decision Making Matrix

	<p>To approve insurance arrangements.</p> <p>To review and maintain a buildings strategy and asset management planning arrangements</p> <p>To adopt a Trust-wide health and safety policy.</p> <p>To adopt a Trust-wide lettings policy.</p>	<p>To appoint a Local Governor with specific focus on Health &amp; Safety.</p> <p>To adopt a health and safety policy for the Academy (in line with the Trust-wide policy).</p> <p>Review the implementation of the above policy and ensure that appropriate risk assessments are being carried out in the Academy.</p> <p>To conduct site inspections to review any health and safety issues and the security of premises and equipment.</p>	<p>To procure buildings and related insurance and make proposals to the Trustees.</p> <p>To prepare a buildings strategy and asset management planning arrangements.</p> <p>To propose a Trust-wide health and safety policy for the Trustees' approval.</p> <p>To monitor and support the implementation of the Trust-wide health and safety policy.</p> <p>To draw up, agree and monitor an accessibility plan for each Academy in consultation with the Headteacher.</p>	<p>(in line with the Trust-wide policy) for adoption by the LGB.</p> <p>To monitor the accident book and agree appropriate actions.</p> <p>To ensure suitable risk assessments are prepared and appropriate actions taken</p> <p>To review security of premises and equipment.</p> <p>To implement the Trust-wide lettings policy.</p> <p>To liaise with the Executive in relation to the accessibility plan for the Academy.</p>
--	--	---	---	---