

# **Cathedral Schools Trust - Decision Making Matrix**

Governance					
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher	
To review and amend the Articles of Association  To change the name of CST  To receive an annual report from the Trustees and the CEO on CST's performance  To be notified of any changes in legislation  To appoint a minimum of 3 Trustees  To remove Trustees in accordance with the Articles of Association and the Companies Act 2006	To approve any significant change to the educational character, mission or ethos of a particular Academy.  To review and amend the Scheme of Governance and this Decision Making Matrix  To establish the committees including the Local Governing Bodies (LGBs) and to review and amend their Constitution and Terms of Delegation  To determine the Board's Reserved Matters  To determine the committee structure for Trustee functions	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  To nominate Governors of the Local Governing Body.  To nominate (and remove) the Chairs and Vice-Chairs of the Local Governing Bodies subject to Trustee approval  To appoint a Clerk to the Local Governing Body  To appoint committees to support the LGB function,	To attend meetings of the Trustees and to provide a CEO's report.  To support the appointment process for the Company Secretary and the Governance Professional.  To secure professional advice on behalf of the Trustees as may be requested.  To support the Trustees and the Academies in the preparation of CST-wide and Academy specific policy requirements.  To evolve and implement a business plan for CST  To ensure that CST meets its publishing	Alongside the Local Governing Body, to determine the educational character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of CST).  To attend meetings of the LGB and to provide a Headteacher's report.  To support the appointment process for the Clerk to the LGBs.  To tailor Academy level policies for the Academy as recommended by the Executive / in consultation with the Local Governing Body  To request that the Trustees put in place a	



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To determine the educational character, mission or ethos of CST  To approve and monitor a business plan for CST  To appoint a Chair and Vice-Chair  To appoint a Governance Professional with the right knowledge, skills and behaviours in accordance with the DfE's Clerking competency framework  To co opt additional Trustees under provision of the Articles  To approve the nominated Chairs and Vice-Chairs of the Local Governing Bodies  To review and amend CST level policies  To review and amend CST prescribed Academy level policies  To notify the ESFA (via GIAS) of changes to:	as are necessary and desirable  To review and amend the Academy level policies (in line with any CST prescribed Academy level policies)  To notify the ESFA (via GIAS) of changes to:  • Head • chairs of local governing bodies • local governors  To request that the Trustees put in place a School Performance Board.	requirements under the funding agreement (including those in the Academy Trust Handbook)	School Performance Board.



	Members
	chair of Trustees
	all other Trustees
	Accounting Officer (SEL)
	CFO (Finance     Director)
	To be advised about and review any legal claims made against LGB schools within CST.
	To appoint (at its own volition or at the request of an Academy or LGB) a School Performance Board and to review and amend their Constitution and
I	Terms of Delegation.



#### Finance **Executive Leadership Members Trustees (including** LGB members Headteacher **Trustee Committees)** Team To prepare the annual To sign off the audited To review the annual To prepare the annual financial statements budget forecast for the budget for CST budget for each Academy annually Academy To ensure the preparation To monitor income. To approve (and amend) of the financial statements expenditure and cash flow the financial scheme of of an Academy To monitor income, delegation expenditure, cash flow and To prepare monitoring To oversee income. To appoint the finance balance sheet of CST reports for the LGBs with expenditure and cash flow committee support from the of an Academy To prepare monitoring Executive Leadership Team To approve the annual reports for the Trustees To ensure proper financial budget for CST including To manage and ensure controls are in place at the To act as the Accounting the annual staffing pay proper financial controls Academy Officer scales and Executive Pay are in place at the Academy To ensure provision of free To manage and ensure To approve any significant school meals to those proper financial controls To ensure provision of free changes to the approved pupils meeting the are in place across CST budget as stated in the CST school meals to those criteria Financial Regulations Policy pupils meeting the criteria To set up and approve staff expenses for the Executive To review the proper To oversee income. To set up and approve staff expenditure, cash flow and application of the pupil expenses at the Academy To open bank accounts premium and its balance sheet of CST and to effectiveness together To ensure the effective direct and monitor with any other specific application of the pupil necessary action through grant received in respect premium and any other **CST** of the Academy. specific grants received in respect of the Academy



To establish a charging and remissions policy and to keep this under review	
To ensure proper financial controls are in place	
To maintain a register of business interests (of the Trustees)	
To receive and review Management Accounts six times per year as prepared by the Finance Director (Chair to review such accounts monthly)	
To determine a CST level reserves policy	



### **Audit and Risk**

Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
To appoint external auditors  To receive the audited financial statement once available To maintain a register of business interests (of the Members)	To appoint a Risk and Audit Committee  To recommend external auditors to Members, appoint internal auditors and approve insurance arrangements  To submit an annual summary report to the ESFA which must be prepared as part of CST's annual programme of internal scrutiny, reporting on the adequacy of CST's financial and other controls and management of risks  Acting through the Risk and Audit Committee, to oversee the programme of internal scrutiny  To review risk management and maintain a CST-level risk register	To maintain a register of business interests (of the Local Governors)  To review the risk register of the Academy	To maintain a register of business interests (of the Executive)  To procure insurance and make proposals to the Trustees  To ensure that appropriate reporting mechanisms are in place  To ensure suitable risk assessments are prepared and appropriate actions taken	To maintain a register of business interests (of the Academy's senior leadership team)  To ensure suitable risk assessments are prepared and appropriate actions taken  To prepare and maintain an Academy level risk register



### Contracts

Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
Where appropriate, to approve transactions involving Trustees which are reserved to the Members under the Companies Act 2006, (e.g. a "substantial property transaction" being one involving a related party).	To adopt a CST-wide procurement policy as stated in the CST Financial Regulations Policy  To set the delegated levels of authority for contracts as stated in the CST Financial Regulations Policy  To approve contracts in line with the designated limits as stated in the CST Financial Regulations Policy  To approve contracts which constitute related party transactions and to notify these to the ESFA as stated in the CST Financial Regulations Policy  To obtain approval (where necessary) from the ESFA for certain transactions, contracts and / or other agreements including	To enter into contracts up to the limits of delegation and within an agreed budget as stated in the CST Financial Regulations Policy	To enter into contracts up to the limits of delegation and within an agreed budget as stated in the CST Financial Regulations Policy  To make payments within agreed financial limits as stated in the CCST Financial Regulations Policy	To make payments within agreed financial limits as stated in the CST Financial Regulations Policy  To enter into contracts up to the limits of delegation and within an agreed budget (D)as stated in the CST Financial Regulations Policy  To act as a signatory of an Academy specific bank account where applicable



those with related parties in line with the Academy Trust Handbook		
To set up and approve Trustee expenses as stated in the CST Financial Regulations Policy		



### **Curriculum and standards**

Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
To receive an annual report from the Trustees and the CEO on standards	To ensure the provision of a balanced and broadly based curriculum to include:  • a prohibition on political indoctrination and a balanced treatment of political issues;  • provision for the teaching of religious education and a daily act of collective worship at the Academy; and  • ensuring that safeguarding and well-being are embedded in the curriculum.  To approve a written policy on relationships education (primary) and / or	To approve the Academy curriculum policy proposed by the Headteacher ensuring it complies with CST requirements  To monitor the KPI figures reported from the Headteacher relating to standards  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.  To approve a policy on religious education and collective acts of worship	To provide oversight of the implementation of curriculum policies and teaching and learning across CST.  To provide a termly report to the Trustees regarding standards.  To provide oversight of the target setting for pupil achievement and progress by the Headteacher and monitor against targets  To monitor the KPI figures reported from the Headteacher relating to standards  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	Is responsible for the curriculum set and delivered at the Academy including teaching and learning and compliance with any funding agreement requirements.  To prepare a curriculum policy for the Academy for review by the LGB.  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.  To prepare a policy on religious education and collective acts of worship for review by the LGB



relationships and sex education (secondary)  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, individual liberty, and mutual respect and tolerance of those with different faiths and beliefs.  To monitor religious education and collective acts of worship across CST.  To monitor and review all external educational standards reports.  To receive a termly report from the Executive regarding standards.	mutual respect and tolerance of those with different faiths and beliefs.  To report to Trustees on religious education and collective acts of worship	To make provision for a daily collective act of worship  To set targets for pupil achievement and progress and monitor against targets  Reports KPI figures for the Executive and the LGB relating to standards three times a year



### SEND

Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
	To determine a CST-wide Special Educational Needs and Disability (SEND) policy, reflecting CST's duties under the SEND Code of Practice and the Equality Act 2010  To ensure that each Academy has prepared and published a SEN information report in accordance with the Special Educational Needs and Disability Regulations 2014 (SEND Regulations)	To review, monitor and approve the Academy's SEND policy (consistent with the CST-wide SEND policy) and SEN information report.  To provide oversight of the implementation of the SEND information report within the Academy and compliance with the SEND Regulations, SEND Code of Practice and Equality Act 2010 requirements.  To appoint a Local Governor with a specific focus on SEND and provide an Annual SEND report for Trustees.  To ensure that each Academy has a qualified teacher designated as a Special Educational Needs Coordinator (SENCo).	To provide oversight of the implementation of the CST-wide SEND policy  To ensure compliance with the Equality Act 2010 requirements within the Academies.	To designate a teacher to be responsible for coordinating SEND provision (SENCo)  To prepare a SEND policy for the Academy for review by the LGB  To liaise with the SENCo and local authority in respect of students who have (or might have) SEND  To make provision for SEND pupils with or without an Education, Health and Care Plan (EHCP)  To ensure compliance with the SEND Regulations, SEND Code of Practice and the Equality Act 2010



Safeguarding					
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher	
	To appoint a designated Trustee to take leadership responsibility for safeguarding arrangements ('the Designated Trustee')  To determine a CST-wide safeguarding and Child Protection policy.  To ensure that arrangements are in place to safeguard and promote the welfare of children in accordance with KCSIE and Working Together to Safeguard Children 2018  To ensure the completion of the single central record across all schools  To receive a copy and executive summary of the annual Safeguarding and Child Protection Review from each Academy	To appoint a local governor for safeguarding and ensure that the governor receives appropriate training  To appoint a local governor for looked after children and previously looked after children (where not part of role of lead governor for safeguarding)  To ensure the completion of the single central record and lead governor for safeguarding to check SCR three times a year  To review and maintain a safeguarding and child protection policy for the Academy (consistent with the CST-wide policy)  To review the implementation of the Prevent Duty in the Academy and the	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.  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.  To monitor Child protection and safeguarding across each Academy and report to Trustees	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.  To maintain the single central record  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.	



To ensure all Trustees, Members and LGB governors have an enhanced Disclosure and Barring Service check and a section 128 check	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.	
To ensure that appropriate arrangements are in place to review the effectiveness of CST's safeguarding procedures and ensure that appropriate consideration is given to such matters at board meetings and annual reviews		
To ensure that each Academy has a designated safeguarding lead (DSL)		



#### **Behaviour Trustees (including Executive Leadership Members** LGB members Headteacher **Trustee Committees)** Team To determine and To prepare a behaviour To monitor behaviour To prepare a report for maintain a behaviour Trustees on behaviour procedure for the across CST procedure for the across CST. Academy for review by the To review the use of Academy consistent with LGB. exclusions across CST. To review the overall the CST-wide behaviour pattern of exclusions and To prepare an exclusion policy To determine a CST-wide behavioural issues and to policy for the Academy for behaviour policy. To determine and report on the same to the review by the LGB maintain an exclusion Trustees To exclude pupils for a policy for the Academy fixed term or permanently To make arrangements for in accordance with the To convene a Governors: the establishment of School Discipline (Pupil Discipline Committee (as Independent Review Exclusions and Reviews) required) with at least Panels ensuring that (England) Regulations 2012 three LGB members to proper training has been and the DfE's statutory carry out statutory reviews provided. quidance on exclusions of decisions made by the Headteacher to exclude To ensure that trends or pupils from school for a patterns in behavioural fixed term or permanently. issues are appropriately addressed through policies



#### **Admissions Executive Leadership Members Trustees (including** LGB members Headteacher **Trustee Committees) Team** To provide oversight of and To implement the To ensure that every year To discuss and agree any changes to the admission Academy's admission each Academy determines support of the a set of admission arrangements to be implementation of the arrangements for the arrangements for that determined by Trustees. admissions arrangements relevant intake. Academy that are across CST. To make arrangements for To provide compliant with the School recommendations to the hearing admission appeals To notify the LA each year Admissions Code 2021 in accordance with the which Academies will LGB on (Admissions Code) and the Admissions Code suitable/appropriate participate in its Equality Act 2010 admission criteria for the coordinated scheme for To ensure that CST and in-year admissions in Academy each Academy complies accordance with the To make arrangements for with the Admissions Code Admissions Code hearing admission appeals. and School Admission To provide direction to the Appeals Code 2022 To participate in the local LGB as to requirements admissions forum and in To monitor admission under the Admissions the fair access protocol arrangements across CST. Code and Appeals Code. To agree with the LGB in To provide advance the consultation, recommendations to the publish admissions and I GB on suitable/appropriate determine arrangements admission criteria for the as required in accordance with the Admissions Code Academy. and subject to the To take the lead on any Academy admission policy. legal challenges on To review the outcome of admissions with the OSA any consultations.



Pupil related matters				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
	To receive a termly report from the Executive regarding standards (to include attendance and pupil premium).  To adopt CST-wide Complaints policy and receive reports from the Executive regarding the nature and level of complaints across CST.  To hear complaints at the relevant stage.  To adopt a CST-wide Attendance policy  To oversee the impact of the pupil premium across CST  To approve the times of Academy sessions and the dates of Academy terms and holidays	To appoint a local Governor with a specific focus on pupil premium.  To review attendance and pupil absences (as part of the KPI report).  To monitor the impact of the pupil premium in the Academy.  To appoint an independent Complaint Panel consisting of at least three members, at least one of which must be independent of the running and management of the Academy, to hear complaints at the relevant stage	To monitor the levels of attendance in the Academies and report termly to the Trustees.  To review the level of complaints across CST in order to identify trends/ patterns and make recommendations  To hear complaints at the relevant stage, where appropriate/required  To monitor the impact of the pupil premium across CST.  To review the nature and level of complaints across CST.	To maintain a register of pupil attendance and follow local procedures in respect of non-attendance.  To report on attendance and pupil absences (as part of the KPI report)  To review and maintain home-Academy agreements  To ensure effective deployment of the Pupil Premium and to monitor its impact.  To implement the Academy's complaints policy  To investigate formal complaints at the relevant stage  To propose the times of Academy sessions and the



		dates of Academy terms and holidays
		To ensure that the Academy meets for 380 sessions in an Academy year unless otherwise agreed by the Trustees



#### Information management **Executive Leadership Members Trustees (including** LGB members Headteacher **Trustee Committees)** Team To adopt CST-wide and To ensure the effective To ensure the publication To ensure the publication of CST information. of Academy information, Academy level data implementation of the protection policies and data protection policies including electronic ensuring that all electronic and procedures of CST and procedures to cover all communication, including communications, websites, are up to date including websites, are up aspects of compliance Academy. including: (including in line with the to date (including in line requirements of the with the requirements of • cyber security and Academy Trust Handbook) the Academy Trust other types of Handbook) To ensure compliance with information all data protection security risk; To maintain accurate and legislation and good secure pupil records the requirement to practice across the notify individuals as Academies. To maintain accurate and to how information secure staff records for the is to be used: and To support the individual Academy academies compliance on the matter of and cyber security risk To ensure compliance with safe storage. mitigation strategies all data protection legislation and good To maintain accurate and practice in the Academy. secure staff records for the Executive To ensure staff are trained at an appropriate level To ensure registration with including on cyber security the Information Commissioner's Office is To implement cyber up to date. security risk mitigation strategies in accordance

with CST level



	To ensure Executive staff are appropriately trained and to support the implementation of staff training at Academy level	requirements (unless approval is given for Academy specific deviations)
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#### Staffing **Executive Leadership Members Trustees (including** LGB members Headteachers **Trustee Committees)** Team To define any overarching In consultation with the To determine teaching Trustees to determine and management structures staffing requirements To hear appeals in line with appoint the senior within each Academy and across CST the CST – wide appeals leadership for each budget. To adopt CST- wide staff policy Academy policies and procedures. To implement the To hear appeals under the To determine the teaching CST-wide policies and To appoint and dismiss the disciplinary, capability and and non-teaching procedures in the CFO. Finance Director and grievance procedures structures for each Academy. Governance Professional. Academy To provide input and To appoint teaching staff To ensure there are robust attend performance To advise the Trustees on procedures in place for management review and To appoint non-teaching suitable CST-wide policies determining levels of performance staff and procedures and to executive pay management target ensure their effective To suspend or dismiss setting of the implementation. To approve the contract of teaching and Headteachers employment of the CEO, non-teaching staff in To monitor and review Finance Director, To provide input on the consultation with the staffing changes across Headteachers and the recruitment of Executive. CST. Governance Professional Headteachers To conduct the CEO only: To appoint, To appoint (in consultation Review annual staff performance suspend and dismiss with the CFO and the management of staff in questionnaire results and members of the executive LGB), suspend and dismiss consider changes to the Academy. leadership team (save as the Headteachers in support staff within the reserved to the Trustees) consultation with the To approve applications for school **CST-wide Policy** early retirement, To appoint (in consultation secondment and leave of with the Trustees and absence in consultation



To conduct the performance management review of the CEO, and the Governance Professional.  To support the CEO in the performance management of the Finance Director [and any other senior executive posts].  To agree a procedure for whistleblowing  To ensure there is one Trustee and one member of staff nominated within CST as a point of contact for any whistleblowing concerns	LGB), suspend and dismiss the Headteachers in consultation with the CST-wide Policy  To conduct the performance management of Headteachers.  To ensure all staff are aware of the whistleblowing procedure  To ensure all staff are aware of the nominated whistleblowing staff member  To approve applications for early retirement, secondment and leave of absence in consultation
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Health and safety				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteachers
	To adopt a CST wide level health and safety policy	To appoint a local Governor with a specific focus on Health & Safety.  To adopt a health and safety policy for the Academy (in line with the CST-wide policy).  Review and support the implementation of the above policy and ensure that appropriate risk assessments are being carried out in the Academy.  To conduct site inspections to review any health and safety issues and the security of premises and equipment.  To review and maintain the Academy's School Trip policy	To propose a CST-wide health and safety policy for the Trustees' approval.  To monitor and support the implementation of the CST-wide health and safety policy.	To prepare a health and safety policy for the Academy (in line with the CST-wide policy) for adoption by the LGB.  To monitor the accident book and agree appropriate actions.  To ensure suitable risk assessments are prepared and appropriate actions taken  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



Premises	Premises				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher	
	To review and maintain a buildings strategy and asset management planning arrangements as stated in the CST Financial Regulations Policy  To ensure that each Academy has determined an accessibility plan in accordance with the requirements of the Equality Act 2010	To review and comply with the Academy's buildings strategy and asset management planning arrangements  To adopt a lettings policy for the Academy to reflect local practices and Academy specific risk factors (in line with the CST prescribed policy), and review its implementation  To adopt an accessibility plan for the Academy in accordance with the requirements of the Equality Act 2010	To prepare a buildings strategy and asset management planning arrangements as stated in the CST Financial Regulations Policy  To review the Academies' buildings strategy and asset management planning arrangements  To propose a CST prescribed Academy level lettings policy for the Trustees' approval  To support the Headteachers as required on the preparation of an accessibility plan in accordance with the requirements of the Equality Act 2010	To review security of premises and equipment To prepare a buildings strategy and asset management planning arrangements To implement a lettings policy for the Academy, where applicable To draw up, agree with the LGB and monitor an accessibility plan for the Academy in accordance with the requirements of the Equality Act 2010 in discussion with the Executive	



# **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,	Updated Admissions
2	19 September 2018	CST Trustees	the Headteachers of the Academies operated by CST (the Heads), the	No changes
3	12 December 2019	CST Trustees	Finance Director, the Clerks and the Company Secretary (if appointed) and others at the discretion of the	Updated in line with changes in legislation and to give more clarity
4	10 December 2020	CST Trustees	Chairman of the Trustees of CST. CST Website updated.	Annual Review - no changes whilst CST carry out a whole Trust Vision, Value and Strategic Review
5	09 December 2021	CST Trustees		Annual Review - alongside Financial Regulations Policy. Updated in line with changes in legislation and to give more clarity
6	08 December 2022	CST Trustees		Annual Review - alongside Financial Regulations Policy.
7	28 September 2023	CST Trustees		Annual 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
6	09 December 2021	CST Trustees
7	08 December 2022	CST Trustees
8	28 September 2023	CST Trustees