

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

	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 Academy Trust Governance Guide 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: ● <u> </u>Head ● <u> </u>chairs of local governing bodies ● <u> </u>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.
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	• <u> </u>Members • <u> </u>chair of Trustees • <u> </u>all other Trustees • <u> </u>Accounting Officer (SEL) • <u> </u>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 Terms of Delegation.			
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Finance				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
	To sign off the audited financial statements annually To approve (and amend) the financial scheme of delegation To appoint the finance committee To approve the annual budget for CST including the annual staffing pay scales and Executive Pay To approve any significant changes to the approved budget as stated in the CST Financial Regulations Policy To oversee income, expenditure, cash flow and balance sheet of CST and to direct and monitor necessary action through CST	To review the annual budget forecast for the Academy To oversee income, expenditure and cash flow of an Academy To ensure proper financial controls are in place at the Academy To ensure provision of free school meals to those pupils meeting the criteria To review the proper application of the pupil premium and its effectiveness together with any other specific grant received in respect of the Academy.	To prepare the annual budget for CST To ensure the preparation of the financial statements To monitor income, expenditure, cash flow and balance sheet of CST To prepare monitoring reports for the Trustees To act as the Accounting Officer To manage and ensure proper financial controls are in place across CST To set up and approve staff expenses for the Executive To open bank accounts	To prepare the annual budget for each Academy To monitor income, expenditure and cash flow of an Academy To prepare monitoring reports for the LGBs with support from the Executive Leadership Team To manage and ensure proper financial controls are in place at the Academy To ensure provision of free school meals to those pupils meeting the criteria To set up and approve staff expenses at the Academy To ensure the effective application of the pupil premium and any other 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			
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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 (led by personnel with the appropriate skills and qualifications relevant to the areas being reviewed) 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 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

	To review risk management and maintain a CST-level risk register			
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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 " <i>substantial property transaction</i> " 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	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

	stated in the CST Financial Regulations Policy To obtain approval (where necessary) from the ESFA for certain transactions, contracts and / or other agreements including those with related parties in line with the Academy Trust Handbook (eg section 5.26) To set up and approve Trustee expenses as stated in the CST Financial Regulations Policy			
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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.	proposed by the Headteacher	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
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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 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)	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.		
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Behaviour				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
	To monitor behaviour across CST To review the use of exclusions across CST. To determine a CST-wide behaviour policy.	To determine and maintain a behaviour procedure for the Academy consistent with the CST-wide behaviour policy To determine and maintain an exclusion policy for the Academy To convene a Governors; Discipline Committee (as required) with at least three LGB members to carry out statutory reviews of decisions made by the Headteacher to exclude pupils from school for a fixed term or permanently.	To prepare a report for Trustees on behaviour across CST. To review the overall pattern of exclusions and behavioural issues and to report on the same to the Trustees To make arrangements for the establishment of Independent Review Panels ensuring that proper training has been provided.	To prepare a behaviour procedure for the Academy for review by the LGB. To prepare an exclusion policy for the Academy for review by the LGB To exclude pupils for a fixed term or permanently in accordance with the School Discipline (Pupil Exclusions and Reviews) (England) Regulations 2012 and the DfE's statutory guidance on exclusions To ensure that trends or patterns in behavioural issues are appropriately addressed through policies

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

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
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Information management				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteacher
-	To adopt CST-wide and Academy level data protection policies and procedures to cover all aspects of compliance including: - cyber security and other types of information security risk (see section 6.14 of the ATH); - the requirement to notify individuals as to how information is to be used; and - on the matter of safe storage.	To ensure the effective implementation of the data protection policies and procedures of CST and the Academy.	To ensure the publication of CST information, including electronic communication, including websites, are up to date (including in line with the requirements of the Academy Trust Handbook) To ensure compliance with all data protection legislation and good practice across the Academies. To support the individual academies compliance and cyber security risk mitigation strategies To maintain accurate and secure staff records for the Executive To ensure registration with the Information Commissioner's Office is up to date.	To ensure the publication of Academy information, ensuring that all electronic communications, including websites, are up to date (including in line with the requirements of the Academy Trust Handbook) To maintain accurate and secure pupil records To maintain accurate and secure staff records for the Academy To ensure compliance with all data protection legislation and good practice in the Academy. To ensure staff are trained at an appropriate level including on cyber security To implement cyber 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				
Members	Trustees (including Trustee Committees)	LGB members	Executive Leadership Team	Headteachers
	To define any overarching management structures across CST To adopt CST- wide staff policies and procedures. To appoint and dismiss the CEO, Finance Director and Governance Professional. To ensure there are robust procedures in place for determining levels of executive pay To approve the contract of employment of the CEO, Finance Director, Headteachers and the Governance Professional To appoint (in consultation with the CEO and the LGB), suspend and dismiss the Headteachers in consultation with the CST-wide Policy	To hear appeals in line with the CST – wide appeals policy To hear appeals under the disciplinary, capability and grievance procedures To provide input on the recruitment of Headteachers Review annual staff questionnaire results and consider changes to support staff within the school	In consultation with the Trustees to determine and appoint the senior leadership for each Academy To determine the teaching and non-teaching structures for each Academy To advise the Trustees on suitable CST-wide policies and procedures and to ensure their effective implementation. To monitor and review staffing changes across CST. CEO only: To appoint, suspend and dismiss members of the executive leadership team (save as reserved to the Trustees) To appoint (in consultation with the Trustees and	To determine teaching staffing requirements within each Academy and budget. To implement the CST-wide policies and procedures in the Academy. To appoint teaching staff To appoint non-teaching staff To suspend or dismiss teaching and non-teaching staff in consultation with the Executive. To conduct the performance management of staff in the Academy. To approve applications for early retirement, secondment and leave of 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 with Headteachers.	with the Executive Leadership Team.
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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				
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 appoint a Trustee to act as a sustainability champion. 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 appoint a local governor to act as a sustainability champion. 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, 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
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
8	26 September 2024	CST Trustees		Annual review
9	2 October 2025	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
9	26 September 2024	CST Trustees
10	2 October 2025	CST Trustees