

Talent Education Trust (the Trust)

Anglo-Portuguese School of London (APSoL)

Roles and Functions Matrix

Governance		
Members	Trustees	Leadership Team
<p>To review and amend the Articles of Association (the Articles)</p> <p>To change the name of the Trust</p> <p>To receive an annual report from the Trustees and the Principal and the Chair of Trustees on performance</p> <p>To appoint Trustees in accordance with the Articles</p> <p>To carry out and review a skills audit of the Members</p> <p>To review a skills audit of the Trustees</p>	<p>To determine and champion the Trust and APSoL's vision and values to ensure the wellbeing of the pupils</p> <p>To determine the educational character, mission or ethos of APSoL in collaboration with the Principal and other school leaders</p> <p>To ensure that Trust and APSoL has a medium to long-term plan for its future and that there is a robust strategy in place for achieving its vision</p> <p>To change the name of APSoL</p> <p>To review and amend:</p> <ul style="list-style-type: none"> the Terms of Reference for the Trust Board and its committees the Terms of Reference for delegation to the Executive this Roles and Functions Matrix <p>To carry out and review a skills audit of the Trustees</p> <p>To determine the Board's Reserved Matters</p>	<p>To implement and champion the Trust and APSoL's vision and values to ensure the wellbeing of the pupils</p> <p>To implement the educational character, mission or ethos of APSoL as determined by the Trustees</p> <p>To attend meetings of the Trustees and to provide a Principal's/ Financial report</p> <p>To support the appointment process for the Company Secretary and Governance Professional</p> <p>To secure professional advice on behalf of the Trustees as may be requested</p> <p>Identification of, creation and monitoring of policies and procedures required/ desirable for the operation of the Trust / APSoL, for recommendation to the Trustees if required.</p> <p>To ensure that the Trust meets its publishing requirements under the funding agreement (including those in the Academy Trust Handbook)</p>

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<p>To consider the effectiveness of the governance of the Trust (ordinarily on an annual basis)</p>	<p>To appoint a Company Secretary (if required)</p> <p>To appoint a Governance Professional with the right knowledge, skills and behaviours in accordance with the DfE's Clerking competency framework</p> <p>To review and amend the policies of the Trust and APSoL which are reserved to the Board under the Scheme of Governance, this Roles and Functions Matrix, the Policies Schedule or otherwise if required in accordance with DfE guidance.</p> <p>To implement a means whereby APSoL can receive and react to pupil, parent, staff and where relevant, wider community, feedback</p>	<p>To identify and encourage areas for efficiency and best practice in governance</p> <p>To provide communications at regular intervals to:</p> <ul style="list-style-type: none"> • Update Trustees members on wider strategic matters which might be impacting the Trust; and • To provide support and guidance to the Trustees on their role and areas of recommended focus.
<p>Finance</p>		
<p>Members</p>	<p>Trustees</p>	<p>Leadership Team</p>
<p>To receive the audited accounts</p> <p>To maintain a register of business interests (for the Members)</p>	<p>To sign off annual accounts and report</p> <p>To review the management accounts (ordinarily six times a year) as prepared by the CFO which set out the Trust's financial performance and position (Chair to review such accounts monthly)</p>	<p>To prepare the annual budget</p> <p>To manage the income, expenditure, cash flow and balance sheet of the Trust</p> <p>To prepare monitoring reports for the Trustees</p>

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	<p>To approve the financial scheme of delegation</p> <p>To appoint a finance and audit committee</p> <p>To approve the annual budget for APSoL</p> <p>To approve any significant changes to the approved budget</p> <p>To monitor income, expenditure, cash flow and balance sheet of the Trust</p> <p>To establish a charging and remissions policy and to keep this under review</p> <p>To appoint an Accounting Officer</p> <p>To ensure proper financial controls are in place</p> <p>To maintain a register of business interests (for the Trustees)</p> <p>To approve Trustee and Principal expenses</p> <p>To ensure that any restricted funds/ endowments are applied in accordance with their terms</p>	<p>(Principal) To act as the Accounting Officer</p> <p>To manage and ensure proper financial controls are in place</p> <p>To maintain a register of business interests (of the Leadership Team)</p> <p>To approve staff expenses (save as reserved to the Trustees)</p> <p>To open bank accounts and act as signatories</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p>
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Roles and Functions Matrix

Audit and risk		
Members	Trustees	Leadership Team
<p>To appoint external auditors</p> <p>To receive a report from the risk and audit committee as regards the effectiveness and resources of the external auditor</p>	<p>To appoint a committee with oversight of risk and audit ('finance and audit committee')</p> <p>Acting through the finance and audit committee to oversee the programme of internal scrutiny</p> <p>To submit an annual summary report to the ESFA which must be prepared as part of the Trust's annual programme of internal scrutiny, reporting on the adequacy of the Trust's financial and other controls and management of risks</p> <p>To review risk management and maintain a risk register</p> <p>To approve insurance arrangements</p>	<p>To prepare and maintain the risk register</p> <p>To procure insurance and make proposals to the Trustees</p> <p>To ensure that appropriate reporting mechanisms are in place</p> <p>To ensure suitable risk assessments are prepared and appropriate actions taken</p>

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Roles and Functions Matrix

Contracts		
Members	Trustees	Leadership Team
<p>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)</p>	<p>To adopt a procurement policy</p> <p>To set the delegated levels of authority for contracts</p> <p>To approve contracts with a value above the threshold specified in the financial scheme of delegation</p> <p>To approve contracts which constitute related party transactions and to notify these to the ESFA</p> <p>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 (as amended from time to time)</p> <p>To purchase / dispose of land</p> <p>To enter, vary or terminate funding documentation with the Secretary of State</p>	<p>To ensure compliance with the procurement policy and requirements</p> <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>

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Curriculum and standards		
Members	Trustees	Leadership Team
<p>To receive an annual report from the Trustees and the Principal on standards</p>	<p>To appoint an education standards committee</p> <p>To ensure provision of a balanced and broadly based curriculum</p> <p>To determine and review and monitor the implementation of policies on:</p> <ul style="list-style-type: none"> • attendance; and • relationships education (primary) and/or relationships and sex education (secondary) <p>To receive a termly report from the Leadership Team regarding standards (including attendance)</p> <p>To approve the times of Academy sessions and the dates of Academy terms and holidays</p> <p>To ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice</p>	<p>To be responsible for the curriculum delivered including compliance with any funding agreement requirements</p> <p>To oversee implementation of policies on:</p> <ul style="list-style-type: none"> • attendance; and • relationships education (primary) and/or relationships and sex education (secondary) <p>To provide a regular report to the Trustees including KPI figures regarding standards</p> <p>To set targets for pupil achievement and progress and monitor against targets</p> <p>To prepare a draft Academy Development Plan for approval by the Trustees</p> <p>To maintain a register of pupil attendance, monitor the levels of attendance in the Academies and report termly to the Trustees</p> <p>To review and maintain home-Academy agreements</p>

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	<p>To monitor the KPI figures reported from the Principal relating to standards</p> <p>To develop, monitor and approve the Academy Development Plan</p> <p>To review attendance and pupil absences (as part of the KPIs)</p> <p>To ensure effective arrangements are in place to obtain the views of parents, pupils and staff</p>	<p>To ensure effective deployment of and monitor the impact of the pupil and sports premium</p> <p>To make provision for a daily collective act of worship</p> <p>To propose the times of Academy sessions and the dates of Academy terms and holidays</p>
Special Educational Needs and Disability (SEND)		
Members	Trustees	Leadership Team
-	<p>To determine and provide oversight of the implementation of a Special Educational Needs and Disability (SEND) policy, reflecting the Trust's duties under the SEND Code of Practice and the Equality Act 2010</p> <p>To ensure there is a qualified teacher designated as a Special Educational Needs Coordinator (SENCo)</p> <p>To ensure that APSoL has prepared and published a SEN information report in accordance with the Special</p>	<p>To prepare and oversee implementation of the SEND policy</p> <p>To prepare, publish and annually review a SEN information report in accordance with the SEND Regulations</p> <p>To ensure compliance with the SEND Regulations, SEND Code of Practice and the Equality Act 2010</p>

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	<p>Educational Needs and Disability Regulations 2014 (SEND Regulations)</p> <p>[To appoint a Trustee responsible for SEND and inclusion]</p>	<p>To designate a teacher to be responsible for co-ordinating SEND provision (SENCO)</p> <p>To liaise with the SENCO and the local authority in respect of students who have (or might have) SEND</p> <p>To make provision for SEND pupils with or without an Education, Health and Care plan</p>
Safeguarding		
Members	Trustees	Leadership Team
-	<p>To appoint a Trustee to take leadership responsibility for safeguarding arrangements (Designated Trustee)</p> <p>To determine a safeguarding and child protection policy and monitor the implementation of the same.</p> <p>To ensure that arrangements (including training requirements) are in place to safeguard and promote the welfare of children in accordance with KCSIE and Working Together to Safeguard Children 2018</p> <p>To have oversight of the Single Central Register and the effectiveness of Safer Recruitment processes</p>	<p>To appoint a designated safeguarding lead (DSL)</p> <p>To prepare a safeguarding and child protection policy for approval by the Trustees</p> <p>To appoint a designated teacher to support looked after children and previously looked after children</p> <p>To ensure that arrangements (including training requirements) are in place to safeguard and promote the welfare of children in accordance with KCSIE and Working Together to Safeguard Children 2018</p>

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	<p>To ensure all Members and Trustees have an enhanced Disclosure and Barring Service check and a section 128 check</p> <p>To review the effectiveness of the Trust's safeguarding procedures and ensure that appropriate consideration is given to such matters at board meetings annual reviews</p> <p>To ensure that APSoL has a designated safeguarding lead (DSL)</p> <p>To undertake safeguarding training on induction and at suitable intervals</p> <p>To oversee safeguarding audits and the implementation of any recommendations arising</p> <p>The Designated Trustee will:</p> <ul style="list-style-type: none"> • meet 3 x a year (where possible) with the DSL; and • carry out routine checks of the Single Central Register (ideally at least one unannounced per year) or review checks/ recommendations carried out by the Leadership Team. 	<p>Ensuring completion of the Single Central Register and compliance with Safer Recruitment requirements.</p> <p>To make arrangements for safeguarding (including Prevent) audits.</p> <p>To work with the Designated Trustee and DSL to ensure a joined up approach to safeguarding and promoting the welfare of children</p> <p>To report to the Trustees on the procedures in place for safeguarding and on matters as they arise</p> <p>To consider opportunities for the coordination of safeguarding training</p> <p>To approve off-site visits for pupils of more than 24 hours</p>
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Behaviour		
Members	Trustees	Leadership Team
	<p>To adopt and ensure the implementation of a behaviour policy</p> <p>To review the overall patterns of behavioural matters and to evaluate the implementation and effectiveness of the behaviour policy</p> <p>To review the imposition of fixed term and permanent exclusions by the Principal to ensure that sanctions are being used appropriately</p>	<p>To prepare and review a behaviour policy for adoption by the Trustees</p> <p>To ensure that appropriate risk assessments are carried out and implemented to reflect possible risks and harms identified</p> <p>To ensure that trends or patterns in behavioural issues are identified and are appropriately addressed through policies (including the behaviour policy and anti-bullying policy)</p> <p>(The Principal) To exclude a pupil 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</p> <p>To report to the Trustees in respect of the above.</p>

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Admissions		
Members	Trustees	Leadership Team
-	<p>To consider any proposed changes to the admission arrangements and to approve any consultations proposed</p> <p>To review and determine admission arrangements each year that are compliant with the School Admissions Code 2021 (Admissions Code) and the Equality Act 2010</p> <p>To ensure compliance with the Admissions Code and School Admission Appeals Code 2012 (Appeals Code)</p> <p>To appoint an Admission Committee to implement admission arrangements for the relevant intake, and to make decisions on:</p> <ul style="list-style-type: none"> • Determining if oversubscription criteria are met by applicants (e.g. exceptional social and/or medical need) • Determining whether to agree or refuse requests for admission outside normal age group 	<p>To co-ordinate the setting of the admissions arrangements in accordance with the Admissions Code including:</p> <ul style="list-style-type: none"> • liaising with the Trustees and the local authority officers for feedback on the current arrangements and any desired changes • submitting any proposed changes to the board for approval (prior to consultation) • co-ordinating any required consultations and • submitting any proposed arrangements to the board for determination <p>To implement the admission arrangements for the relevant intake</p> <p>To provide administrative support for and information to the Trustees/Admission Committee as to requirements under the Admissions Code and Appeals Code</p>

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	<ul style="list-style-type: none"> To coordinate and arrange admission appeal hearings in accordance with the Appeals Code <p>To ensure effective arrangements are in place for pupil recruitment and induction.</p> <p>To contribute to the development of the prospectus</p>	<p>To provide the Admissions Committee with views in respect of requests for admission outside normal age group</p> <p>To notify the LA each year whether APSoL will participate in its coordinated scheme for in-year admissions in accordance with the Admissions Code</p> <p>To participate in local admissions forum</p> <p>To ensure participation in the fair access protocol</p> <p>To put in place effective arrangements for pupil recruitment and induction</p> <p>To prepare prospectus information</p>
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Complaints		
Members	Trustees	Leadership Team
-	<p>To determine and adopt a complaints policy</p> <p>To receive reports from the Leadership Team regarding the level of complaints</p> <p>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 APSoL, to hear complaints at the relevant stage</p>	<p>To implement the complaints policy</p> <p>To investigate formal complaints at the relevant stage</p> <p>To hear complaints at the relevant stage, where appropriate/required</p> <p>To review the level of complaints in order to identify trends/ patterns and make recommendations</p>
Staffing		
Members	Trustees	Leadership Team
-	<p>[To appoint a pay committee]</p> <p>To define any overarching management structures and budget</p> <p>To adopt staff policies and procure</p> <p>To adopt a pay policy</p>	<p>To determine the senior leadership and non-teaching structure</p> <p>To determine staffing requirements</p>

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	<p>To ensure there are robust procedures in place for determining levels of executive pay</p> <p>To appoint, suspend and dismiss the Principal acting through the pay committee.</p> <p>To conduct the performance management review of the Principal (who shall also be the Accounting Officer)</p> <p>To appoint, suspend and dismiss the Leadership Team (excluding the Principal) acting through a committee and in consultation with the Principal</p> <p>To appoint, suspend and dismiss the Company Secretary and Governance Professional</p> <p>To support the Principal in the development and review (from time to time) of an appropriate staffing structure and for the appointment of staff to ensure that APSoL is fully staffed in accordance with that structure</p> <p>To conduct the performance management review (including determining pay) of the Company Secretary and the Governance Professional</p> <p>To agree a procedure for whistleblowing</p>	<p>To advise the Trustees on suitable policies and procedures and to ensure their effective implementation</p> <p>To appoint teaching and non-teaching staff</p> <p>To suspend or dismiss teaching and non-teaching staff in consultation with the Leadership Team</p> <p>To monitor and review staffing changes</p> <p>To approve applications for early retirement, secondment and leave of absence</p> <p>(Principal) To conduct the performance management review (including determining pay) of the Leadership Team (excluding the Principal) [with support from the pay committee]</p> <p>To conduct the performance management (including the determination of pay in line with the pay policy) of other staff</p> <p>To ensure all staff are aware of the whistleblowing procedure and the nominated whistleblowing staff member</p> <p>To manage disciplinary, capability and grievance procedures of staff</p>
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	<p>To ensure there is one Trustee and one member of staff nominated within APSoL as a point of contact for any whistleblowing concerns</p> <p>To hear appeals under the disciplinary, capability and grievance procedures</p>	
Information management and communication		
Members	Trustees	Leadership Team

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-	<p>To adopt data protection policies and procedures to cover all aspects of compliance including:</p> <ul style="list-style-type: none"> • cyber security and other types of information security risk; • the requirement to notify individuals as to how information is to be used; and • on the matter of safe storage <p>To ensure the effective implementation of the data protection policies and procedures</p> <p>To ensure systems are in place for effective communication with pupil, parents or carers, staff and the wider community including the support of a local parent teacher association (if established)</p>	<p>To ensure compliance with all data protection legislation and good practice</p> <p>To ensure the publication of information, including electronic communication and web pages, are up to date (in line with the requirements of the Academy Trust Handbook)</p> <p>To maintain accurate and secure pupil records</p> <p>To maintain accurate and secure staff records</p> <p>To implement cyber security risk mitigation strategies</p> <p>To ensure registration with the Information Commissioner's Office is up to date</p> <p>To ensure staff are trained at an appropriate level on data protection including on cyber security</p>
Health and safety,		
Members	Trustees	Leadership Team

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	<p>To adopt a health and safety policy [To appoint a Trustee responsible for health and safety]</p> <p>To review the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out</p> <p>To consider the need to escalate risks to the Finance and Audit committee in terms of any health and safety issues and the security of premises and equipment</p>	<p>To propose a health and safety policy for the Trustees' approval</p> <p>To monitor and implement the health and safety policy</p> <p>To monitor the accident book and agree appropriate actions</p> <p>To ensure that staff receive appropriate training to reflect their role and responsibilities</p> <p>To conduct site inspections to review any health and safety issues and the security of premises and equipment</p>
Estates		
Members	Trustees	Leadership Team
	<p>To review and maintain a buildings strategy and asset management planning arrangements</p> <p>To determine a lettings policy</p>	<p>To prepare a buildings strategy and asset management planning arrangements</p> <p>To monitor and implement the buildings strategy and asset management planning arrangements</p> <p>To propose a lettings policy for the Trustees' approval</p>

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	<p>To ensure a determined accessibility plan in accordance with the requirements of the Equality Act 2010</p>	<p>To review security of premises and equipment</p> <p>To draw up, agree with the Trustees and monitor an accessibility plan in accordance with the requirements of the Equality Act 2010</p> <p>To procure buildings and related insurance and make proposals to the Trustees</p>
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