


Scheme of Delegation

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The Sigma Trust Scheme of Delegation

Mission Statement

To be "Greater Than The Sum Of Its Parts" represents the mission statement for The Sigma Trust. We believe we are stronger and more successful working together than we would be as separate institutions.

The mission for each academy within The Sigma Trust is to ensure that no child is left behind. Education should foster in its learners a curiosity to discover who they are and what they are capable of, together with developing the resilience for them to test the boundaries of their abilities, and build the skills necessary to face the future with confidence.

Vision

Our vision is to ensure that all of our academies are at least "Good" with strong and improving outcomes and are able to demonstrate outstanding provision. We will achieve this by:

- Establishing a local family of academies that fully embrace the mission, vision and values of the Trust.
- Ensuring that best practice becomes shared practice so that no school is left behind.
- Recognising the uniqueness and achievements of each academy.
- Enabling every school to be a giver and receiver of support.
- Developing a relationship where autonomy and accountability go hand in hand.
- Creating a centre of educational excellence and innovation within the area.
- Working in collaboration with others to enhance the educational experience of children in the community.
- Training, recruiting and retaining teachers, leaders and support staff through high quality professional development.
- Requiring that services are delivered efficiently and represent outstanding value for money.

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Introduction

As a charity and company limited by guarantee, The Sigma Trust is comprised of and governed by:

- Members who guarantee the liabilities of the Trust and review the strategic direction. They are the “guardians” of the vision and mission of the Trust and have a responsibility for appointing Trustees to the Board.
- A Board of Charitable Trustees (the “Trustees”) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust. The Board reports annually to the Members of the progress of the Trust at an Annual General Meeting.
- A Finance Committee, an Audit & Risk Committee and a Standards Committee have been established. These are responsible for ensuring the highest standards in terms of finance, personnel, premises, risk management and other services so that these all contribute fully to maintaining the highest standards and accelerating pupil progress across the Academy Trust.
- Local Governance Committees (“LGCs”), which are responsible for the day-to-day management, administration and committee structure of each academy subject to the terms of this SoD.
- A single LGC could oversee more than one academy. LGC members are known as Local Governors and are appointed by the Board.
- An additional LGC has been created to oversee North Essex Teacher Training (NETT).

The aim of the Scheme of Delegation is to provide clarity to all stakeholders on the extent of their rights, responsibilities, authority and powers and to provide a framework within which LGCs and Trustees will interact and work with each other.

This SoD has been put in place by the Trustees and applies from the date of this SoD. The SoD should be read in conjunction with the Company’s Articles of Association (the “Articles”) and any terms used in the Articles. Throughout the document the term Headteacher will be used to refer to the roles of Headteacher, Executive Headteacher or equivalent roles.

The terms of this SoD may be reviewed by the Trustees at any time, but shall be reviewed at least annually. Trustees reserve the right to remove or alter any delegation at any time whilst having due regard to, but not being bound by, the views of the LGC.

1. Governance

The Sigma Trust will establish Local Governance Committees (LGCs) for its academies which will be directly accountable to the Trustees.

The role of the LGC is determined by the Trustees and is predominantly to carry the Academy Trust vision forwards and ensure the Trust's values are embedded within the school. Local Governors are expected to question and challenge the relevant academy leadership and to hold them to account. Unlike a Governing Body of a maintained school, a LGC is not a legal entity in its own right. Article 100 of the Articles provides for the appointment by the Trustees of committees (including LGCs) to whom the Trustees may delegate certain of the functions of the Trustees. Members of a LGC are not Governors in law, although they are referred to as Local Governors within The Sigma Trust. However, they do have an important responsibility in ensuring the good governance of the academy. Legal liability remains with the Academy Trust and the Trustees, who are ultimately responsible for the running of the Trust.

Members of a LGC are appointed based on the skills and experience they can bring to the LGC; they are not representatives of specific stakeholders. They play a key role in supporting the Board of Trustees to fulfil their statutory, contractual and regulatory duties. As an overview summary, the duties of the LGC will include:

- Act as a critical friend to the Headteacher of the Academy
- Establish the vision and ethos for the relevant academy ensuring that it fits within and promotes the vision and ethos of the Trust.
- Ensure good governance of the Academy
- Safeguard and promote the values of the Academy
- Monitor the achievement and quality of teaching in the Academy
- Ensure that safeguarding, behaviour management and safety are all effective
- Receive high level termly finance reports, ensure the academy's reserves are compliant with the Trust's reserves policy and the use of any "free" reserves is strategically planned and used for the maximum benefit of all students.
- Engage with the Academy's key stakeholders e.g. parents/carers, pupils and staff
- Advise the Trustees about local issues they need to consider that affect the Academy.

These are fully outlined in the LGC Terms of Reference.

1. The principles governing the appointment, composition and organisation of the Local Governance Committee are as follows:

- 1.1 The composition of the academy LGCs shall be agreed between the Trust and the Local Governance Committee but shall include:
- no less than 9 and no more than 15 members
 - at least two parent members
 - the Headteacher of the relevant academy or academies
 - a maximum of three of its members to be employees of The Sigma Trust, unless co-opted by the Board of Trustees.
 - at least one Trustee

- 1.2 The first LGC of any school joining the Trust shall be established by the Trustees. Thereafter, each LGC will propose future members, subject to formal appointment by the Trustees. This is delegated to the CEO who will consult with the Chair of the Trust where necessary.
- 1.3 Whilst each LGC can look to recruit its own members, it is the responsibility of the Trust Board both to appoint and, should it ever be required, to dismiss individual LGC members.
- 1.4 The appointment of school staff members onto an LGC is at the discretion of the Headteacher and subject to approval by Trustees. Staff members are not elected or representatives; they are selected based on their level of accountability or skills they can bring to the LGC.
- 1.5 Whilst there may be a separate LGC for each individual academy, the Trust will look to respond positively to any effective pairing or grouping that a number of schools might wish to propose that would lead to a single LGC being responsible for more than one school. This may be a requirement where one or more academies fails to recruit sufficient Local Governors with the required level of skills. The composition set out in 1.1 will apply to all LGCs regardless of the number of academies that each serves.
- 1.6 The Trustees shall have the right (but shall not be required) to remove any one member or all members of the LGC from their post(s). In the event that the Trustees direct that all members step down, this SoD shall cease to have effect until such time as the Trustees are satisfied that new LGC members should be appointed. Some triggers of when the Trustees may exercise their right to remove any member or all members of the LGC are listed (but not limited to) as follows:
 - Ofsted or the Trustees rate the Academy as inadequate or requires improvement.
 - Any member or all members are in breach of the undertaking given in the Code of Conduct for Governance.
 - An event occurs at or in relation to the Academy which is significantly damaging to the reputation of the Trust.
 - An event occurs at or in relation to the Academy which is in conflict with the values of the Trust.
 - An event occurs which causes a serious concern to the Trustees about the safeguarding of any child at the Academy.
 - There is a significant fall in the progress and or standards obtained by pupils at the Academy.
- 1.7 All Local Governors will be required to produce evidence of identity (e.g. a passport or photo driving licences) and their appointment will be subject to an Enhanced DBS (Disclosure & Barring service) check. A Section 128 check will also be made against the DfE's register of persons barred from taking part of the management of an academy. Each academy will be responsible for ensuring that these checks have been made and shall report the outcome to the Company Secretary of The Sigma Trust on completion of such.
- 1.8 Every individual LGC member will be required to make an application and self-evaluation of skills and experience as part of the application process. This will be annually updated and will be used to inform a training programme for LGC members.

- 1.9 All LGC members will be required to participate in appropriate annual training.
- 1.10 The Trustees will appoint the Chair of each LGC for an initial period of three years.
- 1.11 The Chair of each LGC shall meet as a member of a group chaired by the Chair of the Trust's Board to enable effective communication. The frequency of these meetings will be agreed annually.
- 1.12 Members of a LGC are appointed for a three-year term in the first instance. Thereafter, a member may put themselves forward for reappointment. This will be subject to the agreement of the Trustees and delegated to the CEO for approval.
- 1.13 The Chair of the Trust and the Chief Executive Officer (CEO) of the Trust may attend any meeting of a LGC as he or she determines or delegate others to attend where appropriate.
- 1.14 The local academy Headteacher shall automatically be a member of the LGC. Where there is a joint LGC of two academies both Headteachers will be members and there will therefore be only one other staff vacancy.
- 1.15 The LGC may invite members of the academy's senior leadership team to attend and participate in LGC meetings, but they will not have voting rights.
- 1.16 Each LGC shall adopt The Sigma Trust Code of Conduct for Governors and individual members of the LGC shall act in the best interest of the relevant academy at all times. No member of a LGC shall do anything which would be prejudicial to the interests of the relevant academy or The Sigma Trust at any time, including anything which might create bad publicity for the academy or the Academy Trust.
- 1.17 Individual members of a LGC must not disclose any information of a confidential nature obtained by them relating to the relevant academy and The Sigma Trust
- 1.18 The LGC shall meet at least once a term.
- 1.19 Sub-committees with delegated powers must be established where identified in any Sigma policies, such as pay, health and safety, staff discipline and pupil discipline. Where other committees exist all decisions must be taken to the full LGC for approval. Each sub-committee shall have a set Terms of Reference that will be approved by the Board of Trustees.
- 1.20 Meetings of the LGC shall be quorate if at least half the members are present and the majority of these are not employees of The Sigma Trust.
- 1.21 Each LGC will publish the meeting dates for its full and sub-committee meetings in advance each year and formally notify the Trust PA of those dates.
- 1.22 All paperwork associated with a LGC meeting, including agenda, previous minutes and Headteacher's Report, must be uploaded to The Sigma Trust intranet 5 working days prior to the meeting. Draft minutes should be uploaded within 10 working days.
- 1.23 All members of a LGC must give apologies in advance for missing a meeting and this apology must be accepted by other LGC members.
- 1.24 Any Local Governor who has a pattern over time of repeatedly missing meetings, fails to tender apologies or whose reasons for missing meetings repeatedly are deemed unacceptable, may be warned and then dismissed by the Trust if absences continue.

- 1.25 The Trustees will inform the Headteacher and Chair of the LGC when taking immediate and decisive action on any matter without prior consultation with the full LGC when, in the reasonable opinion of the Trustees, it is necessary to do so and shall report such actions to the LGC at the next opportunity.

2. Vision and Accountability

Each LGC is expected to:

- 2.1 Establish the vision and ethos for the relevant academy ensuring that it fits within and promotes the vision and ethos of The Sigma Trust: at a local level this will include establishing the logo and branding of the relevant academy, design of the prospectus, the academy uniform and the design of the academy website. However, all routine forms of communication and promotion must incorporate The Sigma Trust logo.
- 2.2 Carry forward The Sigma Trust's vision in a way appropriate to the specific qualities and community characteristics of each academy.
- 2.3 Implement actions required to comply with statutory regulations and the Funding Agreements.
- 2.4 Implement the policies agreed by the Trustees, including the policies regarding admissions, safeguarding, DBS and health and safety, finance, HR and any others agreed by the Trustees.
- 2.5 Ensure the website is fully compliant and up to date and created using an agreed platform to enable it to be modified centrally as required.

3. Policies

- 3.1 The Trustees shall determine the principal policies (as listed in the appendices) of all Trust Academies. These will be agreed following consultation with Headteachers and the Joint Consultative Committee (JCC) of recognised trade unions and, where appropriate, staff in the Trust. These will be stored on the Trust website or intranet as appropriate.
- 3.2 Each LGC must ensure that the Academy's website has a link to the policies stored on The Sigma Trust website.
- 3.3 A LGC may adopt additional policies relevant to a local Trust academy providing that they are compliant with all other Trust Policies and DfE, Ofsted and ESFA requirements and would be considered reasonable and appropriate when compared to similar policies nationally.

4. Staffing, HR and Performance Management

The Trust (as employer) is responsible for determining the human resource policies, procedures and terms and conditions of service for all employees including the setting of appropriate rules for the conduct of staff. Changes to such policies and procedures will be effected only after consultation with Headteachers, the Joint Consultative Committee and Trustees.

- 4.1 The CEO and the HR Manager shall take the lead in the recruitment of a new Headteacher, but working closely with the Chair of the LGC. The CEO, or a nominated deputy, shall always be a member of the appointing panel along with members of the LGC and, where appropriate, an external consultant. All such appointments shall be made subject to Trust recruitment policies and satisfactory references.
- 4.2 The appointment of other members of the Senior Leadership Team within Sigma academies is delegated to the LGC and the Headteacher of the academy but the CEO must be consulted and will determine whether there is a need to participate in such an appointment.
- 4.3 All other appointments shall be made according to the Trust's HR policies.
- 4.4 The HR team must be notified of any internal or external vacancies or new posts that need to be filled and they will be responsible for placing all adverts, including on the Academy's website.
- 4.5 Any decision to seek to appoint prior to the closing date for an advert can only be made in exceptional circumstances and must be agreed by the CEO.
- 4.6 Any decision to seek to use a supply agency to fill a vacancy, other than for short term absence, must be agreed by the CEO and only made by the HR team.
- 4.7 The Trust is aware that there are key points in the year, particularly with teaching staff, where there is a need to replace colleagues at short notice. In such cases it is essential that safer recruitment principles are not undermined. Where appropriate the consideration of interim secondments will be required instead of external adverts or supply agencies.
- 4.8 The LGC will ensure that the quality of teaching and learning is carefully monitored and that action is taken to tackle underperformance in line with the Trust's Performance Management and Capability policies.
- 4.9 The suspension or dismissal of a Headteacher can only be approved by the Board of Trustees. Where a LGC believes such action is required they must report this to the CEO in the first instance. The Trustees must also approve the decision to end a suspension.
- 4.10 Where possible, the investigation stage of any disciplinary procedure will be operated by a manager other than the Headteacher and any decision to proceed to a formal hearing will be agreed by the CEO and will take place before the Headteacher who will adjudicate on the matter. The Headteacher may be accompanied by a HR advisor.
- 4.11 Where the Headteacher has been directly involved in the investigation stage of any disciplinary matter, or is a witness to particular conduct relevant to the investigation, any formal hearing will take place before the LGC Staff Discipline Sub-Committee.

- 4.12 The LGC Staff Discipline Sub-Committee shall consist of 3 members of the LGC. Where this is not possible additional member(s) can be co-opted from another Sigma LGC.
- 4.13 Any decision to dismiss, suspend or end the suspension of a member of staff must be ratified by the CEO.
- 4.14 Where a disciplinary hearing has been heard in front of the Headteacher any subsequent appeals will be heard by a panel of LGC members. Where the original decision was made by a LGC panel the appeal will be heard by two members of the Board of Trustees and one independent panel member chosen by the Board.
- 4.15 Trustees shall determine the Headteacher's individual salary range (ISR) and those of other senior leaders in liaison with the CEO to ensure parity across similar schools.
- 4.16 The Headteacher will annually share its staffing structure and, where available, benchmark this using the Staff Deployment Analysis with the LGC. This must be submitted for approval to the Trust.
- 4.17 Any proposed restructuring of the staff in a school that could result in the declaration of a potential redundancy or changes to terms and conditions that may impact on other academies must be agreed by the CEO prior to consultation and must be fully costed.
- 4.18 The LGC will ensure that all staff pay, grievance, capability or discipline procedures are dealt with in accordance with the policies adopted by the Academy Trust.
- 4.19 The LGC will adopt the Trust's Performance Management Policy and ensure that all performance management reviews are carried out in accordance with the adopted policy. The expectation is that all staff – teaching and support – shall benefit from an annual performance review.
- 4.20 The annual performance management review of the Headteacher must be completed before 31st December every year. This will be undertaken by the Chair of the LGC (or another nominated member of the LGC), the CEO or appointed representative, another member of the LGC and an external independent consultant. Any pay award recommended for the Headteacher shall be ratified by the Trust Board.
- 4.21 The LGC may approve any performance related pay increases to any other member of staff save that of their Headteacher in line with agreed Trust Performance Management policies.
- 4.22 The LGC will ensure that any complaints about the performance management of a member of staff are dealt with in accordance with the procedures set out in the adopted Performance Management Policy.

5. Finance

- 5.1 The LGC shall ensure that all staff within their academies follow the Trust's Financial Regulations, policies and procedures and the ESFA's Academies Financial Handbook. These include, but are not limited to:
- Non-order invoices
 - Delegated budget holder finance limits

- Procurement procedures
 - Leasing arrangements
 - Gifts and hospitality
 - Disposal of assets
 - Spending outside approved budget
- 5.2 The LGC will support and comply with the functions of the Responsible Officer and the CEO/Accounting Officer in relation to required accounting or systems checks contained in the Financial Regulations or those put in place by Trustees.
- 5.3 The CEO will consult with the Executive Committee of Headteachers on any proposed changes to the annual central charge and report the findings to the Trust Board. The Trustees are responsible for approving the level of central charge applied each year.
- 5.4 The Trust's Finance Officers will work with the Headteacher to draw up the annual budget. This will be submitted to Board of Trustees for approval and the level of surplus or deficit will be reported to the LGC. Where a revenue deficit occurs a recovery plan will be drawn up and approved by the Trustees and be supported by the LGC.
- 5.5 All Academies are required to achieve a minimum level of reserves as outlined in the Reserves Policy. Where this is not the case the Trustees will approve a realistic plan and timeframe for when this can be achieved. This will be supported by the LGC.
- 5.6 The Reserves Policy defines where Free Reserves exist that can be used to target capital works, interim staffing or restructuring costs. The LGC needs to create a five-year plan of how they wish to utilise the funds along with clear evidence demonstrating the need. The plans must be submitted to the Finance Committee annually for their approval.
- 5.7 The Chief Operations and Finance Officer will work with the Headteacher to prepare a three-year budget plan. This will be reported to the LGC and be submitted to Board of Trustees for approval. These plans shall include the levels set out in the Reserve Policy and be updated annually.
- 5.8 The LGC will receive a summary financial update within the Headteacher's Report.
- 5.9 The Trustees will approve an Annual Estates Plan linked to the School Condition Allocation and Building Condition Survey. This will be agreed with Headteachers and reported to LGCs via the Headteacher's Report.
- 5.10 The LGC shall seek to maximise income from the hiring of the school facilities and will ensure all hirers meet the expectations of the Trust's Lettings Policy.
- 5.11 The LGC will ensure that within thirty days of a new academic year all required Business Interest Forms are submitted to the Company Secretary.

6. Admissions & Exclusions

- 6.1 Each academy will operate the admissions policy that has been approved by Trustees and shall make the policy available to all parents and to the Local Authority. All academies will operate common, agreed criteria and priorities linked to the specific key stages covered.

- 6.2 Each LGC will confirm Planned Admission Numbers and submit to the Board of Trustees for approval for the November/December meeting each year and provide termly updates of numbers on roll (NOR) via the Headteacher's Report.
- 6.3 Any decision to expand the Academy, enter a lease for additional accommodation or to dispose of any land or buildings shall be that of the Trustees who shall have regard to, but not be bound by, the views of the LGC.
- 6.4 The LGC has delegated authority to manage the exclusion and reinstatement of pupils as outlined in DfE legislation. However, where a Headteacher is considering the permanent exclusion, or equivalent, of a pupil he/she must consult with the CEO first. The Assistant Director of Education – Student Support will support the school with the process.
- 6.5 Each academy will follow locally agreed protocols on mid-year admissions, Positive Referrals and Managed Moves and liaise with the Assistant Director of Education – Student Support.

7. Curriculum, Student Progress & Achievement

- 7.1 The LGC will determine the curriculum for its academy ensuring that it implements any Trust wide approaches or requirements, including statutory requirements. Any changes made to the curriculum structure must follow consultation with the CEO.
- 7.2 Each LGC will annually set progression and attainment targets for its academy against The Sigma Trust Key Performance Indicators and submit these to the Trust's Standards Committee for approval.
- 7.3 The LGC will monitor the progress towards meeting its targets against The Sigma Trust KPIs and take the necessary actions to intervene to ensure that targets are met. Such progress and interventions will be reported termly to the Standard's Committee.
- 7.4 The CEO and other senior Officers shall use the report on progress against the Trust's KPIs to hold regular meetings with each of the Trust's Headteachers, reviewing progress and agreeing what additional support or interventions is needed.
- 7.5 All statutory requirements for SEND or AEN pupils will be fully complied with by each LGC.

8. Safeguarding

- 8.1 The LGC will take all necessary steps to safeguard the children in its care and will act on all advice given by the Central Team, the LA or any other recognised and authoritative group or individuals in this respect.
- 8.2 Each Academy shall have in place the Child Protection, Welfare & Safeguarding Policies which meet Local Authority and national legislation and guidance.
- 8.3 The LGC will ensure that all safer recruiting policies and procedures meet local and national policy and requirements and all shortlisting and interview panels contain at least one colleague who has completed Safer Recruitment training.
- 8.4 The LGC will ensure that it has a Trips and Activities Policy in force which is complied with and which meets local and national requirements.

- 8.5 The LGC will ensure that any off-site provision identified for any students is fully risk assessed, to ensure attendance is known and all safeguarding obligations are achieved.
- 8.6 The LGC must ensure that any significant concerns or issues about safeguarding, vulnerable or SEND pupils at the Academy are addressed at school level and reported to the CEO and Assistant Director of Education as soon as possible.
- 8.7 Any academy with on-site accommodation must ensure the Trust's Tenancy Agreements are used with written authorisation of the CEO.

9. Health and Safety

- 9.1 Each LGC will implement the Health, Safety & Welfare Policy and procedures approved by Trustees.
- 9.2 The LGC will ensure that all routine health & safety and hygiene regulations and recommendations are complied with.
- 9.3 The LGC will ensure that their Academies fully engage with the Trust's health and safety management and reporting platform.
- 9.4 A Health & Safety Report will be received at all meetings of the full LGC.
- 9.5 Any immediate concerns or issues about health and safety at the Academy should be first raised with the Headteacher of the Academy. The Headteacher shall report such immediate concerns or issues to the CEO as soon as possible.
- 9.6 Any potential insurance claim or Claims Notification Form received by an academy must be passed to the COFO as soon as possible.

10. Self-Evaluation and Action Planning

The LGC is to monitor the progress and raise questions about the:

- Academy Self-Evaluation – identifying both strengths and areas for development.
- Academy Risk Profile
- Academy Strategic Improvement Plan – clearly identifying success criteria and timeframes.
- Internal and external reviews.



Appendix 1

The Sigma Trust – List of Central Trust Policies

HR Policies	
S	Capability
S	Code of Conduct
D	Cycle to Work
S	Dealing with allegations against adults
S	Discipline & Dismissal
S	Equality & Diversity in Employment
R	Flexible Working
S	Grievance
R	Leave of Absence
S	New Employee Integration (formerly Probation)
S	NQT Policy
S	Pay Policy
S	Performance Management
S	Recruitment
S	Redundancy & Restructuring
R	Relocation Expenses
R	Sickness Absence Management
R	Trade Union Recognition Agreement

Risk Policies	
S	Asbestos Management Statement
R	CCTV & Surveillance
R	Critical Incident / Business Continuity
S	Data Protection (inc. Privacy Notices)
S	Due Diligence
S	Freedom of Information
S	H&S Policy
R	Minibus Policy
R	Photography and Videos at School
S	Protection of Biometric Information
R	Records Management
S	Risk Management
S	Whistleblowing Policy
S	Whistleblowing Policy

S	Statutory
R	Required
D	Discretionary

Finance Policies	
R	16-19 Bursary Fund
S	Accounting Policy
S	Anti-Fraud & Corruption
S	Charging & Remissions
S	Finance Regulations
S	Gifts & Hospitality
S	Investment Policy
R	Reserves Policy
S	Expenses Policy for Members, Trustees and Local Governors

Education Policies	
S	Complaints Policy



Appendix 2

The Sigma Trust – List of LGC Policies

	Educational Policies
S	Accessibility
R	Controlled Assessment
S	Curriculum Policy
D	Exam/Appeals Policy
S	Exam Contingency Plan
S	EYFS
D	Homework
R	Marking & Feedback Policy
R	PSHE
S	SEN

	General Policies
S	Admissions
S	Anti-Bullying
S	Attendance
S	Behaviour for Learning
S	British Values
D	CIEG
R	Drugs Education (Secondary)
S	Equality
S	Home School Agreement
R	More Able
S	Relationships & Sex Education
D	Uniform

	Risk Policies
R	Asbestos Register
D	Bicycle Policy
R	Educational Visits
S	Fire Risk Assessment
R	LR8 Duty
S	Medical/First Aid
R	Physical restraint
S	Radicalisation & Extremism
S	Safeguarding
R	Work Experience
S	Supporting Pupils with Medical Conditions
S	Children with Health needs who cannot attend school

S	Statutory
R	Required
D	Discretionary