SIGMA TRUST

Scheme of Delegation

V14

GREATER THAN THE SUM OF ITS PARTS

Introduction

The Sigma Trust is a local partnership of academies in North East Essex which was formally established in September 2016 and has grown to become the largest multi-academy trust working solely within Essex.

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.

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.

What is an Academy Trust

The Sigma Trust is a charity and company limited by guarantee. The Board of Trustees are akin to ‘directors’ of a company and are both company directors and charity trustees as academies have the legal status of both.

They are accountable in law for all major decisions about our academies. However, this does not mean that the Board is required to carry out all the Trust’s governance functions and many are delegated, including, for example, to the CEO, the Board’s committees and the academies’ Local Governance Committees. It is vital that the decision to delegate a function is made by the full Board of Trustees and is recorded. Without such delegation, the individual or committee has no power to act.

The status of the scheme of delegation

Academy trusts are issued Articles of Association which stipulate the charitable purpose and the governance structure of the Trust, reflecting elements of charity and company law and departmental governance policy.

Academy trusts must comply with the requirements set out in their Articles of Association as a condition of their funding agreements with the Secretary of State.

The detail of delegation is not set out in the Articles of Association, therefore the explicit detail included in the Scheme of Delegation (SoD) is the key document that defines the lines of responsibility and accountability in the Trust. It reflects the Trust's ethos, promoting a positive climate and a culture of honesty, transparency, and accountability for the benefit of all and ensures all stakeholders are clear about which decisions the Trust Board retains, and the extent of executive powers.

The Scheme of Delegation should be read in conjunction with the Terms of Reference for Trustee Committees, including Members, Board and local committees.

The Sigma Trust has a number of polices setting out the detailed procedures for how our day to day functions are managed. Detailed roles, responsibilities and processes are established in these policies and should be referred to in addition to the Scheme of Delegation.

Organisation and clarity

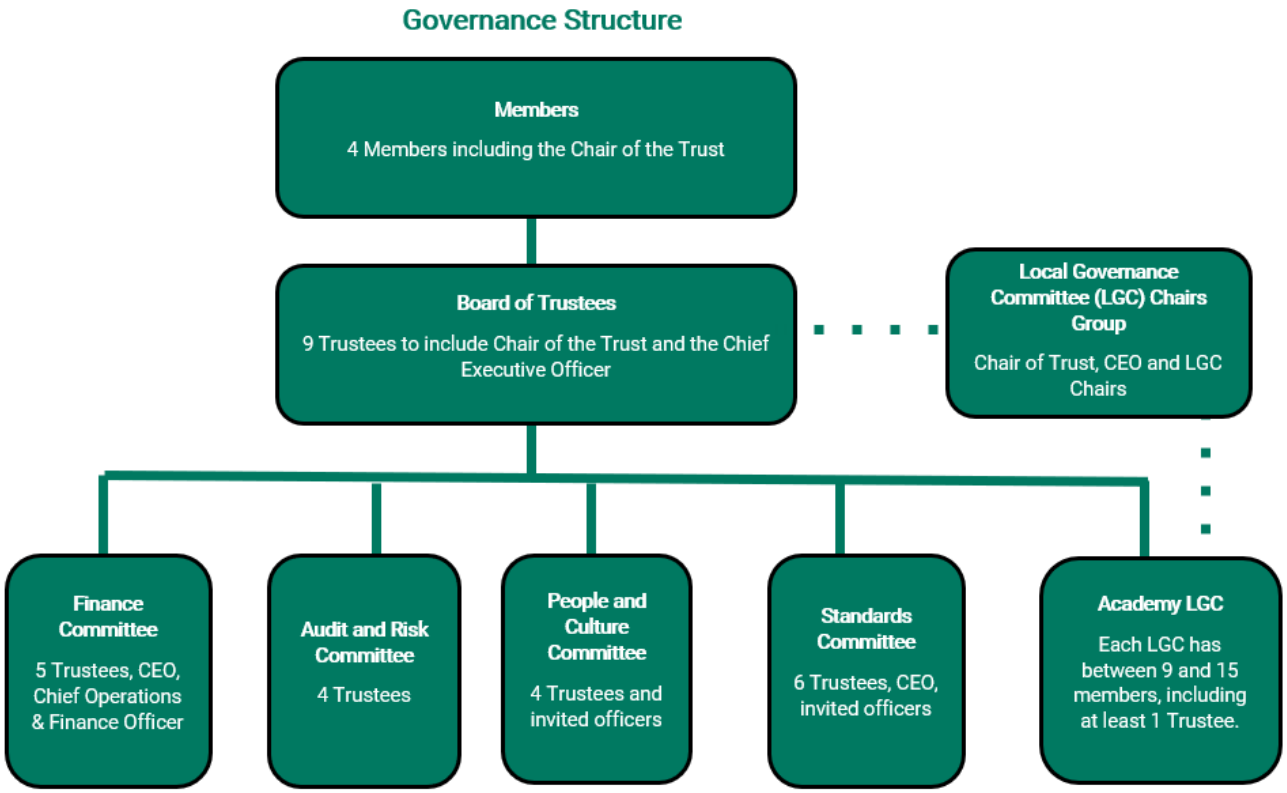
Our strategic and operating model is adaptable in relation to the scale, location and performance of the schools within the Trust. The functions the Board has delegated is based on these factors and the way in which leadership is structured. Our model includes:

- A structural diagram showing the layers of governance and accountability
- An explanation of the structure
- Detailed narrative on roles and responsibilities
- A grid format outlining the layers of governance enabling stakeholders to quickly determine who is responsible for the strategic decision making within the Trust.

SIGMA TRUST

Delegation to Committees

Governance Structure of The Sigma Trust



Governance structure and lines of accountability

- The Board of Trustees is responsible for the three core governance functions: ensuring clarity of vision, ethos and strategic direction.
- The Board of Trustees is 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.
- The Board of Trustees appoints the Chief Executive Officer (CEO), to whom it delegates responsibility for the delivery of its vision and strategy and will hold the CEO to account for the conduct and performance of the Trust, including the performance of the academies within the Trust and its financial management.
- Trustees delegate some governance functions to Board committees, these include a Finance Committee, an Audit & Risk Committee, a People and Culture Committee and a Standards Committee. They are responsible for ensuring the highest standards in terms of quality of education and pupil safeguarding, finance, personnel, premises' compliance, risk management and other services so that these all contribute fully to improving pupil progress across the Trust.

- The Sigma Trust has established Local Governance Committees (LGCs) for its academies which are directly accountable to the Trustees. LGC Committees may be appointed to serve one academy or jointly shared across more than one academy as deemed appropriate by the Board of Trustees.

The role of Members

Members play a limited but crucial role in safeguarding academy trust governance. While they must ensure they do not stray into undertaking the Academy Trustees' role, they assure themselves that the governance of the Trust is effective, that Academy Trustees are acting in accordance with the Trust's charitable object(s) and that they, the Members, use their powers to step in if governance is failing. Members are not involved in the day-to-day business of the academy trust.

The role of Trustees

The Trust Board is the decision-making body of the Academy Trust and is accountable and responsible for the academies equally in the Trust. The Academy Trust is the employer of all Sigma employees. Everyone in governance should be aware of and accept 'The 7 principles of public life', as set out by Lord Nolan.

The role of the Chief Executive Officer (CEO)

The role of the CEO is to implement the strategic framework established by the Trust Board, which they will help develop in supporting the Trust Board with the necessary information. The CEO is responsible for the operational and day-to-day running of the academy trust, although the Trust Board may intervene in certain circumstances.

The role of the Accounting Officer

The post of Accounting Officer is held by the CEO and is appointed by Trustees. The Accounting Officer role includes specific responsibilities for financial matters, including a personal responsibility to Parliament, and to the ESFA's accounting officer, for the Trust's financial resources.

The role of the LGC

Duties of Local Governance Committees is determined by the Trustees and is predominantly to carry the Academy Trust vision forward and ensure the Trust's values are embedded within the school.

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.

R	Responsible – The person who actually carries out the process or task and is responsible for getting the job done.
A	Accountable – The person who makes the final decision and has ultimate ownership.
C	Consulted – People who are not directly involved in carrying out the task but are consulted.
I	Informed – Those who receive output from the process or task, or who need to stay informed.

Governance	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approve the Trust's Articles of Association	A	C		R		
Appoint/remove Members	A & R	I				
Appoint/remove Trustees appointed by Members	A & R	I		I		
Appoint/remove Trustees appointed by Trustees	I	A & R		C		
Appoint and remove identified link Trustees		A & R		C		
Appoint and remove Chair of Board and Trust Committee Chairs	I	A & R		I		
Appoint and remove the Chair of LGC		A		R	I	C
Review effectiveness of Board and committees	I	A & R				
Review annually governance structure	I	A & R		C		
Determine the Trust's overall vision, values and key priorities	I	A		R	I	C
Approve the Trust strategic plan	I	A		R	I	I
Engagement with Academy local stakeholders and community				C	A	R
Approve the Trust's SoD and all Trust Terms of Reference		A & R		C	I	I
Agree annual schedule of Trust Board governance	I	A & R		C		I
Approve additional academies joining the Trust	C	A		R		I
Establish any 'Interim Executive Committee' as required	I	A		R		I
Appoint and remove LGC members		A		R		I
Appoint and remove Accounting Officer	I	A & R				
Appoint and remove Company Secretary and governance professional to Trust Board	I	A		R		
Approve annual trustee report and financial statement	I	A	C	R		
Maintain a register of pecuniary interests and related party transactions	I	A		R		C
Approve and adopt Trust-wide policies in line with Trust Committees' ToRs		A		R	I	C
Approve a Trust Complaints Policy		A		R	I	C

Governance (continued)	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approve locally owned policies				C	A	R
Setting school performance targets			C	A	I	R
Monitoring of school performance targets			C	A	I	R
Statutory assessment returns			I	A		R
Delivering statutory careers' guidance			I	C		A & R
Academy assessment and reporting			C	C	I	A & R
Monitoring academy's SEF and school improvement plan			I	C	A	R
Deliver an ambitious curriculum which aligns with the Trust's vision and values			C	C	I	A & R
Monitor progress and attendance of key groups of the academy(s)			I	C	A	R
Monitor the progress and impact of additional needs funding		I		C	A	R
Ensure compliance with the SEND Code of Practice		I		A	C	R
Monitor the Academy Pupil Premium strategy and impact		I		C	A	R
Monitor Academy Sports Premium strategy and impact		I		C	A	R
Approve annually the Trust wide Admissions Policies		A		R	I	C
Determining admissions and in-year applications			C	A		R
Change to academy Published Admission Number		A	I	R		C
Change of age range or provision - ESFA approval required		A	I	R		C
Fixed Term Suspension			I	C	A	R
Permanent Exclusion			I	A	I & C	R
Appeal to consider Permanent Exclusion			I	C	A	R
Change to school day timings			I	C		A & R
Compliance of the Academy website			I	C		A & R
Academy logo and branding			I	C		A & R
Academy uniform				I	C	A & R

Governance (continued)	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
School closure		I		A		R
Term and INSET dates				A	I	R
Approve a Trust appointed, qualified designated safeguarding lead (DSL)		A		R		I
Approve all safeguarding and child protection policies			I	A	C	R
Completion of the annual school safeguarding audit		I		C	A	R
Appointment of designated safeguarding lead (DSL) and deputy DSLs		I		C		A & R
Appointment of Designated Teacher for LAC and Post LAC/Care-experienced		I		C		A & R
Delivery of annual safeguarding training		I		I	C	A & R
Compliant management of Child protection records		I		I		A & R
Monitoring practices and compliance of the Safeguarding Policy		I		C	A	R
Monitoring compliance of the Trust single central record		I		A & R		C
Monitoring compliance of the school single central record		I		C	A	R

GDPR compliance	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approval of data protection policies and procedures			A	R		I
Registration with the ICO				A		
Monitoring compliance with all data protection policies and procedures across the Trust			C	A		R
Monitoring the effective implementation of data protection policies and procedures at a local level			I	C		A & R
Maintain accurate and secure pupil records			I	C		A & R
Maintain accurate and secure academy staff records		A		R		C

Staffing and employment	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approving Trust pay policy		A	C	R	I	I
Approval of Trust wide People and Culture policies		I	A	R	I	I
Approval of annual Central team staffing structure		A	C	R		I
Approval of annual Academy staffing structure			I	A		R
Determination of salary ranges, appointment, performance management, suspension or dismissal for Trust CEO		A	R			
Determination of salary ranges, appointment, performance management, suspension or dismissal for executive Senior Officers		A	C	R		
Determination of salary ranges, appointment, performance management, suspension or dismissal for all non-executive central posts				A & R		
Determination of salary ranges, appointment, performance management, suspension or dismissal for Executive Headteacher and Headteacher posts		A		R		
Determination of salary ranges, appointment, performance management, suspension or dismissal for all other academy-based leadership posts			I	A		R
Determination of salary ranges, appointment, performance management, suspension or dismissal for all non-leadership academy-based posts				C		A & R
Changes to principal terms and conditions of employment or collective agreements		A	C	R		I

Finance and financial control	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Appoint external auditors	A	R	C			
Approval and Monitoring of Trust Financial Regulations inc. Financial Scheme of delegation		A	C	R		I
Approval and Monitoring of Trust Financial Policies		I	A	R		I
Approval of Trust Bank Accounts and Investments		I	A	R		
Approve Trust 3-year Budget Plan		A	C	R		
Approve Trust 1-year Budget		A	C	R		
Approval of Trust Consolidated Financial Statement &Trustees' Report		A	C	R		
Review and Monitoring Monthly Management Accounts		I	A	R		I
Response to Auditor's Management Letter		A	C	R		
Agree, review and monitor Internal Audit actions		I	A	R		
Novel, contentious and/or repercussive transactions		A	C	R		
Acquiring/disposing of a freehold in land or buildings		A	C	R		
Leasing land or buildings for 7 years or more		I	A	R		
Agreeing to one off and annual lettings					I	A & R
Entering a lettings agreement over 12 months			A	R		
Agreeing a lease on land and buildings over 12 months			A	R		
Related party transactions		A		R	I	I

Health and Safety and Estates	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approve the Trust Estates' strategy		A	C	R		I
Approve the Trust Health and Safety policy		A	C	R	I	I
Academy Health and Safety compliance		I	A	C		R
Management of school visits			I		A	R
Structural changes to Trust property or Land		I	A	R		C
Approving and Monitoring ICT Strategy		I	A	R		C
Review the accessibility plan		I		C	A	R

Risk	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approve and monitor Insurance cover and claims			A	R		I
Trust Risk Management Statement		A	C	R		I
Pre-conversion due diligence		C	A	R		
Trust risk register		A	C	R		I
Maintenance of Academy risk profile		I	C	A		R

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History

Version	Author	Dated	Status	Details
1	NPa	16/9/2016	Approved	New
2	JBr	18/1/2017	Approved	Amendments linked to changes to the operational grid
3	JBr	22/3/2017	Approved	Amendments to section 5
4	JBr	21/6/2017	Approved	Amendments to section 5 & 6
5	JBr	26/7/2017	Approved	Annual review
6	JBr	6/12/2017	Approved	Amendments to section 1
7	JBr	21/3/2018	Approved	Sections 5, 6, 7 & Appendix
8	JBr	26/9/2018	Approved	Annual review
9	JBr	06/03/2019	Approved	Amendments to section 1 & 5
10	JBr	01/08/2019	Approved	Annual review and revisions
11	LWr	18/11/2020	Approved	Annual review
12	LWr	10/02/2021	Approved	Amendments to introduction, sections 1 & 4
13	LWr	09/11/2022	Approved	Annual revision and change to presentation
14	KHo	26/09/2023	Approved	Revisions to Governance section and general update.

SIGMA TRUST

Appendix to SoD: LGC Delegated Responsibilities

Governance	KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed					
	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Appoint and remove the Chair of LGC		A		R	I	C
Determine the Trust's overall vision, values and key priorities	I	A		R	I	C
Approve the Trust strategic plan	I	A		R	I	I
Engagement with Academy local stakeholders and community				C	A	R
Approve the Trust's SoD and all Trust Terms of Reference		A & R		C	I	I
Approve and adopt Trust-wide policies in line with Trust Committees' ToRs		A		R	I	C
Approve a Trust Complaints Policy		A		R	I	C
Approve locally owned policies				C	A	R
Setting school performance targets			C	A	I	R
Monitoring of school performance targets			C	A	I	R
Academy assessment and reporting			C	C	I	A & R
Monitoring academy's SEF and school improvement plan			I	C	A	R
Deliver an ambitious curriculum which aligns with the Trust's vision and values			C	C	I	A & R
Monitor progress and attendance of key groups of the academy(s)			I	C	A	R
Monitor the progress and impact of additional needs funding		I		C	A	R
Ensure compliance with the SEND Code of Practice		I		A	C	R
Monitor the Academy Pupil Premium strategy and impact		I		C	A	R
Monitor Academy Sports Premium strategy and impact		I		C	A	R
Approve annually the Trust wide Admissions Policies		A		R	I	C
Fixed Term Suspension			I	C	A	R
Permanent Exclusion			I	A	I & C	R
Appeal to consider Permanent Exclusion			I	C	A	R
Academy uniform				I	C	A & R
Term and INSET dates				A	I	R

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Governance (continued) KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approve all safeguarding and child protection policies			I	A	C	R
Completion of the annual school safeguarding audit		I		C	A	R
Delivery of annual safeguarding training		I		I	C	A & R
Monitoring practices and compliance of the Safeguarding Policy		I		C	A	R
Monitoring compliance of the school single central record		I		C	A	R

Finance and financial control KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Agreeing to one off and annual lettings					I	A & R
Related party transactions		A		R	I	I

Health and Safety and Estates KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approve the Trust Health and Safety policy		A	C	R	I	I
Management of school visits			I		A	R
Review the accessibility plan		I		C	A	R

Staffing and employment KEY: R = Responsible, A = Accountable, C = Consulted, I = Informed	Members	Trustees	Board Committees	CEO/AO	LGC	Exec/ Headteacher
Approving Trust pay policy		A	C	R	I	I
Approval of Trust wide People and Culture policies		I	A	R	I	I

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