



SIGMA TRUST

Headteacher

The Thomas Lord Audley School

GREATER THAN THE SUM OF ITS PARTS

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September 2020

Dear Candidate,

A very warm welcome to The Sigma Multi-Academy Trust. Born out of a local collaborative partnership of standalone academies in North East Essex, we became a Multi-Academy Trust in September 2016 and have experienced rapid growth and success, establishing a very positive reputation both locally and at national level. We have a current family of 8 secondary schools and 4 primary phase schools serving over 11,0000 students and employing approximately 1,600 staff. Throughout this period of rapid expansion, we have continued to put our mission, vision and values at the heart of everything we do. Our values are of crucial importance to us and inform all that we do.

We are at an exciting stage of our journey as we look to appoint an inspirational leader to take over from the current Headteacher of Thomas Lord Audley who is leaving to take up a new role in a Trust. This is a unique opportunity for a new Headteacher to work alongside other colleagues to ensure that our young people have the very best experience of school possible, and gain the qualifications and personal skills that they will need to have the life chances and choices they deserve. Our schools are all within around a 30-minute car ride of each other, and this local approach is one of our fundamental principles enabling us to maximise the provision of school-to-school support. Although our schools serve a variety of catchment areas, our mission leads us to specialise particularly in partnering schools in challenging areas and with a high level of local need where we work to ensure that no child and no school is left behind.

We firmly believe that Sigma is 'greater than the sum of its parts' and that our schools – and, therefore, our children and staff – cannot be successful unless we work in partnership together. Consequently, we are committed to the concept of a MAT as a family of schools working collaboratively with, and supporting, each other. This can be seen in practice in some of our innovative initiatives such as seconding staff between schools, establishing executive leader posts working across more than one school, and the development of a group of Strategic Subject Leads providing subject expertise across all schools in the Trust. This work is supported by a strong centralised operations team of approximately 40 staff, based at our head office in Clacton-on-Sea, providing Finance, HR and Payroll support to all our schools along with strategic leadership of IT, Estates, Governance and Data Management.

We are committed to appointing the right person to this role and to ensuring all prospective and actual applicants have the best possible experience of our recruitment and selection process.

In the meantime, thank you for taking the time and trouble to explore this post in more detail, and I wish you well in your consideration of this opportunity and with your application. Thank you for your interest in this post.

Yours sincerely

Lyn Wright

Lyn Wright
Chief Executive Officer

About The Sigma Trust

The Sigma Trust is a local partnership of academies in North East Essex. Sigma was formally established in September 2016 and has grown to become the largest multi-academy trust working solely within Essex. The Trust has recently expanded to take on two additional primary schools and now consists of eight secondary schools, one primary, two junior schools and an infant and nursery school and an Initial Teacher Training Scheme.

The Sigma Trust now consists of over 11,000 pupils, approximately 1600 staff and an annual income of over £50 million. Its initial teacher training scheme, North Essex Teacher Training (NETT), trains over 60 primary and secondary NQTs each year. The size of the Trust allows extensive joint working to take place and provides huge opportunities for staff and students alike. We have been able to build a wide range of secondment opportunities linked to staff development and can ensure students have equal curriculum entitlement regardless of the size of school that



they attend. The approach taken within The Sigma Trust is unique in this area. There is no lead school, the Trust is built around the belief that best practice becomes shared practice and that every school can become a giver and receiver of support.

All schools are geographically close enough to provide the necessary support and challenge to take all academies to the next level. We have a set of shared values and a common mission and vision that aims to ensure that no school is left behind.

The Greek letter, Sigma (Σ), is used in Mathematics and IT to denote "the sum of" hence its adoption as our name and our tagline "Greater Than The Sum Of Its Parts".



We are not looking to work in isolation and will continue to collaborate with others to enhance the educational experience of children in the community. In so doing we aim to become a centre of educational excellence and innovation within the area.

In January 2019, Colne Community School and College and Philip Morant School and College were re-brokered into The Sigma Trust. New leadership was appointed in both schools and they are being rapidly turned around after facing a turbulent period. The creation of such a large group of secondary schools in close proximity to each other has provided significant opportunities for collaborative working, which is at the heart of our vision as a trust.

This expansion was followed in the same year with the re-brokering to Sigma of Alton Park Junior School and Holland

Park Primary School in Clacton, from the Premier Learning Trust with support from the Learning Pathways Academy Trust (LPAT).

The Sigma Trust has created a strong and unique partnership with LPAT. LPAT was formed in 2012, and now consists of three academies: Lyons Hall in Braintree, White Hall Academy in Clacton and Braiswick Primary in Colchester. They remain outward looking in order to achieve the best outcomes for pupils in the area. In this, and in so many other areas, the values and vision of LPAT and Sigma align. Links with LPAT give Sigma strong primary support capacity. We also work with LPAT teaching school in order to deliver a suite of NPQ qualifications for colleagues in schools. We collaborate with all the local teaching schools in order to support the local subject hubs deliver high quality CPD for all teaching staff across the region.



Our belief is that achievement is for all and that no child should be 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 to build the skills necessary to face the future with confidence.

Being inclusive is at the heart of what we believe and we continually seek opportunities to ensure we can meet all pupils' needs. At Monkwick Junior School we have recently secured funding that has created a GROW unit on site. This builds on a model created by LPAT where students at risk of exclusion can continue to be educated in a school setting whilst receiving the specialist support that they require. We have recently started to expand this model by creating the first secondary GROW provision in Essex based at The Stanway School.

The Sigma Trust is committed to developing its already outstanding team of staff. It ensures that it has the capacity to provide support for all schools as required and regular secondment opportunities are made available to allow staff to experience other schools. In 2019, for the second year in a row we had fantastic success at the Essex Teaching Awards:

- **New Teacher of the Year Award**
Winner: Dan Brown – The Stanway School
- **Secondary School Teacher of the Year Award**
Winner: Rebecca Reilly – The Stanway School
- **Secondary School Headteacher of the Year Award**
Highly Commended: Neil Gallagher – CCHS
- **Lifetime Achievement Award**
Highly Commended: Ann Bryant – TLA
- **Governing Body**
Highly Commended: The Stanway School & Thomas Lord Audley School
- **Student Choice Award**
Highly Commended: Kerry Rowland – TLA
Highly Commended: Andrew Chitsakamile – CCHS



Mission, Vision and Values

Mission

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.

Values

The Sigma Trust values the following attributes:

- Integrity - be honest, transparent, trustworthy and true to your beliefs.
- Passion - be positive and enthusiastic about what you are trying to achieve.
- Aspiration - aim for your best and set high, realistic goals.
- Resilience - never give up and strive to improve.
- Accountability - take responsibility for your words, thoughts and actions.
- Respect - for yourself, your environment and other people.

Our Primary Schools

Alton Park Junior School

Type of School	Community School
Denomination	Non-Denominational
Age Range	7 to 11
Location	Clacton-on-Sea, Essex
PAN:	120



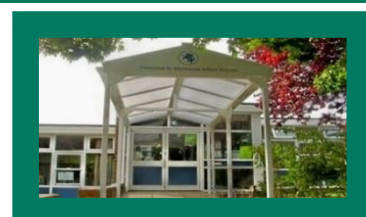
Holland Park Primary School

Type of School	Primary School
Denomination	Non-Denominational
Age Range	5 to 11
Location	Clacton-on-Sea, Essex
PAN:	60



Monkwick Infant and Nursery School

Type of School	Infant and Nursery
Denomination	Non-Denominational
Age Range	2 to 7
Location	Colchester, Essex
PAN:	90



Monkwick Junior School

Type of School	Junior
Denomination	Non-Denominational
Age Range	7 to 11
Location	Colchester, Essex
PAN:	90



Our Secondary Schools

Clacton County High School

Type of School	Secondary Academy
Denomination	Non-Denominational
Age Range	11 to 18
Location	Clacton, Essex
PAN:	279



Colne Community School and College

Type of School	Secondary Academy
Denomination	Non-Denominational
Age Range	11 to 18
Location	Brightlingsea, Essex
PAN:	248



Harwich and Dovercourt High School

Type of School	Secondary Academy
Denomination	Non-Denominational
Age Range	11 to 18
Location	Harwich, Essex
PAN:	260



Paxman Academy

Type of School	Secondary Academy
Denomination	Non-Denominational
Age Range	11 to 16
Location	Colchester, Essex
PAN:	180




Philip Morant School and College


Type of School	Secondary Academy
Denomination	Non-Denominational
Age Range	11 to 18
Location	Colchester, Essex
PAN:	340




The Stanway School

Type of School Denomination Age Range Location PAN:	Secondary Academy Non-Denominational 11 to 16 Colchester, Essex 280	
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St Helena School

Type of School Denomination Age Range Location PAN:	Secondary Academy Non-Denominational 11 to 18 Colchester, Essex 200	
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The Thomas Lord Audley School

Type of School Denomination Age Range Location PAN:	Secondary Academy Non-Denominational 11 to 16 Colchester, Essex 168	
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Governance

Members

The Sigma Trust has five Members that include the Chair of the Board of Trustees. The Members have a role akin to shareholders. Founding Members are signatories to the Articles of Association. They have the power to amend the Trust's Articles, receive the annual accounts and appoint Trustees as set out in the Articles. The Members meet on a termly basis which includes the Annual General Meeting. Details of the individual Members are available on The Sigma Trust website (www.sigmatrust.org.uk).

Board of Trustees

The Trust is overseen by a Board of Trustees, currently consisting of 11 members including the Chair and Chief Executive Officer. Trustees are responsible for governing and exercising all the powers of the Trust. This includes:

- Ensuring clarity of vision, values and strategic direction.
- Holding the CEO to account for the educational performance of the Trust's academies
- Overseeing the financial performance of the Trust and ensuring legal compliance.

The Board of Trustees has three formal sub-committees; Finance, Audit & Risk and Standards. In addition, there are Local Governance Committees (LGCs) for the academies and NETT. Details of the individual Trustees are available on The Sigma Trust website (www.sigmatrust.org.uk).

Local Governance Committees

The Sigma Trust firmly believes in local governance structures. LGCs have delegated functions as set out in the Trust's Scheme of Delegation. The Trustees remain accountable and responsible for these functions. The duties of the LGCs include:

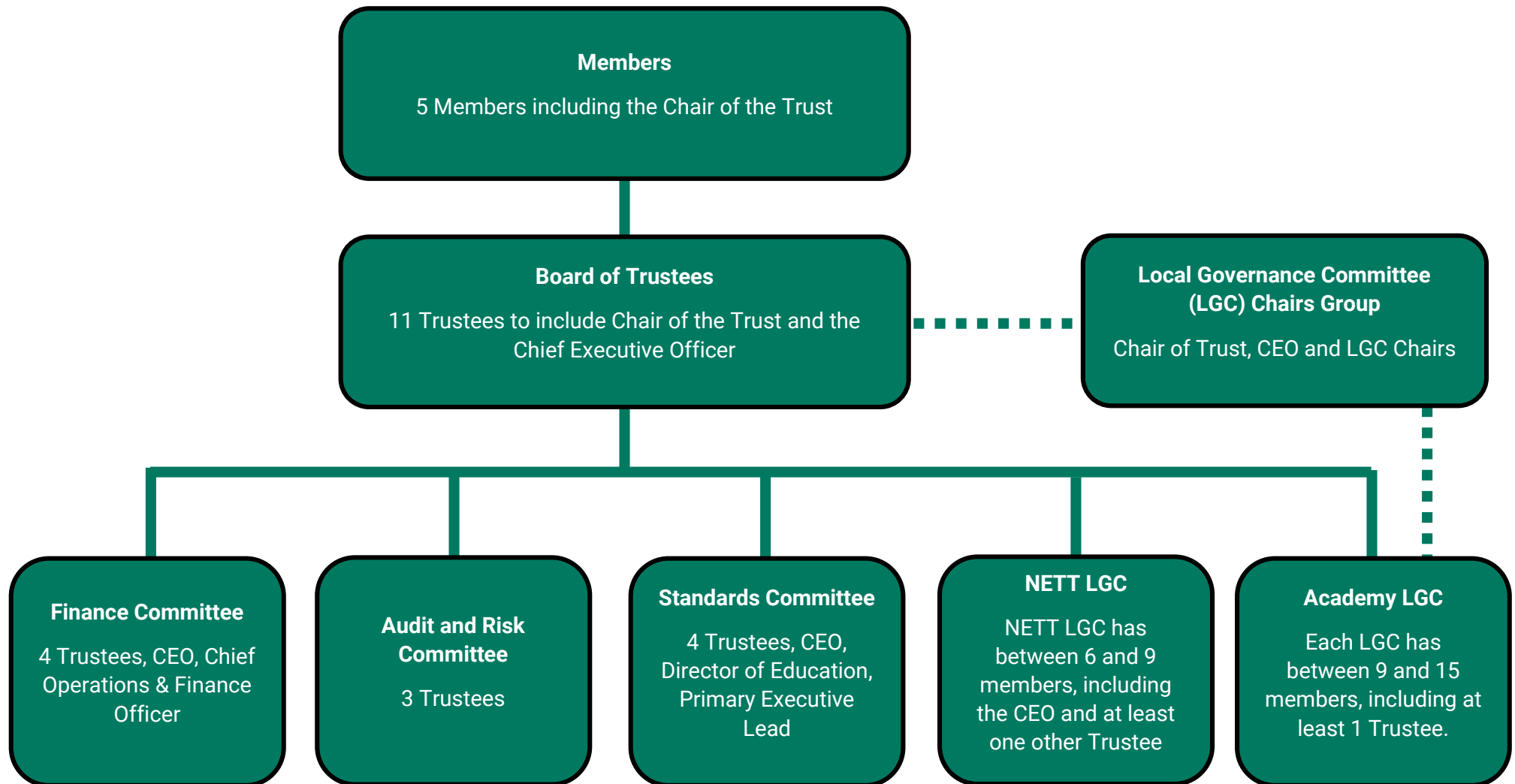
- Establishing the vision and ethos for the relevant academy ensuring that it fits within and promotes the vision and ethos of the Trust.
- Safeguarding and promoting the values of the Academy
- Supporting the Headteacher of the Academy and being a critical friend
- Monitoring the achievement, quality of teaching and behaviour and safety within the Academy
- Engagement with the Academy's key stakeholders e.g. parents/carers, pupils and staff
- Advising the Trustees about local issues they need to consider that affect the Academy

A number of schools operate with joint LGCs in order to share practice and maximise expertise. One or more Trustees sit on each LGC.

The Chairs of LGC meet with the Chair of the Trust and the CEO on a termly basis.

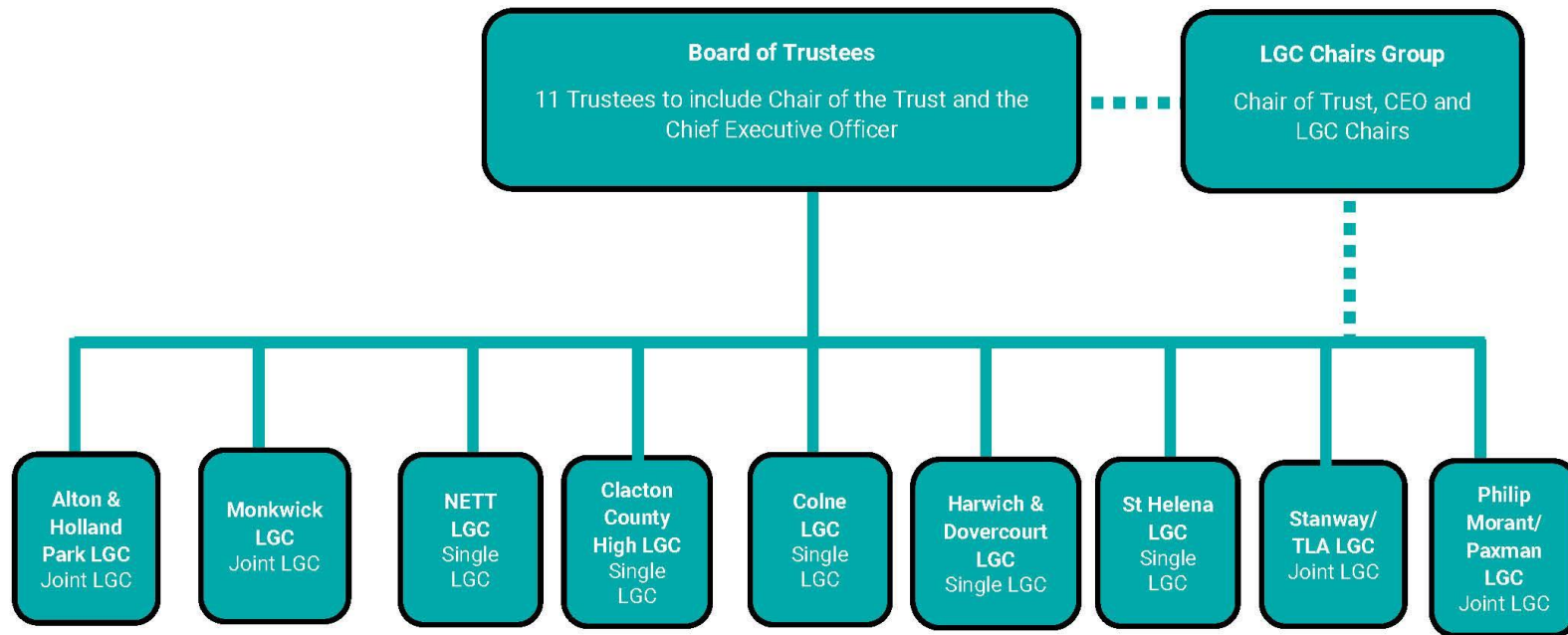


Governance Structure



GREATER THAN THE SUM OF ITS PARTS

Local Governance Committee Structure



School Improvement

The quality of educational support that can be provided is key to driving forward school improvement. Too often academies within a Trust are isolated and are not provided with the capacity they need to drive through school improvement. The close locality of all schools within The Sigma Trust ensures that this is not the case.

Our school improvement offer includes the following roles and activities:

➤ **CEO**

Lyn Wright

The key priorities of this role include:

- Further improve standards across The Sigma Trust;
- Work with the Director of Education to strengthen internal quality assurance systems in relation to teaching and learning;
- Develop and monitor consistent strategies across Sigma schools linked to accurate assessment and intervention aimed at raising attainment;
- Ensure consistency across the Trust in the implementation of agreed policies linked to teaching and learning;
- Provide focused leadership and governance support to Sigma academies, particularly as they prepare for Ofsted Inspections.

➤ **Director of Education**

Scott Holder, Executive Headteacher at The Philip Morant School and College, is the Trust's Director of Education. The key priorities of this role include:

- Develop and deploy the Trust's resources so as to secure the best possible outcomes for students and the sustainability of the Trust.
- Ensure a robust CPD offer exists for all classroom based staff working in close partnership with other organisations.
- Chair the Teaching and Learning group in the Trust.
- Deploys subject Strategic Leads across the Trust.
- Provide support and challenge for Headteachers in ensuring that standards continue to rise across all academies.

➤ **Assistant Director of Education**

Alison Rudd is the Trust's Assistant Director of Education. The key priorities of this role include:

- Working across all schools to support students at risk of exclusion.
- Ensure transitions to other establishments are managed effectively.
- Facilitate managed moves.
- Working with providers of Alternative Provision to ensure the best possible opportunities for students.
- Support both Primary & Secondary GROW units.
- Chairing Sigma Pastoral Leads group.

➤ **Primary Executive Lead**

The Trust has appointed Gavin Bradley, Headteacher at White Hall Academy, as the Primary Executive Lead (PEL) working across all primary schools within The Sigma Trust to ensure they have the support and capacity required. This is part of our unique partnership with the Learning Pathways Academy Trust (LPAT). The PEL visits the schools each week to ensure that support, additional capacity and training is readily available. All primary schools within The Sigma Trust benefit from access to LPAT's professional development programmes, including Developing Teaching Programme (DTP), Outstanding Teaching Programme (OTP), Outstanding Teacher Assistant Programme (OTAP), NPQSL and NPQML.



➤ **Internal and External Reviews**

The Sigma Trust has set up a programme of Internal Reviews in all schools to both challenge and promote best practice. The internal reviews are organised by the CEO with support from Sigma colleagues and external consultants, as appropriate. The reviews have included Pre-Ofsted checks to ensure that schools are ready to face their next inspection and subject reviews aimed at identifying and addressing areas of inconsistency. All schools also have a Pupil Premium Review carried out by an external consultant to ensure the support for disadvantaged students is effectively managed. The aim of each review is formative rather than summative and seeks to support the school to create an action plan to address the issues identified and where necessary to provide any additional capacity required.

➤ **Strategic Leads**

We have appointed a number of Strategic Leads who oversee key areas of the curriculum. They are highly regarded and experienced professionals in their subject specialism and cover English, Maths, Science, Modern Foreign Language, Humanities and SEN. This group meets regularly to ensure that common specifications and assessment arrangements are in place to secure the best possible outcomes for all pupils. We are seeking to grow this team to cover other aspects of the curriculum and develop more cross-phase working in the future.

➤ **Teaching and Learning Group**

The Teaching and Learning team, consisting mainly of Deputy Heads from each school, meet each half term to plan the CPD needs across the Trust. This includes regular twilight and NPD sessions for all staff. The twilight sessions have included Teach Meets, Bring and Brag and Trust Thursday sessions where staff from all schools meet to share good practice on a regular basis. An annual Trust Non-Pupil Day has been created to enable all staff, both teaching and non-teaching, to meet together to listen to key note speakers, share best practice, and to network with other colleagues.

The group also ensures that consistent approaches for monitoring the quality of teaching and learning is implemented across the Trust schools.

➤ **Data and Curriculum Group**

The Data and Curriculum team, also consists mainly of Deputy Heads and Assistant Heads from each school. The role of this group is to ensure that clear, concise and accurate data is provided for the CEO, Standards Committee, Board of Trustees and the Executive Committee of Headteachers. The group has implemented a range of strategies to support the reliability of predictions made. This includes joint pre-public exams and external moderation reinforced by agreed common specifications. The data is used to implement any required intervention strategies. This team is supported by the Trust Data Officer.



➤ **Seconded Staff**

The Trust fully recognises that unexpected vacancies which arise during the year can impact significantly on all schools and is often the biggest risk to school improvement. Since it was formed in September 2016 the Trust has been able to immediately fill these vacancies by ensuring that it has the necessary capacity and flexibility to respond. In that time, we have seconded staff into roles at all levels. We have also been able to provide similar levels of support to schools outside of The Sigma Trust where requested to do so by the Regional Schools' Commissioner. Additional capacity at primary level is provided by LPAT as demonstrated with our support for the Premier Learning Trust.

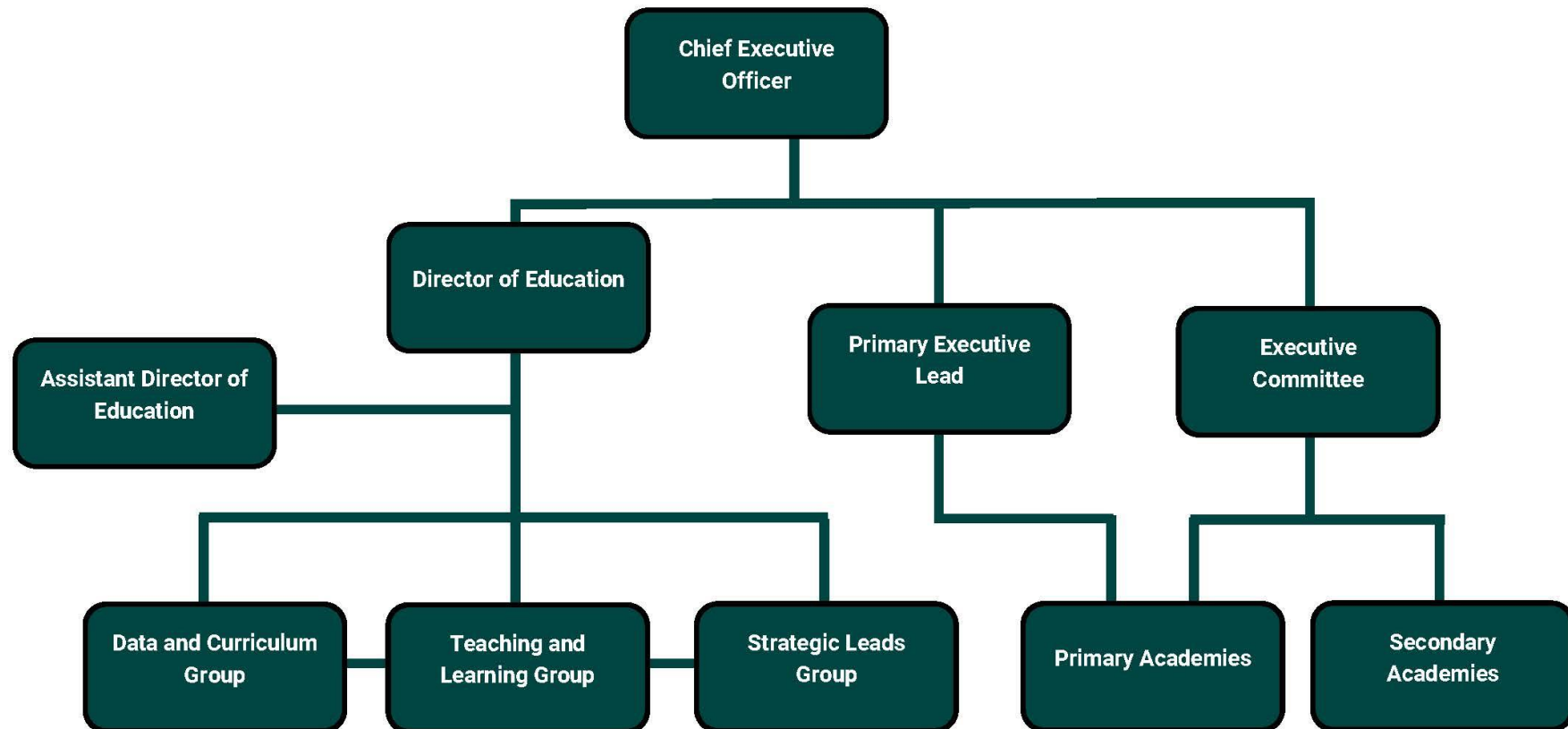
➤ **Initial Teacher Training**

The Sigma Trust has its own ITT provider, North Essex Teacher Training (NETT). NETT currently has over 60 trainees working across both the primary and secondary phase following its amalgamation with Tendring Hundred Primary SCITT in September 2017. All schools within Sigma benefit from having trainees within their schools and from the supply of locally based NQTs. Most of our trainees secure posts within partner schools.

Sigma schools also have close links to Teach First to further support the training and recruitment of new entrants to the profession. Both the PEL, Gavin Bradley, and Neil Gallagher, Executive Headteacher at Clacton County High School and Colne Community School, serve on the Teach First East Anglia School's Forum.



School Improvement Leadership Structure





Operational Support

The Sigma Trust believes that Headteachers need to be given the support required to focus on school improvement. Too often this is undermined by the demands of wider operational issues that have little to do with teaching. We have created a central team with the expertise and capacity needed to manage key operational functions for each school, led by the Chief Finance and Operations Officer.

➤ Finance

All finance operations have been moved to the centre with a team of expert staff. This team is responsible for working with each school and the Local Governance Committee (LGC) to set and monitor the budget, procuring best value through economies of scale and managing all day to day orders and processing. All finance policies are managed centrally.



Ensuring the financial stability and accountability of the Trust and its individual academies is of paramount importance. Too often where MATs get into difficulty it is due to financial mismanagement rather than educational outcomes. The Sigma Trust is in a very strong financial position as can be seen in the Financial Statement and Annual Report available on our website.

➤ Human Resources

A centrally run HR team oversees all recruitment, contracts and disciplinary issues along with employee relations matters. All HR policies are managed centrally following consultation with the Joint Consultative Committee (JCC) of regional trade union representatives. These include Pay Policy, Performance Management and Discipline and Dismissal.

➤ Estate Management

The Estates team are responsible for overseeing all building related issues across the Trust. The team manage an annual School Condition Allocation of over £2 million linked to a fully costed school condition survey. Over the last few years they have managed the significant expansion at a number of our schools with more in the pipeline. In September 2019, we successfully managed the development of the new Paxman Academy in Colchester. This opened on time and with 180 students.



➤ **Payroll**

Payroll is also run centrally by an experienced payroll team rather than outsourcing to a third party. This ensures a direct link to both finance and HR and enables accurate and effective delivery of pay to all staff.

➤ **General Data Protection Regulation (GDPR)**

The introduction of GDPR has put a major pressure on all schools. The Sigma Trust has appointed its own Data Protection Officer (DPO) to make certain that all academies are fully compliant with the new regulations and that all data is securely managed.

➤ **Information Technology (IT)**

The Trust has ensured that all schools have well managed IT systems and have local technician support available as required. All IT resources and services are procured centrally to ensure best value for all schools. We are currently in the process of joining up our systems, via a Cloud based solution, to make the sharing of documents more effective. The Trust has appointed joint Chief Network Officers to oversee these developments and provide additional capacity to schools as required.



THE THOMAS LORD AUDLEY SCHOOL

Part of The Sigma Trust

Headteacher: Helena Boast BA MEd

Dear Colleague

Thank you for your interest in our school. I have been a member of staff at TLA since 2008 and Headteacher since April 2013. As Headteacher, I am in a good position to be able to give you some more information about the school and although a new opportunity is beckoning, I will be very sad to leave. TLA is a special place to work and whoever gets the chance to lead the school through the next few years will be in a privileged position.

There is no doubt that this is a very exciting opportunity for someone with the vision and energy to make the most of our capacity for further improvement. The Thomas Lord Audley School is a very good school with a very strong and experienced SLT, an incredibly committed and creative staff team and a supportive LGC. We are part of the Sigma Trust and play an active part, collaborating with the CEO and other schools in the Trust.

The sustained improvement over the last 6 years and our reputation locally means that we have been oversubscribed in Year 7 since 2015. There has been a transformation of the school culture underpinned by strong values and developed through the collective efforts of the school community. We pride ourselves on the strength of our relationships with students and parents and there is a happy, purposeful, "family" atmosphere within our school, often commented upon by visitors.



The school has many strengths including an innovative and well established whole school approach to literacy, thriving SEND provision and a strong emphasis on pastoral care as well as a focused approach to curriculum and staff development. TLA is a truly inclusive school with a broad range of students from the local area.

As the new Headteacher you will be able to build upon what has already been achieved and take the school forward into the future. If you would like to see the school for yourself, please contact my PA, Simone Hughes, at simone.hughes@tla.school to arrange a visit. In the current circumstances we will do the best we can to accommodate you. Good luck with your application and I hope that the successful candidate enjoys leading this school as much as I have.

Yours sincerely



Helena Boast
Headteacher

 <p>SIGMA TRUST</p>	<p>Monkwick Avenue, Colchester, Essex CO2 8NJ Tel: 01206 547911 Facsimile: 01206 760581 Email: enquiries@tla.essex.sch.uk Website: www.tla.essex.sch.uk</p> <p>The Sigma Trust. Registered in England and Wales Company No: 7926573 Registered Office: Walton Road, Clacton-on-Sea, Essex, CO15 6DZ</p>	 <p>North East Essex Learning School Alliance</p>
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Teaching at TLA – Information for candidates

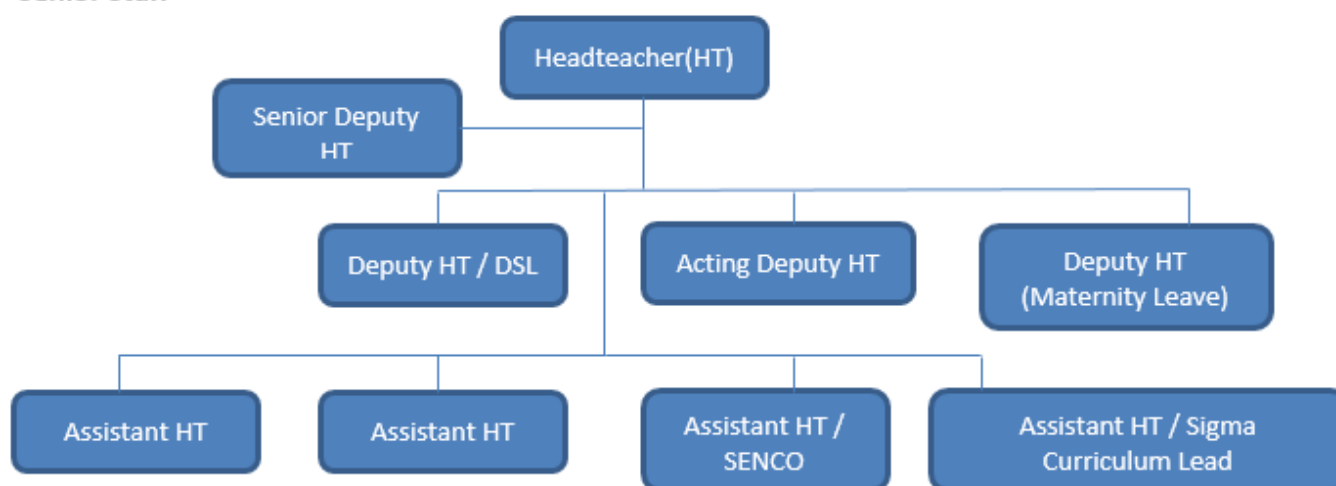
“This is a supportive School and parents and careers value the work of the school. They speak positively about leaders and of teachers who ‘go the extra mile’” Ofsted 2020



School Successes

- ◇ School oversubscribed in Year 7 from 2015
- ◇ Ofsted ‘Good’ April 2016 and February 2020
- ◇ Most improved school in Essex 2016

Senior Staff



Professional Development

- ◇ Teacher training - NETT and CTTC
- ◇ NQT CPD Programme
- ◇ Early Careers Framework Pilot 2020
- ◇ High quality whole CPD programme
- ◇ Leadership development programmes including NPQML NPQSL and NPQH
- ◇ Coaching for middle leaders
- ◇ Development posts e.g. TLR3s and School Improvement Leaders
- ◇ Sigma Trust CPD events



“Pupils have positive relationships with teachers. They respect teachers and value the support they receive” Ofsted Feb 2020



Staff wellbeing

- ◇ Positive culture and staff relationships
- ◇ We care about the individual
- ◇ Employee Assistance Programme for all
- ◇ Staff social events
- ◇ Flu jabs available for staff
- ◇ Cycle to Work Scheme
- ◇ Reduced Gym Membership
- ◇ Reduced Cinema Tickets
- ◇ Childcare Vouchers

“Leaders are mindful of the well-being of staff. They consider what they expect staff to do to keep staff’s home and work lives in balance” Ofsted 2020



For more details visit www.tla.essex.sch.uk or www.sigmatrust.org.uk