



Chief Executive Officer – Mr Jonathan Taylor



We met with the DfE for our annual Trust review in November and it was encouraging to be able to report so many positive aspects of our work. Discussion included the strength of our secondary schools (including record breaking progress measures for Stradbroke and Wymondham College), the rapid improvement of KS2 outcomes in our primary schools and the development of our professional learning pathways, through our teaching school. We discussed strategies to further improve outcomes at KS1 and KS2, our need to embrace Maths Mastery and the early impact of Talk4Writing. Agreed targets for development include

improving outcomes for our disadvantaged students, reviewing phonics teaching and a clear focus on curriculum development, intent and implementation.

I recently attended a DfE event for National Leaders of Education that included an excellent presentation from the Education Endowment Foundation. Their research is extensive and fascinating. When examining their work on strategies to improve the performance of disadvantaged students the areas of greatest impact included high quality feedback, mastery learning, homework (secondary), reading comprehension and meta-cognition and self-regulation. Interestingly these strategies appear to be much more effective than approaches including mentoring, streaming and increasing the number of adults in the classroom. I urge you to reflect on their research and we are firmly committed to basing our school improvement approaches on research informed practice.

It has been a pleasure visiting schools this term and it is evident that our primary schools have embraced Talk4Writing in a huge way. Books I looked at clearly showed progression ('Cold' and 'Hot' tasks made this explicitly clear), while classrooms environments have been enhanced by the excellent displays, including washing lines. I also enjoyed seeing reading corners in action. Children were so positive about their work in English and talked enthusiastically about the improvements this year. The Forest School and outdoor learning ethos we are actively promoting is also paying dividends.

Our secondary schools remain strong and it has been positive to see the development of our subject networks. Although in their infancy these networks have the potential to help shape the future, linking departments and subject experts together as we face the challenges of curriculum reform. I was delighted to hear that the Maths teams from our four secondary schools have decided to plan the future KS3 Maths curriculum together, whilst Geography have agreed common assessments and moderation processes. This type of cross-school collaboration, linking subject experts together, is one of the benefits from belonging to a MAT and is something we will actively promote. Secondary students have excelled in music, drama and sport and continue to embrace Cadets, Duke of Edinburgh and a range of extra-curricular opportunities. This is a vital part of our vision – and happens because staff give up their time freely, it is noticed and appreciated!

I am pleased to report that our Primary School due to open on the Wymondham College site in September 2020 has now passed through the DfE feasibility stage. This means that the process of detailed design, planning and appointing contractors is now under way. Subject to planning approval, the School will open with 60 reception children in September 2020 and will include 32 boarding places for Year 5 and 6 pupils in a brand new boarding house. The plan includes an all-weather MUGA pitch and large hall space – which will enhance facilities already on site. We are excited by the educational opportunities that this will provide. We are still some way off from being able to reveal detailed plans and have been asked by the DfE to say nothing more until after Christmas. We are in close consultation with Norfolk Local Authority and had an excellent meeting this week looking at future place planning, given the huge amount of house building in Wymondham and surrounding areas.

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School

Last time we had our first competition about excellent classrooms. The following have been selected as winning entries: In a world-class classroom I'd expect to see

Fiona Beard – Great Hockham:

Learning that is:

- Engaging
- Enriching
- Empowering

Jane Scott – SET/WC

- Enthusiasm
- Inspiration
- Teamwork

Julia Simmonds-Mead – Stradbroke

- A classroom working for all, with empathy and understanding

Our vision is to provide a world-class education, locally. Our schools have many strengths and it is a pleasure to celebrate these. There is still lots of work to do to ensure that we offer a genuinely world-class education – and I will not be satisfied until we do. What I know is that I have a great team of staff, across our 12 schools and central team, working together to realise that vision. I am proud of what we have achieved and excited by the future.

Take care over Christmas, enjoy a well-deserved break and return ready to make 2019 a fabulous educational experience for each one of our 3600 pupils.

Mr Jonathan Taylor

CEO - Sapientia Education Trust

Chief Operations Officer Update – Mr Robert Moorhouse



Governance

- The Board of Trustees working group to consider the recommendations of the NGA report on governance have met and will report back to the Board meeting in December on their work to date.
- Trustees have visited Trust schools throughout the term and received feedback from staff and students.

Finance

- The Board commissioned Larking Gowen to carry out internal audit (IA) functions across the Trust in FY 18/19 as part of the Trust's compliance function. The IA team have started their work in December and will report back to the Board Audit & Risk Committee in March 2019.
- The external audit of the Trust accounts for FY 2017/18 have been completed and are working their way through the various stages of approval.
- A training session on Integrated Curriculum Financial Planning was delivered by the Institute of School Business Leadership at SET in November 2018.

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School

Health and Safety

- A comprehensive suite of H&S documentation was delivered to each school in September 2018.
- The H&S Officer has been carrying out termly inspections in the second half of the Autumn term. The inspection involves a physical check of the premises as well as an inspection of the application and use of the H&S documentation that schools have been provided with. A summary H&S inspection report is provided to each Local Governing Body and the H&S Officer also reports on a termly basis to the Trust Audit & Risk Committee.

Contracts and IT Strategy

- Terry Roberts (former Business Manager at Framingham Earl HS) joined the central team in the summer with a specific brief to look at contracts across the Trust and the work on specific projects – the most significant of these being the Trust IT strategy.
- In terms of his contract work, Terry has focused on bringing together individual contracts that schools have taken out with the same contractor into one Trust contract to achieve economies of scale. Thus far, he has realised a 22% saving on a confidential waste contract and 15% savings on an MIS system that is used by several schools in the Trust.
- In terms of IT strategy, a working group has been established that is considering a number of issues from common platforms through to staffing structures. Updates on this work will follow throughout the academic year.

Estates

- Our Trust maintenance team member, Lee Cooper, has started working across all Trust schools and has addressed numerous maintenance issues that have been identified as H&S issues or are general day-to-day maintenance issues.
- The Peter Rout Centre at Wymondham College was due for completion and handover by the end of December 2018. The contractors have informed us that they are unable to meet their programme and we have agreed a time-extension until 1 February 2019.
- The re-roofing works at Stradbroke have been completed.
- Various improvement and statutory inspection works have been completed at schools across the Trust during the term and more are planned during the Christmas break.
- The team are currently working on an overarching estate management plan (using the DfE guidance issued earlier this year) which will be presented to the Trust Finance and Infrastructure Committee in 2019.

Mr Robert Moorhouse
Chief Operations Officer

Director of Improvement – Primary Lead - Mrs Kelly Stokes



The start of the year has been a pleasure to be part of with staff embracing the Talk for Writing initiative; fully creating in their classrooms, imaginative 'HOOKS' to ensure children are eager and engaged in their English lessons. Staff have really promoted a love of learning through this initiative where classrooms have been turned into forests, pop concerts, bat caves and even London in 1666. Children have talked with passion about their text maps, showing how they can order parts of it and talk it through with actions. They have shared vocabulary on their washing lines, created their own superhero as a potato to write about in their innovation and even painted bloodstains down their independent writing to add a flare for the dramatic. The opportunity to share ideas and collaborate further was a success at the moderation sessions where books were

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School

looked at in detail and time was spent talking to other teachers of the same age group to swap resources as well as talk through challenging aspects of the teaching sequence. The final twilight was also a success pulling together the fiction, non-fiction and adding in the poetry element. It also was a chance to think in more detail about the spelling, grammar and punctuation element to the teaching sequence. The amount of hard work that has gone into launching this initiative has been extensive and is greatly valued.

Local Governing Bodies have been in monitoring different aspects of school life this term with Talk for Writing being seen and lots of positive comments given around the progress in writing seen from cold to hot pieces. They are also collaborating with opportunities to network available and Chairs forming one of the Trust Committees that focusses on the Standards of Education within the schools. The LGBs have all met this term to look at the data from the end of last year and discussed the strengths and weaknesses of the schools, allowing them to see how best to support them over this academic year. The Trust, through the Wymondham College Teaching School Professional Learning Pathways, has also allowed for training events to take place to upskill new governors and give everyone clear direction of how the LGBs work within the Trust.

The Teaching School has also launched this term and has begun well with pathways for TAs, Middle Leaders, Senior Leaders and Heads. These sessions have proven really popular with 32 booked on the Middle Leaders course. It has provided an excellent opportunity to reflect and to work with colleagues both inside and outside the Trust as well as cross phase.

Pupils have also had the opportunity to work cross-phase with students from our High Schools coming into our Primary Schools. Wymondham College students have spent time at the weekend at Burston School to paint the EYFS area in the style of Biggleton. Other Wymondham College students have been teaching modern foreign languages to children at Great Hockham Primary School. Old Buckenham High School students have welcomed Old Buckenham Primary School and Great Hockham pupils into their school to work on art and design projects. The trust will be continuing to develop links between our Primary Schools and High Schools with the school council representatives from all of the schools meeting in February to discuss their views and how they would like to work together moving forward.

As the end of the autumn term nears, we are saying goodbye to one of our Executive Headteachers. Mrs Carol Green will be missed by her three schools where she has really supported the staff and children. She will also be missed by her colleagues across the other schools who she has worked closely with over the past year within the Trust. She has promised to stay in touch and has offered to support the schools in a variety of ways in the future. This means that after Christmas two new Headteachers will be welcomed into the Trust: Mr Iain Hunter, who will be Head at Seething and Mundham; and Mr Mark Carlyle, who will be Head at Burston School and Tivetshall School. They are both excited to be joining such good teams and have already been into schools to prepare for their January start. Mrs Lucy Wayman, Headteacher at Rosecroft Primary School, has also begun to work at Great Hockham Primary School.

Next term we look forward to our shift of focus from Talk for Writing to Maths Mastery. Helen will be on hand to support either on 1:1 or in groups with using Power Maths resources as well as guiding schools through staff meetings and twilights on the progression in the four rules with our SET calculation policy.

Finally, in the run up to Christmas, with the schools all bursting with nativity rehearsals and excitement, I look forward to seeing you as I share in your festive events. Please do find me and share your thoughts, as your views matter.

Mrs Kelly Stokes
Director of Primary Improvement

To find out more about the Trust, the structure, schools, the team and the values, please visit the new Trust website at www.se-trust.org.

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School



Director of Improvement – Secondary Lead - Mrs Zoe Fisher



The excitement of the festive season has reached all of the schools I visit, with Christmas trees adorning receptions and classrooms, kitchens busy with the traditional Christmas lunch, concerts and activities, all amalgamated with the emotions surrounding Year 11 mock exams.

As we prepare to bid farewell to 2018, the last half term of the year has been a great one. I had the pleasure of attending Stradbroke and Old Buckenham High Schools' Presentation Evenings marking the many achievements of our students with musical accompaniment from the young talented musicians and singers that set the atmosphere for such occasions. Old Buckenham gave a preview from their upcoming School musical, *Hairspray*, with the song *Good Morning Baltimore* which had everyone toe-tapping in their seats, it sounds like it will be a great show.

I have met the Headteacher's council at Wymondham College and we discussed how we can launch the Trust's Student Voice group and I am delighted that the first meeting has already taken place and the team are now beginning to share ideas of what they want to achieve this year. The student voice is made up of representatives from each school and the ideas that they are considering include a SET student magazine so students and parents can keep up to date with what is happening across our schools, academic mentors for students across the Trust to support their peers with advice and help in a particular subject area and events that they can attend at each other's schools to get to know each other better. If you have an event that you would like to invite students to from across our Trust, let me know and I can share the information.

Part of my partnership work this half term has been looking at best practice in homework and assessment. I had the opportunity to speak to students at Framingham Earl High School to get their views and it was inspiring to hear how they value their teachers' feedback and really enjoy their 'Green Pen' opportunities to further improve their work, the examples I was shown in English were clearly making a difference to the progress the students were making. In addition, the students' comments on their homework were enlightening with many Key Stage 4 students saying that they found exam question practice the most helpful in preparing for GCSEs and Key Stage 3 students speaking animatedly about their Genius Hour projects.

We continue to share best practice where we can and our Education Advisors have supported this through their work on Stretch and Challenge and engaging High Prior Attaining Boys that are not making expected progress. In addition, they are leading a Trust Literacy Strategy working party, exploring what is currently having a positive impact in our schools and in other Trusts and then looking to see how this can be shaped into a strategy that would help support our students. The Education Debate is still rumbling and you can get involved using your IRIS Connect log in. You can also use IRIS Connect to set up groups within your own school or across the Trust and share ideas, resources and videos. Some Subject Network groups are using this to keep professional dialogue going and share resources in between their Network meetings – it is exciting to hear from you the impact and enthusiasm coming out of some of the Subject Network meetings with maths already discussing a common Key Stage 3 curriculum to support each other and coordinating assessments in Geography so that moderation and resources can be shared.

Our Professional Learning Pathways are well underway now. The session I hosted with Kelly Stokes on New and Aspiring Middle Leaders, stimulated conversations that reflected on professional priorities for school improvement, sharing ideas and anecdotes as well as peer support for colleagues from both Primary and Secondary. The feedback from all of the Pathways and Pick and Mix sessions have been really positive and helpful in ensuring we tailor the sessions to your needs. We have Pathways available for all levels of experience both teaching and non-teaching and it's not too late to sign up, although places are limited and some sessions full, contact your Headteacher if you are interested in attending any of the training.

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School



A lot of the Trust's focus this year is on closing the gaps between disadvantaged students and non-disadvantaged students and some of my work next term will be around reviewing best practice both in and outside of our Trust. If you have practice that you find effective, it would be great to hear from you and come and discuss your thoughts and see strategies.

Safeguarding Across the Trust

In November the Designated and Deputy Safeguarding Leads came together for our first Safeguarding Network meeting. Carla Hamilton from the Norfolk Youth Offending Team did a very worthwhile training session on County Lines highlighting the impact it is having on people living in Norfolk and Suffolk and reiterating the need to be aware of the safeguarding needs of our young people, particularly pointing out that there is no 'typical' child that is targeted but all children regardless of background could become a target for gangs to recruit or exploit. If you have any further questions about this or any other safeguarding matter please speak to your school's safeguarding team.

May I take this opportunity to thank you for the commitment you have to our students and wish you a very happy and peaceful Christmas.

Mrs Zoe Fisher

Director of Secondary Improvement

Director of HR - Mrs Tina Smith



In – House School Visits

I am grateful for the feedback and communication received as a result of the HR in house sessions. We take all your comments seriously so thank you for this! The sessions will continue in the New Year with a member of HR staff being available for staff to talk to about any matters relating to HR.

Payroll

We are very pleased to inform all teachers that they will receive their cost of living rise this month (backdated to 1st September) and those who were eligible for pay progression will receive this too. Please check your payslip by clicking on the link below - Employee Self Service portal (ESS) if your pay is processed by the SET Central HR Team.

[EMPLOYEE SELF SERVICE](#)

Those staff that are currently paid by NCC please remember to access your payslip via the employee portal.

EXTonlineservices@norfolk.gov.uk

Employee Benefits

We are pleased to announce that the Trust has commissioned **Sodexo** to manage a staff benefits package to all employed staff across the Trust.

The package offers a choice of over 6,000 discounts at over 130,000 retail and entertainment locations, including six major supermarkets, over 100 high street chains, seven cinema chains, 200 independent cinemas (up to 40%), 26

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School



restaurant chains, 42 entertainment venues, package holidays (up to 10%), numerous days out and weekend breaks as well as discounts on motoring, books, music, clothing, homeware and electrical items.

Each school will be visited by Sodexo in the New Year to promote this very important benefit to staff.

Training and Development

The HR Team delivered an interesting and lively session on communication skills in November; there are more sessions to follow including managing time, managing stress, managing change and performance management, for more details please refer to the Teaching School, Staff Professional Learning programme available on the SET website.

Work continues on the development of the Trust mandatory and new staff induction procedures.

I am pleased to announce that Kathryn Wright, HR Advisor is now a Mental–Health First Aider. This means that she has in depth skills for providing First Aid to people who may be experiencing mental health issues such as depression, anxiety and psychosis. Kathryn can be contacted on 01953 609012 or email kathryn.wright@sapientiaeducationtrust.org

Thank you for all your support during the last year. We wish all of you a very Merry Christmas and a Happy New Year.

Mrs Tina Smith
Director of HR

SET Trust Schools

Primary: Old Buckenham Primary School & Nursery | Seething & Mundham Primary School | Rockland St Mary Primary School | Surlingham Community Primary School | Burston Primary School | Tivetshall Primary School | Great Hockham Primary & Nursery School | Ghost Hill Infant & Nursery School

Secondary: Wymondham College | Stradbroke High School | Framingham Earl High School | Old Buckenham High School