



## Chief Executive Officer – Mr Jonathan Taylor



I would like to start by formally welcoming the Old Buckenham High School community to the Trust. Having grown to twelve schools quite quickly, one of the key challenges this year is to start to accelerate the benefits of belonging to a larger organisation – as the year progresses we should all benefit from new partnerships and networks, improved resources and shared opportunities for professional learning.

We now have provisional examination / test data for all of our schools. I am delighted that the first year of our primary strategy has already shown massive impact – at KS2 the combined score increased by eight percentage points and outcomes in reading, maths and writing were up significantly across our KS2 cohort. KS1 assessments were more variable, but in many cases also highly positive. I have enjoyed hearing all about staff and pupil's enthusiasm for 'Talk 4 Writing' and I look forward to looking at 'hot' and 'cold' tasks, washing lines and the new exercise books when I visit all of our Primary schools in November.

We recently received provisional GCSE and 'A' level data and there are some stunning results. Following their glowing Ofsted report in January, Stradbroke High School are celebrating their best ever Progress 8 score – a ground-breaking +0.62 - this will be amongst the highest (perhaps even the highest) in the region when published in November. Wymondham College further improved an already impressive progress 8 score at GCSE and the 'A' level value added is likely to be the best ever – again likely to be amongst the best in the region, whilst Old Buckenham High School join us on the back of an excellent set of results and progress data that will be well above average. Framingham Earl secured another very good set of results, likely to be in the top five in Norfolk for attainment with a significant increase in the proportion of pupils securing the EBACC qualification of particular note.

However, 'Disadvantaged' students are making less progress than their peers in many of our schools and the 'most able' could be doing better too in several schools. This needs addressing.

This term we have launched our first 'Professional Learning' programme through the Teaching School – a gentle reminder to book your places either on the Pathway programmes or 'Pick n Mix' sessions. Our commitment to the professional learning of staff and governors is demonstrated through this programme and is at the heart of our work. I have already seen fantastic learning in many of our schools and I have enjoyed visiting Art shows, watching drama rehearsals, viewing high-level sport, hearing students speak eloquently in public, learning a few words of Japanese and visiting lots of classrooms that have a buzzy, creative vibe.

Providing a World Class education, locally is our vision. World Class education goes well beyond the really encouraging data shared above and our pupils are entitled to a rich, stimulating and challenging education. Let's have our first SET community competition - **What three things would you expect to see in a World-Class classroom?** Email your answers to [ea@sapientiaeducationtrust.org](mailto:ea@sapientiaeducationtrust.org). – I have a couple of prizes available and we'll share the best publically on our new SET website.

Here is my competition entry: In a World-Class classroom I'd expect to see ... Curiosity, Spontaneity and Aspiration.

In the very near future I will be able to update you on our new primary school (due to open Sept 2020) and our developing plans for 'SET 2021' – so watch this space!

Thank you for your hard work, dedication and on-going support.

**Mr Jonathan Taylor**  
**CEO - Sapientia Education Trust**

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## Chief Operations Officer Update – Mr Robert Moorhouse



The summer months were very busy for SET support staff as follows:

### Governance

- The NGA external review of Governance, commissioned by the Board of Trustees, was completed at the end of the summer. Trustees have established a working group to consider the recommendations made in the review and this group will meet in the Autumn Term.

### Finance

- We said goodbye to David Herring who retired as the SET Finance Director after 25 years' service to Wymondham College and the SET. He has been replaced by Graham Hough. We also welcomed Olivia Slater who has joined the finance team.
- The Finance Team spent the summer closing down the accounts at the end of the financial year as well as preparing for the annual audit which started in September 2018. The draft audit report will be presented to Trustees in November 2018.
- The Trustees have directed that the Trust have a programme of internal audit as well as our annual external audit. Options were researched over the summer and the Board have appointed Larking Gowen to carry out this function. They are due to start their work in the Autumn Term.

### Estates

- Work on 'The Peter Rout Centre' continues at Wymondham College. The old Student Services building was demolished in the summer and the new building which will be the home for Maths and SEN at the College is starting to rise out of the ground. Anticipated completion is by the end of 2018.
- In concert with this project, the College Estates team have moved to a new building. The team fitted out the building themselves and it is testament to their hard work that the new facility is of such a high standard. Final works around fencing and an additional pathway will be completed this next half-term.
- Work on Stradbroke's new roof continues. The sports hall roof work was completed over the summer before the students returned. Work on the main roof was delayed during the summer due to weather. Unusually this was not rain, but the heat meant that working hours had to be restricted due to safety concerns.
- Various minor maintenance works have been completed across all the primary schools over the summer. Planning for this year's programme of works took place over the summer and the team are due to complete the 5-year master-plan for all the Trust schools before the end of this year.
- External contractors carried out toilet refurbishment work at Framingham Earl High School.
- The team appointed a new member of staff who will join at the end of October. Mr Lee Cooper will be assigned to maintenance work across all the schools. Primarily he will focus on the work identified through H&S inspections but will also carry out discreet projects as required as well as working alongside existing premises staff at all our schools.
- The team have also supported the Department of Education's CDC programme which has been carried out at each school in the Trust. This involves external building and mechanical and electrical inspections which will then feed into a central government database. The inspectors also view H&S records as well as examining the various statutory inspection certificates that we are required to maintain.

### Health and Safety

- The Trust H&S Officer has been working on putting together H&S documentation for all the schools. This is a suite of plans for each school and template risk assessments. He has also completed a fire risk assessment for the primary schools in the Trust (assisted by the Wymondham College H&S Officer)

**Mr Robert Moorhouse**  
Chief Operations Officer

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## Ms Kirsty Bray – Director of MAT Growth & Development



We were delighted when Wymondham College was awarded ‘Teaching School’ status in recognition of its track record of strong results, contribution to ITT and its school-led outreach programmes, including the highly successful Maths TSST programme. The ‘Sapientia Teaching School’ operates mostly from the Tom Eaton Centre at Wymondham College, though our aim is to ensure that all SET schools benefit from the opportunities membership of a Teaching School Alliance presents. We are keen that staff have the opportunity to visit other schools in the Trust to develop networks and forge strong working partnerships between teachers at different schools. This year our focus is on CPD and Professional Development. All Headteachers were

sent copies of the prospectus to distribute to staff concerning courses running this academic year. Whatever stage of your career you’re at, there’s either a ‘Pathways’ course or ‘Pick and Mix’ one-off session for you. Please take a look at the opportunities available and consider where the Trust can help you either meet your performance management expectations or develop your career to the next level.

**Ms Kirsty Bray**  
**Director of MAT Growth & Development**

## Mrs Kelly Stokes – Director of Improvement – Primary Lead



What a great start to the year we had across the Primaries with our Talk 4 Writing Twilight session on Thursday 27<sup>th</sup> September. A large thank you to everyone who presented their experience of the writing programme so far. There were excellent examples of working walls, washing lines, text mapping, boxing up and even an opportunity to listen to some work produced from Barney in his Pompeii story resolution. The buzz around the room was remarked on by Jo Starr, who led the session, with her team actually taking notes from the presentations made to use and feed back to their own schools. The opportunity to review some of the training had so far, and then to participate in the shared writing activity, for most, seemed to just connect the dots and make the links from the previous sessions. People seem to find it supportive sitting with others in similar

year groups and roles, with opportunities to look at expectations across the Trust and share resources already made. It was also appreciated that staff supported with clearing up at the end of the session as Framingham Earl High School were so good as to let the session take place in their school hall. The High School were great hosts with catering provided, a hall set up with all that was needed while at the same time hosting their own event in the school for their own parents and children. It is such a lovely example of how collaboration is now, not only being seen across the primaries, but now across all schools in the Trust.

Another example of collaboration across the Trust is the support Tim Wall has given Burston Primary by spending time over the summer painting the EYFS area in preparation for Wymondham College students to design elements at a weekend for the pupils at the school. As well as children coming into schools to design and paint areas, students have also been busy teaching pupils at Great Hockham Primary and Nursery languages once a week as MFL leaders. This will continue for a term before the students visit another school for the spring and then hopefully another school for the summer. It is also in the diary for another sports event later in the year, a music event and School Councils to meet up.

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Another aspect supporting collaboration across all schools is the launch of the Professional Learning Programme from the Teaching School. Staff are encouraged to look through the opportunities available and to discuss options with Headteachers to then book places. It is an ideal chance to meet others and join the growing networks on offer.

Networks are already established by our Education Advisors: Donna Garratt for EYFS; Nadine Avenal for SEND; and Helen Norris for Maths. Please do liaise with our Education Advisors as they are available to support the schools and staff for one day a week.

The Trust welcomes quite a few new staff members this term and a few people who have started in new roles or in new schools. There has been lots of positivity around all of these staff members, including the four NQTs who have made an excellent start to their first year of teaching. It is obvious that staff are feeling supported by colleagues as everyone has shared how much they are enjoying their new positions. Thank you to everyone who goes above and beyond in their support for each other whether new to the Trust or not, it doesn't go unnoticed and it is really appreciated.

Unfortunately, there is also a member of staff who is leaving the Trust. Carol Green, Executive Headteacher at Burston, Tivetshall and Seething & Mundham, has decided it is time to retire so will be leaving the Trust at the end of the term. She will be greatly missed at not only her three schools but by all staff who have worked with her closely in her role as Headteacher. Carol has however, agreed to stay in touch and support the schools still moving forward as she wants to still be involved, when she is not busy gardening.

Over the last few weeks, assemblies have taken place in schools for pupils to learn more about the Trust and the roles of people involved at Trust level. All schools have been very welcoming and pupils have engaged and behaved excellently in all assemblies. Parents have also had the opportunity to find out more about the Trust with meetings at all schools either already taken place or due to in the next few weeks. To get information from the parents about their understanding of the Trust and to help shape how we move forward, questionnaires have been sent out and information will follow with feedback from these. To allow staff to also have this opportunity Staff Forums are being booked in to allow staff to give feedback on their experiences since joining the SET and how best to move forward together.

Staff have worked extremely hard to set up classrooms that are engaging and supportive to pupils. The schools are looking really inviting with Power Maths and Talk 4 Writing jumping out at visitors to every classroom. Parents, governors and pupils have all commented on how they are enjoying the 'Hooks' being used to excite pupils to write and the coloured text books have been popular with children enjoying the characters that have key strengths such as resilience.

Over the next few weeks, moderation across the schools will take place to support the data collection after half term. The use of Marking Ladders in English and White Rose Assessments in maths will allow teachers to feel confident that data collected in their classroom and their school, to go onto Headteacher Reports, is able to be comparable across the Trust to be shared with Trustees at the Standards Committee meetings and Board meetings. It is this focus on support and challenge for each other that is what is allowing the schools in Sapientia Education Trust to go from strength to strength.

**Mrs Kelly Stokes**  
Director of Primary Improvement

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## Mrs Zoe Fisher – Director of Improvement – Secondary Lead



We are already half a term into the new academic year and it has been full on across all of our Secondary Schools.

It has been lovely visiting schools and seeing students so happy, keen and eager to learn. Year 10 and Year 11 students are focused on their GCSEs and talk engagingly about the topics they are studying, from how language devices are used to create atmosphere in poetry, devising vegetable based recipes, composing music and using physical theatre to reflect character emotions, all wonderful to see in action.

Year 7 have settled in really well and they have spoken about how much they are enjoying their new schools, making friends and the variety of lessons they have. We are so proud of our new students to have already stepped up to the challenge of being tour guides and ambassadors at many of the open events that have already taken place. Lots of people have commented about the large number of visitors we have had this year and each school has truly shone with staff and students alike proudly showing off their school and I thank you all for the hard work and creativity that went into each event. I certainly will not forget the dance workshop I joined in with, with Mr Edwards at Framingham Earl's Open Evening!

Congratulations to all of our schools for a great set of exam results, reflective of the hard work of both our students and staff. We have identified a need to further support the progress of boys, high prior attaining students and disadvantaged students to bring them more in line with other students and this has already been a focus for action. Our Education Advisors, Steven Dye and Dan Keates have been working with staff and departments across our secondary schools, with a focus on these key groups of students as well as supporting whole school training in these areas.

There is some great collaboration happening between Wymondham College Sixth Form and Year 11 students across the Trust schools to raise aspirations and ensure all of our students feel that the Sixth Form is part of their natural progression for those who wish to pursue A Levels. With, an intake of over 240 students into Year 12 this year and the College's best ever student progress and transport provided from all of our secondary school areas, the pathways available to our children through the Trust from Nursery to Year 13 should be theirs for the taking.

Old Buckenham High School students have enjoyed an Art workshop with Year 6 students from Great Hockham and Old Buckenham Primary & Nursery and have other events planned.

I have met with a member of the Wymondham College Headteacher's Council and gave her a tour of the Trust Head Offices, and explained how it all works. I am looking forward to meeting the rest of the Council after the half term break to discuss how they may lead our SET student voice. If any other School Councils would like a tour, please get in touch with me and I will happily arrange.

IRIS Connect is up and running and our Education Debate network has been launched with the question '*Whatever happened to VAK and Learning Styles?*' Log on to join in the debate. If you do not already have your log in or an invite to join the debate, speak to your school's IRIS Connect Champion. There are also many networks being planned and ready to go including one for each subject area, as well as a Science Technician network and a DSL Safeguarding

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network. If you are interested in creating your own network or want to use it to enhance your own practice or you want to find out more, please speak to your school's IRIS Connect Champion.

### **Safeguarding Across the Trust**

Glen Hagger from Norfolk County Council provided the latest Keeping Children Safe in Education 2018 training for our DSLs in September and we will be hosting our first DSL network in November with guest speaker Carla Hamilton from the Norfolk Youth Offending Team presenting on the topical County Lines.

Our Trust Safeguarding Coordinator, Claire Fox has visited all of our Primary Schools and some of our Secondary Schools and is supporting Designated Safeguard Leads in ensuring we are providing the best safeguarding care possible to our children and families.

Please note the Trust's Safeguarding Policy if you have a concern about an adult in your school, you should speak to your Headteacher. If you have a concern about your Headteacher you should speak to Jonathan Taylor (CEO) If you have a concern about a member of the Sapientia Education Trust team, you should speak to Jonathan Taylor (CEO). If you have a concern about Jonathan Taylor you should speak to Peter Rout (Chair of the Trust).

**Mrs Zoe Fisher**

**Director of Secondary Improvement**

### **Mrs Tina Smith – Director of HR**



It gives me great pleasure to update everyone on the changes, progress and future initiatives taking place in the HR and Payroll Department.

Firstly, though, I am delighted to welcome two new members of staff:

Lauren Smith, HR Manager who joined us in late August from Leathes Prior, a Norwich city law firm. Lauren will deputise in my absence and will be out visiting your schools very soon. Lauren brings a wealth of experience in training, development, and employment law.

Helen Dixon, Pensions and Payroll Coordinator; Helen has transferred from Stradbroke High School and is responsible for all pensions management and post payroll reporting and returns. Helen has extensive experience in finance, HR and IT.

### **MHR itrent**

As many of you are aware, a major project within HR currently is the implementation of MHR itrent, this is an innovative, forward focussing, integrated HR and Payroll management information system; MRH itrent will enable the Trust to manage all HR and payroll processes centrally.

Jo Myers, our HR Systems Development Manager has been working on this project diligently for over a year now and it is fair to say that the developing and testing have been challenging at times, however we are now in a position to transfer those schools not already in the system.

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All primary schools will migrate to the new system for November payroll. In preparation for this transition we will shortly be sending to all employees employed in the primary schools a link (called ESS or Employee Staff Record), please could review the information and amend/update where necessary. Thank you in advance.

Kathryn Wright, HR Advisor and Stradbroke HR Lead has been preparing policies for consultation with the regional trade union representatives. I can confirm the following HR policies have been agreed through the Joint Staff Consultative (JCC) committee:

- Disciplinary;
- Grievance;
- Whistleblowing;
- Attendance;
- Dignity at Work;

Policies currently under review are the Staff Code of Conduct, Leave and Pay.

Future developments within HR include the rollout of corporate and local induction procedures, a staff wellbeing and staff benefits programme, new recruitment and on-boarding processes for new starters and performance management. More to follow on all these initiatives.

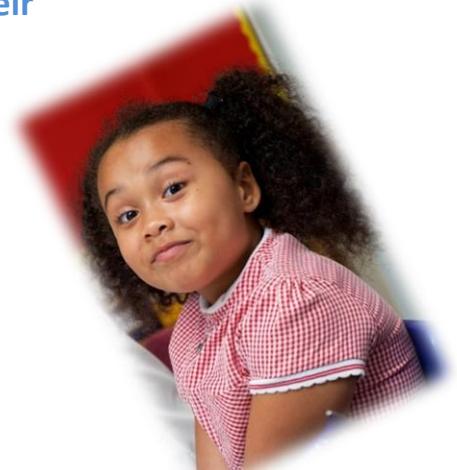
In the meantime Alex Gough, HR and Payroll Teamleader and her team will be happy to give advice and support to the schools, please do not hesitate to give them a call.

Finally, I feel very privileged to have such a committed and hardworking team. I look forward to building relationships further with the staff in all schools. The HR team have a strong team spirit and are here to help and support you all.

If you are visiting Trust Offices, you will find us in the grey mobile by the main building, please pop in and say hello; we are keen to meet as many staff as we can.

**Mrs Tina Smith**  
Director of HR

**Below is an example of why we do  
what we do - happy children  
enjoying and engaged in their  
education.**



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