



SET Schools Primary

- Old Buckenham Primary School
- 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

Chief Executive Officer – Mr Jonathan Taylor



Jonathan was appointed Principal at Wymondham College in 2014. Previously, he had been Deputy CEO of a large MAT in Nottinghamshire. In 2016 he was appointed a National Leader of Education. Jonathan believes that all children can, and must, achieve and the professional challenge is to overcome any and all barriers to learning.

Our Trust has grown in size this year and there are many notable success stories. I have really enjoyed visiting our primary schools this year – talking to pupils, staff and parents. We have worked hard to support our schools and I am really pleased to report improved facilities, staff training and significantly improved KS2 SATS results across our Year 6 Pupil cohort.

Our approach is to celebrate the individual nature of our schools, based around a shared vision and common values. We value the place of schools at the heart of local communities, perhaps especially important in a rural county like Norfolk. We want our schools to be vibrant, creative and engaging – ensuring Norfolk children get access to a great, local education.

We have achieved a great deal this year – but we are relentless in our desire to ensure our schools are simply excellent. We value your input and suggestions and there will be opportunities next year to contribute through surveys, forums, partnership evenings.

Mrs Catriona Mitchell – Executive Assistant to the CEO

Catriona joined the staff of Wymondham College in 2001 as the PA to the Principal. Prior to that appointment she has worked for the NHS and Diss High School.



Catriona's role is to support the CEO and she will accompany the CEO on visits to SET schools from time to time.



Mr Robert Moorhouse MBE – Chief Operations Officer

Bob had been the Bursar at Wymondham College since 2007. He is the Chief Operating Officer for the MAT and is responsible for support services across the MAT.



Ms Kirsty Bray – Director of MAT Development

Kirsty joined Sapientia Education Trust in 2016, prior to that she has been a Vice Principal for Teaching and Learning for Wymondham College, a Curriculum Director at a Sixth Form College and an A-Level teacher of Government and Politics, Sociology, English and History.



Mrs Zoe Fisher - Director of Improvement – Secondary Lead

Zoe started her career in London and returned home to this area three years ago to join Wymondham College and having seen the Trust grow, she is excited by the prospects that now lie ahead. With the opportunity of working across schools, she will be seeking out the outstanding practice that occurs daily and sharing it with others to build relationships and opportunities to enhance the experience of our students and drive our schools forward. With the students at the core, she believes that a collaborative approach based on research, innovation and experience, offers a bright future.



Mrs Kelly Stokes – Director of Improvement – Primary Lead

Kelly joined the staff of Sapientia Education Trust in September 2017. Previously, Kelly had been a class teacher for 17 years in schools in Essex and on the London fringe. She had been an ICT leading teacher, Maths advanced Skills Teacher and is qualified as both Deputy and Head (NPQH). She also achieved a Masters in Education with a focus on Special Educational Needs. In all her previous roles, she has been passionate about improving teaching and learning across the schools she has worked in. Now, within the MAT, she wants to continue that drive of improvements by supporting staff in the SET to allow all pupils to achieve the best they possibly can.



Mrs Tina Smith – Director of HR

Tina Smith joined Wymondham College as HR Manager in 2010 having been HR Business Partner (and part of the Executive Team) for Great Yarmouth and Waveney PCT Provider Services. Prior to this she worked for Safeway for 13 years as part of the Senior Leadership Team. Her experience is in both public and private sector and she brings a wealth of experience in Human Resources and Operations.



Mrs Wendy McGuire – Clerk to the Trustees

Wendy joined Wymondham College in April 2016 as Clerk to the Trustees and provides administrative support and procedural/statutory advice to the Trust Board, SET Committees and Local Governing Body meetings of schools in the Trust.

Previously Wendy worked at Aviva in several departments including: procurement, software licensing, IT, pensions, and finance. Wendy has also worked as an exams invigilator and a fitness instructor.

End of year message from Kelly Stokes – Director of Primary Improvement

The primary schools have been extremely busy over the past year working together successfully to offer support and challenge to one another.

The main philosophy and approach of the SET is to promote collaboration and support for all of our schools in sharing best practice. To allow this vision the Heads have all met regularly to shape and define the improvements of the schools and how the SET can facilitate this, including establishing roles across the SET of an Attendance officer and SENDCo.

English and Maths subject leaders have had 3 days of CPD training allowing networking and sharing of good practice, as well as understanding and setting clear expectations, roles and responsibilities moving forward. SET appointed a teacher to allow time for the subject leaders to undertake their roles and responsibilities to a high standard.

English and Maths subject leaders have also had regular updates making sure assessments across the SET are consistent and secure. Peer reviews have successfully supported senior leaders gaining experience of other schools and they welcomed this opportunity to develop. Training opportunities have also been available for TAs focussing on English and Maths as well as behaviour and Special Educational Needs.

Funding was agreed for specific resources to allow for collaboration and to support school improvement. The first to be purchased was The Key (an online account for senior leaders providing advice and research) and Activelearn Spelling and Grammar Bug (an online account for teachers to support the teaching of Grammar, Punctuation and Spelling).

After carefully reviewing the standards and offers of the schools with an Ofsted Inspector and in collaboration with the Head Teachers, it was agreed to focus on English and Maths achievement. To do this many projects and resources were assessed to see what SET could provide to support in these areas.

One of the largest areas funding was directed towards was the 'Talk for Writing' training sessions (5 sessions over 2 terms) for all staff being launched with resources supplied from books (for all children in all years) to flip charts, reading records and pens. This is an initiative that has a proven track record in raising attainment and progress in English.

Another large funding focus was to provide all schools with resources to support improvements in mathematics in the form of text books called 'Power Maths' that are recommended by the Department of Education to provide mastery excellence. This is linked to Continuing Professional Development with a full day training and online tutorials.

To ensure communication from each school is able to be known at Trust level, all Local Governing Body meetings are attended by a member of the Sapiientia Education Trust Central Team. Communication is essential and is possible because the Chairs of each Local Governing Body are also part of the Trustee's Standards Committee. This means that they have an oversight of other schools in the trust and are able to bring their own community and school's points of view and needs to the meetings. Information in a consistent framework at these meetings is shared using the new Head Teacher's report that has allowed for even further collaboration. These reports have been well received at all levels and have allowed the SET Central Team to have a clear focus moving forward, enabling improvements across the SET.

Senior staff have also had opportunities to visit 'Outstanding' schools outside of the Trust and this opportunity will be extended to other staff next year as part of the 'Teaching School' development out of Wymondham College.

Pupils have had the chance to meet each other at SET events such as sports days. This area is to be developed more next year to include more transition opportunities for our primary schools to link to secondary schools within the trust and have other subject areas to link together such as Modern Foreign Languages, Art and Science.

The primary school staff, pupils and governors have all been welcoming this year and begun the collaborative approach that Sapiientia Education Trust holds as key to school improvement and success.

Kelly Stokes

End of Year Message from Robert Moorhouse - COO

Over the course of the past 12 months we have concentrated on understanding the school estate of each of our schools, Health and Safety and providing the correct level of financial support as the schools have transitioned from a system whereby they were supported through the Local Authority financial management system to now operating the system the Trust requires.

In terms of schools infrastructure we have used the last School Building Condition survey to construct a Trust wide Forward Maintenance Register (FMR). The FMR is the plan we use to address all major condition issues at the schools over a 5-year period. This of course helps with planning major works to ensure that they are carried out during school holidays. We have also taken the chance, where possible, to carry out some basic maintenance tasks such as painting of classrooms to help improve the learning environment within the schools. In addition, we have deployed maintenance staff across all of the schools to deal with the 'here and now' issues that have arisen during the course of the school day that range from fixing locks to dripping taps. Understanding the condition of the schools within the Trust has been a challenging piece of work as the condition of the schools and the age of the buildings they occupy are very variable. Rather than list all of the work that has taken place in the last year or so, some notable highlights include:

- Relocation of the Forest School area at Seething and Mundham
- New Fire Alarm system and replacement boiler at Old Buckenham Primary School
- Grounds maintenance at Old Buckenham Primary School
- Classroom/other areas redecoration at Burston, Rockland St Mary, Great Hockham, Seething and Mundham
- Replacement hall ceiling and new lighting at Tivetshall

The appointment of a Trust Health and Safety Officer this year has allowed us to introduce a system of termly Health and Safety inspections at each school. In addition, policies have been re-written and developed for introduction in September that should take a significant amount of work away from Headteachers allowing them to concentrate on other areas of the school. Each inspection report is analysed by the Trust estates team and where necessary, recommendations are built into the overall FMR or for more pressing work that is required such matters are addressed as soon as practicable. The Health and Safety officer is also available to support Headteacher's with writing risk assessments, accident investigation and dealing with day-to-day Health and Safety queries.

The financial systems the Trust operates are different to that operated by the Local Authority so the finance team have spent time this last year helping schools with the successful transition to the new way of working. The Finance Manager has visited each Headteacher monthly to provide an update on how their budget is spent and to discuss issues that may need to be addressed moving forward. Such matters are then in turn reported to the Board's sub-committees. In addition the finance staff have organised termly meetings for school support staff whereby issues can be discussed and addressed and best-practice can be spread amongst the school staff.

Bob Moorhouse

Message from your Local Governing Bodies

Dear parents and carers

As you are aware, our schools are now part of the Sapientia Education Trust and as such each school's Full Governing Body has been reconstituted to be a Local Governing Body.

This means we have a specific focus on the standards of teaching and learning, with the rest of the Trust being responsible for all other aspects that the Full Governing Body were previously responsible for.

Being part of the Trust has already brought benefits:

- Shared training for staff and governors across the Trust that has provided opportunities for good practice to be shared.
- Some standardisation of required reports and formation making it much easier to compare results and current progress.
- Very thorough and helpful internal audits across key areas with clear action points highlighted where improvements can be made.
- A very supportive and helpful ethos.
- The introduction of some high-quality initiatives, including Talk for Writing and COMPASS, that will bring real enrichment to our children's learning.
- Strong and consistent leadership that has enabled long term planning, staff development and recruitment for our schools.
- A dedicated support system at Trust level, enabling school leadership to focus more on the core business.

We are looking forward to building on these relationships, sharing best practice amongst ourselves and hopefully being rewarded with further improved outcomes across all our schools.

We would like to take this opportunity to thank and congratulate our staff and pupils whose continuing hard work and enthusiasm can only result in a bright and better future.

We will be looking to expand our Local Governing Body groups to bring in further expertise and different skill sets so if you are interested in working with us to take our schools forward please get in touch.

LGB Chairs

End of Year Message from Tina Smith – Director of HR

Over the last year we have developed the capacity and capability of the HR team to enable us to be in a position to support the Primary schools in all areas of HR; The HR and payroll team are attentive and keen to understand the primary school staffing arrangements and as such provide advice and guidance to all staff on matters relating to recruitment, succession planning, training and development, payroll, pensions, employee engagement and performance management. During the last year we have worked hard to implement a new HR and payroll management information system to enable us to manage an in house payroll and pension functions.

We will be supporting the central and school teams in the new academic year to develop and improve education across all our schools; we will achieve this by working collaboratively with everyone, providing learning opportunities through coaching and mentoring. We are proud to work for Sapientia Education Trust and look forward to the new academic year!

Tina Smith