



**Eastern Multi-Academy Trust**  
Empower - Motivate - Aspire - Transform



*Annual Report*  
*2022/23*

# Our Mission, Vision & Values



## *Mission*

Ensure all children and young people are prepared to learn for life by equipping them with the knowledge, skills and experiences required for a high-quality education. We empower and motivate them to achieve their full potential now and in the future.

## *Strategic Outcome*

We will provide outstanding all-round education and care for the children in our communities from nursery onwards. Our relentless focus on raising educational standards, community engagement, people development and wellbeing, formed on strong foundations of operational and governance excellence, are the keys to EMAT success now and in the future.



## *Vision*

- 1. Educational Standards** - All academies provide a high-quality education for all children. Knowledge, skills, and experiences enable them to thrive in the future world of work.
- 2. Community Engagement** - The Trust and its academies are recognised for their contribution to community development and regional educational improvements.
- 3. People Development & Wellbeing** - All staff are committed to ensuring the wellbeing and educational development of each of their students and colleagues. Engagement is high and every member of staff understands how their role contributes to success.
- 4. Operational Excellence** - Our academies success is underpinned by an efficient and effective operational structure; processes build resilience and central service provision forms the bedrock that allows our academies to relentlessly focus on raising educational standards.
- 5. Governance & Compliance** - We play by the rules and influence positive change in the education sector for the benefit of all.



## *Values*

- ▶ Abide by the rules and constructively challenge them to influence policy change.
- ▶ Safeguarding principles will be embedded in every activity and process so that all children are safe.
- ▶ We celebrate success as much as focusing on challenges.
- ▶ We are open to challenge and a culture exists that drives continuous improvement.
- ▶ High level progress and oversight of the strategy implementation is done by the Trust Board.
- ▶ Trust Board strategy sessions are designed to deep dive into each area of the strategy to set direction and priorities for the Trust Executive.



# Welcome

Welcome to the first Annual Report of Eastern Multi Academy Trust. We hope that you find the information within the Annual Report useful and that it gives you a flavour of the many successes that we have seen in our academies over the last 12 months.

Over the last academic year, we have undertaken a strategic review of the geography in which we operate and have taken the decision to maintain a Thetford/Brandon hub of schools and a West Norfolk Hub. Any future growth of the trust is likely to be focused on the North West Norfolk and Lincolnshire/Cambridge border area.

As a Trust we have been working hard to support our academies to provide a great education for all our children and learners. We have had a busy time in the last 12 months with inspections, but we are pleased to be able to say that all academies inspected this academic year have achieved a good or better outcome.

In September Raleigh Academy was inspected for the first time since joining EMAT. Its predecessor school had been rated as inadequate, but we were delighted for the Raleigh team that Ofsted recognised the excellent work that they had put into making rapid improvements and the academy was rated as good. Nelson Academy followed in November and was once again rated good with Ofsted recognising the many strengths of the curriculum and provision. Then in May Eastgate Academy was inspected and we were delighted that once again Ofsted recognised that the academy was outstanding, which is another amazing achievement.

We are very fortunate to retain an incredibly skilled and hard-working staff, both in schools and in the support services that we provide. Our recruitment over this year has seen some highly skilled and dedicated professionals join our teams, which will only serve to strengthen the educational offer for our children.

Despite the many challenges of coming out of the pandemic and then the energy and economic pressures that schools face, our colleagues continue to work hard for their children and communities, and it is a testament to their hard work that we are seeing the many successes highlighted within this report. Thank you to everyone who works so hard for our children, and we look forward to sharing the successes of the coming year.

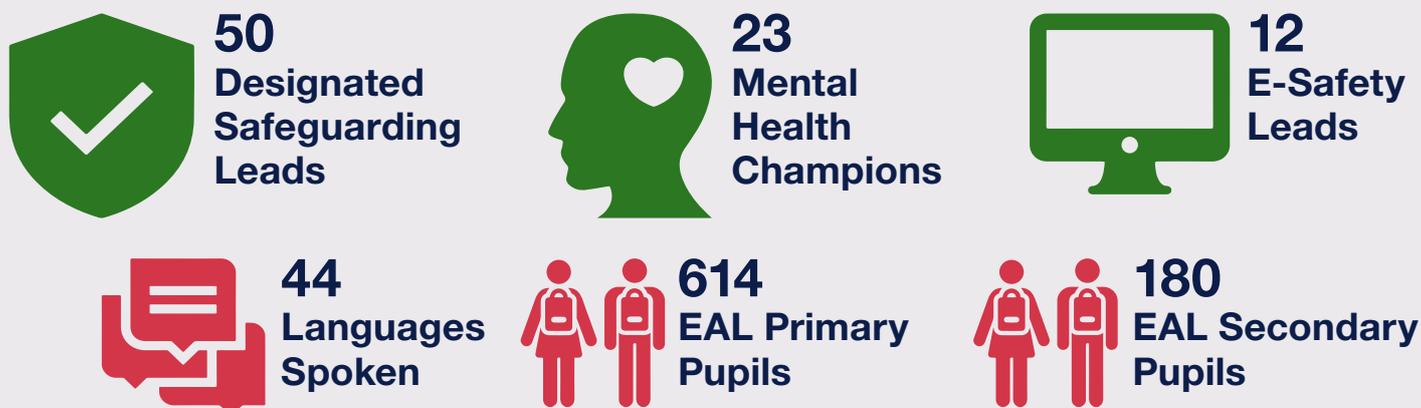
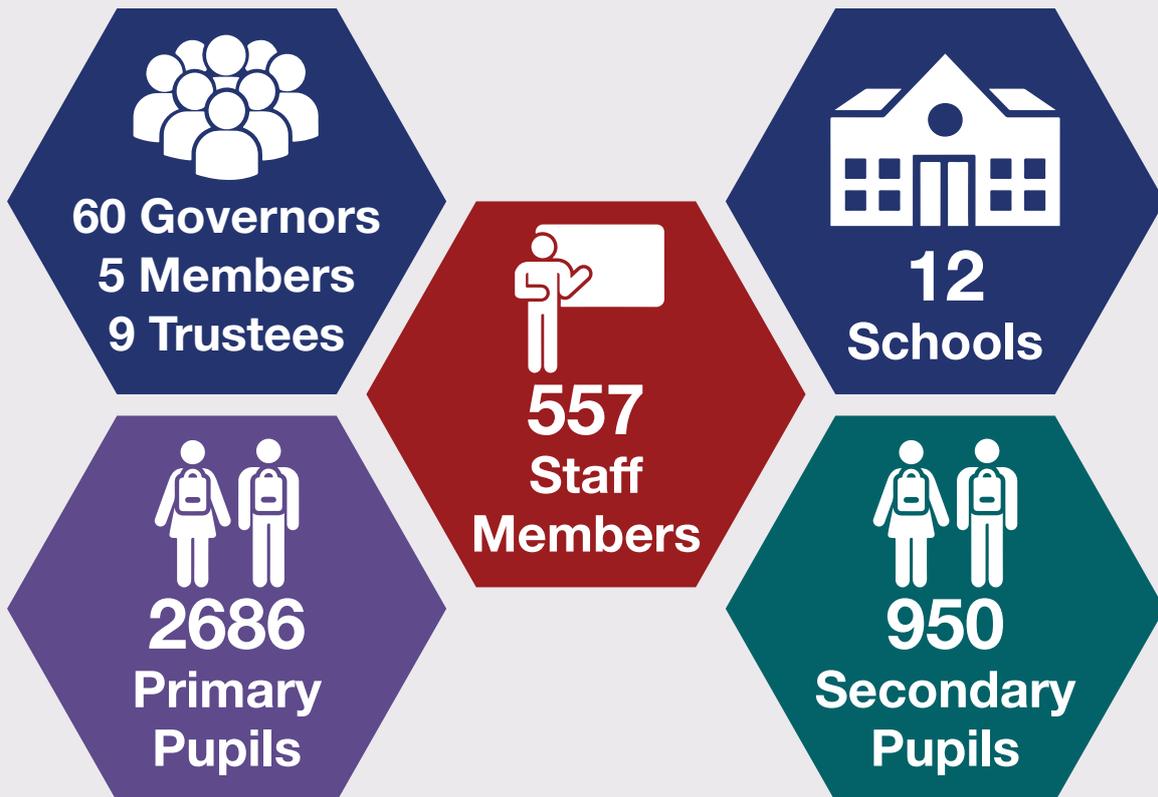
*Paul*

**Paul Shanks**  
Chief Executive Officer

*Julie*

**Julie Perry**  
Chair

# Key Headlines



# Meet Our Team



**Paul Shanks**  
Chief Executive Officer



**David Cousins**  
Chief Finance Officer



**Zoe Baxter**  
Director of People & Culture



**Chris Jessup**  
Director of Education



**Mark Cresswell**  
School Improvement Director



**Imran Khan**  
School Improvement Director



**Rebecca Schroder**  
Operations Manager &  
Exec Assistant to CEO



**Deborah Hinks**  
Lead Governance Professional



**Finance Team**



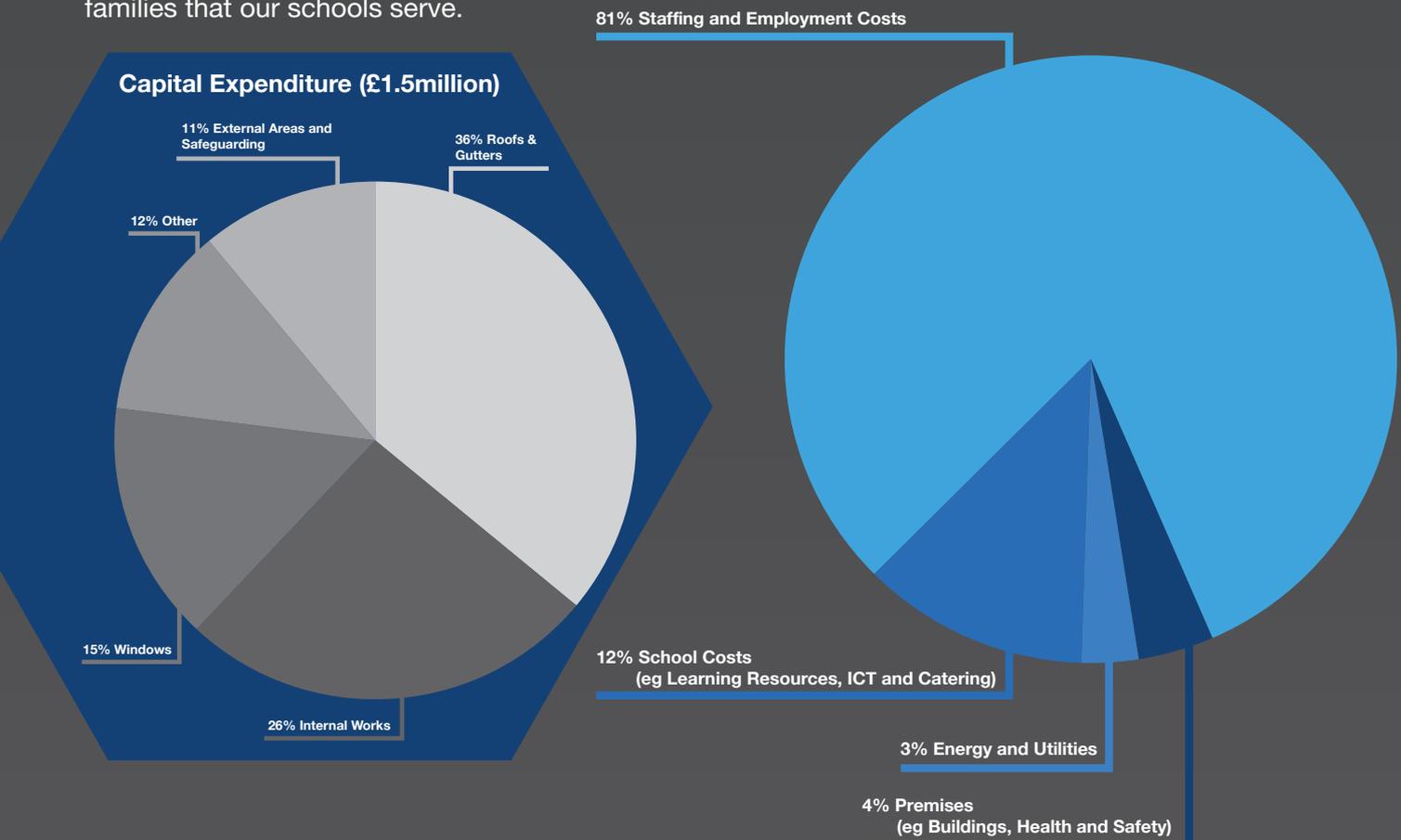
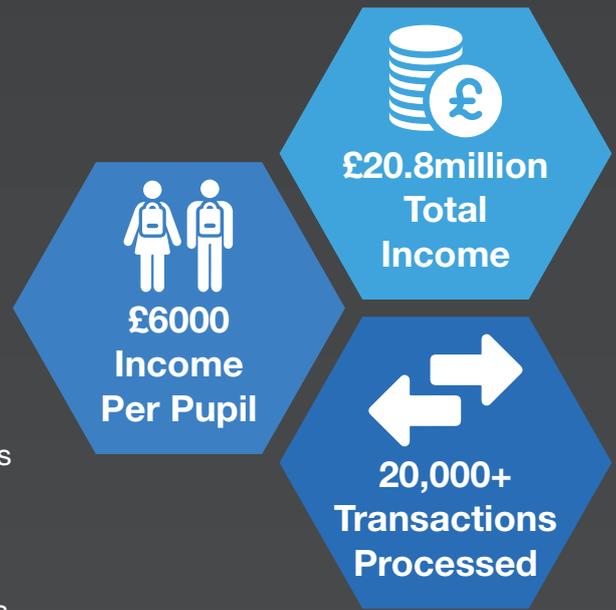
**People Team**

# Finance

Finance continues to be a hot topic for academies and trusts up and down the country, with the ongoing negotiations on staff pay, terms and conditions. With the budget window coming to a close and the hard work completed on ensuring sufficient funding exists in our academies, thoughts turn slowly to the end of the academic year with a chance to reflect. Finance exists to ensure the children who are part of our academy communities have the best possible chance to succeed educationally and are set up for success for their lives after school.

EMAT is in a strong financial position and retains good health through robust processes and an excellent audit and governance programme. Our aim is to support our academies at all times even when there are difficult decisions to be made.

Throughout 22-23 we have continued to invest in our estate with over £1.5million spent on roofs, boilers, windows, fences and outdoor areas. It is critical that we spend our funding in these areas for the long-term benefit of our staff, pupils and families that our schools serve.



*"An investment in knowledge pays the best interest"*

**Benjamin Franklin**

# Estates & Operations

The Trust continues to deliver on our Estate Strategy to provide excellent facilities for our children and staff. We have invested time and resources to ensure that:

Health and safety compliance is paramount, supported by a robust training programme to empower our staff.

We utilise key data to inform decision making, to transform and modernise the condition and sustainability of our estate.

Strong governance oversight challenges progress against our Trust strategic ambition to aspire to achieve operational excellence.

Our estate provides an environment conducive to effective teaching and learning, that inspires pride and motivates our staff, children and communities in minimising environmental impact.

We make effective use of available capital and identify sources of funding for estate.



## Key Work Streams 2023

- ▶ Audit and Monitor
- ▶ Training and Knowledge
- ▶ Systems and Procedures
- ▶ Procurement and Contract Management
- ▶ Site Operations and School Asset Management
- ▶ Roles and Responsibilities
- ▶ Environment and Culture

We continue to invest in our estate, making much needed improvements to the learning environment and outdoor spaces, upgrading aging plant, roofs and windows to improve energy efficiency. Most funding for this comes from SCA (Schools Capital Allocation) as well as investment from within school budgets and external bids for funding specific environmental projects.

We work closely with our external H&S consultants, surveyors, the DfE and our insurers to manage Health & Safety across our estate. Our recent audits show continuous improvement year on year, which highlights our commitment to ensuring the safety of staff and children at every academy.



# People

Our people are key to inspiring and engaging pupils, students, colleagues and communities – whether educating directly, leading education, or contributing to the core functions of the Trust, we are all responsible for creating a culture and environment for providing good education.

Our People Strategy sets out our people ambitions to support the successful delivery of quality education and school improvement. A series of commitments have been made to focus our efforts and investment in our people over the next three years to demonstrate that:



**EMAT is a good employer**



**We are invested in our people**



**We recognise effort and reward this consistently**

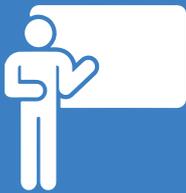


**We care for each other**



**Everyone feels included and part of our Trust**

In addition to our core purpose of education, we have to think both radically and differently about how we are structured, how we lead and manage all elements of our Trust, commercially and educationally. How we equip our people with the knowledge and skills to do the challenging jobs we ask of them; and how we can build our professionalism and reputation as a leading regional employer.



**557**  
Staff



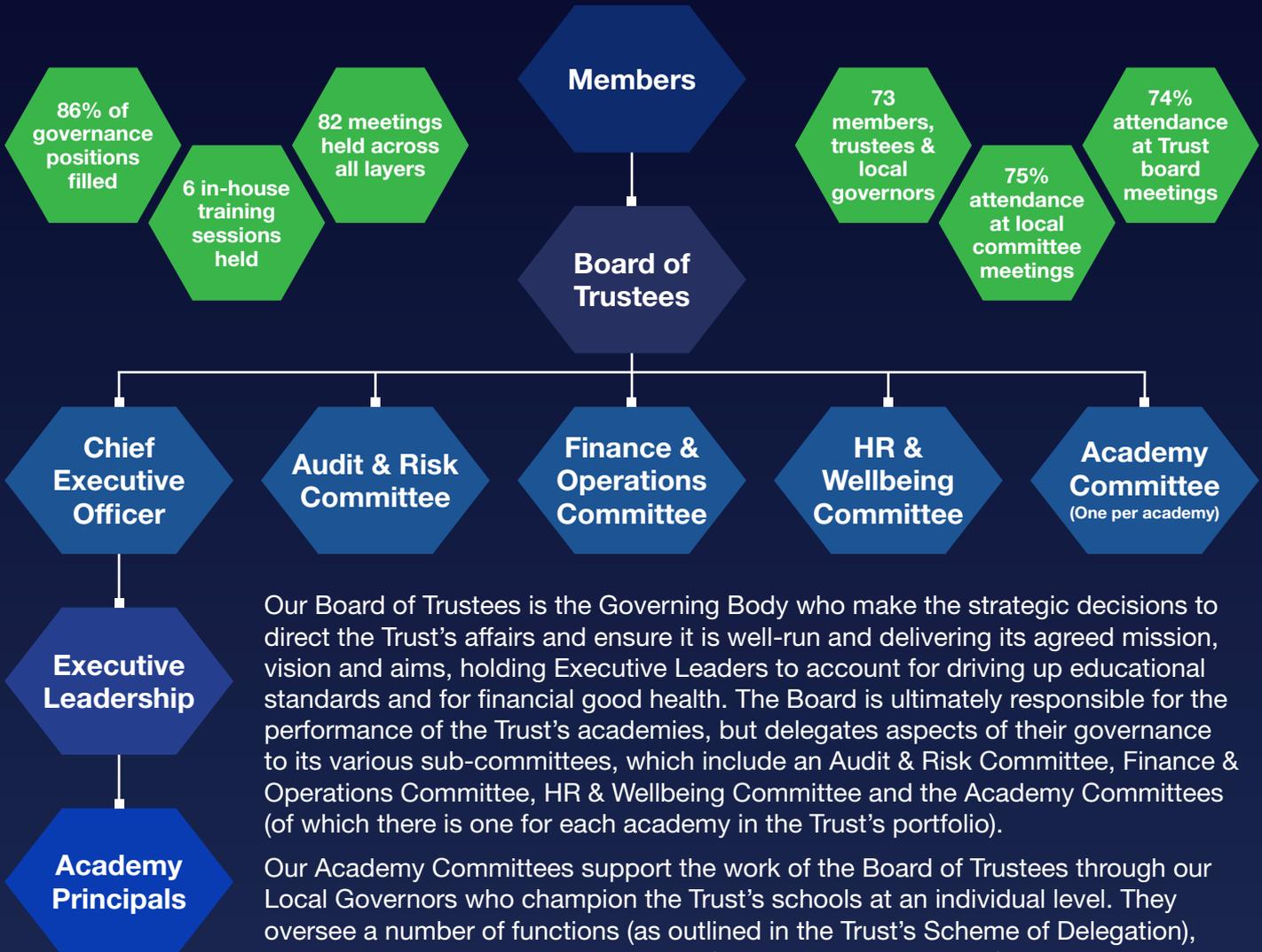
**£1.48m**  
(average)  
Pay & Pension  
Administered  
Each Month

**360**  
(average)  
Staff Receive  
Specialist  
Advice and  
HR Support  
Each Month



# Governance

Our Members established the Trust and its charitable purpose, adopted its ruling document known as the “Articles of Association” and set out its Constitution. They oversee the work of the Board of Trustees to safeguard the effectiveness of the governance arrangements. They have the right to appoint and remove Trustees, amend the Articles of Association, receive the annual accounts, and appoint the auditors. They operate with an “eyes on but hands off” approach.



Our Board of Trustees is the Governing Body who make the strategic decisions to direct the Trust’s affairs and ensure it is well-run and delivering its agreed mission, vision and aims, holding Executive Leaders to account for driving up educational standards and for financial good health. The Board is ultimately responsible for the performance of the Trust’s academies, but delegates aspects of their governance to its various sub-committees, which include an Audit & Risk Committee, Finance & Operations Committee, HR & Wellbeing Committee and the Academy Committees (of which there is one for each academy in the Trust’s portfolio).

Our Academy Committees support the work of the Board of Trustees through our Local Governors who champion the Trust’s schools at an individual level. They oversee a number of functions (as outlined in the Trust’s Scheme of Delegation), holding Academy Leaders to account for pupils’ academic performance, high quality education and quality of care. They make each academy’s successes, challenges and needs known to the Trust Board by providing local intelligence, including feedback from staff, pupils and parents.

## EMAT Governance Services:

- ▶ Support the efficient and effective operation of the Trust Board and its committees
- ▶ Support Trustee/Governor recruitment, induction & training
- ▶ Ensure calendar compliance including agendas and paperwork for meetings
- ▶ Provide Clerking arrangements
- ▶ Facilitate a Chairs’ Forum and guidance for Link Governors
- ▶ Provide Governance support and advice in line with best practice to Members, Trustees, Local Governors and the Executive Leadership Team



Deborah Hinks



Alison Wellman



Sharon Scott

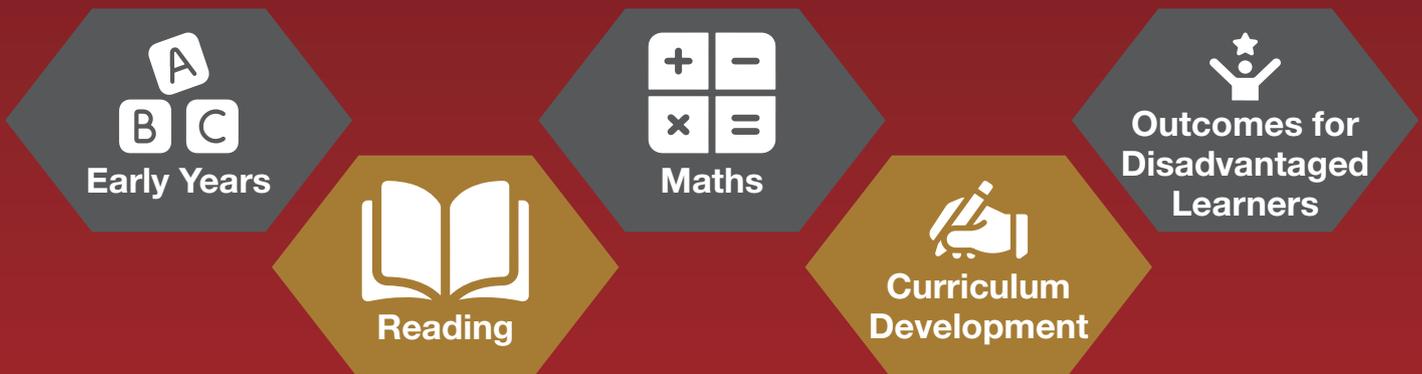


# Expert Practitioners and Trust Networks

## *Expert Practitioners*

Our Expert Practitioners (formerly known as Associates) provide high quality support to our academies and colleagues to improve practice and secure exceptional outcomes for all learners.

They are our Trust advocates who demonstrate and amplify the very best practice in the following crucial areas of school improvement:



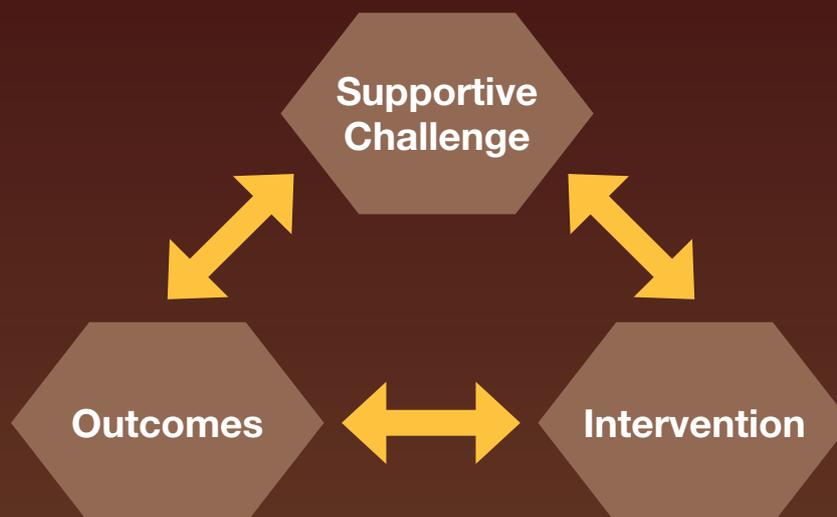
Each develops a termly best practice network within their area of expertise and leads on the development of Trust wide resources to support improved teaching and learning, strengthening standards as well as championing innovation.

## *Trust Networks*

Our developing Trust networks bring together subject leads across our primary and secondary schools to curate curriculum, refine assessment and focus on enactment and pedagogy: by teachers for teachers.

# School Improvement

Our improvement strategy is based around the cornerstones of Supportive Challenge, Intervention and Outcomes.



## ► Role of School Improvement Directors

Our School Improvement Directors work under the strategic direction of the Director of Education who is part of the Executive team. They have a clear remit to oversee the quality of education within each of our academies.

## ► Role of Expert Practitioners

Our Expert Practitioners have expertise in the key areas of academy improvement – Early Years, reading, maths, disadvantaged learners and curriculum development. They are deployed to support teachers and leaders and facilitate networks to disseminate great practice.

## ► Role of SEND outreach support

We believe that all learners deserve access to the very best education. Where this requires additional support and resources, our SEND outreach support works with and alongside the academy, parents and learners to provide the appropriate identification and teaching.

## ► Role of Principals

Our Principals are the lead learners in our academies. They engage with, and encourage others to, improve outcomes for all learners.

## ► Curriculum Development

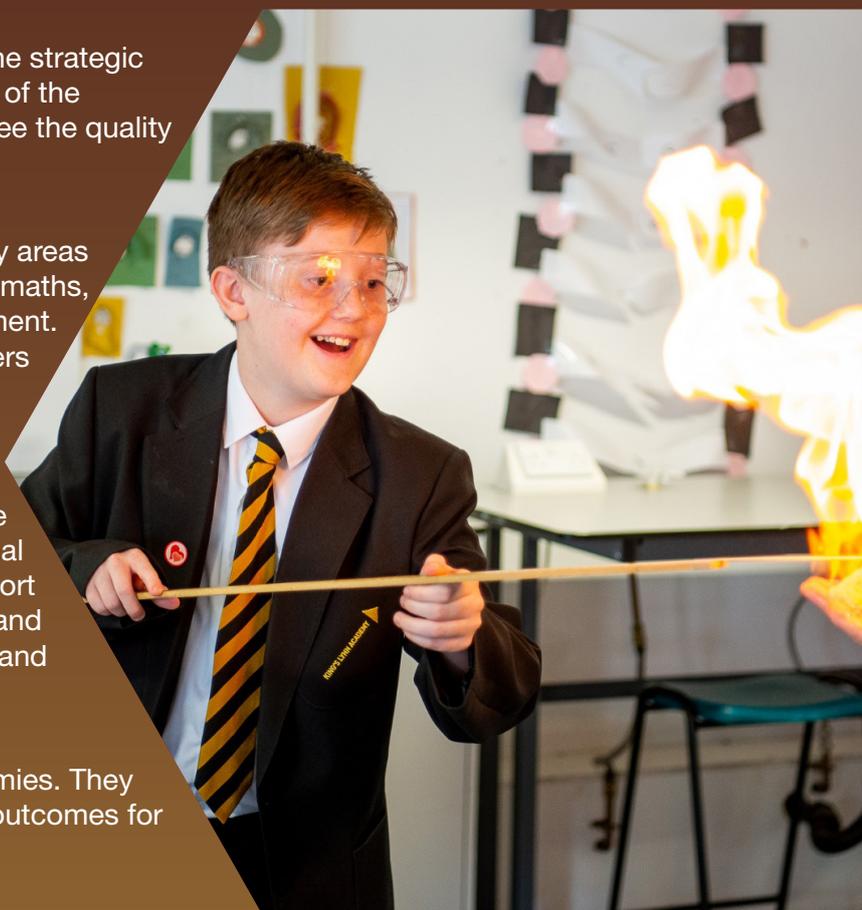
Our Primary Knowledge Curriculum provides an ambitious and cohesive set of materials for Art, Science Geography, Design and Technology and History. This core offer provides a foundation for curriculum content that focuses on connected core concepts and supports progression over time with high ambition.

## ► Teaching School Hub

As part of the Julian Teaching School Hub, we work with the region's ITT providers and with national providers of Early Career Teacher and National Professional Qualifications.

## ► Engagement with other Trust services

Through regular meetings, HR, finance and operations provide a team around our academies that enables leaders to focus on the quality of education.



# Equality, Diversity & Inclusion

## Provision for Pupils with SEND

EMAT academies provide high quality SEND provision for pupils across all our sites. In every academy, we have a qualified SENDCo and highly skilled staff to ensure the needs of our 668 pupils with SEND are met. Some of our academies have specialist in house provision to support pupils with specific needs.

We are fortunate to have a highly skilled Regional SEND Consultant (RSC), Karen Walmsley, who supports our academies with SEND advice, training and strategy.

### Three Strands of Support

Statutory	Quality Assurance	Support and Training
<ul style="list-style-type: none"> <li>▶ SEN Code of Practice</li> <li>▶ Statutory Assessment (EHCP process)</li> <li>▶ Local Authorities</li> <li>▶ Policy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ofsted</li> <li>▶ SEND Review process</li> <li>▶ SEND Leadership Consistencies Tracker/Ofsted file</li> <li>▶ Academy Reviews</li> </ul>	<ul style="list-style-type: none"> <li>▶ Peer support and supervision</li> <li>▶ Sharing good practice</li> <li>▶ CPD</li> <li>▶ Rolling programmes for core SEND training</li> </ul>

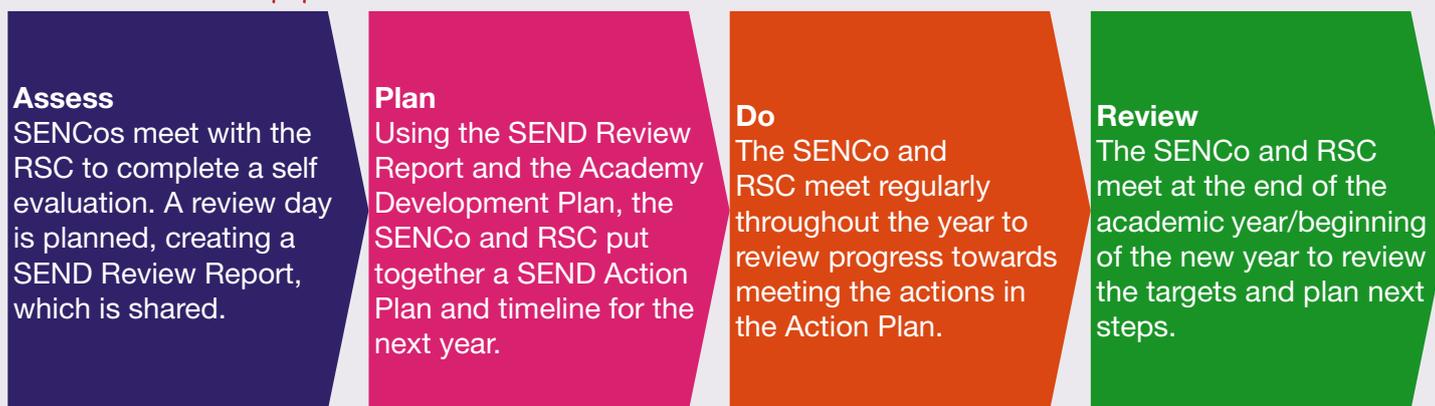
### SEND Needs Across the Trust

<b>Secondary Academies</b>	1 Social, Emotional & Mental Health <b>56%</b>	2 Cognition & Learning <b>25%</b>	3 Communication & Interaction <b>10%</b>	4 Physical & Sensory <b>9%</b>
<b>Primary Academies</b>	1 Cognition & Learning <b>39%</b>	3 Communication & Interaction <b>32%</b>	3 Social, Emotional & Mental Health <b>23%</b>	4 Physical & Sensory <b>6%</b>

“As a Regional SEND Consultant, I provide strategic support to the SEND teams in our academies as well as staff training, support with referrals and paperwork and support as a critical friend. I have been teaching for over 30 years, am a qualified SENCo, hold an MEd, the Nurture Group teaching award, and am a qualified Level 7 SpLD Teacher and Assessor. I also have 6 years experience of teaching in a Pupil Referral Unit for children with SEMH needs.”

**Karen Walmsley**

## What Support Looks Like



## English as an Additional Language

We are a diverse Trust and have over **750** pupils who have English as an additional language (EAL). Some of our primary academies have over **60%** of pupils with EAL which is something we like to celebrate. Eastgate Academy in Kings Lynn for example has over **35** collectively spoken languages amongst its pupils and families, whereas Norwich Road Academy in Thetford has over **40** spoken languages. As a result, we have staff members who speak a number of different languages to support families who speak little or no English and we hold lots of events over the year to celebrate the diversity in our academies including celebrating the European Day of Language and much more.





## HIGHLIGHTS

- ▶ Raleigh - Ofsted rated 'Good' (From 'Inadequate')
- ▶ Admirals - Achieved Primary Science Quality Mark
- ▶ High impact curriculum and values programme relaunch

## AWARDS AND ACHIEVEMENTS



Primary Science  
Quality Mark  
2022-2025



## SCHOOL PRIORITIES 2022/23

- ▶ Leadership secures sustained improvement in all areas
- ▶ Pupil outcomes demonstrate a sustainable improvement
- ▶ Improve teaching, learning and assessment in order to secure good and better rates of progress for all pupils
- ▶ Embed a high standard of personal development, behaviour and welfare

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Sponsored 'read to replace all class reading books' across both Reception to Year 6 raised £1100
- ▶ Easter raffle and non-uniform days raised over £550 to help pay to convert all old office spaces into therapeutic and nurture 'safe ports' (calm zones) for all year groups

## BUILDING IMPROVEMENTS

- ▶ Overhaul of the Admirals Academy library, with investment of over £6000
- ▶ New, relocated 'trim trail' and play areas opened

**"You have the children's best interests at heart and support them in every possible way"**

**"Your key strength is that you are responsive and caring"**





# Eastgate Academy

Littleport Terrace, King's Lynn, PE30 1QA  
Principal: Linda Hothersall

## HIGHLIGHTS

- ▶ Ofsted rated 'Outstanding'
- ▶ Free trip to Holkham Hall won by our Meditation Teacher
- ▶ Residential trip to Cumbria

## AWARDS AND ACHIEVEMENTS



Carer Friendly Tick Education



Young Carers in Schools



## SCHOOL PRIORITIES 2022/23

- ▶ Implement Sounds-Write in early phonics teaching
- ▶ Continue work on school culture and religious, social, and health education
- ▶ Continued work on mental health and meditation
- ▶ Continue to develop our middle leaders

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Staff members, Nic Lipscombe and Daniel Callaby ran the 10K Gear, raising £620 for the school foodbank
- ▶ Our Easter bingo and 'Easter Egg Raffle', donated by The Rotary, raised £250
- ▶ 23 staff members took part in the 'Race for Life', raising £1750 for Cancer Research UK
- ▶ We held successful 'walkathon' and 'cha cha slide' events

## BUILDING IMPROVEMENTS

- ▶ Our staff room was refurbished, acknowledging the hard work of our teachers in helping us achieve 'Outstanding'
- ▶ Copier room has been revamped

**100%**  
of parents  
say their child  
is happy at  
school

**98%**  
of parents  
would  
recommend  
our school





# Emneth Academy

## HIGHLIGHTS

- ▶ Consistently engaged, keen and co-operative pupils
- ▶ Green Flag Eco award
- ▶ Visit to the school by Local MP Liz Truss

## AWARDS AND ACHIEVEMENTS



International  
Eco-Schools  
Award  
2022-2023



Norfolk PE  
KS1 Sporting Stars  
Platinum Award  
2022-23



School Games  
Gold  
2022-23



## SCHOOL PRIORITIES 2022/23

- ▶ Improve standards in English and Maths
- ▶ Ensure distributed Leadership is impacting on standards and outcomes
- ▶ Behaviour for learning and pupil engagement
- ▶ Improve attendance figures

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ NSPCC Number Day – £50 raised, with awareness generated and a lot of fun through maths
- ▶ Our annual Christmas show at the village hall raised £92
- ▶ School disco, run by our new 'FOSA' raised £304
- ▶ Our Easter fun day raised £1086, shared with the local church; the raffle raised an extra £172
- ▶ Forest School training almost complete enabling us to share our forest facilities with our neighbouring nursery

## BUILDING IMPROVEMENTS

- ▶ Two classes brought into the main building – mobiles re-purposed for conference and art rooms
- ▶ Creation of a nurture room by closing off an area of corridor

**100%**  
of parents  
say their child  
makes good  
progress

**98%**  
of parents  
would  
recommend  
our school



## HIGHLIGHTS

- ▶ Accelerated progress being made in reading
- ▶ Multiple school productions, with opportunities for all
- ▶ Opportunities for extra curricular activities

## AWARDS AND ACHIEVEMENTS



FRED's Teaching Reading Scheme



Dyslexia Gold Intervention



## SCHOOL PRIORITIES 2022/23

- ▶ Building fluency in maths for Key Stage 1
- ▶ Increasing engagement of parents in their children's learning and school lives
- ▶ Embedding of knowledge across the curriculum
- ▶ Increased opportunities for clubs and trips

## BUILDING IMPROVEMENTS

- ▶ Improved the structural integrity of our building roof
- ▶ Replaced lighting with energy efficient alternatives throughout the academy

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Our School Council raises money and collects donations for 'Karen's Hedgehogspital' in Brandon
- ▶ Our Christmas Fayre, organised and run by CoGS (Community of Glade School) raised £1000
- ▶ CoGS sell sweet treats after school, and run bingo evenings, supported by our local Tesco branch
- ▶ CoGS has set up a 'uniform exchange' and second-hand book stall which parents, carers and children have access to on a fortnightly basis

**100%**  
of parents  
say their child  
feels safe at  
school

**97%**  
of parents  
would  
recommend  
our school



## KING'S LYNN ACADEMY

### HIGHLIGHTS

- ▶ Oversubscribed, for the 4th consecutive year
- ▶ Our music and performing arts areas continue to grow
- ▶ Ofsted 'Good' in June 2022

### AWARDS AND ACHIEVEMENTS

NORFOLK  
**LGBT+**  
**PROJECT**  
SUPPORT INFORMATION ADVICE  
Members

Norfolk  
LGBT+  
Project



Dyslexia  
**Outreach**  
SERVICE

Dyslexia  
Outreach Service  
Quality Mark



### SCHOOL PRIORITIES 2022/23

- ▶ Strengthening GCSE outcomes for all pupils, especially the most vulnerable in our school community
- ▶ Leading involvement in system improvement as a lead partner in the Norfolk Local First Inclusion Initiative
- ▶ Improve attendance figures and reduce persistent absence to pre-COVID-19 levels

### COMMUNITY EVENTS AND FUNDRAISING

- ▶ Macmillan events have raised over £8000 in recent years
- ▶ Our KLA Community Ambassadors programme has been nominated for a BBC Norfolk 'Make A Difference' award
- ▶ Our community Christmas lunch fundraises, organises and serves meals to local elderly and vulnerable guests
- ▶ We run the Duke of Edinburgh Scheme annually; so far over 50 pupils have achieved their Bronze accreditation

### BUILDING IMPROVEMENTS

- ▶ KLA Extension Masterplan to expand the school to meet local need and escalating parental preference demand for places
- ▶ Roofing repairs to the south block

Parents say  
"KLA has a  
caring attitude  
and offers good  
quality teaching  
to pupils"

Students say  
"We are taught  
how to look after  
our emotional  
and mental  
health"





## HIGHLIGHTS

- ▶ Eco-Schools Green Flag Award achieved
- ▶ KS1 Sporting Stars 2022-23 Award achieved
- ▶ All Year 6 pupils have had basic First Aid training

## AWARDS AND ACHIEVEMENTS



Music Mark  
School Member



The Tree Council  
Beacon School



## SCHOOL PRIORITIES 2022/23

- ▶ Ensure quality and consistency of phonics teaching
- ▶ Improve outcomes for Key Stage 1
- ▶ Improve outcomes for disadvantaged pupils and those in the bottom 20%
- ▶ Improve provision for pupils with ASD and SEND

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Our Rudolph Run raised £2330 for Nelson's Journey
- ▶ 'Sports for Schools' raised £1600 from sponsorship
- ▶ Our Comic Relief fundraising raised £715
- ▶ We held a coffee morning, raising £370 for Macmillan
- ▶ We raised £420 for the Royal British Legion Poppy Appeal

## BUILDING IMPROVEMENTS

- ▶ Perimeter fencing has been replaced and upgraded, with the addition of electronic main gates
- ▶ Replacement guttering on part of the main building

**96%**  
of parents  
say their child  
enjoys  
school

**95%**  
of parents  
are happy with  
their child's  
progress



Photos courtesy of Your Local Paper and Lynn News



## HIGHLIGHTS

- ▶ Holding our second annual Year 5 Shakespeare Festival at the King's Lynn Guildhall
- ▶ Visit to the Houses of Parliament in London

## AWARDS AND ACHIEVEMENTS

The National SMSC  
(Spiritual, Moral, Social, Cultural)  
Gold Award



## SCHOOL PRIORITIES 2022/23

- ▶ Introduce peer learning for teaching staff in order to share best practice across the academy
- ▶ Raise the level of attainment and independent learning for pupils with SEND utilising technology within teaching
- ▶ Refine the teaching of English across the school

## BUILDING IMPROVEMENTS

- ▶ Roofing project completed, replacing all the old flat roof and ensuring the building is watertight
- ▶ Modernised decoration throughout 75% of the academy

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Choir performances, local litter picking and rewilding projects, as well as working at the King's Lynn Foodbank
- ▶ Our PTA Christmas fair raised £1300
- ▶ Our 'Coronation Royal Fun Run' saw the PTA raise a further £1200 for the school
- ▶ Love West Norfolk/Heritage Day raised £300 for local charities including Little Discoverers and the Night Shelter
- ▶ Year 5 Shakespeare Festival was attended by the local Mayor and MP, raising £150 for the Shakespeare's Guildhall Trust

**100%**  
of parents  
say their child  
feels safe at  
school

**98%**  
of parents  
say their child  
is taught  
well





**Norwich Road  
Academy**

**Norwich Road, Thetford, IP24 2HT  
Principal: Julia Miles**

## HIGHLIGHTS

- ▶ Eco Committee, promoting eco-friendly attitudes
- ▶ Projects supporting outdoor learning environments
- ▶ New infant playground opened

## AWARDS AND ACHIEVEMENTS



**Little Wandle  
Letters & Sounds**



**Communication  
Champions**



**A 52Lives  
Kind School**



**Best Practice Network/Outstanding  
Leaders Partnership CPD Champion**



## SCHOOL PRIORITIES 2022/23

- ▶ Curriculum to support access for all pupils
- ▶ Teaching to be consistently high across the academy
- ▶ Embed a high standard of personal development, behaviour and welfare
- ▶ Reading to be taught effectively and consistently

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Christmas hamper raffle and movie nights raised £740
- ▶ 'Ice Cream Fridays' raised over £500
- ▶ Year 6 end of year school community fundraising raised over £400 and supported leavers' events
- ▶ Work with Thetford Vineyard has enabled tree planting in school grounds and decoration works across our site
- ▶ Our annual 'Aspirations Week' saw our pupils meeting a range of people from different occupations, through trips and visitors

## BUILDING IMPROVEMENTS

- ▶ New flooring and associated decoration works in three classrooms
- ▶ Improvements and upgrades to academy alarm system

**97%**  
of parents  
feel the  
school is well  
managed

**97%**  
of parents  
feel the school  
is calm and  
orderly



## HIGHLIGHTS

- ▶ Pupils are making good progress and are engaged
- ▶ Participation in Cross Country County finals
- ▶ Vastly improved feedback from parents

## AWARDS AND ACHIEVEMENTS



School Games  
Gold  
2022-23



Norfolk PE  
KS1 Sporting Stars  
Gold Award 2022-23



## SCHOOL PRIORITIES 2022/23

- ▶ Improve standards in English and Maths
- ▶ Ensure distributed Leadership is impacting on standards and outcomes
- ▶ Improve behaviour for learning and pupil engagement
- ▶ Improve attendance figures

## BUILDING IMPROVEMENTS

- ▶ Damp proofing and plasterwork across the academy, in addition to renewed flooring
- ▶ New windows installed in the older part of the building

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Events have included a retirement tea party with ex-pupils and staff, Christingle and Macmillan coffee morning, with huge engagement from the community
- ▶ Our Christmas cards sale raised £125
- ▶ Our Mother's Day shop raised £185
- ▶ Our cake sale for the British Heart Foundation raised £70
- ▶ We held public exhibitions for the Queen's remembrance, King's Coronation and held a coronation party

Pupils say  
"The teachers are so caring and kind - they support us to learn"

Parents say  
"Pupils make great progress here - the teachers are very caring"



## HIGHLIGHTS

- ▶ Phonics KS1 outdoor area
- ▶ Foundation curriculum
- ▶ Parental engagement and special events

## AWARDS AND ACHIEVEMENTS



Maths Hubs Cambridge  
Local Leader of  
Mathematics Education



## SCHOOL PRIORITIES 2022/23

- ▶ Embed a high standard of personal development, behaviour and welfare
- ▶ To achieve national averages, as a minimum
- ▶ To embed our 'Knowledge Curriculum'

## BUILDING IMPROVEMENTS

- ▶ Our whole school has had new windows and redecoration
- ▶ EYFS and Year 4 classrooms have been refurbished and improved

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Entrepreneur Day – guests spoke to our pupils about developing business skills and profit making
- ▶ We held our Harvest Festival at Upwell Methodist Church
- ▶ All pupils took part in our Upwell Coronation Celebration
- ▶ Our FOSA have raised over £1700 through various fundraising events, including snail racing
- ▶ We have worked with the Blunt Family Trust, honouring a family who were resident in Upwell for over 100 years, supporting personal development

**100%**  
of parents  
say their child  
feels safe at  
school

**100%**  
of parents  
would  
recommend  
our school





# West Row Academy

## HIGHLIGHTS

- ▶ Primary Knowledge Curriculum embedded in Early Years
- ▶ Little Wandle embedded in Key Stage 1 classes
- ▶ Introduction of the Write Stuff scheme



## SCHOOL PRIORITIES 2022/23

- ▶ Improve quality of education across the academy
- ▶ Improve the provision for pupils with SEND
- ▶ Review and develop Early Years offer
- ▶ Improve quality of leadership on all-levels
- ▶ Support pupils to become responsible citizens

## COMMUNITY EVENTS AND FUNDRAISING

- ▶ Bikeability gave road safety and cycling proficiency skills to Year 6 pupils, supporting independence and safety
- ▶ Our Harvest collection collected six enormous bags of donations for our local food bank
- ▶ On Remembrance Day, pupils attended a service at the cenotaph, laying wreaths they had made in class
- ▶ Our Christmas events raised £207 for hospices
- ▶ We held our first times table festival for pupils to compete in, winners each representing their class

## BUILDING IMPROVEMENTS

- ▶ New windows and doors were installed to reduce heating costs and noise pollution
- ▶ Creation of a new Discovery Centre, housing our library

**94%**  
of parents  
say their child  
is happy at  
school

**81%**  
of parents  
would  
recommend  
our school





**Eastern Multi-Academy Trust**

Empower - Motivate - Aspire - Transform

**Queen Mary Road - King's Lynn - PE30 4QG**

**01553 779685 - [eastern-mat.co.uk](http://eastern-mat.co.uk)**



**JULIAN**  
TEACHING SCHOOL HUB