SWAFFHAM MEADOW PRIMARY SCHOOL

HEADTEACHER

Candidate Recruitment Pack

SAPIENTIA EDUCATION TRUST

Sporle Road,

Swaffham,

Norfolk,

PE37 7HL

Closing Date | Wednesday 2nd December 2026 (midday)

Interviews | Monday 7th December 2026

Start | Spring Term 2027

Join us as our new Head of School at Swaffham Meadow Primary School…

At Swaffham Meadow Primary School, we believe that education is about far more than academic success. We want our children to develop the confidence, character and aspirations that will enable them to thrive in an ever-changing world. We are committed to creating a nurturing, inclusive and inspiring school where every child feels safe, respected and empowered to achieve their very best.

Our new school values are at the heart of everything we do. Together they form our PRIDE:

P – Persevere
We keep going when things are hard.

We encourage our children to show resilience, determination and courage when facing challenges, understanding that mistakes are an important part of learning.

R – Respect
We are kind and thoughtful.

We treat one another with kindness, consideration and dignity, celebrating the uniqueness of every member of our community.

I – Improve
We learn and get better every day.

We foster a love of learning and encourage everyone to embrace new opportunities, reflect on their progress and strive to be the best version of themselves.

D – Dream Big
We aim high and believe in ourselves.

We inspire our children to be ambitious, to have confidence in their abilities and to pursue their hopes and aspirations with enthusiasm.

E – Everyone Together
We support and include each other.

We believe that strong communities are built on belonging, teamwork and mutual support, ensuring that everyone feels valued and included.

As part of the Sapientia Education Trust, we benefit from the strength, expertise and opportunities that come from being part of a wider family of high-quality schools,

whilst maintaining our own unique identity and commitment to serving the children and families of Swaffham.
Whether you are a current family, a prospective parent or a member of the wider community, I hope our website gives you a glimpse of the warmth, ambition and sense of belonging that makes Swaffham Meadow Primary School such a special place to learn and grow.

Welcome Letter from our Trust CEO & Deputy CEO…

An opportunity to lead, shape and grow a school at a genuinely exciting point in its journey.

Swaffham Meadows is entering a new chapter.

Following a recent change in designation and joining Sapientia Education Trust, the school relaunched in September with a new name, a renewed identity, and an ambitious vision for its future.

Now, we are looking for an exceptional Head of School to help turn that ambition into reality.

This is not simply an opportunity to lead a school as it is today. It is an opportunity to help shape the school it will become.

Currently a small school with three mixed-age classes, Swaffham Meadows is becoming increasingly popular within its community. Over the coming years, the school will expand towards one-form entry, supported by an exciting programme of growth which includes a new school building.

The foundations are beginning to be put in place, but we are equally clear that there is much still to do. We are looking for a leader who will be energised by that challenge: someone who can see the potential of Swaffham Meadows and has the experience, determination and optimism to help realise it.

This could be the role for you if you are:

- An experienced and successful school leader with a strong understanding of rapid and sustainable school improvement.
- Ambitious for every child and unwilling to accept barriers as a reason to lower expectations.
- Confident in developing consistently high-quality teaching, curriculum and provision.
- Able to establish strong systems, routines and expectations while bringing people with you.
- Passionate about building a positive school culture for pupils, staff and families.
- Excited by the opportunity to grow a school and help shape its future.
- Collaborative, reflective and keen to draw upon the expertise of others.

You will not be doing this alone.

One of the great strengths of this role is the support surrounding it.
As part of Sapientia Education Trust, the Head of School will work closely with an experienced school leader, our central education team, and leaders across our family of schools.

You will have access to established expertise in school improvement, curriculum, SEND, Early Years, teaching and learning, leadership development and operational support. You will also be encouraged to visit and work alongside successful schools across the trust, drawing on strong practice and adapting it for the Swaffham Meadows community.
We believe strongly in collective responsibility. Our schools retain their individual character and communities, but no leader should ever feel that they are improving a school alone.

A school with enormous potential.

There is already much to build upon.

Swaffham Meadows is a small and increasingly sought-after school with the opportunity to create something very special. Its size provides the chance to know children and families exceptionally well, while its planned expansion creates the opportunity to establish the culture, curriculum, systems and traditions of a growing school from the outset.

For the right leader, this is a rare opportunity to be part of a school at the beginning of its next chapter, and to have a significant influence over what that chapter looks like.

We are looking for someone who can combine urgency with patience: a leader who understands that sustainable improvement requires strong foundations, but who is equally determined that children should not have to wait for an excellent education.

You will need to be comfortable rolling up your sleeves, working alongside staff and being highly visible within the school community. You will need to bring clarity, energy and high expectations, while creating the conditions in which others can develop and succeed.

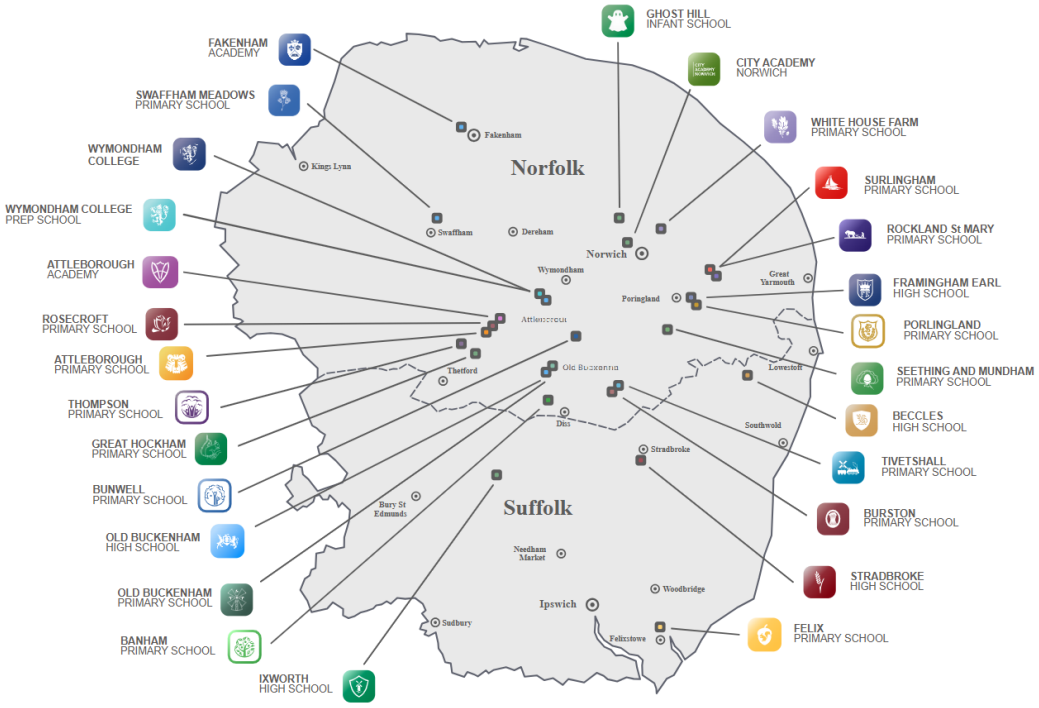
Most importantly, you will need to believe deeply in what Swaffham Meadows can become.

Best wishes

Jonathan Taylor, OBE
CEO

Emma Davies
Deputy CEO, Director of Primary

Our Trust



Sapientia Education Trust (SET) was established in 2016 with the purpose of bringing like-minded schools together to work in partnership to deliver world-class standards of education to young people in Norfolk and Suffolk. The term 'Sapientia' comes from the motto of the founding school, Wymondham College, and means *wisdom*.

We have a pipeline of a further 5 primary schools in Norfolk due to join us in the near future.

We are committed to delivering high academic standards in our schools, combined with a view of education that is child-centred and holistic. Our schools have a strong commitment to personal development, and extra-curricular activities are strongly promoted.

Our work is cross phase and involves a strong commitment to staff development and ongoing professional learning for all staff in our schools. We believe that collaboration and partnership work helps raise standards and we work with a range of schools within and beyond the Trust. This includes engaging with other MATs, RISE work and Ofsted inspection activity.

The Trust provides a range of services to support our schools. This includes established HR, Finance, IT, Health and Safety and Estate teams. In addition, we have a central education team providing specialist support to help raise standards further.

Trust CEO, Jonathan Taylor, has overseen the growth of Sapientia to 23 schools. He has an extensive track record of delivering high standards across multiple settings and in February 2025, he was appointed as a DfE RISE advisor.

Emma Davies, Deputy CEO & Director of Education, joined Sapientia Education Trust in September 2020. Prior to this she was a Headteacher in a local Norfolk school, where she led the school to achieve an Outstanding Ofsted judgement. Much of the success of the school was rooted in strategic leadership that embedded consistent practices, underpinned by a collective self-efficacy. Prior to this, Emma held many other leadership roles. She is relentless in her determination to ensure all children receive a world class education, and she works with the primary schools in the trust to improve standards, cementing common goals that are consistent in approach, delivered through a Trust wide improvement strategy.

Michelle Unstead, Director of Inclusive Learning, joined Sapientia Education Trust in January 2022. Michelle has a clear passion and drive for Special Educational Needs & Inclusion. Michelle has also held the role of the Regional SEND Leader for the East of England and North-East London; delivering the Whole School SEND School's Workforce Contract as commissioned by the Department for Education. An experienced Senior Leader & SENDCO, Michelle has a wealth of experience & success across both Secondary & Primary education. This includes Teaching & Learning Improvement, Curriculum Development, supporting our most vulnerable learners as well as Safeguarding & Pastoral provision. Michelle works across all 22 Sapientia schools to ensure our inclusive vision is a reality.

Rob Brewster, Director of Primary Curriculum, came to the UEA to do his PGCE in Primary education seventeen years ago and, as with many people who come to Norfolk, ended up making it his home. Since then, he has worked in and with many different schools across the county, initially as an Advanced Skills Teacher in maths, and then as a CPD Lead and Acting Head of Sheringham Teaching School. Rob is deeply committed to working with schools in the Trust, and more widely through the Sapientia Teaching School, to support them in their professional development to fulfil the goal of providing excellent learning environments in which children can flourish.

Michelle Atkinson, Director of Safeguarding and Attendance joined Sapientia in March 2024. She brings with her over 14 years' of experience in the voluntary sector in which she has been instrumental in supporting both adults and children affected by domestic abuse and has implemented effective prevention measures. Building on her existing knowledge, Michelle transitioned to education a decade ago and has been a strong advocate for pastoral support in schools. Her extensive background in safeguarding, attendance and behaviour management has been instrumental in shaping policies and fostering a safer learning environment for all. Michelle is dedicated to setting pupils up for success beyond their academic years, instilling in them a sense of self-worth and belonging. She is passionate about building strong working relationships and is committed to establishing efficient systems to bring about impactful change across the trust.

Our philosophy is to work to support school leaders, so that more of their time can be spent on the core business of delivering a world class education, locally.

Our trust Primary schools have a particularly strong track record with 3 of our primary schools receiving a Strong Standard rating in recent Ofsted inspections (2026).

Our Track Record

'The trust supports leaders professionally and places confidence in them. This strengthens accountability and culture.'
Burston Primary School, 2026

'Trustees, trust leaders and school leaders understand the pressures of working in a small school. Staff appreciate how leaders ensure that they have a positive work–life balance. Staff feel valued. They know that leaders listen to their views when making strategic decisions. They enjoy how access to trust networks, as part of their professional development, continues to build their expertise.'
Surlingham Primary School, 2026

'Leaders at both school and trust level are ambitious for all pupils, including those with special educational needs and/or disabilities and those who face other barriers to their learning. Leaders reflect, review and work skilfully to ensure the school continues to improve and develop year on year.'
Great Hockham, 2026

'The school benefits from a close-working relationship with the trust. Trust and school leaders provide stable leadership. They have a detailed understanding of the school's context and pupils needs. This includes challenges or barriers to learning and/or wellbeing that pupils may face. Since joining the trust, school leaders have been supported to evaluate their work and target improvement strategies effectively.'
Felix Primary, 2026



JOB DESCRIPTION

HEAD OF SCHOOL

Reports to:	Deputy CEO
Salary:	Competitive
Tenure:	Permanent
Contract Type:	52 Weeks
% of FTE	1.0

We are looking for a hard-working and enthusiastic person with high standards and the ability to communicate, interact effectively with others and lead the schools continual drive for improvement as Head of School.

The first three months of employment shall be a probationary period, and employment may be terminated by the Trust during this period at any time on one week's prior written notice. The Trust may, at its absolute discretion, extend this period for up to one month. During this probationary period, performance and suitability for continued employment will be monitored.

PERSON SPECIFICATION

The professional competencies expected of the Head of School are:

- Significant experience of working as a key curriculum leader in a primary school.
- Evidence of being an excellent classroom practitioner in a primary school.
- Experience of working with parents and carers, outside agencies, to secure achievement, enrichment opportunities and resources for children.
- Experience of delivering training for others.
- Experience observing and feeding back to teaching and support staff.
- Able to effectively manage children's behaviour in a positive way and to promote good relationships and good behaviour.
- Highly developed interpersonal skills - able to talk effectively to children, parents, trustees, external professionals and colleagues.
- Able to liaise effectively with agencies, build good working relationships and rapport with colleagues.
- Excellent written and verbal communication and able to help the school raise standards of achievement.
- Able to read and use data and to use a range of sources of evidence to make judgements and identify next steps.
- Confident in use of ICT as a teaching, learning, communication and administrative tool.
- Able to multi-task and to effectively delegate tasks to others.

The qualifications and experience required of the **Head of School** are:

- Hold qualified teacher status (QTS).

- Recent, relevant in-service training - particularly in relation to teaching and learning and assessment and in relation to leadership and management.
- DSL (desirable).

JOB SPECIFICATION

General Responsibilities

The Head of School is to take a central role in assisting the Deputy CEO and Trustees to develop our school in accordance with its shared values and our school development plans. They will work in close partnership with Sapientia Education Trust. The Head of School is to be:

- A primary teacher with experience across the whole primary age range.
- An experienced curriculum and team leader, with a particular focus on inclusion.
- A leader in assessment for learning and assessing pupils' progress.
- Be able to inspire trust and confidence in pupils, staff and stakeholders

The Head of School will also hold a teaching responsibility. The functions and specific responsibilities below are to be undertaken in conjunction with the duties of a Head of School as defined in the Teachers' Pay and Conditions Document.

Specific Responsibilities

A non-exhaustive list of specific responsibilities for the role is below, and you will be required to undertake other duties and responsibilities as may reasonably be required.

The Head of School will:

- Lead on the strategic direction and development of the school, in cooperation with and under the direction of the Deputy CEO.
- Take lead responsibility for ensuring the best possible curriculum offer, provision, well-being, progress and achievement for all children through careful monitoring.
- Hold staff to account for the progress their pupils make.
- Will be a model professional, setting an excellent example to all staff.
- Will work in close partnership with the Deputy CEO in actively promoting enrichment, entitlement and achievement through building effective working relationships with stakeholders, including raising the school's profile via social media.
- Will work with the Deputy CEO to ensure that the school offers a high quality, engaging and well -matched curriculum for all children.
- Lead on embedding the school's values to ensure they underpin all aspects of the school's work.
- Ensure that stakeholders are well informed about events, the curriculum, targets, progress and attainment, including updating the school website and social media accounts.

Leadership and Management:

- Support the Deputy CEO in the effective day-to-day management of the school and school community including recruiting and inducting staff, leading assemblies and staff meetings and responding to the views, needs and requests of children, staff, parents, trustees and visitors.
- To take a lead in the strategic direction and development of the school, including updating the school's Self-Evaluation Form and the development, implementation and monitoring of school improvement plans based on school self-evaluation
- Work with the Deputy CEO, staff and trustees in the development, implementation, and review of school improvement plans, including regular monitoring and evaluation of standards and quality of provision.
- Work with the staff to develop a strong learning environment that has at its centre high expectations of learning, work, performance, academic achievement and behaviour.
- Work with the Deputy CEO in the school's achievement reviews and target setting processes by taking a lead role in assessment and actively supporting and securing the school's success in national tests including those at the end of the key stages.
- Support the induction and deployment of new staff, voluntary help, work experience students, trainee teachers/ students and parents/ carers working in classrooms and throughout both schools. They will be required to ensure all safeguarding requirements are met and that their work in school supports the learning and well-being of all children.
- Lead the staff team in setting, nurturing, promoting and maintaining a very high standard of behaviour and mutual respect throughout the school, ensuring that all staff play an active role in the pursuit of these standards.
- Ensure all school policies and expectations are consistently applied by all staff.
- Be a DSL and lead on the strategic and operational running of safeguarding to ensure it underpins all aspects of the school.

Teaching and learning:

- Determine, organise and implement a diverse, flexible curriculum and implement an effective assessment framework.
- Lead on specific subject areas
- Be responsible for promoting improvements in personal and social behaviour
- Ensure that learning is at the centre of strategic planning and resource management and lead and support the teaching and learning of all children within all classes.
- Provide and promote models of excellent classroom practice through whole class and group teaching, coaching, mentoring and supported self-evaluation for teaching and learning staff.
- Provide support to ECT, supply teachers, teachers and teaching assistants who may be new to the school to ensure they feel supported, encouraged and held to account to the schools' high expectations.
- Establish creative, responsive and effective approaches to teaching and learning and ensure a culture and ethos of challenge and support where all pupils can have a voice, achieve success and become highly engaged in their own learning.
- Design, develop and implement systems for the collection of useful, timely, and accurate assessment data to track the progress of individual and groups of children in order to inform planning, evaluate performance, track progress and

secure raised achievement across the key stages they lead. This will include agreeing and articulating high expectations and setting aspirational targets.
- Monitor the effectiveness of teaching and learning including teachers' planning, monitoring, book looks and triangulations. This is clearly communicated with staff.

Assessment:

- Lead on interventions to "narrow the gap".
- Work with the SENDCo to identify gaps in learning and to ascertain reasons and next steps.
- To take responsibility for assessment and raising achievement, tracking pupil progress and carefully using assessment data to assess its impact on achievement/progress.
- To lead on, supervise and monitor whole school interventions and have on-going professional dialogue based on children's progress and learning, with SENDCo, teachers, support staff and parents/carers and liaise with outside agencies as appropriate.

Strengthening Community:

- Be the day-to-day face of the school with stakeholders and external agencies.
- Promote and model good relationships with parents and carers, which are based on mutual respect to support and improve pupils' learning and achievement.
- Lead on the development of the school as a hub of the community, strengthening partnerships with families, neighbours, our local and wider community, other schools, services and the local authority.
- Contribute to policies and practices which promote equality of opportunity.
- Support staff well-being and work-life balance and help to ensure access to opportunities for growth, achievement and success for all.
- Establish positive and supportive relationships with Friends of the School.

Other duties and responsibilities:

- Engage with training opportunities to promote personal professional effectiveness.
- Manage parental communication and complaints at stage 1 of the school policy.
- Open/lock up the site and ensure it is safe each day.
- Be on playground duty to establish relationships with parents.
- Identify and share with the Deputy CEO any Health & Safety concerns
- In liaison with the Deputy CEO oversee resources and ordering for the school.
- Be involved in organising and leading whole school events such as but not limited to: literacy/numeracy café, Sports day, Christmas events, organising visitors/speakers for assembly, trips coordination, national celebration/remembrance events.

Any other duties that the Deputy CEO or Sapientia Education Trust may from time to time ask the post-holder to perform.

The post-holder will be required to comply with the Trust Code of Conduct. The post holder will have access to and be responsible for confidential information and

documentation. They must ensure confidential or sensitive material is handled appropriately and accurately.

The post holder shall participate in the Trust's programme of Performance Management and Continuing Professional Development.

HOURS OF WORK

Paid Weeks per year	52 weeks
Hours per week	Full time
Holidays	Holiday pay entitlement is included in the pro rata salary for the post and there is no entitlement to take holidays during term-time.

The post-holder will be auto enrolled to join the Teachers' pension scheme.

RENUMERATION

L6-L10 (depending on experience)

All payments are payable under the Teachers' Pension Scheme.

The Trust provides a SODEXO benefits package to all staff.

DRESS CODE

The post-holder will be expected to wear appropriate professional dress. All staff will be supplied with appropriate Staff ID. This must be worn at all times to ensure that students, staff and visitors are able to identify employees.

PRE-EMPLOYMENT CHECKS

All staff must be prepared to undergo a number of checks to confirm their suitability to work with children and young people. The Trust reserves the right to withdraw offers of employment where checks or references are deemed to be unsatisfactory due to safeguarding concerns.

REVIEW

The Job Description will be reviewed annually as part of Trust's Performance Management programme.

How to apply

Application will be considered upon receipt.
Complete an online application form via our website - https://www.se-trust.org
Please explain how your experiences to date equip you to lead a world class education at Rosecroft Primary School.

Please limit to 1000 words.

Pre application visit

If you would like to visit the school or would like an informal discussion, please contact Briony Rigwell – Executive Assistant to the CEO by calling 01953609012 or emailing ea@setrust.co.uk

The Interview Process:

- Candidates will be shortlisted
- Psychometric tests will be sent for completion
- References will be requested

The interview process will be 1 assessment day and will include:

- Lesson observation
- Values based interview
- Pupil panel
- School Improvement task
- Learning Walk
- Meetings with staff
- Final panel, including presentation





Sapientia

EDUCATION TRUST

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