



# Strategic Plan

## 2022-2025

## Endeavour Multi Academy Trust – Improvement Plan 2022-25

*Our educational family will be empowered through personalised learning and development for life.*

### **Achieving Our Vision through Our Values**

INDEPENDENT LEARNERS FOR LIFE

UNIQUE SCHOOLS ENRICHING ALL

AMBITIOUS IN OUR OUTLOOK

KINDNESS TO ONE ANOTHER

QUALITY THROUGH LEADERSHIP AT ALL LEVELS

INTEGRITY WITH STRONG MORAL PRINCIPLES

*Equity of Provision and Opportunity*

**Working together to keep children safe to secure the best outcomes in learning, in work and in life.**

# Achieving Our Vision

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## Objectives



### School Improvement

1. To enable staff at all levels to work collaboratively
2. To ensure each school is empowered to design and deliver an ambitious and bespoke curriculum that meets their learners needs.
3. To develop and utilise effective assessment systems that allows progress to be effectively monitored by stakeholders
4. To ensure that there are effective transition processes for all learners, within our Trust and when they join or leave our school communities.
5. To ensure internal and external quality assurance processes are planned and implemented to support school improvement.
6. To provide an exceptional quality of safeguarding support to ensure all members of the Endeavour community flourish.
7. To put in place a plan to ensure that staff training is of high quality and in line with best practice and latest research.
8. To ensure that pupils are successful in the curriculum they are offered.

### Leadership Development

1. To effectively succession plan and create the capacity so we can fulfil the requirement for future growth recruitment and retention policy/strategy
2. Expanding the executive board to meet the developmental needs of the MAT. Opportunity to develop at every level in the trust so staff members can see a clear progression, therefore also improving retention.
3. To ensure all leaders including trustees and governors receive suitable training including safeguarding through regular audits identifying training needs.
4. To create an agile executive with the capacity to deliver the Trust's vision through efficient allocation of resources.
5. To provide opportunities at every level to ensure that the Trust mitigates any succession planning issues.

### Finance & Support Services

1. To explore additional sources of income for the Trust in order to remain financially viable.
2. To develop partnerships with businesses in order to access their CSR budgets.
3. To develop sustainable working relationships with colleges to support transition to FE and employability.
4. To maximise the use of outlets and lettings to generate income.
5. To expand the scope of the CIO charitable foundation activity
6. To ensure all HR policies are fit for purpose given the planned expansion of the Trust.

### Estates

1. To develop an estates strategy (3-5 year) that makes effective use of our school sites and has centrally held information that trustees can scrutinise.
2. To provide a holistic overview of what input our premises need to provide safe and secure environments which support the Education Vision.
3. To develop and expand the capital assets of the Trust to better serve our learners.
4. To ensure that all our estates are compliant with statutory regulations.
5. To explore decarbonisation and improve the green credentials across the Trust.

### ICT

1. To create a long-term ICT strategy for the Trust ensuring all levels of the Trust are operationally efficient.
2. To ensure our ICT resources fully support the delivery of our curriculum in all schools.
3. To ensure our ICT and delivery is supported by effective ICT technicians on site with appropriate oversight.
4. To ensure that our digital estate is at the forefront of modern technologies.

### Growth

1. To have a rationale for growth with a clear moral purpose.
2. To grow the Trust by at least two schools located in Staffordshire, Wolverhampton, Dudley or Shropshire that fit with the Trust's vision and values.
3. To expand capacity within the central team to attract and then support additional schools.
4. To strengthen leadership at all levels.
5. To ensure the Trust remains financially viable.

# Achieving Our Vision

INDEPENDENT LEARNERS FOR LIFE

UNIQUE SCHOOLS ENRICHING ALL

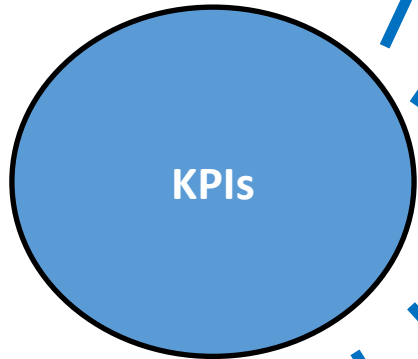
AMBITIOUS IN OUR OUTLOOK

KINDNESS TO ONE ANOTHER

QUALITY THROUGH LEADERSHIP AT ALL LEVELS

INTEGRITY WITH STRONG MORAL PRINCIPLES

*Equity of Provision and Opportunity*



**School Improvement**

1. Evidence of impact of collaborative meetings and staff development opportunities that take place throughout the school year to have and better challenge better information.
2. Staff have identified and undertaken suitable training and/or mentoring to enable them to design and deliver an appropriate curriculum.
3. All stakeholders have the information available to them that allows them to evaluate the progress pupils are making.
4. Effective in-year and end of year processes support learners' transition
5. Information from quality assurance activities informs future plans including CPD and future appointment of staff.
6. All internal and external safeguarding audits demonstrate compliance.
7. Staff at all levels are able to evidence the impact of training on their practice
8. The Trust will have one or more schools judged to be outstanding for Quality of Education.

**Leadership Development**

1. Create and fully implement a map of development opportunities to show succession planning at all levels of leadership with the ambition of growth.
2. An expanded executive board to include elevation of CFO to CFOO and include an estates manager by February 2023. Appointment of Finance manager by April 2023. Appointment of Digital Lead by September 2023.
3. Leaders demonstrate a higher level of knowledge and skills, particularly in safeguarding.
4. Effective performance management that is focussed on upskilling the executive board to fulfil their new role.
5. Staff have a wider portfolio of qualifications e.g. CEO qualification, NPQs, DSL Training, MAs.

**Finance & Support Services**

1. Income development strategy in place with termly reporting by CFOO
2. Evidence of relationships made with businesses established in three years and the amount of income this has generated
3. Evidence of relationships made with FE colleges and employers and the number of FE and employment opportunities that this has created for students.
4. Increased use of school facilities leading to additional income being generated.
5. Quantifiable opportunities identified and accessed – capital grants bid for to support the development of the estates strategy and revenue grants to enable school improvement and curriculum development.
6. A comprehensive HR- related policy review completed and an Executive Pay Policy in place.

**Estates**

1. To have an estates strategy in place supported by DfE that supports growth of the estates over 3 years.
2. Successful CIF or grant funding applications bids to support the development.
3. School estate developed and expanded to enhance the curriculum offer for learners.
4. Statutorily compliant buildings across the Trust and engagement with the DfE Capital Adviser programme.
5. A reduced carbon footprint for the trust.

**ICT**

1. ICT and needs assessment strategy in place. CFOO to oversee commissioned strategic review of ICT infrastructure.
2. Measurable appropriate improvement in outcomes for pupils in ICT.
3. Effective ICT technicians in place supporting all schools and central Trust
4. Future investment is informed by an annual audit of digital estates.

**Growth**

1. Strategic plan contains timeline for growth to ensure Trust supports national agenda for all schools to be part of strong MATs.
2. New schools will have joined the Trust.
3. An expanded executive board .in place to support additional schools.
4. Restructuring within schools for leaderships roles September 2023.
5. A long-term projection will be produced that confirms the overall financial sustainability of the Trust.

## Six Areas of Trust Improvement Focus

### School Improvement

- The Trust will continue to ensure that safeguarding processes and the procedure, including online safety, are effective.
- The Trust will continuously improve the curriculum and support for pupils in order to improve pupil outcomes.
- The Trust will ensure that its performance stands up to external scrutiny.

### Leadership Development

- The Trust will expand its Central Team to allow for future growth.
- The Trust will support and develop the performance of the Central Team, trustees, senior leaders and all staff within schools and through working collaboratively with other trusts.
- The Trust will ensure that all pupils and staff are kept safe.

### Finance and Support Services

- The Trust will have effective HR related policies to ensure fair and equitable working conditions for all.
- The Trust will ensure its long-term financial position is secure.

### Estates

- The Trust will ensure that information about our estates is held centrally and available for scrutiny.
- The Trust will develop our estates to ensure they are always safe and secure, support the needs of all our pupils and can where appropriate support community use and generate revenue.

### ICT

- The Trust will ensure its operation is supported by effective ICT infrastructure which reflects innovative developments.
- The Trust will ensure all operations are supported by highly skilled personnel / providers.

### Growth

- The Trust will pursue opportunities for appropriate expansion ensuring joining schools include all types of schools and phases (mainstream and special) share the vision and values of the Trust.
- The Trust will ensure that it is forward facing and outward thinking and that there is sufficient capacity to enable growth.

## Endeavour Multi Academy Trust – Improvement Plan 2022-25

KEY

2022-23



2023-24



2024-25



Key Priority	Key Objectives	Key Pupil Outputs KPIs	Who/When	Monitoring
<b>School Improvement</b>				
The Trust will continuously improve the curriculum and support for pupils in order to improve pupil outcomes.	To enable staff at all levels to work collaboratively.	Evidence of impact of collaborative meetings and staff development opportunities that take place throughout the school year enabling trustees to have and challenge better information.	CEO and EDO and SLTs in schools / Termly	Trust Standards Committee – March and July 2023
The Trust will ensure that its performance stands up to external scrutiny.	To ensure internal and external quality assurance processes are planned and implemented to support school improvement.	Information from quality assurance activities informs future plans.	SLTs in schools and EDO / By July 2023	CEO & Trust Standards Committee – July 2023
The Trust will continue to ensure that safeguarding processes and the procedure, including online safety, are effective.	To provide an exceptional quality of safeguarding support to ensure all members of the Endeavour community flourish.	All internal and external safeguarding audits demonstrate compliance.	EDO / Termly	CEO & Trust Audit and Risk Committee – March and July 2023
<b>Leadership Development</b>				
The Trust will expand its Central Team to allow for future growth.	Expanding the Executive Board to meet the developmental needs of the MAT. Opportunity to develop at every level in the Trust so staff members can	An expanded Executive Board to include elevation of CFO to CFOO and include an Estates Manager by January 2023. Appointment of Digital Lead by	CEO / By September 2023	Trustees

	see a clear progression, therefore also improving retention.	September 2023 leading to more detailed reporting to CEO and trustees.		
The Trust will support and develop the performance of the Central Team.	To create an agile executive with the capacity to deliver the Trust's vision through efficient allocation of resources.	Effective performance management that is focussed on upskilling the Executive Board to fulfil their new roles.	CEO / By September 2023	Trustees
The Trust will ensure that all pupils and staff are kept safe.	To ensure all leaders, including trustees and governors receive suitable training including safeguarding through regular audits identifying training needs.	Leaders demonstrate a higher level of knowledge and skills, particularly in safeguarding. This will be measured by regular quizzes for staff. EDO will undertake safeguarding visits to schools to check staff can articulate processes and procedures and that pupils say they feel safe.	EDO – Trust DSL Local Boards School DSLs	Trustees
<b>Finance &amp; Support Services</b>				
The Trust will have compliant HR related policies to ensure fair and equitable working conditions for all.	To ensure all HR related policies are fit for purpose.	A comprehensive HR related policy review completed and an Executive Pay Policy in place.	CEO and CFOO / By August 2023	Audit and Risk Committee – July 2023
The Trust will ensure its long-term financial position is secure.	To explore additional sources of income for the Trust.	Income development strategy in place with termly reporting by CFOO.	CFOO / By August 2023	Trust Finance Committee – July 2023

<b>Estates</b>				
The Trust will ensure that information about our estates is held centrally and available for scrutiny.	To have a central database for information, regularly reviewed and updated and can be used to support CIF bids and other forms of financial planning.	Improved data reporting and recording and analyse across the Trust on condition, fire compartmentalisation, floor plans, key locations, identified service and call points etc to inform spending decisions. Data held centrally to inform action planning presented to local boards and trustees.	Estates Manager / By July 2023	CEO / Trust Finance Committee & Trust Audit and Risk Committee – July 2023
The Trust will ensure it operates in accordance with the Good Estates Management for Schools guidance (GEMS).	To ensure that all our estates are compliant with statutory regulations.	Statutorily compliant buildings across the Trust and engagement with the DfE Capital Adviser programme.	Estates Manager / By July 2023	CEO & Trust Audit and Risk Committee – July 2023
<b>ICT</b>				
The Trust will ensure its operation is supported by effective ICT infrastructure.	To create a long-term ICT Strategy for the Trust ensuring all levels of the Trust are operationally efficient.	The Trust will be supported at all levels by an effective ICT infrastructure following an ICT and needs assessment strategy in place. CFOO to oversee commissioned strategic review of ICT infrastructure.  CFOO to facilitate main recommendations and report on impact of these.	CFOO / By August 2023	CEO – August 2023



The Trust will ensure all operations are supported by highly skilled personnel / providers.	To ensure our ICT and delivery is supported by effective ICT technicians on site with appropriate oversight.	Effective ICT technicians in place supporting all schools and Central Trust	CFOO / By September 2023	CEO – September 2023
<b>Growth</b>				
The Trust will pursue opportunities for appropriate expansion.	To have a rationale for growth with a clear moral purpose.	Strategic Plan contains timeline for growth so that the Trust grows in a sustainable, ethical manner.	CEO / By August 2023	Full Trust Board
The Trust will ensure that there is sufficient capacity to enable growth.	To expand capacity within the Central Team to attract and then support additional schools.	An expanded Executive Board in place to support additional schools.	CEO / By August 2023	Full Trust Board

Key Priority	Key Objectives	Key Pupil Outputs KPIs	Who/When	Monitoring
<b>School Improvement</b>				
The Trust will ensure that all pupils have access to a highly ambitious curriculum.	To ensure each school is empowered to design and deliver an ambitious and bespoke curriculum that meets their learners' needs.	Staff have completed suitable training and/or mentoring to enable them to design and deliver an appropriate curriculum.	EDO / By August 2024	CEO
The Trust will ensure that there are effective assessment systems in place to ensure pupils achieve well.	To develop and utilise effective assessment systems that allows progress to be effectively monitored by stakeholders.	All stakeholders have the information available to them that allows them to evaluate the progress pupils are making across the Trust and compared to national expectations of special schools.	EDO / By August 2024	CEO

The Trust will ensure that its performance stands up to external scrutiny.	To ensure internal and external quality assurance processes are imbedded to support school improvement.	Information from quality assurance activities informs future plans including service level agreements and partners.	EDO / By August 2024	CEO
<b>Leadership Development</b>				
The Trust will ensure the development of senior staff that show leadership potential to take up executive roles.	To effectively succession plan and create the capacity so we can fulfil the requirement for future growth.	Continue to create an on-going map of development opportunities to show succession planning at all levels of leadership.	CEO / By August 2024	Trustees
The Trust will ensure that all pupils and staff are kept safe.	To ensure all leaders, including trustees and governors receive suitable training including safeguarding through regular audits identifying training needs.	Leaders demonstrate a higher level of knowledge and skills, particularly in safeguarding. To be measured by safeguarding audits, safeguarding walks by EDO, pupil voice and analysis of My Concern.	EDO – Trust DSL Local Boards School DSLs	Trustees
<b>Finance &amp; Support Services</b>				
The Trust will ensure that it exploits opportunities to expand the use of its facilities.	To maximise the use of outlets and lettings to generate income.	Measured increase of school facilities. generating additional income.	CFOO / By August 2024	Trust Finance Committee
The Trust will ensure that it maximises the use of the CIO in order to access grant funding that would otherwise be unavailable to the Trust.	To expand the scope of the CIO charitable foundation activity.	Supporting estates strategy/ curriculum development. Quantifiable opportunities identified and accessed – capital grants bid for to support the development of	CFOO / By August 2024	Trust Finance Committee

		the estates strategy and revenue grants to enable school improvement and curriculum development.		
<b>Estates</b>				
The Trust will ensure that our environments are safe and secure in which to work.	To provide a holistic overview of what input our premises need to provide safe and secure environments which support the Education Vision.	Funding will be targeted towards meeting our obligations identified through audits. This work may be supported through successful CIF bids or grant funding applications to support the development.	Estates Manager /CFOO By August 2024	CEO / Trust Finance Committee
The Trust will ensure that its capital assets provide good value for money.	To develop and expand the capital assets of the Trust to better serve our learners.	School estate developed and expanded to enhance the curriculum offer for learners.	Estates Manager / By August 2024	CEO
<b>ICT</b>				
The Trust will ensure that it has sufficient resources to enable effective curriculum delivery.	To ensure our ICT resources fully support the delivery of our curriculum in all schools.	Measurable appropriate improvement in outcomes for pupils in ICT. Commissioned ICT Strategy will not be published until August 2023. This will inform us of resourcing requirements, which we will implement during 2023/24.	CFOO / By August 2024	CEO

<b>Growth</b>				
The Trust will ensure the security of its long-term financial position.	To ensure the Trust remains financially viable.	A long-term projection will be produced that confirms the overall financial sustainability of the Trust.	CEO and CFOO / By August 2024	Full Trust Board
The Trust will ensure that there is effective leadership at all levels within the Trust.	To strengthen leadership at all levels.	Restructuring within schools' roles to ensure strong leadership teams in each of our schools.	CEO, CFOO and Headteachers / By August 2024	Trust Finance Committee

<b>Key Priority</b>	<b>Key Objectives</b>	<b>Key Pupil Outputs KPIs</b>	<b>Who/When</b>	<b>Monitoring</b>
<b>School Improvement</b>				
The Trust will ensure that all pupils have access to a highly ambitious curriculum.	To ensure that pupils are successful in the curriculum offered.	The Trust will have one or more schools judged to be outstanding for Quality of Education.	EDO / By September 2025	Trust Standards Committee termly meetings
The Trust will ensure smooth transition for our pupils.	To ensure that there are effective transition processes for all learners within our Trust and when they join, or leave our school communities.	Effective in-year and end of year processes support learners' transition.	EDO / By September 2025	CEO
The Trust will ensure all staff have the skills needed to fulfil their duties.	To put in place a plan to ensure that staff training is of high quality and in line with best practice and latest research.	Staff at all levels are able to evidence the impact of training on their practice.	EDO / By September 2025	CEO

<b>Leadership Development</b>				
The Trust will ensure that a sustainable programme of leadership development is in place.	To provide opportunities at every level to ensure that the Trust mitigates any succession planning issues.	Implementation of a map that indicates succession planning to ensure leaders at all levels have the chance to progress and develop.	CEO / By September 2025	CEO
The Trust will ensure that all pupils and staff are kept safe.	To ensure all leaders, including trustees and governors receive suitable training including safeguarding through regular audits identifying training needs.	Leaders demonstrate a higher level of knowledge and skills, particularly in safeguarding. To be measured by safeguarding audits, safeguarding walks by EDO, pupil voice and analysis of My Concern.	EDO – Trust DSL Local Boards School DSLs	Trustees
<b>Finance and Support Services</b>				
The Trust will ensure effective relationships with private sector organisations are established.	To develop partnerships with businesses in order to access their CSR budgets.	Report produced of relationships with businesses that have been established and the key benefits (financial and non-financial) that these have delivered.	CFOO / By September 2025	CEO
The Trust will ensure that effective relationships with colleges and other FE institutions are established.	To develop relationships with colleges to support transition to FE and employability.	Report produced of established relationships with FE colleges and employers.	CFOO and EDO / By September 2025	CEO/EDO
<b>Estates</b>				
The Trust will ensure that it pays due regard to the Green Agenda.	To explore decarbonisation and improve the green credentials across the Trust.	A reduced carbon footprint for the Trust.	Estates Manager / By September 2025	CEO

<b>ICT</b>				
The Trust will ensure that its schools have access to the most effective technologies.	To ensure that our digital estate keeps pace with modern technology.	Annual audit of digital estates that informs future investment.	CFOO and Estates Manager / By September 2025	CEO
<b>Growth</b>				
The Trust will ensure that new schools join the Trust from a close geographical location.	To grow the Trust by two schools located in for example Staffordshire, Wolverhampton, Dudley or Shropshire.	New schools will have joined the Trust.	CEO / By September 2025	Full Trust Board