



ENDEAVOUR
LEARNING TRUST

Realising Potential

Strategic Plan for 2024 to 2026



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Introduction



On behalf of the Board of Trustees, we are delighted to introduce you to “Realising Potential”, the Trust’s strategic plan from January 2024 to December 2026. Having joined Endeavour as Chief Executive in August 2023, it has been my great privilege to get to know our Trust, our schools and our communities as we developed our strategy for the next three years.

This is an incredibly exciting time for our Trust as we look to maximise the benefits of our collaborative partnership that has been developing since the inception of Endeavour Learning Trust in 2016.

Endeavour Learning Trust is a community of schools working together to offer the very best opportunities to the children and communities we serve.

Within this plan we set out our ambitious strategy to **Realise Potential for our Children, Colleagues and Communities.**

Our mission and values lie at the heart of our strategy. Ultimately, our work is centred around our children, ensuring that every one of them has an equitable opportunity to benefit from a transformative education. This means extending beyond academic achievement by providing a rich and diverse offer for students to develop their skills, qualities and talents.

We are clear that our colleagues are central to our ambitions for our children and communities. They too deserve every opportunity to develop and flourish as professionals. We are determined to deliver a sector-leading experience so that, in turn, our colleagues can continue to serve our young people and communities to the best of their abilities.

This plan reflects the feedback received through a range of engagement activities. We received almost 3,000 responses to our stakeholder engagement survey which included contributions from students, colleagues and parents and carers. We have engaged extensively with Headteachers, Trust Leaders, Local Academy Councillors and Trustees to consider the feedback we have received to develop our strategy.

Actions speak louder than words, and our impact will be felt in every classroom, every student’s life and every partnership we build.

It is with a real sense of optimism and excitement that we look ahead to the next three years.



David Clayton
Chief Executive



Helen Dicker MBE
Chair of Trustees

Our Mission and Values

| Mission Statement

We will ensure that every child realises their potential

We pledge that our schools will be transformational places of academic excellence that offer a true richness of experience, providing all children with the same opportunities to flourish and develop their unique skills, qualities and talents.

We will work collaboratively with our colleagues, parents and carers and our partners to remove any barriers that place limitations on our children, creating schools that are happy and harmonious places at the centre of their community.



“Our mission and values are sincere and drive everything we do. The work of our Trust is centred around our determination to support our children, colleagues and communities both collectively, and individually, to flourish and thrive through a rich and transformational provision.”

David Clayton
Chief Executive



| Values

Our values reflect our aspirations for the kind of trust we want to be. Trustees, leaders and colleagues share a determination to ensure that our values are consistently reflected in our practice moving forwards.



Individuality

We are firmly committed to recognising, celebrating and investing in the individuality of all of our children and young people, each of our colleagues and the distinct ethos and identity of each of our schools, whilst remaining united by our core values. We don't believe in a "one size fits all" approach, and will adapt our provision to meet individual needs.



People centred

Our work is driven by our responsibility to every individual within our Trust community. Every person deserves to be treated with respect, dignity and kindness. We demonstrate empathy and humility in our approach, ensuring that our Trust provides an environment where every individual feels confident to be their true authentic self.



Belonging

Equity of opportunity is central to our practice and we will be relentless in our endeavour to identify and remove barriers that prevent full inclusion. Our culture extends beyond tolerance to one where difference is embraced and every individual is valued and celebrated for their unique contribution to our community. Every individual is a full member in our community.



Transformational

We believe in the promise of each individual across the Trust and will ensure we inspire, support and challenge in proportionate measure, so that we all thrive and are able to achieve our own individual successes. We are bold in our approach, stretching perceived boundaries, to go further for our children, colleagues and communities. We continually develop our approach to respond to changes in the communities we operate within to support every child, colleague and partners to realise their potential.



Togetherness

We are a proud family of schools bonded by our Trust vision, priorities and values. We work as one team in school, across our Trust and with our wider partners for the benefit of the communities we serve. Our collaborative approach inspires us to be bold and brings us together in ways that help us to make a difference. We are better together.

Strategic Priorities

Our strategic priorities are centred around the delivery of our mission for those that we exist to serve.

By remaining resolutely focussed on our mission and ensuring that our values are consistently lived out in practice, we will **Realise the Potential** of our Trust partnership:



For Our Children

Our students are at the heart of everything we do at Endeavour Learning Trust. Regardless of our size, we will remain focussed on ensuring that each and every one of them is supported to achieve their own version of success, regardless of their needs, background or starting points. Each of our schools will focus on our young people experiencing the joy that a rich, high-quality and child-centred education should provide.



For Our Colleagues

Our colleagues are our greatest asset and a fundamental part in our Trust community. We know that we will never be successful in delivering our vision for our young people unless our colleagues are supported, nurtured and developed to achieve their full potential with us. Every colleague, regardless of their role or career stage, plays a critical role in ensuring our Trust is successful, and we will embed our position as an employer of choice by offering each of them a sector-leading experience.



For Our Communities

Our schools sit at the heart of their communities. We will work to maximise the impact our Trust has on our communities by working collaboratively with partners to deliver what our communities need from us, and particularly for those members of our communities who are most vulnerable. We will invest in the development of provision so that any child, regardless of their needs, can access provision in an Endeavour Learning Trust school if they want to.



Realising Potential for our Children

Fundamentally, our focus is on ensuring that every child is provided with the support they need to be successful in every way. This means knowing our children well and working in partnership with parents and carers to take active steps to remove their barriers to achievement and wellbeing.



We will:

◆ **Ensure** every child is recognised as an individual who is known, who is heard, and who is cared for.

◆ **Review and refine** our pastoral support offer to ensure that our approach promotes genuine inclusion for all young people, creating the conditions where excellent attendance is the norm and each of them can be successful.

◆ **Deliver consistently** great teaching to our children as a result of the high-quality continued professional development offer for our colleagues.

◆ **Continuously develop** our approaches to actively teach our children how to maintain their physical and mental health in response to changes in the world around them. Our children will understand how to stay safe, assess risk and make healthy decisions. All of our children will have access to additional support to remain healthy when they need it.

◆ **Invest further** in the development of our provision for SEND children so that every child benefits from the right support, in the right place and at the right time.

◆ Amazing things are happening in our schools and across our Trust every day. We will **develop further** a culture of celebration, where our young people are championed for their unique skills, qualities and talents and where achievement is celebrated. Our annual Endeavour Awards will celebrate the most significant achievements of both young people and colleagues within our Trust.

◆ **Build on the strengths** that already exist within the Trust, extending our collaborative practice and school-to-school support offer to ensure that every child benefits from an ambitious, rich and diverse curriculum and consistently excellent teaching. There will be a clear focus on literacy and numeracy, ensuring every young person achieves well and leaves our academies with the skills, knowledge and qualifications they need to achieve their aspirations.

◆ **Focus on ensuring** that all of our children benefit from a rich and joyful experience by being exposed to a plethora of opportunities. Our Education Strategy will define the opportunities that all young people should benefit from.

◆ **Develop an intelligent, agile and flexible** central data system that ensures that leaders at all levels have the information they need to support strategic decision making.

◆ **Ensure** that the student voice is at the centre of our quality assurance processes so that students are heard and their feedback and ideas acted upon in the school improvement process.

◆ **Continue to invest** in exceptional learning environments in each of our schools through the development of our Estates Strategy. We will also focus on the development of our Digital Strategy so that students have access to the resources they need to maximise their learning and to prepare them to be successful and safe in a digital age.

◆ As well as providing exceptional leadership to the school they are based within, our school leaders will **contribute to improvement** across the Trust through our school-to-school support model and by having an active voice in the strategic development of the Trust.



Realising Potential for our Colleagues

At Endeavour, we recognise the critical role that every individual plays in delivering on our ambitions for our young people and our communities. We will develop and publish a People Strategy which sets a clear commitment to establishing our position as an Employer of Choice, delivering a sector-leading employment experience to each of our colleagues so that we recruit, retain and develop talent.



We will:

◆ **Work with our colleagues** to identify and implement measures to reduce workload whilst maintaining the quality of provision for our students. Our Workload Principles provide a consistent framework, against which we will work collaboratively with colleagues and trade union representatives to identify and mitigate excessive workload.

◆ **Maintain a clear focus** on supporting the physical and mental wellbeing of our colleagues. We recognise that our colleagues have the clearest view on the steps we can take to support their wellbeing so we will use their feedback to support us in this work.

◆ **Take a meaningful approach** to promoting equality, diversity and inclusion across our Trust so that every colleague can be confident in being their authentic self and to ensure that under-represented groups are supported to participate fully. We will look at best practice both across and beyond the sector to develop an exceptional culture where every colleague is fully included.

◆ **Deliver a high-quality** continued professional development (CPD) offer for every colleague, regardless of their role or career stage, supporting them to achieve their own aspirations for their career. This will start with an effective induction process that ensures that colleagues are supported from the beginning of their journey with the Trust, and that every individual understands and is engaged with our values-led approach.

◆ **Commit to supporting** new colleagues to start their career in education by working with partners to deliver initial teacher training (ITT), developing apprenticeship opportunities both inside and outside the classroom and celebrating the opportunity presented by a career within education.

◆ **Continue to develop** opportunities for strong practitioners (both teaching and support) to apply their skills to support schools across the Trust.

◆ **We will ensure** there is robust succession planning in place at each of our schools to provide certainty to colleagues and continuity to our students.

◆ **We recognise** the power of collective experience and want to draw on that in a genuinely collaborative way. Our central team will seek to harness this, creating thriving communities of practice which drive our work.

◆ **Continue to increase** the opportunities for colleagues to provide honest and open feedback which is listened to and used to drive improvements across the Trust. Colleagues at Endeavour will feel safe and supported to question and challenge practice that creates a tension with our values.

◆ Through our focus on the development of exceptional learning environments for our children, we will also **deliver high-quality** working environments for our colleagues. Our digital strategy will ensure that colleagues have access to the technology they need to maximise their effectiveness.





Realising Potential for our communities

We exist to serve our communities, supporting them to thrive and flourish both now, and in the future. We will build on existing partnerships and develop our community engagement work, creating a sense of momentum and possibility that reverberates throughout our communities.

We will:

- ◆ **Establish and maintain** exceptional relationships with parents, with forums on a termly basis. We will be humble in listening to feedback and considering opportunities to develop our practice further. Communication will play a central role in supporting progress, wellbeing and achievement.
- ◆ **Be relentless** in ensuring that poverty is never a barrier to children accessing education and opportunity, for example through excessive uniform costs. We will work with community partners to mitigate poverty to any extent possible.
- ◆ **Develop strong links** with local agencies including parent bodies, local authorities, partner schools and trusts, local businesses and third sector organisations. These links will maximise the opportunities available to our young people and our schools will work to support families by signposting them to the wrap-around services they need.
- ◆ **Continue to develop** mechanisms to support us in actively seeking and listening to the views of all partners within our Trust community so that our work reflects what our communities need. We will ensure that our Local Academy Councils benefit from strong community representation so that our governance is informed by the voice of our communities.
- ◆ **Identify a partner charity** each year for schools across the Trust to work with. Our children will have the opportunity to learn about the work of these charities and support this work through fundraising and promoting awareness.
- ◆ **Extend the opportunities** for our buildings to be used for community purposes, ensuring that our schools are recognised as community hubs.
- ◆ **Educate our young people** to understand issues surrounding environmental sustainability. We recognise our responsibility to ensure that our children benefit from a sustainable future and will involve them as leaders in our approach to reducing our negative impact on the environment.

- ◆ **Lighten the load** for our schools. Our central services will continue to support school leaders so that they can devote more time and resources in supporting their school communities.
- ◆ **We will invest** in developing the effectiveness and efficiency of these services so that schools benefit from the highest quality advice, and so that even more of our resources can be focussed on our young people.
- ◆ **Only seek to grow** the Trust in a sustainable and responsible way, and so that we can invest more deeply in the communities we serve, embedding our collaborative approach to make a more meaningful difference. Our growth ambitions include Alternative Provision and Special Educational Needs to enrich what we offer across all of our schools and increase our ability to meet individual needs.
- ◆ **Explore opportunities** to provide services collaboratively for the benefit of children, for example through centralised education psychology support.





Indicators of Success

We will hold ourselves to account for the successful implementation of the plan by developing annual key performance indicators that reflect our strategic priorities. Our indicators of success are deliberately aspirational and represent aims that we will continually work towards, including:



By ensuring that our provision meets the needs of every young person, outcomes for our children who are disadvantaged, have SEND or are otherwise potentially vulnerable to low achievement, will demonstrate consistent improvement. **As a result, progress and attainment for all children will exceed national averages in all schools within three-years of joining the Trust.**

Our young people will be proud to be part of their school because our inclusive approach and rich offer will ensure that all young people feel a sense of belonging within their school community and benefit from a rich experience. **Attendance will be high and exclusions low** (when compared to national average) for all schools, including for all children who are disadvantaged or have SEND.

Post-16 and Post-18 destinations information will demonstrate that the education provided to our students has supported every young person to **achieve a destination that matches their potential and personal aspirations.**

Our communities will recognise and celebrate the strength of our offer. As a result, **our schools will be consistently over-subscribed with first-choice applications.**

Staff voice will demonstrate that **all colleagues are proud to work at Endeavour Learning Trust** because of the high-quality professional development offer in place, and because they feel nurtured, supported and cared for.

Student voice will demonstrate that **all students feel safe, happy and proud to belong.** A clear culture of celebration will exist where children are celebrated for the unique gifts and talents.

As a result of the development of our rich and broad offer, **all students will actively participate in the programme of extra-curricular activity** and student voice will demonstrate that they value this aspect of their education.

Prospective colleagues outside of the Trust will want to work with us because we will have established our position as an employer of choice. We will develop a pipeline of talent so that there are strong candidates from within the Trust for every leadership vacancy.

Colleagues who join the Trust as **early careers teachers will remain within the profession** because of the high-quality training and support that they receive.

The accountability system will never act as the driver of our work, but fulfilling the ambition within our strategic plan will ensure that **all of our schools are recognised as successful against accountability measures.**

The Trust will continue to demonstrate **long-term financial sustainability, with the three-year forecast demonstrating a reserves position will be excess of 5% of our recurrent income.** The Trust will not seek to hold excessive reserves, and will use funding for the benefit of students.


We will report annually to our whole community on our achievements against our strategic plan, as well as our priorities for the following year to extend our impact further.






Realising Potential

For our Children | For our Colleagues | For our Communities

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