



endeavour

multi academy trust

Endeavour Development Need Assessment for 2021/22

This assessment has been extended given the impact of the pandemic and activities having to be put on hold as a result of the restrictions.

Endeavour Multi Academy Trust

Development Needs Assessment



Principles		Competences	Action	Success criteria	Who	When	Impact
Strategic leadership	1a	Setting direction	<p>Ensure all stakeholders are clear about the Endeavour ambition. Scope Tamworth and South Staffs Schools for membership of Endeavour.</p> <p>Develop a detailed induction programme that ensures that staff and future partners are clear about the Endeavour Vision, values and ethical practice.</p>	<p>Staffordshire schools to be clear that Endeavour is open to mainstream membership.</p> <p>A detailed induction programme developed.</p>	<p>CEO Trustees Local Governors</p> <p>CEO, EDO and Headteachers.</p>	<p>Dec 2021</p> <p>Autumn ????</p>	<p>We have now developed a one page 'This is us' menu of our ethos and vision.</p>
	1b	Cultures, values, ethos	<p>Action outcomes of NGA 360% assessment.</p> <p>Actions; 1.Ensure the trust vision is clear and aspirational in its ambition and encompasses all settings and children beyond those currently within the trust. 2. Ensure effectiveness and</p>	<p>Actions listed here to be completed.</p> <p>See left column and also more detailed 360% NGA feedback.</p> <p>See NGA? Endeavour Development Plan. First training taken place in April 21. Stage 2 to follow.</p>	<p>CEO Trustees Chair Headteachers. NGA Rep</p>	<p>From September 2021 to now be assessed in spring term 2022</p>	<p>Training in these areas to be on line on the 30th April</p> <p>Our recruitment of LGs has been successful.</p>

			<p>clarity of governance structures roles and responsibilities.</p> <p>3. Ensure effectiveness and clarity of governance structures roles and responsibilities.</p>				
1c	Decision making	<p>Assess workforce to meet the challenge of a growing company.</p> <p>Change/adapt contracts to meet the needs of the MAT and not duplicate duties.</p>	<p>Continue to assess Endeavours central work force and ensure capacity and expertise for future sustained growth.</p>	<p>CEO/EDO</p> <p>Trust Chair</p> <p>School Headteachers.</p>	<p>Ongoing from September 2021/22</p>	<p>We have now established a central team and have recruited to backfill school positions. This will be reviewed on growth of MAT</p>	
1d	Collaborative working with stakeholders and partners	<p>Further develop sharing of good practice within the MATs schools and with partners. To include developments of SEND Prototype and support to mainstream schools. To include programmes delivered with the Teaching Alliance</p>	<p>Regular staff interaction between MAT schools and partners.</p> <p>Headteachers to be involved in health checks of partner schools.</p> <p>Involvement in SERAs programmes and training.</p>	<p>EDO</p> <p>Headteachers</p> <p>CEO</p>	<p>March 2021 ongoing and becoming more sophisticated after this.</p> <p>SERA to re group in Summer 2021</p>	<p>The schools play an active part in supporting the mainstream schools in both training and its involvement with the LA SEND strategy. This needs to be costed to provide backfill for</p>	

			SERA. Tamworth to scope their area to identify special needs that require support to the local area.				visits and interventions.
	1e	Risk management	Seek new revenues for the schools by using extra capacity at the schools. Have creative solutions for extending Cherry Trees cohort. Housing outreach in Two Rivers High to support mainstreams schools in the area. This could be for students with anxiety or SEMH.	Cherry Trees having base in Wightwick. Outreach led by Endeavour for local areas. Base to be developed/scoped at Two Rivers High All areas of risk monitored carefully by the ARC Committee.	CEO MH (CFO) EFO Headteachers. ARC Committee LA Send Team	Sept 2022 operational	
Accountability	2a	Educational improvement	School improvement plans monitored for risk areas. School evaluation is accurate and linked to improvements identified on deep dives and EDO visits. All policies and processes assessed for staff wellbeing. Two Rivers Schools to develop UNICEF principles. Financial awareness, business acumen and career	Regular meetings, support, and deep dives in place by EFO and partner heads. Heads acting on EDO recommendations. Schools improvement plans well managed and resourced and evaluated regularly at governors meetings. Agendas following school	EDO Hedteachers Local Governance System in place and evaluated for impact.	From summer 2020 3 x Yearly EDO deep dives.	This is in place and reports being submitted to the trustees x 3 a year. Regular meetings with heads in place especially focusing on wellbeing during pandemic.

			<p>awareness.(Including primary pupils) to be a high priority in all schools.</p> <p>All MAT schools to further develop involvement with the Teaching Alliance SERA . Identified staff to be involved in research through SERA support. And contribute to managing and taking part in SERA education courses.</p> <p>Key personnel in school subject areas and subject support groups in operation.</p> <p>Ensure all staff are trained in the requirements of a deep dive into their subject area.</p>	<p>improvement progress.</p> <p>SEF accurate and up to date.</p> <p>Curriculum to ensure developed areas are a focus.</p> <p>Effective local governance monitoring.</p> <p>Subject staff from across the MAT meeting to develop subject expertise and share good practice. To organise inter school competitions and events.</p> <p>Staff competent in the requirements of a well-planned curriculum and are able to articulate this to external sources.</p> <p>Wellbeing is being monitored and activities provided for staff to feedback on any improvements re workload.</p>			<p>To resume in the summer term 2021</p>	
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	2b	Rigorous analysis of data	<p>Performance KPIs at MAT and local level in place to include outcome and attendance. These monitored and challenged in local governor meetings. Increase governor monitoring visits to schools</p> <p>External advisors appointed to review school progress. See 2a above.</p>	<p>All KPIs realistic and viable. All achieved and stories where there had been underperformance. Increase in governor monitoring visits.</p> <p>Meeting minutes demonstrate challenge.</p> <p>External review carried out in 2020 and again in 2021</p>	<p>Local Governance Committees Headteachers CEO/EDO Trustee Audit and Risk Committee</p>	<p>4x per Year</p> <p>4 x Governor visits per year.</p> <p>1x External review.</p>	<p>Safeguarding On line monitoring complete.</p> <p>LG Governors given specific areas to monitor. EDO Monitoring 2 complete.</p>
	2c	Financial frameworks & accountability	<p>Ongoing reviews of SLAs to provide better value yet providing quality outcomes ensuring ethical principles have been applied.</p> <p>Ensure there is a bursar headteacher forum to discuss SLAs and systems and processes.</p>	<p>SLAs providing quality services and good value in an ethical framework .</p> <p>Headteacher/ Bursar communication in place and processes well matched regarding finance and student information.</p>	<p>Schools Bursars Trustee Finance Committee CEO MH Headteachers</p>	<p>Ongoing</p>	<p>New SLA assessment package being purchased and all training complete. Admin will monitor this system and send regular reports.</p>
	2d	Financial management & monitoring	<p>To ensure we comply with financial regulations</p> <p>To provide monthly budget updates.</p>	<p>All regulations to comply.</p> <p>Business case designed and operated to address risk</p>	<p>MH</p> <p>MH CEO Trust Finance Committee</p>	<p>April 2020 ongoing</p> <p>5 x Meet per year</p>	<p>Met in full</p>

	2e	Staffing & performance management	<p>MAT to develop a rigorous performance management system at all levels.</p> <p>Admin Review stage 1 complete and stage 2 underway</p>	<p>All staff in the organisation are monitored for their performance. Only the very best will do. Wellbeing of staff is also monitored as part of PM process.</p>	<p>CEO EDO Trustees Headteachers</p>	<p>Complete by summer 2020</p>	<p>Met in full</p>
	2f	External accountability	<p>CEO and Two Rivers Headteachers to continue lead in local SEND developments.</p> <p>To ensure we comply with EFSA and DFE financial requirements</p> <p>To ensure the OFSTED grades remain good or better.</p> <p>Advertise our brand more widely given the academy push by the government.</p> <p>Develop a programme of inter MAT schools competitions and display students work in public areas.</p>	<p>Changes to the way SEND is delivered in South Staffs is evident.</p> <p>Schools remain good or better.</p> <p>Outreach led by Endeavour in the South and East of the county.</p> <p>Advertise brand in local school areas.</p> <p>Sport event, Art event, Poetry event, Business event, Photography events taking place in academic year 20/21</p>	<p>CEO EDO</p> <p>Headteachers Trustees MH CEO</p> <p>CEO</p> <p>Headteachers</p>	<p>Ongoing</p>	<p>Complete</p> <p>To resume in summer term 2021</p>
People	3a	Building an effective team	<p>To gain views of all stakeholders and internal staff through the TELL US BUT HELP US process Act in a</p>	<p>Surveys undertaken at all levels to ensure a regular voice and feedback.</p>	<p>CEO EDO Headteachers Chair of Trust</p>	<p>By July 2021 And repeated in 2022</p>	

			<p>timely way regarding any feedback.</p> <p>To communicate the vision and ensure benefits are seen with CPD and children's/students outcomes.</p> <p>People to own the success.</p> <p>To develop a trust newsletter that has information for a range of stakeholders including internal staff and governors.</p>	<p>All outcomes in the actions covered by the survey feedback.</p> <p>A trust newsletter is produced with a range of information</p>	<p>CEO, EDO Headteachers and all contributors</p>	<p>Depending on Covid recovery.</p>	
Structures	4a	Roles & responsibilities	<p>Develop the expertise of the governors/trustees. All at governance level to have clear lines of responsibility. Committees to follow clear terms of reference. All committees to have high in depth knowledge of all development and improvement plans.</p>	<p>Governors and Trustees operate in a controlled manor. Well directed and clear demarcation and control. In a strong place to expect external scrutiny. Development Plans and Improvement Plans to be scrutinised at every meeting. Plans to be well</p>	<p>CEO EDO Trust Chair</p>	<p>Ongoing to re start after lockdown in the summer term 2021</p>	

			<p>Training plan put in place for governors to access through FLICK or other relevant sources</p> <p>Develop an induction course for new governors at all levels</p>	<p>matched to SEF and school needs. Good quality NGA training being delivered and the MAT monitored for improvements.</p> <p>Course and information designed for new governors joining the academy.</p> <p>Training resource/timetable in place.</p>	EDO		
Compliance	5a	Statutory & contractual requirements	<p>Continue to monitor Systems to comply with new financial regulations and educational developments.</p> <p>Ensure policy areas are updated in a timely way.</p>	<p>All systems pass muster. Policy updated as needs change. Policy Staff member appointed.</p> <p>HR Trustees Committee formed to review trust HR Policies</p>	<p>CEO MH Chair of Trust</p> <p>School Bursars Headteachers. Policy Manager for Trust.</p>	2020 ongoing in 2021	Financial and policy management is strong.

Evaluation	6a	Managing self-review & personal skills	Governors to be assessed for impact.	360 review complete and actions addressed.	CEO Chair of Trust MH	Spring term 2022 and assesses for improvements in 2022 Spring	
	6b	Managing & developing the board's effectiveness	Train all governors/trustees with accredited national lead in governance. Follow guidelines as set out by NGA	Minutes reflect drive, diligence and financial rigour. Governance prepared for scrutiny by NGA On line evidence of trustee and governor training.	All governors/Trustees CEO NGA Lead Trust website manager.	360 assessment in spring 2022	