

STEP Compass

2022-2023



STEP Mission	STEP Academy Trust is committed to improving the life chances of all children. Where we have the capacity to make a difference we are morally bound to do so.
STEP Vision	To develop a united partnership of excellent academies, where empowered leaders place our learners at the heart of what they do and all are supported to be successful.
STEP Values	Passion Urgency Positivity Aspiration Commitment
STEP Compass	At the heart of the organisation are the STEP Mission, Vision and Values. Everything derives from them. The four points of the STEP Compass extend from the mission, vision and values, with the outer ring, the STEP Standard, providing the measure of our success. The STEP Compass is the strategic plan which guides our Trust's development.

STEP Standard
#Expectation
We strive together for excellence in partnership
Excellence is defined through the STEP Standard, so that there is clarity about what must be achieved.

STEP First
#Unity
We are all one team

The mission, vision and values are shared by all stakeholders. As a result, there is a strong commitment that we operate as one team, albeit we serve many different communities. We are **united**. All stakeholders must believe in STEP First.

STEP Way
#Consistency
We agree to do things like this

As a united team, it is right that we should agree to do certain things in a **consistent** way, the STEP Way. What constitutes the STEP Way for each academy is determined by empowered leaders who are supported and challenged to develop approaches that are right for their contexts.

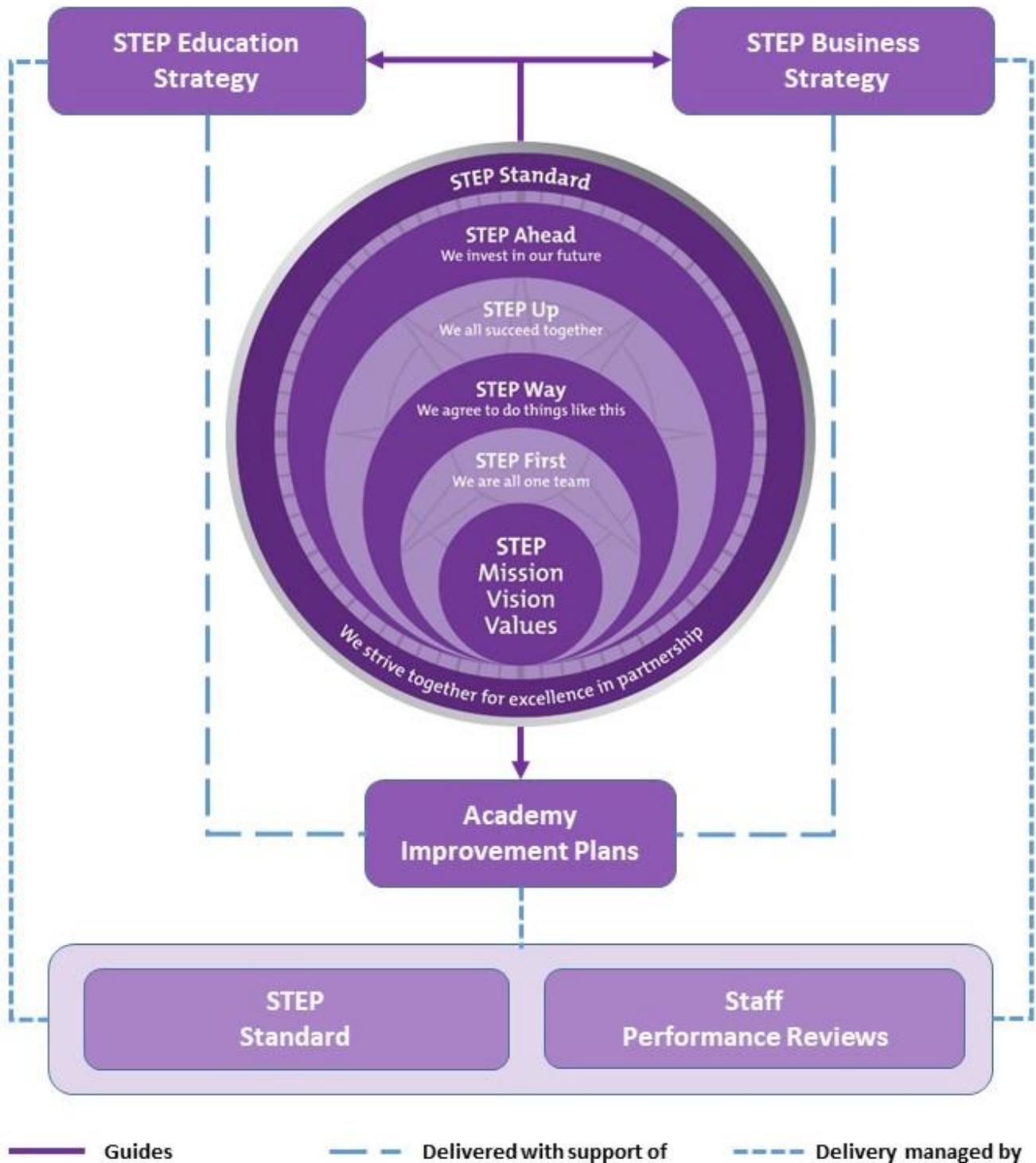
STEP Up
#Support
We all succeed together

Given that STEP is a community, all of its members - academies, groups and individuals - must be successful. STEP Up is the process by which we all succeed together, enabling additional **support** to be targeted according to identified need.

STEP Ahead
#Development
We invest in our future

Individually and collectively, we must ensure one eye remains firmly fixed on the future, anticipating and preparing for our next stage of **development**. This commitment requires a strong focus on strategic planning and CPD.

Delivery Process



Key Foci

Foster a strong sense of *unity* across the organisation, so that all stakeholders see themselves as being part of the one STEP team.

This will be achieved by:

- Ensuring STEP’s mission, vision and values - including our commitment to anti-racism, equality and social justice – are effectively communicated to and by all stakeholders and that the STEP Compass is consistently applied across the Trust;
- Ensuring all stakeholders feel valued and that their well-being, mental and physical, is prioritised, with a particular focus on pupil representation;
- Ensure the performance of the Trust is effectively communicated internally and externally, especially our progress to becoming an anti-racist organisation and our commitment to sustainability, with a view to becoming a Net Zero organisation;
- Leading by example and, through the appraisal process, embed professional behaviours that embody the values of STEP.

What success looks and feels like

We will know we have been successful when all trustees, governors and staff can speak confidently about their role in ensuring every child receives a high quality education, ie the STEP Standard.

This will mean that trustees and governors work together to ensure appropriate strategic challenge of the Executive Team and Academy Leadership Teams. In turn, the Executive Team works with Academy leaders to embed outstanding practice across all aspects of Academy life and achieve the STEP Standard.

For children this will mean that in each STEP Academy they have access to the best possible education within the best possible environment.

Key roles and responsibilities

Board of Trustees

- Safeguard the mission and vision of STEP Academy Trust.
- Agree and regularly review the STEP Compass as the vehicle for delivering the Trust’s mission and vision.
- Ensure the Trust’s position on all forms of discrimination is clear across the organisation.
- Support, challenge and hold to account the Executive Team to deliver the STEP Compass, including the Education Strategy and Business Strategy.
- Agree and regularly review the STEP Standard, against which the success of the Trust is measured.

Academy Committees

- Ensure alignment to STEP First, the “one team” ethos, across the whole Academy community.
- Support, challenge and hold to account Academy leaders to deliver the AIP and achieve the STEP Standard.
- Ensure STEP’s position on all forms of discrimination is clear across the academy community.
- Promote STEP Academy Trust, including in the local community, so that all stakeholders feel connected to the organisation.

CEO and CFOO

- Ensure the mission, vision and values of STEP are reflected through its branding and communications.
- Ensure the STEP First culture is constantly reinforced so that it is embedded across the Trust.
- Ensure the STEP Standard is clearly defined and permeates all parts of the organisation.
- Ensure that finance and operations are directed towards achieving the STEP Compass priorities.
- Demonstrate the new leadership behaviours and support the implementation of them through the appraisal process.

Extended Executive Team and Academy Leaders

- Ensure the mission, vision and values of STEP are celebrated and made known to all staff, children and their families.
- Ensure the language of the STEP Compass is reflected in daily Academy life.
- Ensure all stakeholders are clear about the STEP Standard and are working towards achieving it.
- Implementing policies and procedures aimed at promoting equality and addressing discrimination.
- Embed a culture of effectiveness and sharing of best practice, ensuring that staff at all levels are encouraged to work with colleagues in other STEP Academies.
- Develop and implement policies and procedures which promote equality and address all forms of discrimination.
- Demonstrate the new leadership behaviours and support the implementation of them through the appraisal process.

<p>Executive Team</p> <ul style="list-style-type: none"> • Articulate the mission, vision and values of STEP Academy Trust. • Define the STEP Standard in teaching and learning, and operational functions. • Identify outstanding practice inside and outside the Trust. • Effectively implement strategies for increased pupil representation. • Support and deliver the strategic plan so that STEP becomes a Net Zero organisation are rolled out. 	<p>Academy and Central Staff</p> <ul style="list-style-type: none"> • Support the mission, vision and values of STEP Academy Trust. • Use the language of the STEP Compass in daily work. • Understand the STEP Standard and their responsibility to strive towards it. <hr/> <p>Children and Families</p> <ul style="list-style-type: none"> • Know that their Academy is part of the wider community, STEP Academy Trust. • Articulate the PUPAC values. • Be clear about the STEP Standard and how it relates to them.
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We agree to do things like this

Key Foci

To ensure *consistency*, continue to develop an appropriate STEP Way for each STEP Academy and, where appropriate, the Trust as a whole, which is informed by context and the STEP Standard.

This will be achieved by:

- Taking into account the impact of Coronavirus when assessing our STEP Academies against the STEP Standard.
- Establishing a consistent and transparent process for performance related pay progression which is fair, effective and sustainable.
- Further developing a STEP Way for Inclusion which encompasses SEND provision, family support, pupil leadership, well-being and mental health, anti-racism and support for vulnerable groups, including staff.
- Ensuring all STEP Academies clearly articulate the pedagogical approaches that constitute their agreed STEP Way, particularly in relation to anti-racism, and ensure each STEP Academy's STEP Way accommodates the reintegration of Key Skills, Child Protection and SEND approaches for all children.
- Further developing and embedding integrated and progressive curricula across STEP academies with a particular focus on foundation subjects.
- Maintaining an emphasis on the development of reading across all academies with a keen focus on early reading development post-COVID 19.

What success looks and feels like

We will know we have been successful when all trustees, governors and staff respond in a unified way to situations that arise - whether that be as a result of planned activity or unique circumstances.

This will mean that trustees and governors understand their roles to ensure the adoption and implementation of agreed strategies and policies. In turn, the Executive Team is working with Academy leaders to ensure an environment of continual improvement and sharing of best practice.

For children this will mean they have consistent access to opportunities, experiences and learning that might otherwise not have been possible.

Key roles and responsibilities

Board of Trustees

- Agree and regularly review the Scheme of Delegation to ensure roles and responsibilities are clear and to enable the STEP Compass to be delivered.
- Ensure there is effective communication between all layers of governance, particularly between the Board and Academy Committees.
- Education and Operation/Audit Committees support and challenge the Executive Team and Academy Committees.

Academy Committees

- Understand the chosen approaches for their Academy's context, articulated through the STEP Way Statement, and evaluate their appropriateness and impact.
- Support and challenge safeguarding practices.
- Supported by the Executive Team, undertake regular reviews of governance effectiveness, both individually and collectively.

CEO and CFOO

- Oversee the design and implementation of the Trust's strategic plan, the STEP Compass.
- Ensure an effective safeguarding strategy is in place and safeguarding remains the top priority.
- Coordinate a programme of quality assurance at all levels of STEP Academy Trust.
- Ensure financial and operational systems are robust, enabling the Education Strategy to be delivered.

Extended Executive Team and Academy Leaders

- Implement all agreed Trust policies and procedures.
- Clearly articulate the Academy's approach to teaching and learning through the STEP Way Statement.
- Enable outstanding leaders of teaching and learning to support the development of a STEP Way for teaching and learning.
- Ensure the Academy budget remains within its agreed spend and saving targets are met.
- Ensure Academy and service budgets remain within their agreed spend and saving targets are met.
- Ensure operational processes are clearly understood and consistently applied across the Trust.
- Ensure that academy websites are up to date and reflect the STEP Way within the academy.

<p>Executive Team</p> <ul style="list-style-type: none"> • Support and challenge academy leaders to ensure all Academies STEP Way accommodates the reintegration of Key Skills and Knowledge, Child Protection and SEND approaches • Work with Academy leaders to develop and agree a STEP Way which is appropriate for their context. • Identify and promote the most effective approaches to achieve the STEP Standard. • Develop and refine STEP approaches to the management and analysis of performance data. 	<p>Academy and Central Staff</p> <ul style="list-style-type: none"> • Respect the need for Trust consistency in order to achieve the STEP Standard. • Where appropriate, engage in the design and implementation of the Academies STEP Way.
	<p>Children and Families</p> <ul style="list-style-type: none"> • Support the Trust and academy-specific policies, including the Uniform Policy.

Key Foci

Generate the educational and operational capacity required to support our STEP Academies and their communities to recover from the impact of Coronavirus and make progress towards the STEP Standard.

This will be achieved by:

- Implementing comprehensive and bespoke support for each STEP Academy, based on regular assessments against the STEP Standard; this will also include investing in our STEP SEND provision so that it has the capacity to support all learners.
- Ensuring that all learners, particularly disadvantaged pupils, are assessed effectively and accurately with urgency and that gaps in knowledge and learning are identified and addressed with appropriate levels of support.
- Ensuring that networks of support are available and facilitated across the Trust for all STEP Academies.
- Benefitting from the successful rollout of equitable funding and investing in further support school improvement and well-being across our STEP communities.

What success looks and feels like

We will know we have been successful when support provided by the STEP community enables all stakeholders to achieve the STEP Standard.

This will mean that whether an Academy is a long standing member of STEP Academy Trust or a new joiner, there is a strong commitment to the improvement of the whole and not just the individual parts.

For children this will mean that additional support is provided so that no child, in any Academy, underachieves.

Key roles and responsibilities

Board of Trustees

- Agree a strategy which generates capacity to enable targeted STEP Up, as required.
- Assess the impact of STEP Up on the performance of individual Academies and the Trust as a whole.
- Support and challenge the progress of all learners, so that any gaps are eliminated.
- Support and challenge the use of all income streams and equitable funding to support STEP Up.

Academy Committees

- Ensure Academy leaders are allocating resources effectively to enable effective STEP Up, particularly for disadvantaged individuals/groups.
- Regularly review the AIP and how the academy engages with the community and stakeholders.

CEO and CFOO

- Ensure processes and resources are in place to identify and address under performance and accelerate progress.
- Design and coordinate bespoke support packages for each STEP Academy, dependent on need.
- Ensure STEP Up is financially viable and sustainable.
- Ensure each academy receives the appropriate level of support.

Extended Executive Team and Academy leaders

- Through the analysis of assessment data, identify and provide for those individuals and groups in need of additional support.
- Commission STEP Up from the Central Team, other STEP Academies and/or external sources.
- Carry out effective appraisal for all staff in line with STEP Policy.
- Support the continued roll out of equitable funding so that each pupil receives the appropriate level of STEP Up.

Executive Team

- Develop a STEP teaching and learning support offer, where appropriate, identifying Trust curricula leads.
- Have a programme in place which utilises best practitioners as coaches and mentors.
- Coordinate targeted CPD activities to further develop the quality of teaching and learning across the Trust.
- Encourage the use of best practice to improve finance, operations and governance.
- Ensure arrangements are in place for transitioning new Academies.

Academy and Central Staff

- Be committed to, and develop the capacity to help deliver an outstanding education for every child.
- Support colleagues within and, where appropriate, beyond the Trust.

Children and Families

- Support and work collaboratively with the Trust, the academy, other children and adults.

We invest in our future

Key Foci

Ensure STEP Academy Trust continues to invest in the future in preparation for its next stage of *development*.

This will be achieved by:

- Extending the reach and influence of STEP Ahead Teaching School Hub including ITT and ECF support, as a renowned centre for research-led innovative practice.
- Developing explicit career paths across all levels of the organisation with a specific focus on strategies that ensure encouragement and equality of opportunities for BAME, LGBTQ+ and female staff.
- Building capacity in readiness for future potential growth opportunities, particularly to enable STEP's aspiration to extend into the secondary phase.
- Extending STEP's influence by playing a leading role in the development of local, regional and national networks.
- Embedding and developing the Extended Executive Team model under the leadership of the new CEO.

What success looks and feels like

We will know we have been successful when all internal stakeholders demonstrate a commitment to developing; themselves, their Academy, our Trust and the wider education system.

This will mean that STEP trustees, governors and staff are engaged in on-going CPD and networking opportunities within and beyond the Trust.

For children this will mean they are taught and learn in an environment of continual improvement.

Key roles and responsibilities

Board of Trustees

- Agree and review the Education and Business Strategies.
- Ensure effective succession planning is built into the overall Trust strategy, including for Trustees.
- Support and challenge the Trust's growth plan and vision.

Academy Committees

- Ensure STEP Ahead plans for the Academy are robust e.g. capacity building and succession planning.

CEO and CFOO

- Ensure that effective succession plans are in place at all leadership levels.
- Liaise with academy leaders to facilitate capacity building, in accordance with the Education and Business Strategies.
- Work with the Extended Executive Team to deliver the business, education and growth strategy.
- Engage externally to continue to build upon the reputation of STEP and support the education sector where appropriate.

Extended Executive Team and Academy Leaders

- Ensure the STEP Compass Priorities are used to inform Academy Improvement Plans.
- Build teaching and leadership capacity in their Academies to support the Trust's future development.
- Ensure the language of the STEP Compass is reflected in the appraisal process.

Executive Team

- Offer a comprehensive range of continuing professional development and leadership development opportunities, and map out career pathways, particularly for underrepresented groups e.g. BAME.
- Ensure STEP's recruitment processes reflect the organisation's commitment to equality and diversity.
- Develop STEP as a teacher training provider.
- Review appraisal policies and processes to ensure they are fully aligned to the STEP Compass.
- Implement development strategies and plans for all service areas.
- Ensure succession and capacity planning is in place and aligned to the strategic objectives of the organisation.

Academy and Central Staff

- Demonstrate a commitment to their own continuing professional development with reference to the STEP Career Pathways.
- Through the appraisal process, identify an objective (STEP Ahead Objective) which will further the aims of the Trust.

Children and Families

- Set and work towards aspirational short, medium and long term personal goals.