



# Introducing Anthem's new Governance Strategy

October 2023

A place to thrive





Together, we create  
ambitious and  
successful schools in  
which every child  
thrives.

# Why now – what wasn't working?



Confusion about roles and responsibilities



Duplication of effort



Lack of clear lines of accountability



Increased workload for school leaders



Insufficient value add

# What is the new approach?

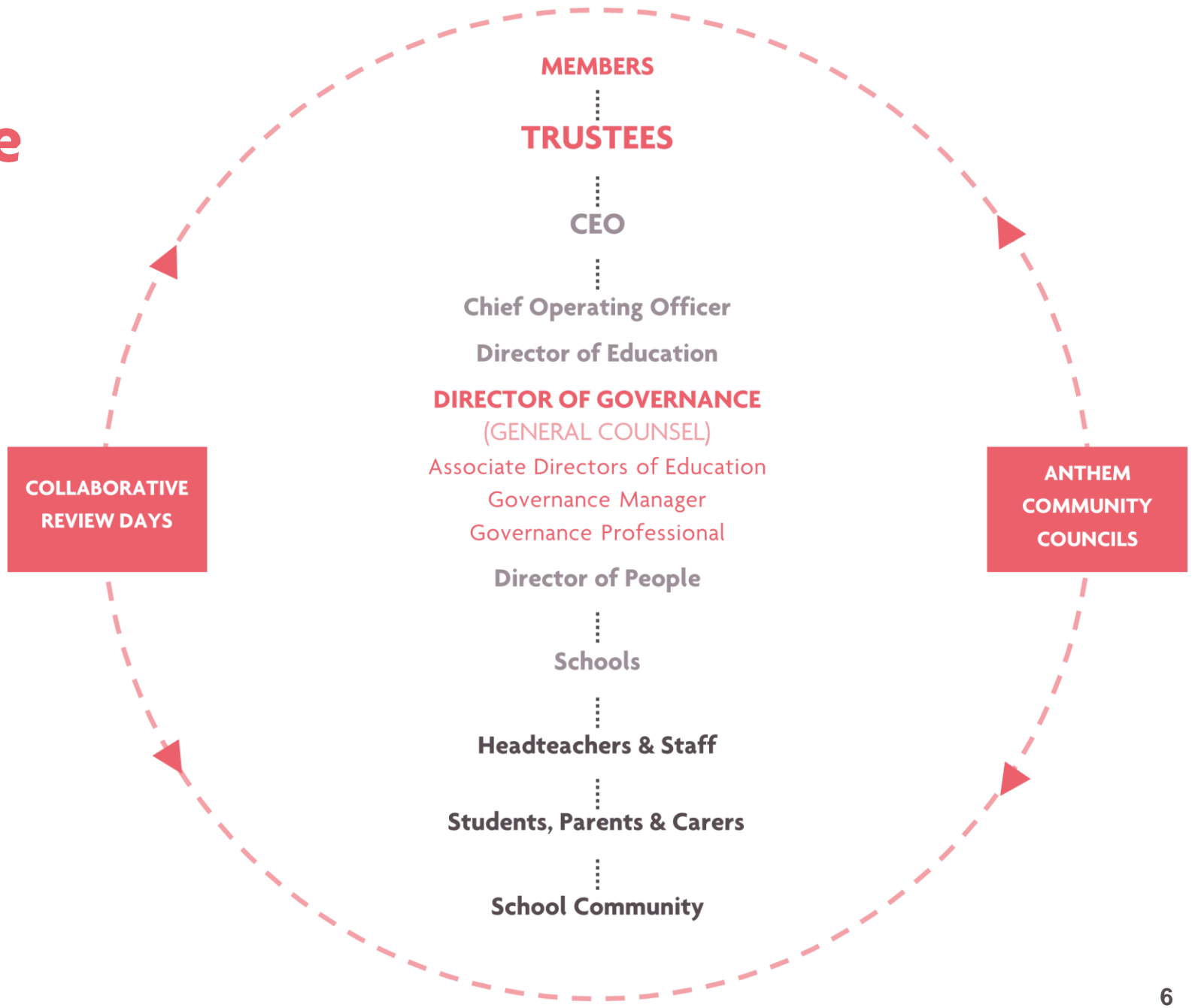
We are leading the way with a new governance community that is:

- **Bold** and **brave** and in line with our values of integrity, collaboration, and excellence.
- Based on what is **right for now** to implement our new education strategy, not what was done before.
- **Clear**, with defined responsibilities and no unnecessary overlap or duplication.
- **Holistic**, with information flowing effectively around the Trust to where it is needed.
- **Expert, professional, and robust** – providing quality assurance internally and externally.

# The process...

- **Consultation:** Successful and genuine consultation with the local stakeholder consultation group. Input received from stakeholders across the whole of the Anthem governance community.
- **Transition:** Starting to use the new terminology; explaining what this means in practice and updating documentation. Anthem Governance Team attended every inaugural ACC meeting of Autumn 2023 to explain the new strategy.
- **Approval:** Final Trustee approval obtained on 17 October 2023.
- **Ongoing support:** Finalising resources and supporting next ACC meetings where Champion roles will be decided, and a skills audit completed. Next will begin a focus on ACC recruitment to fill gaps and setting Champion Forums..
- **Ongoing feedback:** We need everyone's feedback to continue to refine this strategy.

# The Governance Community



# Intentional design: Two parts to the strategy



## Anthem Community Councils (ACCs)

- ✓ Voice of students, parents and carers, staff and community
- ✓ Anchoring schools in the community
- ✓ Ambassadors for the Trust
- ✓ Partnerships & sustainability work



## Collaborative Review Days (CRDs)

- ✓ Monitoring & robust QA to provide assurance
- ✓ CPD for school SLT
- ✓ Sharing best practice

# **Anthem Community Councils (ACCs)**

**The new local tier of  
governance across  
Anthem schools**





# Anthem Community Councils (ACCs)

A new remit for local governance in schools, in four parts:



Community



Celebration



SEND & inclusion



Panels

# Remit 1: Community

Ensuring strong local connections and networks, making sure students maximise local opportunities by finding ways to keep the school at the heart of the community, and acting as a key link between the community, the school and the Anthem.

ACC members will act as **Anthem ambassadors**, supporting Anthem schools, our National Team and the local community at all times.

ACC members are crucial in ensuring that both the school and the National Team are informed of local context and stakeholder needs and are supported to meet those needs.

As part of this community remit, the ACC will be responsible for looking at:

- The experience of a **student** in an Anthem school. Are they happy, safe and well educated?
- The experience of **staff** employed by the Anthem to work in an Anthem school? How are they supported and developed?
- The experience of a **parent** or **carer** who chooses or who may choose to send their child to an Anthem school. How are they communicated with? What are their views? How do they articulate concerns?
- The links with the **community** surrounding the school. How is the school perceived? How can relationships be fostered to benefit the community and the school?
- **Climate change and sustainability**. What is the school doing to support our next generations with climate change? What more can we do? How can we link more with the local community for this purpose?

# And everything else...

**2. Celebration:** To help to make sure that celebration of staff, students, and parents and carers remains a priority for the school, and to find the best ways to do this in the school, the community and across Anthem.

**3. SEND, inclusion and safeguarding:** Additional monitoring and input to support local level SEND, inclusion and safeguarding provision.

**4. Panel members:** Focused support by fully trained ACC members with permanent exclusion and suspension reviews, admission decisions, formal HR processes and Stage 4 complaint hearings.

# Introducing 'Champions'

In addition to the Chair and Clerk, the composition of the ACC within each school will be:

- Timi\* Champions (student voice – at least two).
- Staff Champion (at least one).
- Parent/carer Champion (at least two - elected).
- Community Champion (at least two – ideally two to four).
- Climate Change and Sustainability Champion (at least one).
- SEND and Inclusion Champion (at least one).
- Safeguarding Champion (at least one).

\*Oluwatimilehin Oyedele – known as Timi – is a student from St Marks Academy who bravely suggested to our CEO that we need more student voice across Anthem. From this suggestion, we developed the Timi Champion role.

# How will everyone's voice be heard?



## ACC Dashboard:

- Linked to champion summary reports.
- Effective communication between layers.
- No more minutes – agile!
- Immediately shows impact through actions.
- Shared with Collaborative Review Days (CRDs) before monitoring visit.
- Shared with Ofsted during inspections.

# Anthem Community Councils: Practicalities

## Less duplication, bureaucracy, admin:

- ACC Champions produce Champion Reports for each meeting.
- Champion reports feed into the ACC Dashboard (with action plans).
- ACC Dashboard finalised and actions agreed in the meeting.
- ACC Dashboard shared with CRD team.

## Focused meetings:

- Meet once a term plus:
  - ✓ Champion Forums (x 2-3 a year)
  - ✓ Chairs and Clerks Forums
  - ✓ National governance conference (once a year)

# **Collaborative Review Days (CRDs)**





# The purpose of CRDs

- **Deep dive:** Anthem can obtain on the ground knowledge of what is working well and can be shared across the Trust, and what isn't working so well and needs support and additional resource.
- **Support and challenge:** Targeted support and challenge where it is most needed to drive up standards.
- **Professional development for SLT and middle leaders:** Learn from other schools what is being done well and how improvements can be made in addition to learning how to evaluate and help improve across settings.
- **Quality assurance:** Feeds back on the quality of education provision to governance community and school community. Additional rigour.

# CRDs: Practicalities

- Once a term for every school – twice a term for schools needing extra support.
- Chaired by ADE for primaries, external reviewer with support from secondary ADE for secondaries, with a team from across the Trust.
- The CRD will include focused, on the ground, deep dives into the three to four key lines of enquiry, looking to validate the self-evaluation.
- Collaborative - done with schools, not done to.
- Inputs: SEF, SDP, Pupil Premium Strategy, CRD key lines of enquiry and timeline, ACC Report.
- Outputs: Post-CRD Feedback Report, Post-CRD Action Plan and updated SDP, CRD Executive Summary.

# **Implementation: Next steps**



# Autumn Term 2

The ACC 2 meeting will be a transition meeting, providing an opportunity to:

- Review papers.
- Post CRD reports and review action plans.
- Review the updated School Development Plan.
- Discuss and feedback on the information shared.
- Decide on the Champion roles.
- Decide on skills/champion role gaps for targeted recruitment.

ACC member skills audit will be completed and summarised prior to the meeting. Champion ToRs and remits will also be shared before the meeting.

# Spring Term

## Spring Term 1

- Champions forum in January to prepare ACC members to carry out their Champion roles.

## Spring Term 2

- ACC 3 meeting in full flow with documentation provided from Champion areas and produced by the ACC after the meeting to feed into the next CRD.

**Get in touch...**



Our innovative approach to governance is truly exciting. For it to be a success we will continue to gather feedback from all stakeholders and engage in meaningful reviews of the processes. Please do...

- ✓ Talk with us
- ✓ Share ideas with us
- ✓ Let us know of any problems so we can provide support!

Get in touch...

Pippa Truman Davies, Governance Manager. Email: [ptrumandavies@anthemtrust.uk](mailto:ptrumandavies@anthemtrust.uk)

Make an expression of interest to become an ACC member, in any of our Anthem schools: [Anthem Community Council – Expression of Interest Form](#).