



People Strategy



A place to thrive



The Anthem People Strategy

Introduction

Our vision is that together, we create ambitious and successful schools in which every child thrives. We believe our staff should be highly motivated and their performance continually developed, to have the greatest impact on every student, every lesson, all the time.

Anthem employs approximately 1,300 staff across our family of 16 schools and the National Team.

People are our most valuable resource, and their management and development are critical to meeting our strategic goals.

Anthem gives high priority to the development and recognition of all staff through strengthening capacity and capability, within a Trust culture where excellence is expected, encouraged, and developed. We treat people well; develop, support, and hold others to account, to create ambitious and successful schools for all Anthem students.

Our approach is based on improving individuals and the effectiveness of Anthem overall. We design approaches thoughtfully to maximise individual, team, and Trust performance. This requires the alignment of policy, process, practice and organisational culture and values.

The six principles of our People Strategy

- We employ people really well.
- We make great use of data.
- We ensure access to quality and inclusive career development.
- We deliver great local support, development, and challenge.
- Communication, collaboration, and engagement are the hallmarks of the way we do things.
- We look ahead.

Measures of success

Anthem is known for its commitment to high-quality professional development of all staff, including the contribution to the training of teachers, celebrating education as a profession of choice.

Anthem leaders are recognised for their alignment to mission and enact the leadership competencies in all actions and interactions.

Every employee knows about the Anthem Institute and can engage with training and development.

Anthem has positive metrics for recruitment, retention and promotion.

People are proud to work for Anthem.

Employ people really well

Our priority is to ensure consistency, quality, and integrity to performance, pay and reward, so that Anthem staff have a strong moral compass and are deeply committed to our vision and values. All staff are committed to excelling in their role with a focus on the frontline impact on children and



young people. Anthem staff do their jobs with commitment and excel well beyond the minimum expectation.

To achieve this, we:

- Recruit people using rigorous, fair, professional, and effective selection and recruitment methods.
- Provide induction and professional development to give people the best possible start.
- Provide the rules, tools, and training to employ people well at every level, on every site and in every team.
- Embrace the use of technology for people processes.

Make great use of data

Our priority is to understand data about our people, so that we can robustly evaluate the impact of what we are doing, can respond to trends and incidentals, and can plan for the future.

To achieve this, we:

- Regularly collate and analyse hard data and soft intelligence.
- Assess, appraise, and apply to future action and plans.
- Evaluate and communicate to enable all leaders to use data wisely, and to be transparent about our success and our strategy.
- Report routinely and set measures that can be tracked.

Quality and inclusive career development

Our priority is to develop the skills of Anthem staff in subject knowledge, pedagogy, and assessment, through evidence-informed approaches and high levels of support and challenge. Anthem teachers are entitled to quality training in the Anthem Way, supported via Instructional Coaching. Anthem leaders are exceptionally well trained in the Anthem Leadership Competencies, implementation, and evaluation. The breadth and quality of training for support staff equals that of teachers.

To do this, we:

- Focus on talent management and succession planning with all line managers.
- Ensure the Anthem Leadership Competencies are central to expected standards of leadership.
- Deliver the very best professional development via the Anthem Institute.
- Provide structured routes to progress in all roles and develop people's professional skills throughout their careers.

Great local development, support, and challenge

Our priority is to have a high-quality core offer that provides consistency and high expectations. All our people work is locally and person-led, with a quality advisory and strategic offer delivered by the national team that is robust, trusted, and accessible. Individual leaders and managers are



empowered to provide support, development, and challenge in the moment, day by day, and in the culture and fabric of school and Trust life.

To achieve this, we:

- Implement with all line managers the agreed policy, processes and approach for performance review and line management, and establish continuous quality training for future leaders and new line managers.
- Embed a supportive culture which is inclusive, positive, and fair; where opportunities are open to all, people can lead and are led effectively, and change is well managed.
- Unleash talent, create tailored opportunities, and develop experts, in all areas of work, and for every individual.
- Enable every employee to be the best professional version of themselves by confidently stretching, coaching, challenging, and holding to account.

Communication, collaboration, and engagement

Our priority is to lead quality and collaborative approaches to employee relations, engagement, health, and wellbeing, so that Anthem people are motivated to learn from and with each other and wider partners. We build community, belonging and purpose; and every employee feels part of something bigger than ourselves and our local team.

To achieve this, we:

- Embed and sustain support for positive conditions for job quality, wellbeing and work satisfaction.
- Commit to Trust-wide communication that supports collaboration, engagement, and sense of belonging to Anthem.
- Provide an environment where health and wellbeing are actively promoted, where people feel engaged with the wider Trust, and valued for their contribution.

Looking ahead

Our priority is to plan now for the workforce demands of the future and consider our overall organisational development plan. Looking ahead is also for the talent spotting and succession planning for all our staff, where we should be routinely creating and innovating when the opportunities arise, looking for the possibility of secondments and swaps. Anthem is a Trust of choice.

To achieve this, we:

- Know the needs of our workforce and our communities.
- Ensure we have an attractive and high-quality teacher training and teacher recruitment plan.
- Be relentlessly focused on mission and ambition.