London South East Academies (LSEAT) Statement of Governance for 2026/27

OUR STRATEGY AND INCLUSIVE APPROACH

At London South East Academies Trust and within our wider Elevare Civic Education Group, we have adopted an Inclusive Dynamic Accountability Framework with an ambition to create inclusive organisations that people want to support and belong, with a guiding philosophy that it is not just about who sits at the table but how everyone's voice shapes and transforms lives through the power of learning.

Our Inclusive Dynamic Accountability Framework is a strategic commitment to embed equity, diversity, and shared accountability into every level of educational leadership and decision-making. At its core, it aims to ensure that governance reflects the diverse communities served, making leadership more representative, decision-making more transparent, and outcomes more equitable.

By aligning inclusive principles with robust oversight and strategic growth, this approach fosters a sustainable culture, ethos, and improvements across our Group and our schools. Our Inclusive Dynamic Accountability Framework is designed to support equity in leadership and decision-making, capturing and representing the unique needs of individual schools and the wider community. It aligns with both the Group Strategy and the Trust Growth Strategy, endorsing the government's ongoing drive for inclusion.

The framework ensures that governance plays a central role in achieving true inclusion, where everyone feels they belong and is supported to thrive.

As a Trust, we support each of our schools to grow and develop, while celebrating the successes and distinctiveness of each of them.

Our Mission: We are passionate about potential. Our mission is to realise the unique talents and abilities of children and young people in all our schools. Ambitious for every child, we work tirelessly to support them throughout their educational journey and to equip them with the confidence and skills they need to progress and succeed at every level. We recognise and respect the rich diversity, individuality and strengths that our different schools bring to our wider community.

Our ambition is to continue strengthening our network of schools by**:**

- Celebrating our diversity
- Promoting excellence
- Enabling personal development, achievement and progression
- Safeguarding the well-being of all children, young people and staff.

Our Vision is to create a future where every child, in every school, can flourish every day.

Our Values

- **SUCCESS:** Success is for all: we create a culture of continuous improvement, encouraging all learners and staff to strive to be better, and succeed
- **TEAMWORK:** We work together to maximise the talent and abilities of all, with our learners central to every choice we make
- **ACHIEVEMENT:** We have ambition for our learners and staff so that they can achieve and exceed with courage, resilience and determination, realising their own unique potential
- **RESPECT:** We empower our learners and our staff to be respectful to value diversity and to maximise this as a talent and strength
- **SERVICE:** Our purpose is to serve our learners and our communities. Leaders at every level serve with integrity, ensuring our learners achieve and progress in society

As part of the Elevare Civic Education Group ("the Group"), our Group Strategy is to **Transform lives through the power of learning.**

Our Group Strategy has three core objectives

1. **People First**: staff are our priority
2. **Performance and Practice:** getting better at what we do
3. **Prosperity and Place:** enabling our communities to thrive

We are continuously evolving, driven by our purpose as a social enterprise to deliver excellence in education while making a meaningful social impact in all our communities.

GOVERNANCE ARRANGEMENTS

Members

Members of London South East Academies Trust (LSEAT) are responsible for ensuring the Trust achieves its objectives, as well as compliance with charity and company law and funding agreements. They ensure that they use their discretion regarding their use of the academy's funds reasonably, taking into consideration guidance on accountability or propriety.

Members comprise of:

- the original signatories to the company's Memorandum of Association
- additional members appointed and removed by special resolution of the existing membership.

The role of members includes:

(i) overseeing the achievement of the objectives of the trust as set out in the articles of association and amending its articles of association when required
(ii) taking part in annual and extraordinary general meetings
(iii) appointing and removing members and trustees
(iv) ensuring the financial stability of the trust and approving its accounts
(v) ensuring compliance with general principles of charity law

Biographies of our Members are published on the LSEAT website.

Trust Board

Our Trustees are both Company Directors and Charity Trustees. The Trust is responsible through its Board of Trustees and Accounting Officer (the Chief Executive Officer) for all financial transactions within delegated authority. Trustees are appointed under the Trust's Articles of Association including being co-opted by Directors.

The role of Trustees includes:

(i) Settling the strategic direction of the trust and ensuring that the strategies of its academies are clearly defined, setting overall policy, defining goals and setting targets and evaluating performance
(ii) Exercising the Trust's powers
(iii) Expending Trust funds for its objects as set out in the articles of association
(iv) Ensuring the sound, proper and effective use of the finances of the Trust, including responsibility for budget setting and auditing requirements in respect of academy accounts
(v) Ensuring the Trust pursues its objects, is compliant with both company and charity law and has due regard for any other relevant legislation or regulations

Biographies of our Trustees are published on the LSEAT website.

The Trust Board has established the following Group and Trust Committees with delegated authority as determined within the Group and Trust Scheme of Delegation and constituted by the Collaboration Agreement with its Sponsor London South East Colleges.

Group Audit & Risk Committee

The role of the Group Audit & Risk Committee is to assess and provide the Trust Board with an opinion on the adequacy and effectiveness of the Trust for the following:

(i) Audit arrangements
(ii) Systems of internal control
(iii) Risk management arrangements
(iv) Framework of governance
(v) Processes for the economic, effective, and efficient use of resources
(vi) Solvency
(vii) Procedures for the safeguarding of its assets
(viii) Compliance with regulatory requirements.

The Audit & Risk Committee of the Trust provides assurances to the Board of Trustees that risks are being adequately identified and managed by, risk review, agreeing programmes of work to address risk and provide appropriate assurance.

The Committee's role, in respect of solvency, will be to advise the Trust Board on its position as a going concern for the financial statements and to give an opinion on the budgetary and financial processes as part of its internal control opinion.

Group Finance Committee

The Group Finance Committee has the following key responsibilities:

(i) To take a strategic overview of finance and resources in the Trust
(ii) To ensure the solvency of the Trust.
(iii) To review and recommend treasury management and reserves policies.
(iv) To maintain oversight of capital projects.

Group Search and Governance Committee

The Group Search and Governance Committee has responsibility and oversight for

(i) Recruitment of Trustees and Local Community Governors
(ii) Training and Development of Trustees and Local Community Governors
(iii) Skills Audit and assessment of skills needs and gaps in the Board and Local Boards
(iv) Board Self-Assessment and Review of Board Performance
(v) Review of succession plans for Board Members
(vi) Review of Governance Codes of Conduct.

Group Remuneration Committee

The Group Remuneration Committee has responsibility for

(i) the performance and review of Executive Team remuneration and performance against sector benchmarks
(ii) the consideration of Executive Team roles and responsibilities.

LSEAT Education Performance & Standards Committee

The Trust Education Performance and Standards Committee has the following key responsibilities:

(i) To take a strategic overview of curriculum, quality and standards in the Trust.
(ii) To ensure that the Trust addresses the raising of standards in teaching and learning and student achievement.
(iii) To monitor academic standards across key performance metrics.
(iv) To ensure staff training and development is delivered to support improved teaching and learning
(v) To ensure curriculum intent is implemented with impact.
(vi) To review academic risks
(vii) To receive and review reports from Provision Boards.

Terms of reference for Group and Trust Committees are provided in the Standing Orders and published on the Trust Website.

Community Governance Arrangements

As part of the Trust's Growth Strategy, the Trust resolved in March 2021 to adopt a provision-based governance model as opposed to a location-based hub model, which will enable the Trust to have a more specialised focus of the Trust's three provision types, Specialist (SEND & SEMH), Alternative Provision & Outreach and Primary Mainstream.

The Trust Articles of Association permit the establishment of committees, and the level of delegation and functions determined. Where the Trust Board does delegate, it remains responsible and accountable for decisions made. The Trust Board retains overall responsibility and a legal duty for the operation of the Academies and the delivery of education, with the level of delegation and autonomy, determined through a detailed Scheme of Delegation. The Trust Board has approved the constitution of Provision and Academy Boards.

The role of the **Provision Board** is intrinsic to providing community governance and scrutiny, enabling and assisting the Board of Trustees in the fulfilment of their duties and holding Executive Leaders to account. The Provision Boards, chaired by a Trustee, will play an active part in supporting and challenging the Leadership of the Academies on the quality and standard of education, monitoring risks and progress of pupils. Covering up to seven Academies within their remit Provision Baords provide assurance that the Trust Board is connected to its local community and that a community and diverse range of perspectives support decision making and to hold Hub Directors to account.

In addition to the Provision Boards, the Trust has created community governance committees for each school, which will be known as **Academy Boards**. The design and development of this model is to ensure that the community and its parents are at the heart of the Trust. The Academy Boards will be the forum where the Trust can ensure community links remain in place, whilst also engaging with local stakeholders. Each school will also have representation on the appropriate Provision Board, as one or two (depending on the size of the school) representative for each school's Academy Board will be a member of the Provision Board. This will usually be the Chair of the Academy Board.

Membership of Academy Boards will comprise Community Governors, Parent and Staff Community Governors. The Academy Boards will report to the appropriate Provision Board based on the Academy provision type, which will comprise a representative from each Academy Board. The Trust Board will approve the appointment of Academy Board Chairs and Community Governors.

The Academy Boards chaired by a Community Governor provide focussed governance on one school only, holding Head Teachers to account. Focused governance includes monitoring and challenging Head Teachers, on educational standards and academic performance, safeguarding, individual Academies' character and ethos and reviewing the Academies' Risk Register.

The Academy and Provision Boards contribute most effectively to the Trust's vision and values by focusing both individually and collectively on the following areas:

(i) To provide a strategic view of the ethos and culture of each Academy.
(ii) To act as a critical friend to Academy Leaders, by providing support and advice to the Academies on School Improvement through the monitoring of School Development Plans, the curriculum offer, pupil progress and attainment and overall pupil experience.

(iii) To hold the Academy to account for the educational standards it achieves and the quality of the education it provides as defined by Ofsted.
(iv) To ensure there are robust safeguarding procedures and associated policies in place to ensure the safety of all pupils.
(v) To represent the parents and the local community, staying accessible and connected to the communities they serve.
(vi) To support, demonstrate and actively promote the Trust's vision and values.

This model of governance has been effective from September 2021, and further details of the new governance arrangements are shown below in **Diagram 1** and have been continually revised to accommodate Trust growth. This model also reflects the executive accountabilities and Group and Trust Operational structures as shown in **Diagram 2**.

A strand of our Trust Growth Strategy is an Associate Membership Model whereby schools with an intention to join LSEAT begin to work in partnership and collaboration prior to formal transition or conversion. Our growth strategy ambition over the coming years is to expand our portfolio to include mainstream secondary and primary academies, alternative provision and Surrey Specialist provision.

To ensure and provide assurance to the Trust Board on the belonging and effectiveness of Community Governance including the Academy Boards, Provision Boards and engagement with the network of Community Governors, the Group Chief Governance Officer is accountable for

- Maintaining the Community Governor Register.
- Supporting the recruitment of new Community Governors.
- Completing annual self-assessments, skills audits and effectiveness of community governance.
- Seeking feedback and engagement in Trust wide initiatives from the Community Governor Network,
- Maintaining compliance and managing risk.
- Providing a wide offer of training and development to all Community Governors

Terms of reference for the Provision Boards and Academy Boards are published on the Trust website.

Executive Accountability

As a large and thriving MAT operating across the London and South East, our Executive Leaders have delegated authority through the Trust Board and Accounting Officer and provide assurance on operational and strategic matters through Board Reporting, Internal Audit, Risk Management and Internal Controls. This delegation is outlined in the Scheme of Delegation presented on the Trust Website.

Our Executives play a key role in the governance framework and are held to account by each of the Trust Committees and Trust Board at all levels of our governance framework. The diagram below outlines the purpose and intent of each level of our governance structure and identifying membership. Accountability is permeated throughout our governance framework to ensure Trustees receive assurance on all levels of decision-making compliance and policy.

Diagrams below show the Trust Governance Structure including Committees and associated Group Committees and Sponsor arrangements, plus membership, accountabilty and purpose of each level of governance within LSEAT.

Diagram 1

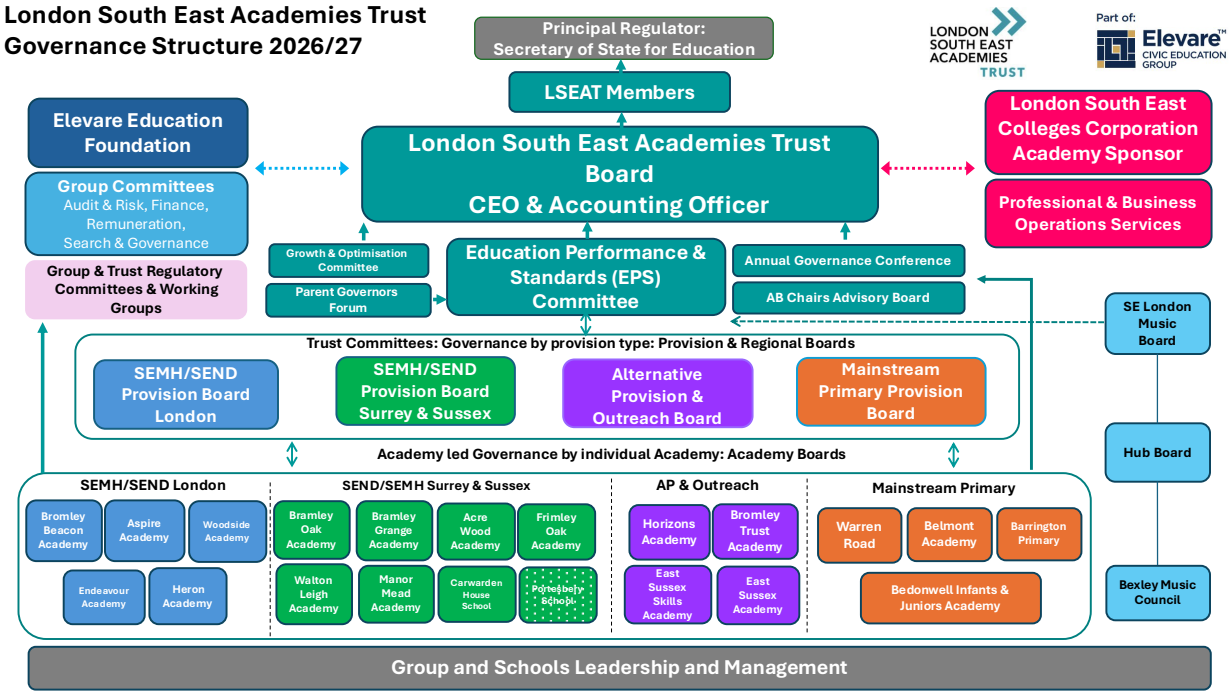


Diagram 2

