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SOUTH EAST
ACADEMIES
TRUST

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**Our Special Provision Offer:
Improving Lives Through Education**



Welcome to London South East Academies Trust

London South East Academies Trust is committed to raising attainment, encouraging aspiration and supporting social mobility for every single child and young person in our schools, throughout their educational journey and beyond.

The Trust currently comprises nine academies including special and alternative provision, a mainstream primary school, an outreach service and a music hub. We ensure that pupils with a wide range of needs are equipped with the skills, support and confidence they need to progress through education and go on to lead fulfilling lives.

The Trust sits within our wider education group, which also includes a multi-campus further and higher education college. Rated as Good by Ofsted, the College offers extensive vocational and higher-level qualifications, as well as outstanding SEN provision for 16–24-year-olds in our award-winning Nido Volans Centres in Bromley, Bexley and Lambeth.

This unique set up facilitates seamless transition at every stage; from primary school right through to post-16 provision and beyond. Our holistic, yet personalised approach, enables every child to flourish and achieve their full potential, regardless of background or their learning needs.

As a Trust, we provide outstanding support and leadership development opportunities for staff across our schools. We encourage the sharing of best practice, together with high-quality, cost-effective support services to ensure success for all.

Our outstanding teams are dedicated to achieving positive outcomes for all pupils and celebrating their success is central to all we do. We know that education has the power to change lives – and by adding further expertise and diversity to our thriving Trust, we can provide even more opportunities for our schools and for the wider communities we serve.

If you and your school and/or Trust share our vision for education, we would be delighted to discuss ways in which we could potentially work together to further improve special provision across the region.

Thank you for your interest in London South East Academies Trust.

Dr Sam Parrett CBE
Group Principal and CEO





Our story

In 2013, Bromley College (now London South East Colleges) was asked by the DfE and a Local Authority to become an academy sponsor and take on a failing Alternative Provision in the London Borough of Bromley.

This was a result of our proven track record for driving up standards and learner outcomes across the college and our responsive approach to local educational need.

So, we agreed to set up a Multi-Academy Trust, understanding the importance of supporting our community, within which our further and higher education college was already deep-rooted.

With our College already providing high quality pathways into vocational training, apprenticeships, higher education and careers, we had the capacity and expertise to help improve the life chances of all children and young people, no matter what their interest, ability, special educational need or background.

Giving these young people the opportunity to progress into further education and beyond was, and remains, a priority for us. Being able to support them at an earlier stage is fundamental to improving their life chances and outcomes.

By working in partnership with stakeholders, setting high expectations, recruiting strong leaders and specialist staff, the provision improved dramatically. We created a culture of continuous improvement and systems leadership – securing the school financially and nurturing a positive and encouraging environment, which was recognised by Ofsted as being good.

This success led to us being asked to take on another sponsored academy – a specialist provision for boys with social, emotional and mental health needs. Once again, with our strong focus on standards, achievement and systems leadership, the school was transformed. It achieved an Ofsted rating of Good (with outstanding leadership) for the first time in its history.

Our Trust has grown over the past decade, with our family of schools now comprising nine primary, secondary and all-through academies across Bexley, Bromley, Lambeth and Surrey. These include SEMH, alternative provision, PMLD, ASD and a mainstream primary. Eight of these schools are rated Good by Ofsted, with one awaiting its first inspection since joining us in the last year.



We serve communities and respond to their needs, generating social value, working together to make a genuine difference to people's lives by providing learning opportunities for all.



The Trust's sponsor – London South East Colleges

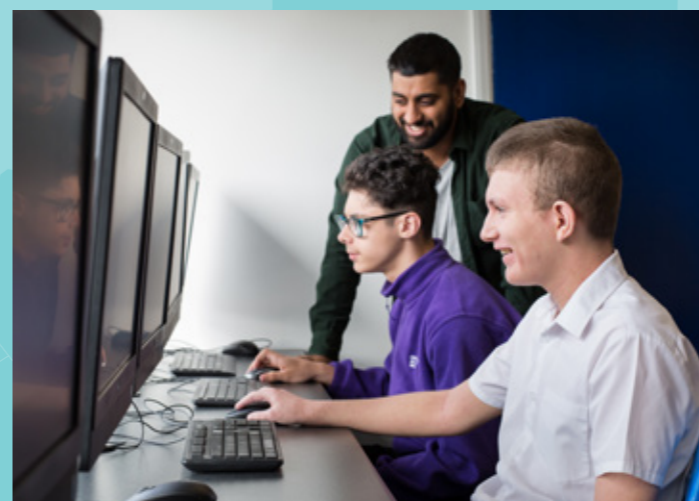
Our Trust is unique in that it is sponsored by a high performing further and higher education college. London South East Colleges delivers education and training to over 13,000 people at sites across Bromley, Bexley, Greenwich and Lambeth. The college offers a vast range of qualifications from apprenticeships and vocational training, through to higher technical level courses and degrees, for people of all ages.

Working with over 500 employers every year, the College is well placed to provide work experience and apprenticeship opportunities for learners across the Group.

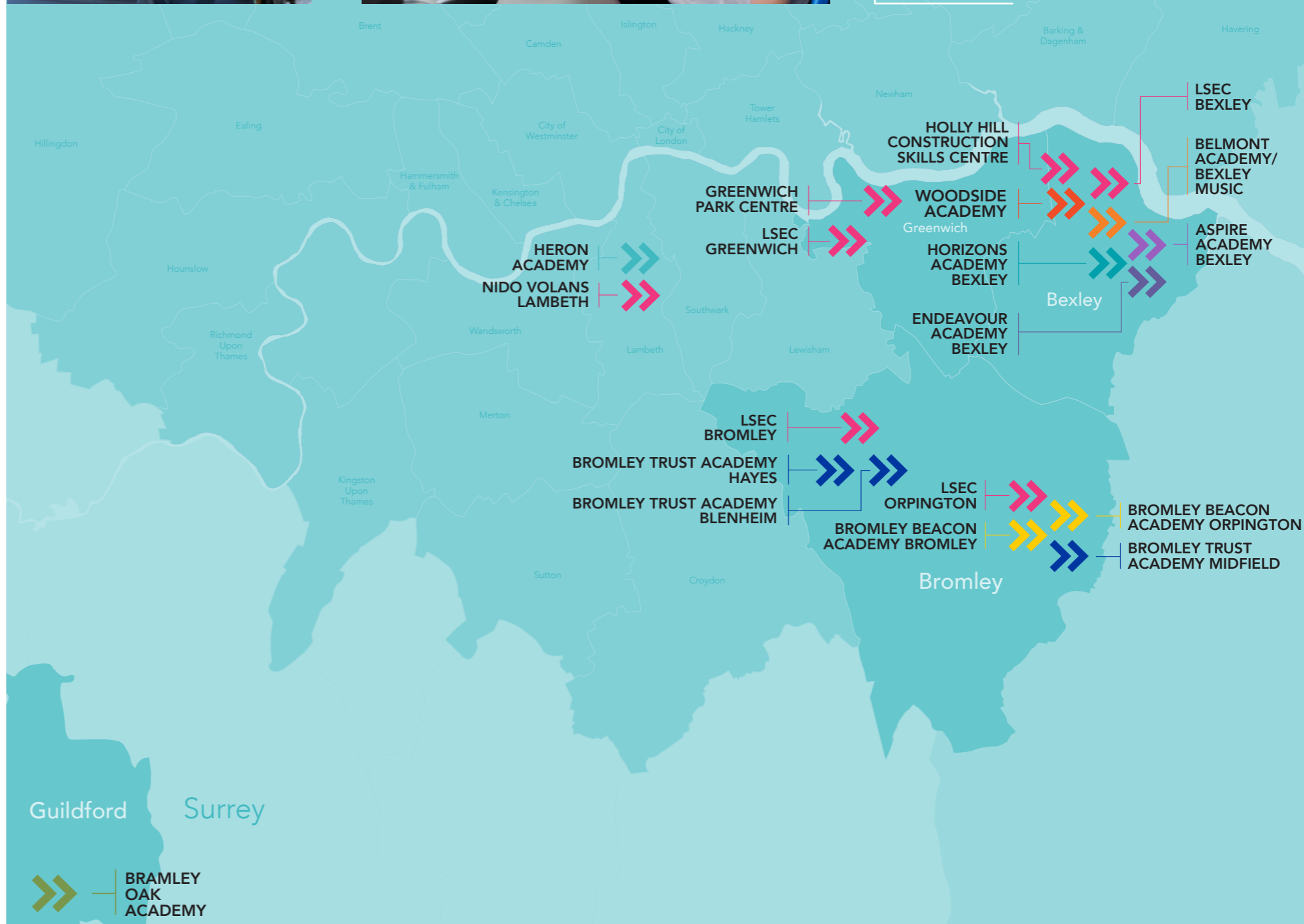
The College also delivers outstanding SEN provision for 16–24-year-olds, at its award-winning 'Nido Volans' centres in Bromley, Bexley and Lambeth. Here, students with a range of special educational needs and disabilities are equipped with the skills they need for independent living and access to work. This includes our hugely successful Supported Internship programmes, through which a high number of students achieve successful and sustained paid employment.

Led by an established and experienced CEO, the Group Executive team works across both the College and the Trust. This provides our school leaders with a wealth of additional knowledge, experience and professional skills, not usually afforded to medium- sized MATs.

Our governance model mantra is a 'co-incidence of interest'. This reflects how our organisations are sovereign and legal entities in their own right, sharing the same charitable and public benefit purposes for the local communities they serve. Collectively, as place-based organisations, each enhances life chances for children and young people. This set-up facilitates seamless transition for pupils progressing from our Trust's academies into further and higher education – and beyond into fulfilling careers.



Sponsorship provides significant infrastructure and brings additional professional expertise to our network of schools. This strengthens the quality of the provision we can offer; enhancing collaboration and sharing of best practice throughout our wider networks.



Our culture

We do not apply a 'one size fits all' approach at London South East Academies Trust – nor do we impose a top-down culture.

We strongly believe that school leaders are the best placed people to make key decisions about their schools and their staff.

In any partnership with us, curriculum choices, culture and vision for learning are all tailored to an individual school's community. We encourage and expect strong leadership, personal accountability, agency and self-direction from every school leader – while providing them with full support.

That is balanced by the importance we place on shared mission and values: these are our non-negotiables which our family of schools live by. All our pupils and staff benefit from effective collective practices, including our extensive resources, brand and positive reputation that comes from being part of the Trust and the wider Group.

In establishing our culture, we have taken the best ideas from across the wider education sector and combined them with our own experience in running successful, sustainable schools and colleges.

We are values driven, with high expectations. We have a relentless focus on ensuring every child and young person can achieve their potential. We do the right thing, ethically and morally.

We look after our most valuable assets – our staff – and prioritise giving all our pupils the very best educational experience.



Our values

Being part of our organisation means being committed to transforming local communities for the better.

We focus on providing every young learner with the education, skills and opportunities to succeed in life by taking a personalised approach and meeting individual needs.

We do this by:

Leading Locally

We take our public responsibility very seriously. We serve communities and respond to their needs, generating social value and making a strong impact. We are more than education. We are leaders in the community.

Being Fearless Pioneers

One step ahead, we look courageously to the future and we stand out with confidence. We take the lead in shaping the local and national agenda and are true pioneers of the sector. We are never afraid to take things on.

Continuously Innovating

Through our sector leading research and evidence-based policies, we promote best practice that drives significant results. Our innovation creates a system for others to follow. We are a beacon of example.

Putting People First

We are inclusive to everyone, yet we take a principled and personalised approach by learning, listening and treating everyone as individuals. All decisions are made with people at the centre.

Acting Responsibly

Acting responsibly is core to everything we do. We are ethical, we have integrity, and we operate responsibly, treating everyone with respect. We don't let people fail. We always do the right thing.

As an organisation we are...

Ambitious

We have high expectations for everyone and aspire to do things better. Being forward thinking is in our DNA. We think big and we aim to make a big impact. Anything is possible.

Proactive

We live on the front foot and relish making positive change. Dynamic, fast-paced and driven by bold new ideas, we lead with energy and are impatient for success. We never rest on our laurels.

Knowledgeable

We are experts in our field with the knowledge and clout to influence at a local and national level. Smart, intelligent and interesting – we have a proven track record of knowing what to do.

Collaborative

We work together, learn from each other and support one another, while sharing our expertise and experience. We are about partnerships where everyone pulls in the same direction. There is no 'us' and 'them'.

Trustworthy

We act openly, honestly and responsibly in everything we do. We do what we say and believe in accountability. People trust us with their futures – being trustworthy is integral to who we are.

Supportive

We care deeply in all that we do and for everyone involved. No matter what background, we provide the strong support that is required to bring the best out in everybody.

Our Trust Manifesto

- » **We believe** that education changes lives and our communities for the better
- » **We believe** in addressing the effects of poverty and disadvantage, to achieve better outcomes
- » **We believe** that every child deserves the opportunity to fulfil their potential and create a successful future
- » **We believe** that the vital education and life skills our schools provide are at the heart of the solution
- » **We believe** that great teaching helps all children become confident and respectful young people
- » **We believe** in providing the best, the right, and sometimes the only choice for learners in our communities
- » **We believe** an inclusive, learner-centred approach empowers young people with the independence to succeed
- » **We believe** in forging partnerships with schools of all types to boost our collective knowledge and power
- » **We believe** in building on our proven track record, growing our influence and sharing our expertise with others
- » **We believe** in continuously learning, raising expectations, leading the way and setting new standards
- » **We believe** in creating sustainable impact and long-term social value that goes beyond education. We believe we can transform lives through the power of learning





Our provision

Within our Trust we have mainstream, special and alternative provision schools – supporting children and young people with different needs in a range of settings.

Our schools work in partnership with one another, sharing best practice and providing all pupils with clear progression pathways. The joined-up approach between our mainstream, special and alternative provisions supports the DfE's ambition in its SEND and AP Improvement plan for an integrated system.

National demand for EHCPs and specialist places is growing rapidly, with the pandemic having had a huge impact on children's mental health and development.

Our mainstream primary school benefits from the high level of SEND expertise within the Trust – helping to identify and support pupils with additional needs. Highly inclusive, it also offers a resource provision for pupils who are visually impaired or blind and for those who have a physical or medical need.

Social, Emotional and Mental Health (SEMH)

We have primary, secondary and all-through SEMH schools in Bromley, Bexley and Surrey. Every pupil has an EHCP and is given personalised support from our specialist staff to ensure they can access the curriculum and fulfil their potential.

Alongside high-quality teaching and learning (which includes academic and vocational pathways), we offer a range of therapeutic services including speech and language support and counselling.

This holistic approach helps every child and young person to develop their social and emotional resilience alongside gaining the qualifications they need to progress and lead fulfilling lives.

One of our SEMH schools offers a sixth form, which over half of the Year 11 pupils progress into. For others, our college sponsor offers pathways onto a range of post-16 vocational courses – which provide a clear line of sight to future employment.

Autistic Spectrum Disorder (ASD)

One of our all-through special schools offers support for children and young people with a diagnosis of autism. Inclusive of the most disadvantaged, pupils are supported to build skills, knowledge and independence via an ambitious and personalised curriculum.

We focus on:

Academic Ambition – ensuring pupils have the skills needed to open doors in the future;

SEND – with high quality EHCP provision meeting needs and empowering pupils;

Personal Development – providing our young people with support around independence, safety, relationships, leadership and citizenship.

Pupils here progress into the school's sixth form and onto appropriate college pathways, supported by London South East Colleges.



Alternative Provision (AP)

Our all-through Alternative Provisions in Bexley and Bromley support children and young people who are either at risk of or have been excluded from mainstream school. Many have identified and/or non-identified SEND and our specialist staff help ensure these pupils can access the right setting for them. For some, this means going back to mainstream and for others, securing an EHCP and a place in a specialist provision.

For older children in Years 10 and 11, a full suite of GCSE and other Level 2 qualifications are taught – with personalised careers advice and support to help them access further education and apprenticeships. Our college sponsor supports this, offering seamless transition for pupils onto a range of vocational courses with different levels catering for a range of abilities.

We also have a successful Outreach team within the Trust, which supports primary and secondary-aged children, their schools and their families. The team focuses on preventing avoidable exclusions and supports pupils in mainstream settings to access specialist provision where needed.

Working with head teachers on a 'whole school' approach, the team provides high-quality CPD to help staff develop the skills needed to better manage behaviours and support the varied needs of their pupils.

Profound and Multiple Learning Difficulties (PMLD)

The latest school to join our Trust supports 11–19-year-olds with a range of special needs, including PMLD. Many of these pupils have impaired communication needs and additional medical needs – so are supported by specialist staff, therapists and medical professionals.

Progression is a priority and our college sponsor's outstanding 'Nido Volans' centre in Lambeth provides continued care. Supporting 19–24-year-olds with PMLD and other complex needs, this provision ensure seamless transition for these young people, supporting them into adulthood.



Our offer

We are seeking like-minded partners who will bring their own valuable strengths, expertise and innovation to our growing Trust. We want to work collaboratively and learn from one another; enhancing and expanding our provision to enable us to support more children and young people with SEN and enabling them to fulfil their true potential.

The success we have had with improving pupil outcomes within special and alternative provision reflects our commitment to high quality education for all. Our unique college-sponsored multi-academy trust provides many additional benefits to pupils, staff and leaders.



Central Services

We offer our schools extensive and high-quality central services – providing first class operational and strategic support.

Economies of scale via pooled resources are significant, as a result of our extensive college network. This ensures that our schools get the very best value for money at a time when national education budgets are limited.

Every school joining us has access to specialist expertise in relation to estates, human resources, payroll, finance, teacher and staff development, IT, health & safety and marketing and communications. This includes, for example, support with capital funding bids – with one of our schools recently being granted over £3m capital investment.

Our Trust's strong track record of financial performance secures sustainability for our family of schools. Our intensive programme of internal controls and scrutiny across both financial and regulatory matters provides assurance at all levels of the organisation. Our school leaders have found this a huge benefit providing confidence, connectivity and long-term security.

We offer the following services to all our schools:

PROPERTY, ESTATES, HEALTH & SAFETY, BUILDINGS AND INFRASTRUCTURE DEVELOPMENTS

In partnership with architects, engineering and construction companies, the College can effectively manage complex building projects – including expert support with bid and funding applications. The College's in-house Estates Team manages our educational estates and premises, offering support and guidance on all health and safety matters.

SAFEGUARDING

Our Group Safeguarding lead supports all our schools by undertaking regular reviews and providing specialist knowledge and advice. This helps ensure consistency and full compliance in all essential areas.

FINANCIAL SERVICES

Our financial services team provides support and guidance for financial planning, annual accounts preparation, budget management, procurement, asset management and audit services. We have extensive experience in procuring and managing systems, with our finance, HR and payroll systems all widely used in school environments. Our effective central procurement model generates widespread efficiencies across the Group, benefiting all our schools and pupils.

HUMAN RESOURCES

Our HR team provides our schools with a range of services including: terms and conditions of employment, employee relations, recruitment, equality, diversity and inclusion and staff CPD. Effective Trust-wide policies and procedures are also provided, offering advice and training to support new and changing requirements.

INFORMATION TECHNOLOGY AND NETWORK SERVICES

The College centrally contracts, manages and maintains all IT services – encompassing corporate and learner systems, hardware, networking and software as well as providing training and support.

MARKETING, COMMUNICATIONS AND PR

The Group's central communications team provides a wide range of services to all our schools including design, prospectus production, marketing materials, social media, PR, website development, photography, editing and proof reading and event management. We also provide comprehensive crisis communications and reputation management support, including media training for all head teachers.

RESEARCH AND DEVELOPMENT

The Group has recently recruited a Director of Research and Development into its senior team, to develop a research and evaluation culture across our schools and college. This expertise will support our transformation into a learning organisation. The new function will provide us with valuable insight, enabling us to generate and act on high quality research, which will in turn strengthen our educational offer and provision.

Financial benefits

We understand the difficult financial position many schools are in, which is set to get even more challenging in the months and years ahead.

Our College and our schools benefit from access to a range of excellent central services, with exceptional economies of scale through pooled resources. This has generated vast efficiency for all schools in the Trust and has ensured a strong track record of financial performance and control – as reflected in an extremely favorable SRMA review. This is supported by robust policies and practice in financial management, internal audit programmes and central support funds.

Our leadership and management, governance and professional business model is built on a foundation of shared services; with specialist staff working to support the shared values and vision of the Trust and our wider organisation.

We also ensure our schools can access additional funding opportunities with support from a central specialist bid-writing team. This takes the pressure off school leaders and generates essential funds to enhance facilities, teaching, learning and extra-curricular activities for all pupils and staff.

Access to our range of shared services increases financial resilience and raises standards, giving long-term security and sustainability.



Our School Improvement Model

Our successful school improvement model is structured in a way that ensures our academies have ongoing access to significant support – with exceptional professional resources and a pool of specialist advisors.

Overseen by our Deputy CEO, Neil Miller, alongside our Director of School Improvement, Ruth Dollner, every head teacher is fully supported, while having autonomy to lead their schools and to innovate.

The Trust advocates a systems-leadership approach, ensuring expertise from across the organisation is shared with others. This not only develops and encourages the very best practice but provides leaders at all levels with the opportunity to progress professionally, further developing their own skills and expertise.

Peer-to-peer support is encouraged at all levels, again, giving all staff the chance to work closely with colleagues across the Trust. This ensures the best ideas and techniques are widely shared, supporting school improvement across our academies.

We also bring in external school improvement advisors, who are experts in specialist areas. This expertise is utilised by all our schools to support their improvement journeys and has had significant impact to date.

The Trust is a leading advocate of Olevi – and we have been designated an Olevi Centre of Excellence. This is an outstanding and innovative teaching, leadership and coaching organisation, providing a highly effective approach that our schools utilise and deliver in these key areas.

The model is empowering, progressive and supportive, providing focused development for all staff at all levels. The impact of this across our schools has been transformative, with the different programmes creating connected communities.

Our outstanding school improvement programme, implemented by committed leadership teams, together with strong financial support, has resulted in rapid improvement and growth.

Staff progression and CPD opportunities

Our teams provide high-quality CPD to help staff in mainstream schools to develop the skills needed to better manage behaviours and support the varied needs of their students.

Staff across the Trust benefit from a wide range of high quality CPD opportunities, which supports retention. Most of our school leaders have been internally promoted within the Trust and are progressing their careers at senior levels across our wide range of provision.

Our Group Director of CPD and Talent is dedicated to supporting staff development and training. The Trust supports Initial Teacher Training and NPQs, through to Masters Degrees, PHDs and Level 7 Apprenticeships.

We have many support staff progressing into teaching roles and gaining qualified status – both through our own college and via strong external partnerships with Bromley Schools Collegiate.

Staff also have many opportunities to move and progress into roles across the Trust – for example, one of our headteachers was originally a lecturer at the college. Secondments are offered to support such progression.

Sharing best practice is a key priority in all areas for us – from safeguarding to teaching. Subject leaders in our schools not only work together but also externally with other schools and Local Authorities.





Children's University

Children's University is a national award programme that works in partnership with schools to encourage 5–14-year-olds to participate in extra-curricular activities in and outside of school.

This helps develop children's knowledge and skills; nurturing a love of learning while increasing future aspiration and ambition. The impact of these activities is proven to be positive, helping to create a level playing field of opportunity for children from all backgrounds and with different abilities.

As the licence holder for London South East Children's University, we work across Bexley, Bromley and Greenwich and encourage all our Trust academies to be part of the scheme. This is being supported by Cory Group, who are funding CU membership for all our schools as well as covering the cost of 'learning passports' for all disadvantaged and SEN pupils. This is ensuring that every child can benefit.

Children gain a time stamp in their passports for every activity completed at a validated Learning Destination. Each CU-validated learning activity brings the child closer to a Children's University graduation certificate, which is presented at a locally organised CU graduation ceremony.

For more information, visit: www.lsec.ac.uk/cuhome



The impact of these activities is proven to be positive, helping to create a level playing field of opportunity for children from all backgrounds.



Nido Volans Centres Post-16 provision



London South East Colleges delivers outstanding SEN provision for 16–24-year-olds, at its award-winning 'Nido Volans' centres in Bromley, Bexley and Lambeth.

Nido Volans means 'fly the nest' and that is the aim; to give students the skills, personal development and qualifications they need to work and live with greater independence.

Integral to this provision are Supported Internships, which aim to support both the student and the employer. Opportunities are identified for these students via the College's extensive employer networks, ensuring that young people with a range of special needs can access and sustain jobs, in industries they are interested in.

Young people with more severe to complex needs are also well supported to develop the skills they need to lead fulfilling lives within the community, via excellent Independent Living programmes.

For more information, visit: www.lsec.ac.uk/courses/send





Our Charitable Foundation

Our over-arching Education Group is currently developing a Charitable Foundation.

Aligned to the charitable objectives of the Trust and the College, our Foundation will act as a catalyst for change by creating and enhancing fundraising, sponsorship, investment and philanthropic opportunities to further benefit our communities.

Our Foundation will launch soon, connecting the sum of our parts through shared values and strategic aims. A key aim is to support and mobilise other voluntary and charitable organisations with the shared moral purpose of improving lives – linked to place and community.

We look forward to sharing more details about this exciting venture, which will provide even greater opportunities for children, young people and their families within our communities.



Progression pathways and careers

Schools within our Trust are in the unique position of having a high performing further and higher education college as both an invested sponsor and partner.

This supports progression for young people of all abilities onto a wide range of vocational and higher technical qualifications at both 16 and 18. This widens participation and makes further and higher education truly accessible for all.

In addition, specialist career advisers within the Trust work closely with the College to maximise opportunities for young people, ensuring every pupil is informed and aware of the full range of options available.

Structural options

Our Trust is an equal partner within our Group, which comprises the Trust Sponsor (London South East Colleges) and our charitable foundation, which we are currently developing and planning to launch soon. All three, although legally independent, co-exist through shared values and purpose as place-based organisations.

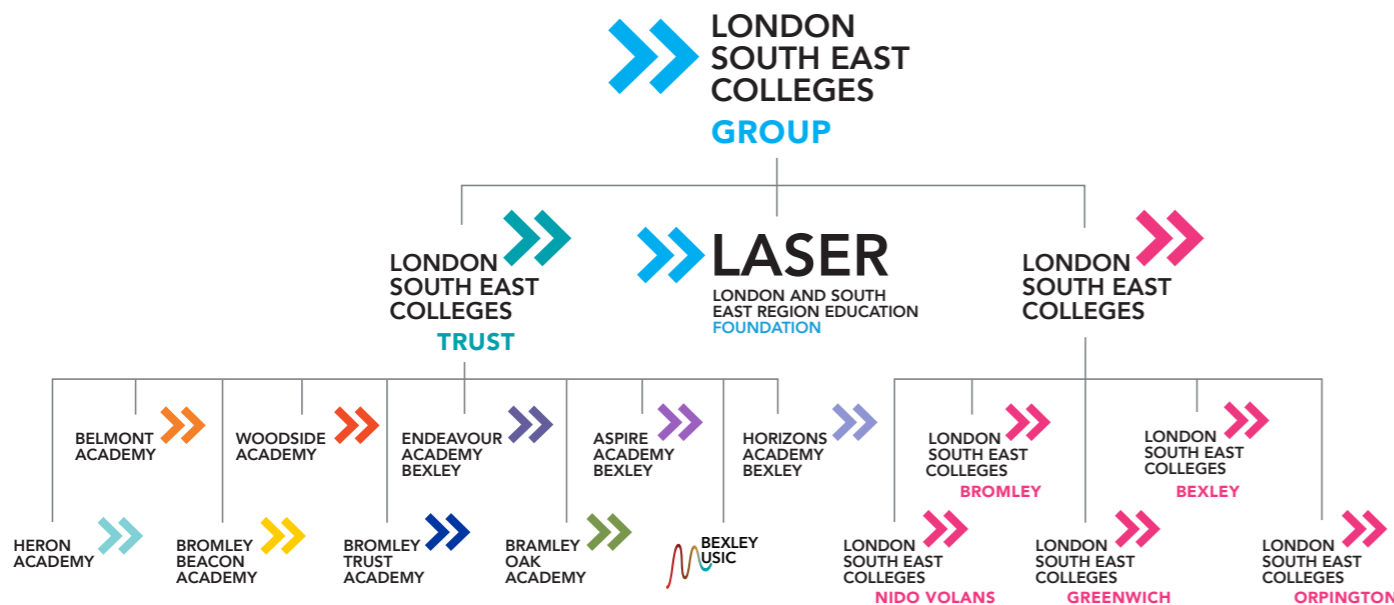
Each is led by a team of strategic leaders with strong links to key stakeholders, employers and local community partners.

Our Governance framework is reflective of the strong relationships between our three organisations. It builds on this strength, assurance and stability, whilst still offering a level of autonomy and local accountability, outlined within our governance documentation and Scheme of Delegation.

The Trust is open to different constitutional models for schools or other Trusts wishing to join or collaborate with us. Please do contact us to discuss the many options.



Our cross-Group close working relationships with Local Authorities, agencies and charities are enabling us to grow and develop our diverse offer across the region.



Summary

The benefits of joining London South East Academies Trust

- » We are ambitious about partnering with schools and Trusts that share our passion for the power of education and recognise the impact that this can have on communities.
- » **We are committed to maintaining every school's diversity** and individuality when they join us; by ensuring a level of autonomy for leaders to maximise the expertise that we know new schools will bring.
- » **Our unique college-sponsored Trust enables us to connect each key stage offer**, providing seamless transition for our children and young people, supporting their needs and helping to ensure they go onto lead fulfilling lives.
- » **Our high-quality central services and exceptional financial control provides all our schools with excellent efficiencies.** Each school also benefits from additional support in a range of areas from auditing, IT and capital funding bids, to media training and crisis communications expertise.
- » **A strong shared vision enables staff to learn from each other and creates excellent developmental and CPD opportunities.** Pupils benefit as a result, being able to expand on and share experiences with their peers, as well as getting use of wider resources and facilities.
- » **Taking a proactive approach to equality and diversity with mutual respect and tolerance is central to the ethos of all our schools, with honesty and fairness paramount.**
- » We are keen to talk to like-minded schools about the opportunities to join us and share specialist expertise. This is focused on helping every child and young person to fulfil their own unique potential by giving them access to exceptional progression pathways and providing them with a clear line of sight to a successful future.

To find out more about the support we can offer, and the partnership and collaboration opportunities available, please contact:

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