

How Elysian Is Led

Our Leadership, Management and Governance Framework

A summary for families, commissioners and partners | September 2026



Elysian was founded in 2015 to create a place where children and young people who were struggling to find their place in education could feel safe, understood and able to succeed. Today we provide registered therapeutic education, alternative provision, outreach and animal-assisted interventions across Surrey and Hampshire.

We continue to develop as an organisation, and in September 2026 we introduced a new Leadership, Management and Governance Framework. It sets out how Elysian is led, how decisions are made and how we make sure every provision delivers the standard that children and young people deserve. This summary explains how the framework works and what it means for the children, young people and families we support.

Why we introduced it

Elysian has grown from a single site into three provisions: Shamley Green and West Horsley in Surrey, and our Froxfield and Liss provision in Hampshire. The needs of the children and young people we support have become more complex, and the education, health and care landscape around us continues to change.

Growth brings a responsibility to be clear about who leads what, how decisions are made and how quality is maintained in the same way at every provision. The framework gives every leader at Elysian a shared understanding of their responsibilities, a common way of planning and reviewing work, and a clear line of accountability back to the organisation's purpose.

Our three principles

Everything in the framework rests on three principles.



Everything we do must improve lives



Sustainability enables opportunity



Leadership means ownership

- **Everything we do must improve lives.** Every decision, every service and every pound we spend should contribute, directly or indirectly, to better futures for the children, young people and families we support.
- **Sustainability enables opportunity.** A financially strong organisation can keep investing in skilled staff, good facilities and new opportunities for the people we support.
- **Leadership means ownership.** Our leaders take responsibility, make decisions, follow things through and measure themselves by outcomes rather than activity.

Our values

Our values guide how we work with children, young people, families, professionals and one another.

- **Child and people centred.** The needs, safety and wellbeing of the people we support sit at the heart of every decision.
- **Compassionate.** We treat people with kindness, dignity and respect, and we listen.
- **Accountable.** We take ownership of our responsibilities and learn from our mistakes.
- **Courageous.** We make difficult decisions, challenge poor practice and act with integrity.
- **Innovative.** We stay curious and look for better ways to improve outcomes.
- **Commercially aware.** We use resources wisely so that investment reaches the places where it makes the most difference.

How Elysian is led

Dr Charlotte Williams, Chief Executive Officer, and Dene Williams, Director, founded Elysian and lead it together. They set its strategic direction and hold overall responsibility for quality, safeguarding and sustainability.

A Strategic Leadership Team works alongside them. Elysian's work is organised into three strategic branches, each with a named lead.

- **Education Strategy.** Joanna Mumford, Senior Head and Lead for Education Strategy, leads education across all three provisions and is Senior Head of our Froxfield and Liss provision.
- **Services and Wellbeing Strategy.** Tima Taylor, Strategic Lead for Services and Wellbeing, leads our therapeutic and support services, wellbeing, family support, referrals and admissions, animal and equine services and the operation of our sites.
- **Commercial Development Strategy.** Professional training, events, the Elysian Awards and new sources of income have their own dedicated leadership. This keeps our provision leaders focused on children and young people, while the income this branch generates supports continued investment across Elysian.

Quality assurance runs across all three branches rather than sitting within one. Jo Nunn, Strategic Lead for Quality Assurance and Governance, oversees quality, compliance and continuous improvement across the whole organisation.

Heads lead the day-to-day delivery of each provision. They are responsible for the quality of education and care, for leading their staff and for putting organisational priorities into practice. Deputy Heads, managers and team leaders support them in coordinating the daily work of teams and maintaining standards.

Each core function, from education and therapeutic services to admissions, operations and quality assurance, has three levels of leadership: strategic leadership that sets direction and holds accountability, operational leadership that coordinates day-to-day delivery, and the wider teams who contribute their knowledge and expertise. Most functions span several teams, and this model makes sure everyone understands their part in them.

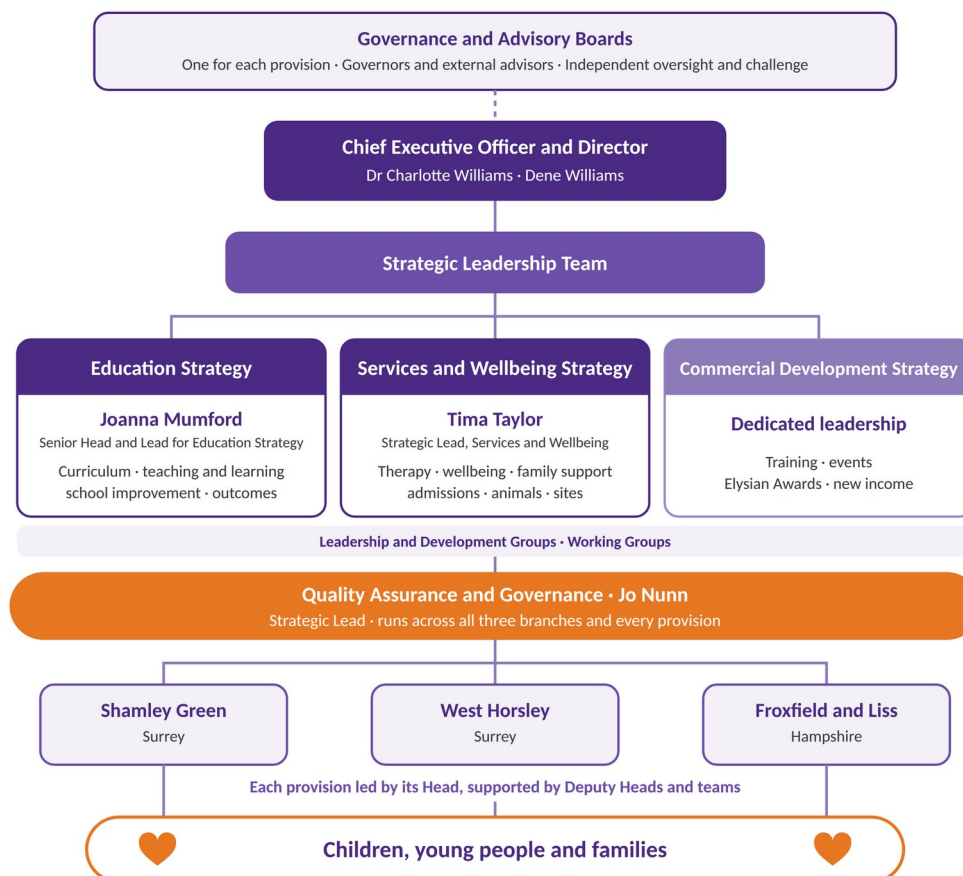
Governance and independent oversight

Each education provision has its own Governance and Advisory Board. The Boards bring together Elysian's Governors and external advisors with relevant professional expertise from outside the organisation. They provide independent oversight and challenge, review educational and organisational performance, and help make sure each provision continues to meet the standards expected of it. The Boards sit above Elysian's internal leadership structure rather than within it.

Within the organisation, the two provision branches lead the development of what we offer children and young people. The Education Strategy group, led by Joanna Mumford, covers curriculum, teaching and learning, school improvement, inspection, safeguarding and educational outcomes across all three provisions. The Services and Wellbeing Strategy group, led by Tima Taylor, oversees the quality and development of our therapeutic and support services, including outreach, wellbeing, family support and safeguarding.

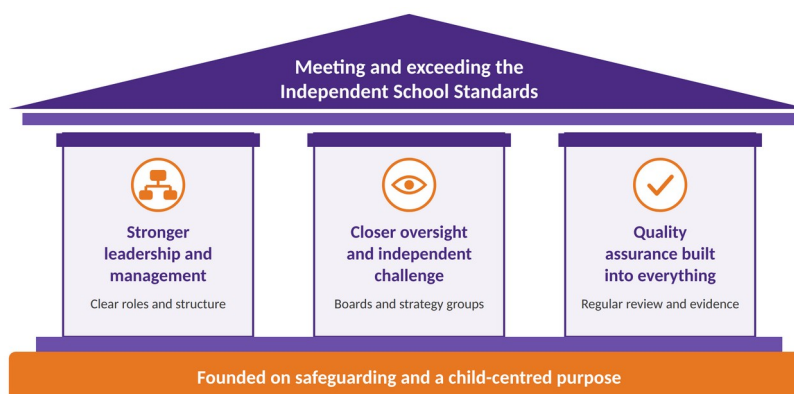
Beneath the branches, Leadership and Development Groups take forward specific areas of work, such as referrals and admissions and equine and animal strategy, and Working Groups take on defined projects for a set period.

How Elysian is structured



Meeting and exceeding the Independent School Standards

The Independent School Standards set out what every independent school must achieve, including the quality of its leadership and management. The framework gives us a more structured way to meet those standards consistently at every provision, and to go beyond them.



Better structured leadership and management. Every leader has a defined role, and accountability runs in a clear line from Heads to Strategic Leads to the Chief Executive Officer and Director. Every provision plans and reports in the same way, so standards do not depend on one site or one person.

Stronger oversight. Governance and Advisory Boards bring independent challenge to each provision, and our strategy groups review performance, safeguarding and outcomes on a regular cycle. Leaders see how each provision is performing and act early.

Quality assurance built into everything. Quality assurance runs through all three branches, with a Strategic Lead overseeing it across the organisation. Regular monitoring, review, audit and feedback give us evidence of what works, and we treat complaints, incidents and audit findings as sources of learning.

Standards are part of everyday leadership at Elysian rather than something we prepare for. That keeps every provision ready, and it gives us the evidence to keep raising the bar.

Safeguarding comes first

Safeguarding sits above every other consideration in the framework. Whatever a leader's role, and whatever other priority is in front of them, a safeguarding concern is always raised immediately through Elysian's safeguarding procedures. It never waits for a meeting or a reporting cycle. Leadership at Elysian begins with keeping children and young people safe.

Decisions made close to the child

The framework encourages decisions at the most appropriate level. The people closest to an issue make day-to-day decisions, which means Heads and their teams can respond to the needs of a child or young person without unnecessary delay. Matters that affect several areas, carry significant financial, legal or reputational weight, or fall outside a leader's authority move to the right level of leadership. We treat raising a concern early as good governance, because early conversations stop small issues becoming larger ones.

From planning to practice

The framework turns strategy into action through a regular planning and review cycle. Every plan across Elysian follows the same structure, with clear objectives, named responsibility, timescales and measures of success, and progress is reported openly at each stage.



Annually. Leaders review performance, outcomes, quality and the wider environment, then agree Elysian's priorities for the year ahead. Each area sets its own strategy against those priorities.

Every quarter. Leaders review progress, reset priorities and agree a rolling ninety-day delivery plan with clear actions, owners and dates.

Every month. Leadership and strategy groups review performance, including education, admissions, quality and staffing, and agree actions to keep progress on track.

Every week. Leaders and their teams monitor progress, solve problems, remove barriers and make the decisions that keep work moving.

How this benefits children and young people

Consistent quality at every provision. Every provision works to the same framework, the same values and the same planning cycle, so a child receives the same standard of education and care wherever they attend.

Clear responsibility. Every area of Elysian has a named leader, so families and professionals receive clear answers and actions are followed through.

Timely decisions. Leaders closest to the child have the authority to act, and matters that need wider input reach the right people quickly.

Problems identified early. Monthly and quarterly reviews bring challenges to the surface while they remain small, and leaders report progress honestly rather than waiting to be asked.

Independent challenge. External advisors on each Governance and Advisory Board bring outside expertise and scrutiny to the education we provide.

Shared learning. Strategy groups bring leaders from different provisions together, so good practice at one provision strengthens the others.

Continued investment. A well-led, sustainable organisation can keep investing in skilled staff, animals, facilities and new opportunities for the children and young people we support.

Continuing to develop

Elysian has never stood still, and the framework is designed to develop alongside us. It is a living document, reviewed annually, and it reflects our commitment to continual improvement through reflection, feedback and learning rather than through inspection alone. The framework has been in place since September 2026 and is working well, giving our leaders a shared structure and a common rhythm for the year ahead.

Our ambition reaches well beyond running good provisions. We want to look back in years to come and see adults living happy, independent and successful lives because Elysian gave them the opportunity, belief and support they needed as children. The framework exists to help us do exactly that.