

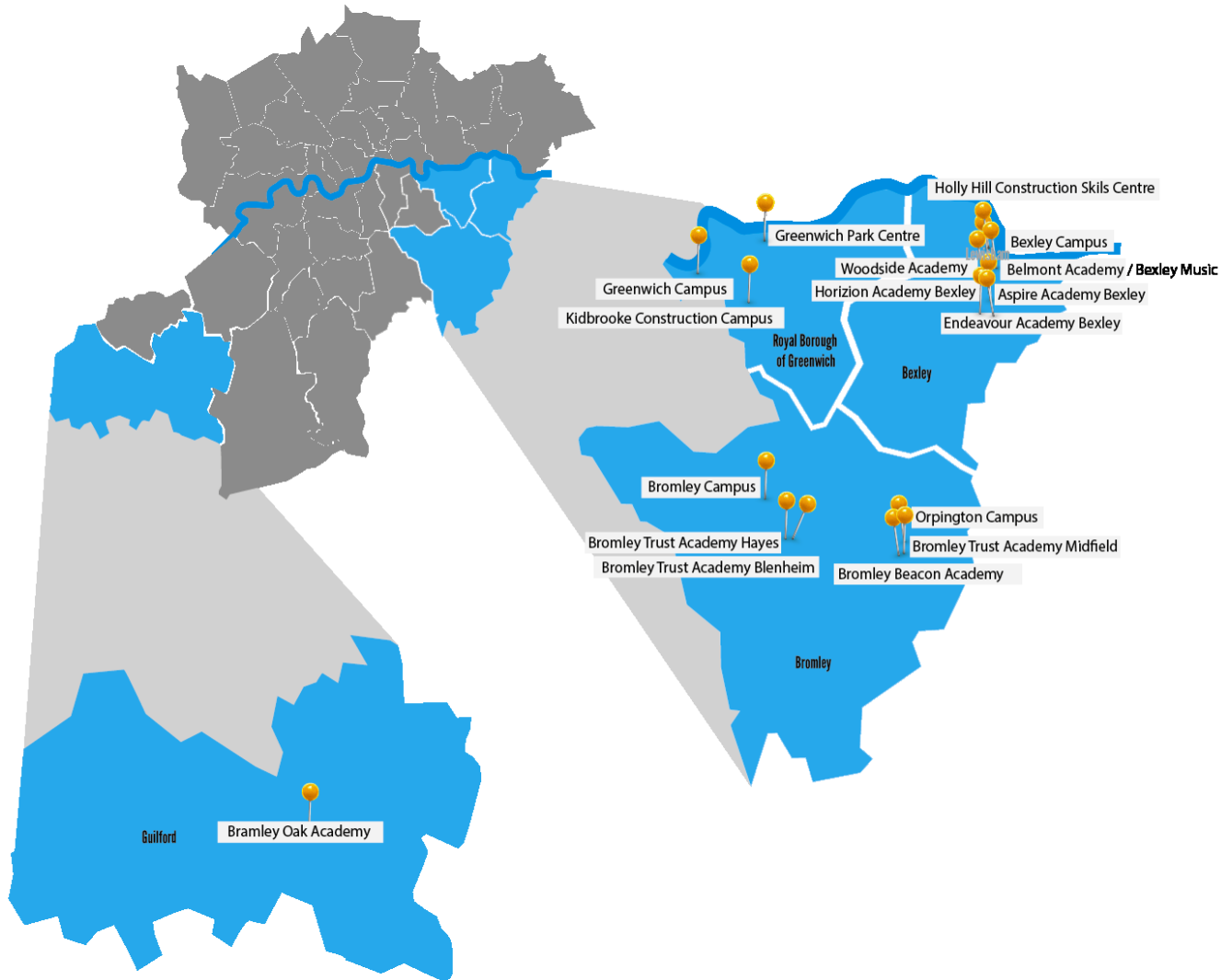


**LONDON &
SOUTH EAST
EDUCATION
GROUP**

Group Strategy Update

**Louise Wolsey
Group Chief Transformation Officer**

London & South East Education Group



Context

London & South East Education Group

- We are an Education Group with an 8-school Multi Academy Trust and a large Further and Higher Education College operating across seven college campuses, which employs 1300 people, supports 12,000 learners and has a turnover of £70M
- In 2016, London South East Colleges was formed following a 3-way merger. In 2018 London & South East Education Group was formed to incorporate the merged College, London South East Academies Trust and London Skills for Growth (an independent training provider).
- Between 2018 and 2020, the Group developed an overarching mission and strategy with a focus on the wider impact of education and the opportunity to effect greater change within the wider community.
- We knew that we needed to find a new way of measuring impact beyond educational outputs, and a way of working which better utilised all of the resources we have available.
- We made the decision to act more like a social enterprise, and embedded this in our 5-year Group Strategy.



OCTOBER 2020

STAND OUT

TEAMWORK

ACCOUNTABLE

RESPECTFUL

STRIVING

LONDON & SOUTH EAST EDUCATION GROUP

STRATEGIC PLAN 2019/23

TURNING THE VISION INTO A REALITY



POCKET SIZED GROUP STRATEGY

LEARNING IS AT THE HEART OF EVERYTHING WE DO.

This strategy sets out our vision, mission and values for the next five years.

Central to this new strategy is our decision to position the Group as a social enterprise, going beyond simply delivering education.

We are determined to make a difference to our communities by improving economic and social health, generating impactful social value across the regions we serve.

WHY A SOCIAL ENTERPRISE?

Social enterprises reinvest the money they make back into their business or the local community in order to improve people's lives. When a social enterprise profits, society profits.

As a Group, we are working within our local communities to support people of all ages to develop their skills and reach their full potential.



Over the next five years we will play a key role in the social and economic improvement of the region by working closely with our partners, students, staff and stakeholders. This will impact on what we teach, how we do business, how we develop our staff and how we support our learners.



OUR VISION



LASEEC.CO.UK 0300 302 2554



OUR VALUES:

We are developing a workforce and culture that STANDS OUT. We will recruit and develop STAR performers to deliver high quality service every day, in everything we do:

STAND OUT

we are a good education group, keen to innovate, push boundaries and create social value

TEAM WORK

we get the job done together, we step in to help one another, we achieve our goals

ACCOUNTABLE

we own our actions, we take responsibility

RESPECTFUL

we all respect everyone, diversity is valued

STRIVING

we constantly strive to achieve more, individually and as a group

OUR AMBITIONS?

TO BUILD OUR REPUTATION

Be a **STAND OUT** organisation that learners want to join and employers want to do business with

TO PLACE employers and communities at the heart of what we do

TO BE KNOWN FOR OUR WIDER SOCIAL VALUE

ENSURE THE SUCCESS OF EVERY LEARNER

To never be satisfied, to continue to ask questions as to how we can improve from **GOOD TO OUTSTANDING**

WHAT WE PLAN TO DO IN THE NEXT FIVE YEARS:

- › Share **good practices** across the Group
- › Become part of our local **Communities** and ensure that residents and businesses fulfil their potential
- › Build Strong **partnerships** with stakeholders and employers
- › Motivate our staff and students, supporting opportunities for them to **'give back'**
- › To help build the Group's **'One Organisation'** culture and ensure that staff and students make the jump to collective impact
- › Become part of something **bigger**, a greater purpose



WE WILL ACHIEVE THIS BY

Delivering **social action projects**

Empowering our staff to **volunteer**

Placing social value at the heart of our procurement process

Embedding social enterprise and entrepreneurship in our curriculum

Supporting initiatives that improve the well being of our communities

Working with individuals and organisations who will help us to amplify our social impact

RECRUITING STAFF WHO SHARE OUR VALUES

Summary of our Progress

1

Established an effective partnership with the Social Value Portal and Centre for Local Economic Strategies to measure our social value

2

Increased our social value generated by the College from £6.3m in 2018/19 to £21m in 2019/20

Across the Group, from £30.8m in 2019/20 to over £36.7m in 2020/21

3

New commitments to increase social value from across the organisation, such as prioritising local and sustainable procurement

4

Winner of the Public Leadership Award at the Social Value Awards 2021

FE Provider of the Year and Contribution to the Local Community at the 2021 TES Awards: Social Value was integral to this success.

5

Currently working alongside Bloomberg and the Greater London as part of the London Anchor Institution Green New Deal and Impact Reporting Groups

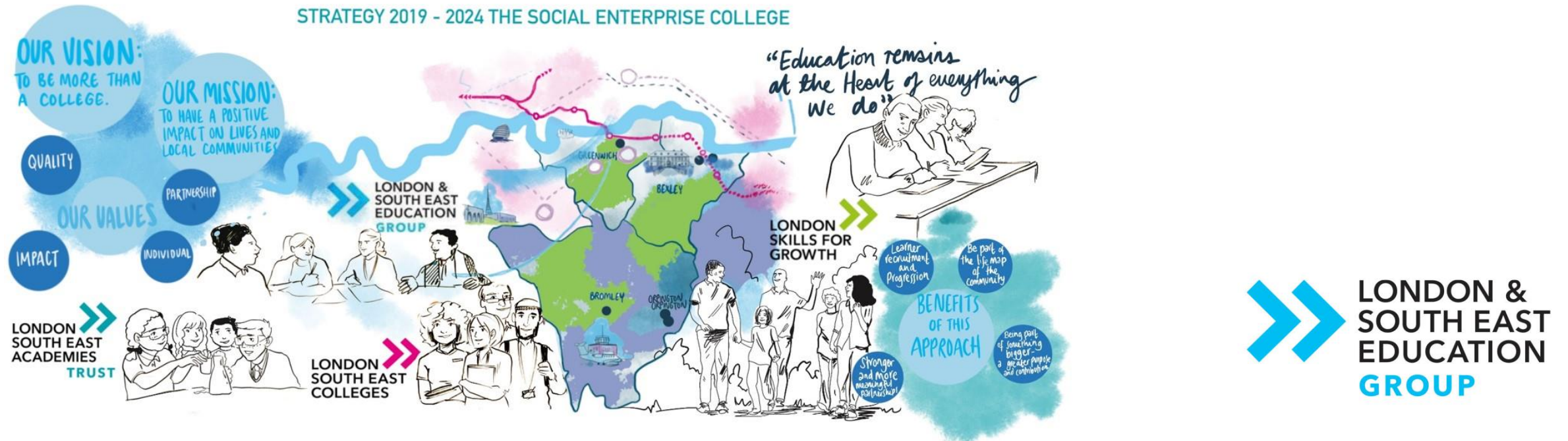


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Adopting a new Culture

Placing Staff at the Heart of the Development Process

- **November 2018** – Initial workshops with our senior leadership team to brainstorm mission, vision and values.
- **February 2019** – Overarching approach consulted with all staff during 'Group Strategy Roadshow'
- **October 2020** – First version of the strategy published, with continual staff input.



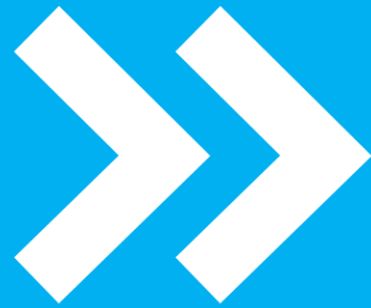
Embedding Social Value Across the Group

- The Group Strategy was integrated within all new department-wide plans.
- Individuals and Departments have targets to generate social value
- National TOMs measures embedded within annual Group-wide KPIs
- Overall social value measured every year based on the National TOMs Framework.
- New partnerships have been formed to understand how we can take our strategy further



Building a Sense of Community





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Measuring our Impact

Our Approach

- **Social Value Portal** – supports organisations to measure and understand the social value they generate, through the National TOMs Framework.
- Actions taken generate a monetary figure – this enabled us to report on our progress and set new targets.
- This drove us to establish new College-wide projects to take social value further.
- **Centre for Local Economies Strategies** – produced a report in January 2020 that identified our strengths, weaknesses and ways to improve our local impact.
- Approach combined understanding how much we generated with new ways to increase it further.
- When developing new partnerships, the wider value to the public became our primary goal.
- This led to developing new courses with local NHS Trust providers to support the health of the community.



The National TOMs Framework

Themes	Outcomes	Measures	Units	Value
Local Skills and Employment	More opportunities for disadvantaged people	No. ex-offenders employed	No. people	£23,119/per
Growth of Responsible and Local Business	More opportunities for local SMEs and VCSEs	No. voluntary hours	No. hrs	£16.07/hr
Healthier, Safer and more Resilient Communities	Reducing inequalities	Spend in local supply chain	£ spent	Local Spend Multiplier
Decarbonising and Safeguarding our World	Vulnerable people helped to live independently	Tonnes CO2e reduced	tCO2e	£69.35/tCo2e
Social Innovation	Carbon emissions are reduced	Safeguarding the natural environment		

$$\text{Total Social Value} = \text{Sum}(\text{Measures} * \text{Value})$$

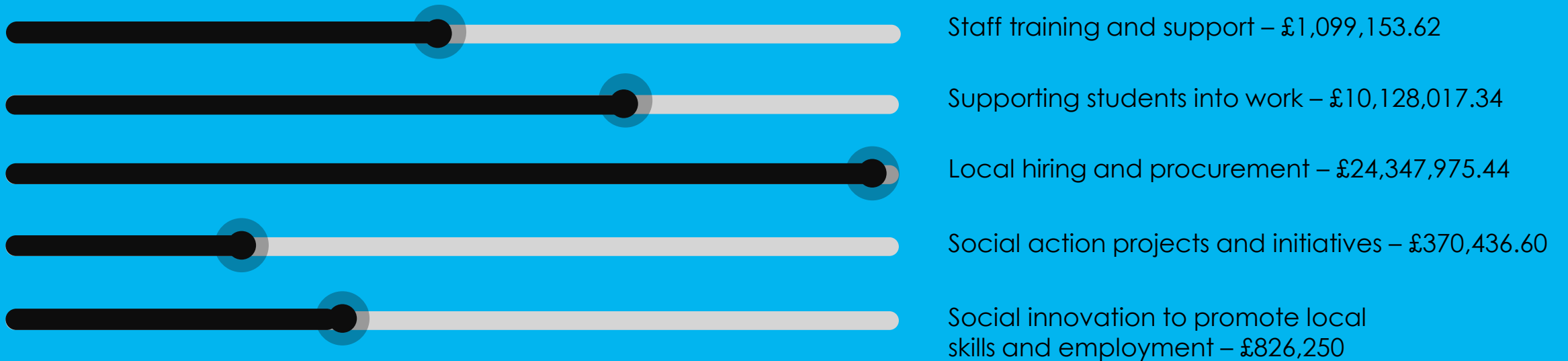
Note that this is a simplified version of the Framework

How we Implemented the Framework

- Focused on key measures that worked for us, including new ones designed in partnership with the SVP
 - Measures related to skills and employment
 - Social action and volunteering
 - Local staff and supply chain spend
- Data was taken from a wide range of departments from Work Experience to HR – put into the National TOMs Framework Template
- Developed a Group Strategy Office to coordinate data and collaborate with SVP
- Supported by a Social Action Project Group to design and develop new ways of generating social value.
- Every year, we have managed to increase the social value we generated

The Results of our Activity in 2020/21

Extract from Interim Data for LSEC Social Value Insights Report 2020/21



Total £36,771,833

Sustaining Social Value Growth - CLES

- Conducted a review of internal policies, internal and external interviews, procurement and workforce diagnostics.
- Identified new areas for social value generation – procurement, use of land and assets, understanding contribution of LSEC's wage on local economies.
- Expanding local partnerships to ensure new projects directly address community challenges
- Raise the profile of the Group as an anchor institution.

As a result:

- We have applied for and won several social value awards
- Spoken at several events by Healthcare Anchor Network, CBI and Social Value UK
- Developed a new approach to partnership building to develop new responsive courses
- Developed a Social Value Procurement Strategy and Framework that outlines the types of wider (Social Value) outcomes to be achieved through procurement



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Our Most Recent Progress



Developing new Opportunities: Healthcare Partnerships

- Working with the NHS Confederation, we identified that supporting the workforce was one of the largest problems facing the NHS
- Since then, we have been directly working with local NHS provides to directly address their skills gaps.
- This includes our 'Get Ready' programme with Oxleas NHS Foundation Trust and 'prepare to care' programme with Bromley Healthcare.
- This has allowed us to directly solve skills gaps while contributing to improving the health of our local communities.
- Perfect example of how anchor organisations can work together to solve local challenges

Good for Me, Good for FE

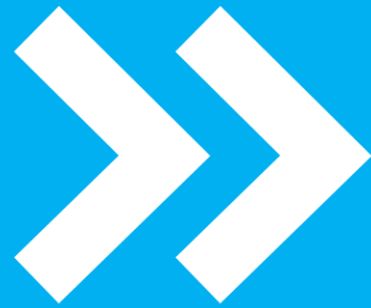
- National FE volunteering programme of over 120 providers
- Supported by volunteering organisations including Scouts, NAVCA and the Football Association
- Aiming to generate £1 million through volunteering and community action by the end of the year
- As of 11th February, we have achieved:
 - £672,000 of social value generated
 - 34,000 volunteering hours
 - 51,799 food donations
 - £55,000 of direct fundraising



Drive towards net zero

- Reaching net zero will require a collaborative approach to design skills based on what employers need and what local authorities will support.
- We have just been awarded £470,000 from the Greater London Authority to deliver the Local London Green and Digital Mayoral Academy.
- Across East London, we will work with employers to research the skills they need to decarbonise, ensuring that our provision helps them reach their targets.
- As part of the Mayoral Academy Programme, the GLA is supporting businesses to hire and support groups that have been greatly impacted by the pandemic – ensuring a more equal post-Covid recovery.





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**Thank you for Listening
Any Questions?**