

# TRANSFORMING LIVES THROUGH THE POWER OF LEARNING

Group Strategy – Executive Summary



 **LASER**  
LONDON AND SOUTH  
EAST REGION EDUCATION  
FOUNDATION

 **LONDON  
SOUTH EAST  
COLLEGES**

 **LONDON  
SOUTH EAST  
ACADEMIES  
TRUST**

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# Foreword

We are delighted to collectively introduce this executive summary of our new Group Strategy. This sets out our goals up to 2030, as well as focusing on how we are planning to achieve these ambitions.

Having operated as a social enterprise for the past five years, we have now looked ahead to consider how we can further enhance the positive impact we are having. To do this, we have consulted widely across our College and our Trust, speaking to staff, students and stakeholders about what's important to them.

Using this expert insight and feedback, we have developed our new Group Strategy, which reflects our organisational-wide commitment to generating social value and improving lives.

**Put simply, we want to create the very best opportunities for people of all ages by giving them access to high quality education at every stage of their lives.**

Reflecting on our achievements to date, it's clear that the dedication of staff across our College and Trust is instrumental in the success we are having across the region.

Staff see first-hand, every single day, the transformative power of high-quality education and how it facilitates social mobility and can level the playing field. Our strong partnerships with Local Authorities, employers, MPs and policy makers are also key.

From nurturing the development of children and young people in our primary schools, right through to equipping learners of all ages in our college with the skills they need to secure successful careers – we are very much an Anchor Institution, deeply-rooted in our local communities.

**However, we do recognise that our work is far from done and want to continue our ambitious journey. Central to achieving this aim is the development of our new charitable foundation – the LASER Education Foundation.**

This will enable us to provide even more opportunities for learners of all ages by developing new partnerships and drawing on wider range of funding opportunities.

We will use the LASER Foundation as a platform to further advocate for our communities and bring stakeholders together – as we know that collectively, we can have much greater impact.

We will be focusing on ensuring our curriculum and delivery, across each of our entities, is underpinned by exciting innovation. The world is moving at great pace. We are absolutely committed to equipping our learners with the knowledge and skills they need to progress, flourish and achieve success in this changing environment, throughout their education and into exciting careers.

We are also developing a research function, ensuring we take an evidence-based approach to addressing complex and systemic challenges.

Our new Group Strategy will facilitate this by bringing people together and pioneering innovative solutions, to address the evolving needs of our communities. We know that through genuine collaboration we can create a more equitable future for generations to come.

Together we will continue to make a difference

We would like to express our appreciation to colleagues and partners who have supported us on our journey so far. Together we will continue to make a difference and continue to transform lives through the power of learning.

**David Eastgate**  
Chair, London South East Colleges

**Rama Venchard**  
Chair, London South East Academies Trust

**Stephen Howlett**  
Chair, LASER Education Foundation





# Mission, Vision and Values

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# Our Mission

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We provide leadership, knowledge and resources to unleash the power of learning as an agent for social change.



# Our Vision

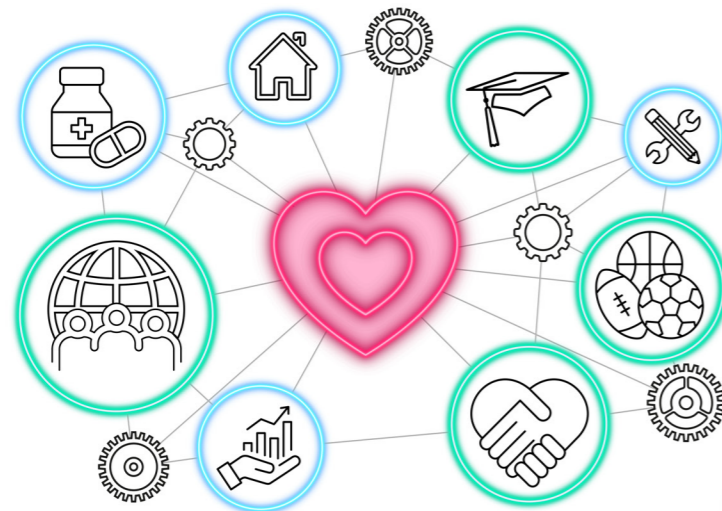
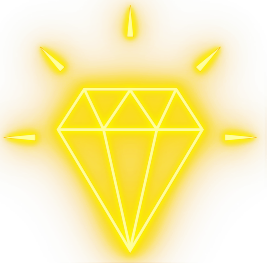
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Transforming Lives through the Power of Learning: We believe that education changes lives and communities for the better.

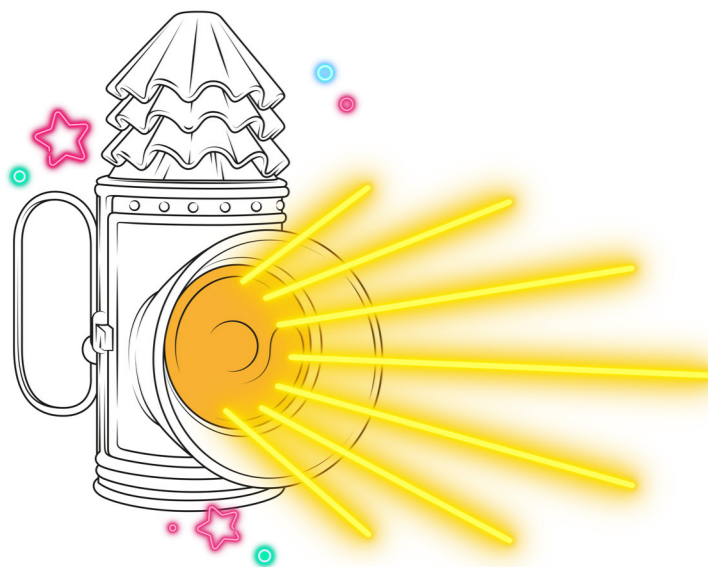


# Our Shared Values



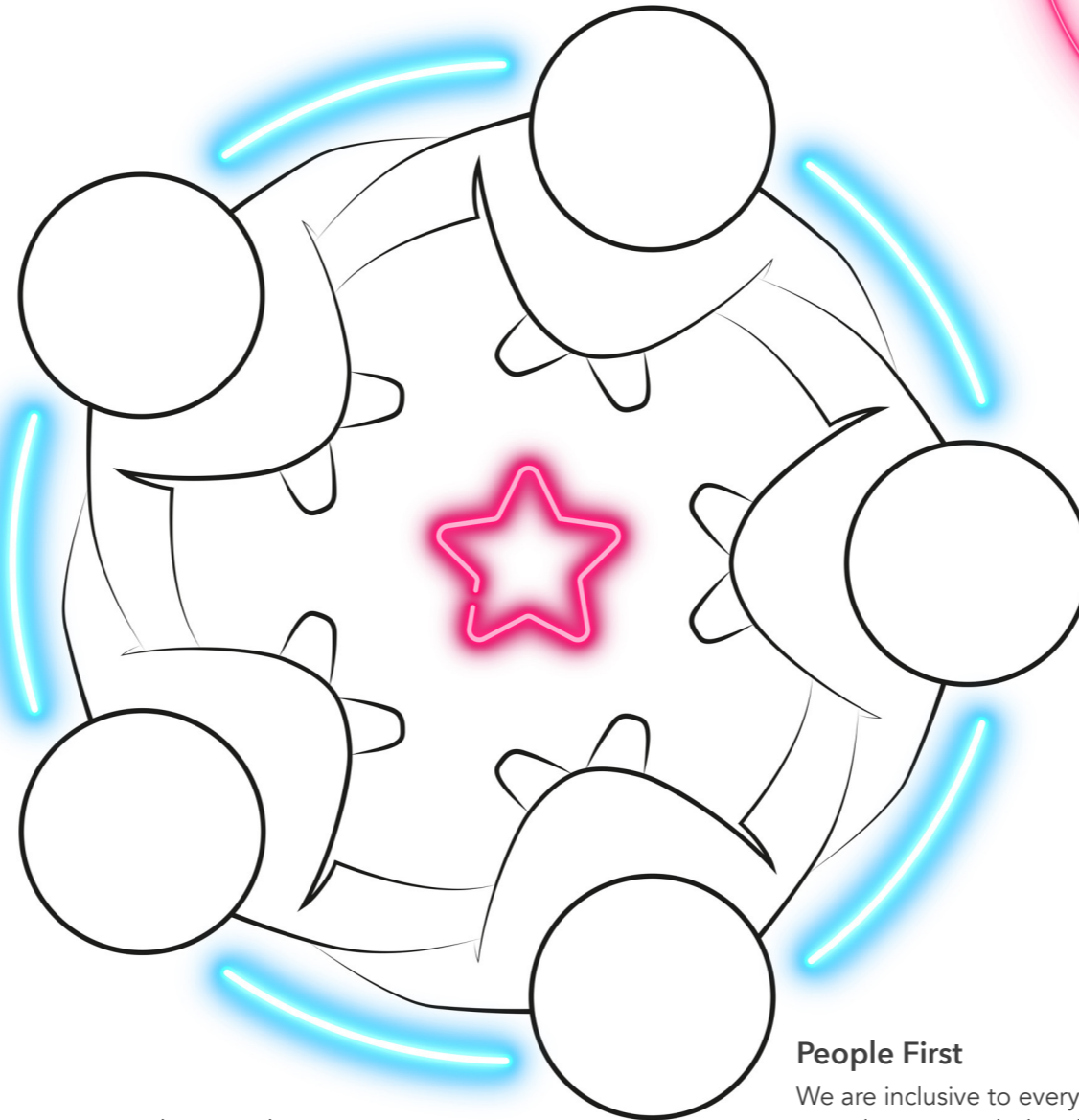
## Lead Locally

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



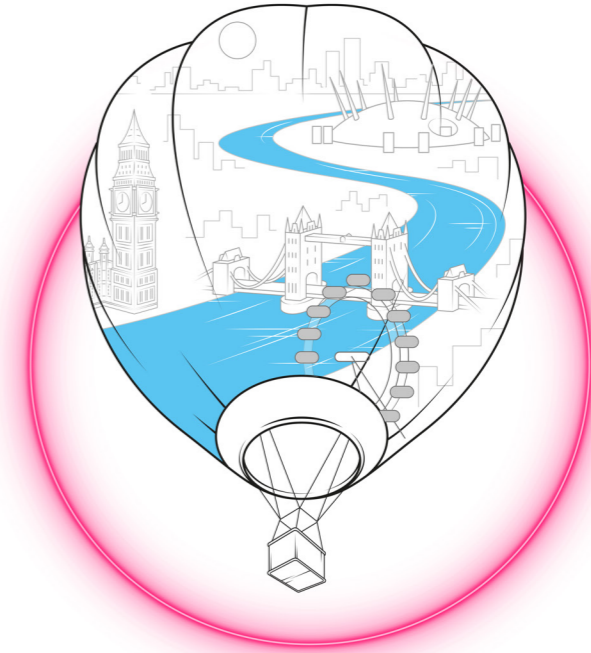
## Act Responsibly

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.



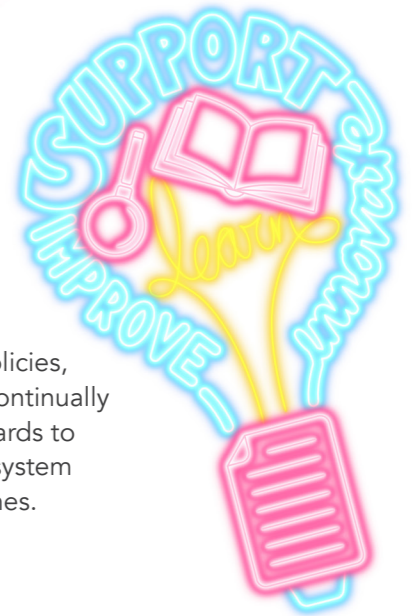
## Fearless Pioneers

One step ahead, we look courageously to the future and 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.



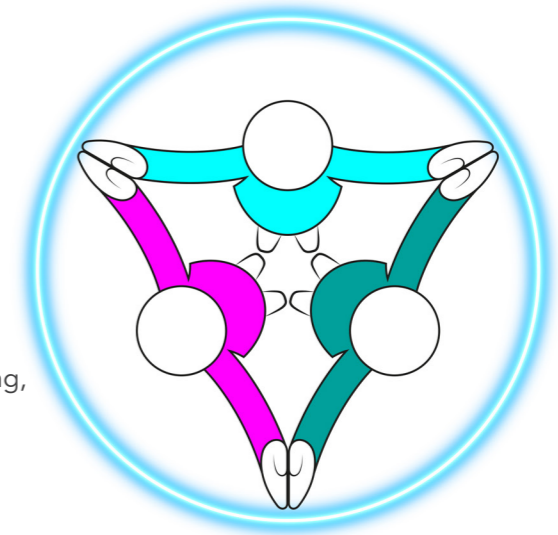
## Continuously Innovate

Through our sector-leading research and evidence-based policies, we promote best practice. We continually learn, looking outwards and inwards to support and improve the wider system through our innovative approaches.



## People First

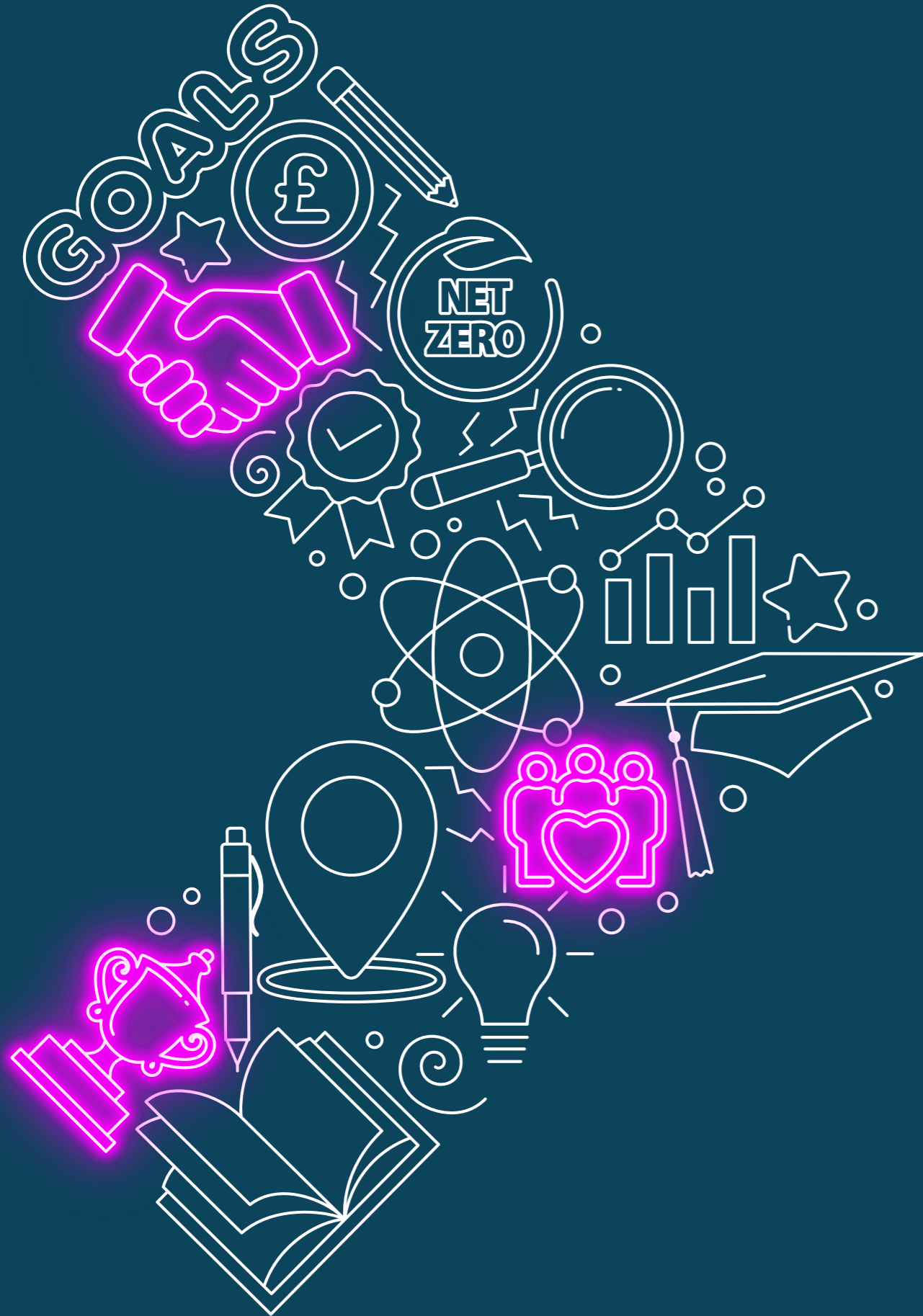
We are inclusive to everyone. We take a principled and personalised approach by learning, listening and treating everyone as individuals. All decisions are made with people at the centre.





# Strategic Themes and Goals

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# Strategic Themes and Goals: People First

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Our people, both staff and learners, are amazing. They are talented, committed and they care. It is only through their hard work that we achieve our success.

## **Goal**

We will invest in our people to ensure that everyone feels valued, recognised, and rewarded, and has the support they need to achieve their best in an inclusive organisation, which fosters diversity.



### How will we achieve this?

- » Reducing workload so staff can focus on what really matters and improve job satisfaction.
- » Prioritising the well-being of staff and students by enhancing the support available.
- » Utilising new technologies to increase efficiency and save staff time to focus on teaching and learning.
- » Investing in evidence and industry-informed CPD to maximise our people's potential.
- » Using evidenced-based practice to improve teaching, learning and assessment.
- » Ensuring learners benefit from high quality teaching, targeted support and wider strategies to improve outcomes.
- » Developing themed communities of practice to promote shared learning and accelerate progress.
- » Maximising staff and learner experience to shape and design change initiatives.
- » Fostering a culture of curiosity using research and evidence to help us improve 'every day in every way'.

### What does success look like?

- » Happy, healthy staff reporting improved job satisfaction.
- » Increased learner retention and satisfaction.
- » Improved academic and employment outcomes for learners.
- » Improved quality of teaching, learning and assessment.
- » Growing staff confidence in their ability to teach well and meet the needs of all learners.
- » Attracting and retaining talented people, developing our future workforce from within.
- » Staff are actively curious about what is working, and how we can improve.
- » Leaders and managers feel empowered, with freedom to innovate.
- » Increased diversity of our student and staff communities.
- » We are recognised as inclusive education providers in our communities.

### How will we get there?

- » Engage staff and students in the design of working practices, wellbeing, recognition and reward strategies.
- » Actively collaborate with external partners and employers to enrich our offer.
- » Pilot the application of de-implementation approaches to reduce workload.
- » Pilot the application of AI to reduce workload.
- » Foster a culture that celebrates team-based collaborative success and learning from when things do not go as planned.
- » Develop innovative, responsive, curricula, which is relevant for each setting.
- » Promote and reward active participation of learners in all aspects of education.





# Strategic Themes and Goals: Performance & Practice

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We want the very best for our staff, our learners and the communities we serve. We want them to thrive. That's why we will focus on evidence informed performance and improvement. We will ask, 'how well we are doing?' and 'what do we need to do to continue to improve' every day in every way, helping us to collectively ensure a sustainable future.

## **Goal**

We will embed a culture of research and innovation, which fosters improved outcomes for all learners, supports organisational resilience and pioneers positive change.



### How will we achieve this?

- » Embedding research.
- » Securing and sustaining excellent learner outcomes and progression.
- » Fostering a culture of learning aligned to improvement and performance.
- » Reducing workload.
- » Increasing our understanding of 'what works' when tackling issues linked to systemic inequalities.
- » Enhancing our expertise and pioneering further development.
- » Prioritising the support that teachers need to achieve their best whilst balancing our budget and safeguarding our future.
- » Using market demand to drive innovation, growth and diversified income.
- » Designing flexibility and responsiveness into in our operating models, enabling learning anywhere, anytime, meeting the needs of all learners.
- » Securing inward investment and responding to policy reform e.g. new qualifications and apprenticeships.
- » Future-proofing our organisation through developing the fundraising capacity of our new Foundation.
- » Investing in technology-enabled learning, teaching, student support and operations.
- » Improve digital skills, security and safety across our systems.
- » Continue to improve organisational performance by increasing the diversity of our workforce.

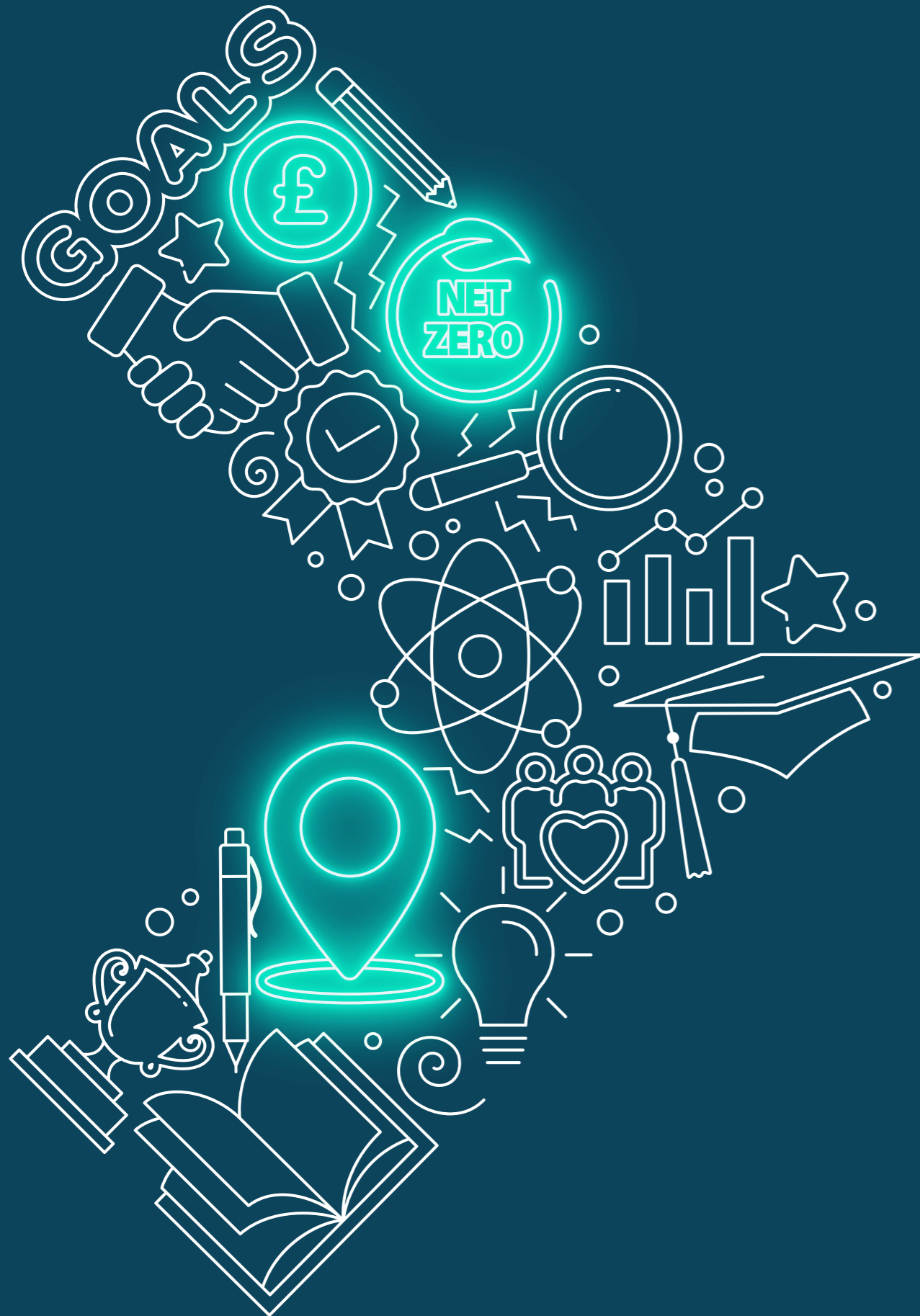
### What does success look like?

- » Research and evidence being clearly used, leading to improved learner outcomes and progression.
- » High standards of quality of teaching, learning and assessment.
- » Using the best available evidence and expertise to develop solutions and inform decision-making.
- » High levels of engagement in learning and development.
- » Happy, healthy staff reporting improved job satisfaction.
- » Increased funding to invest in staff and learner experience.
- » Improved satisfaction of stakeholders.
- » Strong financial health and resilience for the future.
- » Continued inward investment secured from funders.
- » Recognised as a partner of choice, across our sectors.
- » Enhanced reputation and influence.

### How will we get there?

- » By developing a culture where staff are actively encouraged, empowered and rewarded for embracing continued learning.
- » We will balance our focus on effort to perform, with effort to improve.
- » Creating a culture and dialogue of learning and improvement, as stepping stones towards improved outcomes.
- » Placing staff and student experience at the heart of our decision-making.
- » Pilot the application of AI to reduce workload.





# Strategic Themes and Goals: Prosperity & Place

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Place matters. It's in our name, and part of our identity, our reason for being. Based in and part of our communities, we play a key role in civic life. It's a responsibility that we take seriously. We know place-based inequalities in England are deep-rooted. We want to play our role, leading locally as an education provider and major employer, in helping address these.

## **Goal**

We will maximise our assets, resource and expertise to effect positive change locally, driving towards net zero, developing social capital, enabling sustainable and inclusive growth in the communities we serve.



### How will we achieve this?

- » Being the education group that people want to work for, study in and send their children to.
- » Developing our research practice to increase our understanding of 'what works'.
- » Supporting the green agenda and route to Net Zero, creating a healthier, more sustainable community.
- » Meeting employer need through our role in Local Skills Improvement Plans and 'Anchor Networks'.
- » Investing in our schools and colleges, creating welcoming and safe environments.
- » Developing industry-standard resources and high-quality sustainable accommodation.
- » Creating great jobs for local people.
- » Continuing to be a partner of choice in education and skills across our region.
- » Doubling down on our role as an anchor institution, maximising our resources to generate social value.
- » Fostering social action and volunteering, recognising the difference this makes to people and their communities.
- » Maximising our expertise to drive change in the commissioning of services.
- » Contributing to and influencing system leadership and policy locally, regionally and nationally.

### What does success look like?

- » We are recognised as an inclusive education provider in our communities, where every learner can flourish.
- » People want to work with us and stay with us.
- » Our buildings are a comfortable place to work; warm, clean and well-maintained.
- » Greater levels of social value are created.
- » Increased inward investment secured, which benefits communities.
- » More people being supported into education, training and higher value careers.
- » High quality, employer and strategic partnerships.
- » Happy, healthy staff reporting improved job satisfaction.
- » Improved academic and employment outcomes for learners.

### How will we get there?

- » Build organisational resilience and capacity for innovation, change and growth.
- » Apply design thinking principles to find new solutions to old problems.
- » Proactively seek inward investment for our estate.
- » Spend locally, maximise procurement and net zero ambitions to increase social value.
- » Continue to enhance our reputation through celebrating the success of our staff and students.
- » Play an active role in education and skills partnerships across the region.
- » Influence policy for change through planned campaigns, advocacy and thought leadership.
- » Collaborate with fellow change makers locally.





# Measuring Success

Ensuring we measure our success is crucial and this is what we want to see:

- » Sustained and improved educational achievement and progression across our learner profiles.
- » Increased staff satisfaction and well-being.
- » Increased income and financial resilience.
- » Increased opportunities and engagement through fundraising and sponsorship.
- » Increased social value, fostering social and economic mobility through community wealth building.
- » Demonstrable contribution to London and Local London Skills Improvement Plans and priorities.
- » Enhanced Environmental, Social, and Governance (ESG) practices and long-term sustainability.
- » Enhanced reputation to influence local, regional, and national policy.

## Implementation

Going forward, our Group Strategy will inform the development of Strategic Plans and Annual Operating Statements for the College, Trust and Foundation. Rolling targets for a three-year period will ensure that key developments and initiatives can be built – overseen by the leaders of each organisation.

This is a hugely exciting time for our organisation. We look forward to working with you over the coming years to achieve our goals – **transforming lives through the power of learning**.



# THANK YOU

Thank you to everyone who contributed to this framework; your expertise and input has been invaluable.



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