



BDSIP strategy 2023 – 2026

Draft as at 20 April 2023

Vision

Our vision is to be our schools' most Trusted Partner, igniting talent and helping students shine.

What makes us unique?

- We are majority **school-owned and school-led**: we are owned by 56 local schools, who drive our organisation – from how we are run to the services we provide.
- Because we're school led and not-for-profit, we are guided by **what's best for the school**, either delivering directly, brokering support from others, facilitating school-school support, or signposting as appropriate to meet each school's needs.
- We commit to **supporting our schools for the long-term**.
- We are a professional services firm - our strength lies in the expertise and credibility of our people.

Our starting point: our values

Schools-led

We are majority owned by schools and exist for schools and their pupils

One Professional Team

We are one team, built on trust that values everyone

Social Enterprise

We think socially then commercially

Solution-focused

We act positively with individual and collective responsibility

BDSIP | HELPING STUDENTS SHINE

Innovation

We seek innovation, insight and ideas

Locally grounded

We are part of, grounded in, and partner with, our local community

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Strategic direction and priorities

Our priorities over the coming three years are to:

1. Grow our client base beyond Barking and Dagenham so that, by 2026, we generate an additional **20%** of our income from schools outside the borough (2022-23 baseline).
2. Maintain service excellence, delivering a demonstrable, positive impact for all schools we work in partnership with.
3. Develop our talent and remain an employer of choice for the best, most aspirational education professionals.

Priority one: growth. Why grow?

We want to grow in order to:

1. Ensure that BDSIP retains the critical mass necessary to provide high quality support to schools in Barking and Dagenham, and to act as an effective broker of the best practitioners and organisations nationally.
2. Defray the core costs of running the organisation across a larger client base.
3. Reduce dependence on one key client i.e. LBBB.
4. Generate a surplus which can be reinvested in education programmes which benefit schools and young people.
5. Help make BDSIP an attractive organisation to prospective employees and associates.
6. Uncover, develop and share good practice, to stretch and inspire our schools and ourselves.
7. Moral purpose: to ensure that schools have access to high quality support in key areas, such as inclusion, where we have built real strength and where we know other schools and boroughs struggle.

We must grow soundly - we have strong foundations in place but need to ensure we scale sustainably

Priority one: growth. Routes to market - how will we deliver the 20%?

Proactively

In the first instance we will grow via word-of-mouth and developing a reputation for excellence / thought leadership, focused in areas where we know that:

- There is likely to be strong, stable demand from schools beyond the borough.
- BDSIP's service and approach is robust.
- The delivery model is profitable and lends itself to being scaled beyond the borough.

On this basis, priority services where we will target growth are:

- Inclusion
- School improvement / curriculum advisory
- Wellbeing services, specifically counselling and attendance
- Race and Social Justice advisory

We will also explore the potential to develop an offer to private sector clients.

We will engage proactively with our audience, making greater use of social media and the web

Opportunity driven - exploring opportunities for transformational partnerships

We will actively seek-out partnership opportunities, with the intention of identifying strategic partnerships which have the potential to benefit BDSIP and schools.

Factors which would inform decision making about the potential suitability of any partnership are:

- The culture and focus of the organisation and its 'fit' with BDSIP's approach and strengths.
- The nature of the relationship being proposed and any potential impact (positive or negative) on BDSIP's ability to provide its complete service offer, or to work with other clients/partners.
- The likely additional reach / new customers which the partnership would deliver.
- The financial and legal arrangements of any formal partnership.

Priority two: maintain service excellence, delivering a demonstrable, positive impact.

How we work

- As an organisation we are open to, and proactively seek, feedback.
- We adopt a clear client management approach with our schools.
- We make best use of data and insight to develop evidence-based approaches and to assess our impact.
- We deliver fully integrated services, which draw on our understanding of the whole school, maximising the impact of our work.

Impact

- Evidenced through KPIs – see page 8

Priority three: develop our talent and remain an employer of choice for the best, most aspirational practitioners

- In 2023 we will develop our talent management strategy, incorporating our approach to reward and recognition.
- We will consistently invest in our people to:
 - Ensure our practice remains on the leading edge
 - Build an organisation which works as one coherent team
 - Help us attract and retain the best talent
- Our practitioners spend the majority of their time in school, not in the office.
- We will continually develop our practice, stretching and learning from each other, from our clients and our partners.
- Our practitioners will actively help BDSIP to build a regional and national reputation as a thought leader, focusing on those services prioritised for growth.
- We will continue to build the culture of our organisation, characterised by solution- focused, empowered staff where decisions are taken on the basis of their professional competence and organisational clarity of intent so that everyone is a leader.

Management Information and KPIs 2023-2026

Social ambition

- GCSE
 - % achieving 5 grades 9-5 including English and Maths
 - Progress 8 score
- KS2 reading, writing, maths and combined
- Ofsted - % schools judged good/outstanding
- % of YP who are classed as NEET
- % of YP receiving offers at university and for higher/degree apprenticeships
- Exclusions
- Attendance improvement in client schools
- **WEX and positive experiences of world of work – numbers and quality of experience**

Commercial ambition & organisational health

- Financial: income and growth targets, surplus.
- Service level P&Ls
- Delivery of LBBD contract and quarterly payment
- CPD evaluation overview
- Staff turnover and/or staff retention after initial year of employment
- Marketing and social media presence:
 - Number of impressions
 - Thought leadership pieces
 - Followers
- Number of potential clients reached:
 - Conferences
 - Service 'pitches'
 - Trade press articles

We will also develop service specific feedback mechanisms, as appropriate to each service.

2023-24 growth – specific actions and target clients / products

- Continue to develop our market research and intelligence to better understand opportunities, threats, and BDSIP's areas of competitive advantage.
- Target key education festivals and conferences, specifically:
 - Optimus Conferences
 - Havering/East London Festival of Education
 - Wellington Festival of Education
- Invest in the capacity to grow by building sufficient service expertise to meet growing demand and to develop BDSIP's market positioning.
- Engage a consultant to quantify and then exploit the potential to attract grant funding and corporate sponsorship opportunities.
- Engage schools in neighbouring boroughs and Essex where we have potential connections, beginning with leads in Havering and Redbridge.
- Explore the potential for a strategic partnership with Groundwork London to offer environmental / resource efficiency services to schools.
- Explore the potential to bring on-board an existing body of private-sector education advisory work.

Stuff we don't write down, but we understand

- We recruit people with good connections to potential markets/clients
- We want clients who stretch us as well as the other way around
- ACTION from away day: develop a concise set of principles for board consideration and agreement which establish the criteria against which BDSIP would/would not consider entering a strategic partnership which would impact significantly on the size, shape or focus of the business. (See note of away day)