

# **EFFICIENCY, EFFECTIVENESS AND VALUE FOR MONEY STRATEGY 2019-2024**

## **Context**

The Institute's Strategic Plan sets out a vision for the Institute to continue to be internationally renowned as the UK's leading culinary arts Institute. Key to achieving this vision is a commitment to being efficient, effective and delivering value for money for students. In addition, given the increasingly constrained financial climate, the need for efficiency and effectiveness is now widely acknowledged and the need to address the uncertainties surrounding the impact of Brexit on EU students.

## **Efficiency reviews**

Le Cordon Bleu (LCB) has developed a sophisticated expense monitoring system with the ability to highlight variances in KPI's and cost percentages. This allows department and Institute performance to be benchmarked against previous years and other Institutes to ensure that costs are consistently monitored and preventative action taken where cost ratios are not in line with expectations.

## **Transparency**

LCB publishes a comprehensive strategic report in the annual accounts. This report includes a review of business activities over the preceding year and discusses key performance indicators with an analysis of potential risks and uncertainties going forward.

The annual accounts are published at Companies House, and are available by [following this link](#).

# **EFFICIENCY, EFFECTIVENESS AND VALUE FOR MONEY COMMITMENTS 2019-2024**

## **1. Excellence, reward and the HE workforce**

The Institute is dependent on the quality of the teachers and support staff it recruits. This applies to all aspects of the institution, world-class teaching staff are needed to deliver excellence in teaching, while similarly world class operational and support staff must be capable of meeting the myriad challenges that face any complex commercial organisation on a daily basis.

The Institute will:

1. Continue to develop improved processes to 'set staff up for success' including assessing technical and teaching ability prior to any offer, probation, appraisal, talent identification, succession planning as well as managing ongoing performance.
2. Progress towards a more consistent approach to academic workload management by monitoring teaching blocks and ensuring a fair distribution of work relative to teaching ability and experience.
3. Continue to monitor and develop its Equality, Diversity and Inclusivity processes to ensure they remain consistent with relevant legislation and OfS guidelines.

## **2. Delivering value from the Institute's premises**

A high-quality teaching environment is central to the operational effectiveness of the Institute, the experience of staff and students alike, and plays a critical role in ensuring that the Institute is able to meet the many demands placed on it.

The Institute will:

1. Continue to invest in the Institute's premises to ensure that the Institute remains the premier teaching Institute for culinary arts in the UK.
2. Reduce our total property costs in real terms
3. Reduce our impact on the environment by reducing carbon emissions and levels of waste.

## **3. A world class and sustainable knowledge base**

The hospitality world continues to innovate and look for new restaurant and food concepts. The Institute should provide courses which allow students to learn the classical culinary techniques but to encourage them to explore how they can develop their own style.

The Institute will:

1. Continue to implement strategy focused on developing new world class courses that encourage the use of nutrition and plant-based techniques to develop healthier menus and on sustainable products.
2. Commit to investing in staff to develop new programmes and enhance existing programmes as appropriate.
3. Deliver effective and efficient support services to the Institute's staff by supporting financially training programmes and workshops with industry groups to ensure the programmes reflect the needs of the industry.

## 4. Harnessing the benefits of asset-sharing

The Institute will:

1. Identify and exploit further opportunities to share assets across the Institute and the Le Cordon Bleu group as a whole.
2. Gain efficiencies through harnessing new technology where it is beneficial to do so for students, teaching and support staff.

## 5. Unlocking value from higher education data

Throughout Higher Education data plays a vital role in institutional management. Engagement with the OfS and HESA will require a greater understanding of data for regulatory purposes.

The Institute will:

1. Improve our internal data to develop better cross-Institutional Business Intelligence for measuring and managing performance, and for engagement with sector bodies.
2. Use data from across the HE sector and beyond to assess our own efficiency and benchmark against other Institutions
3. Undertake competitor analysis to ensure we maintain our competitive edge
4. Identify opportunities to align internal and external data reporting to reflect cross sector developments

## 6. Shared services, infrastructure and the role of procurement

The Institute recognises that efficient procurement systems can contribute significantly in improving the efficiency of the Institute by reducing waste and negotiating competitive contracts with suppliers. The Institute has invested in state of the art technology procurement systems and regularly benchmarks major suppliers against competitors.

The Institute will:

1. Identify and promote opportunities for sharing services across the LCB group and joint ventures such as intra-group teaching, recruitment and CRM systems.
2. Proactively engage with national and regional purchasing consortia.
3. Enhance our commercial income by offering services to other Institutes if spare capacity arises.
4. Work with our internship partners to generate internship opportunities that provide fair pay and potentially lead to employment opportunities.
5. Ensure our investment in IT infrastructure is exploited efficiently and effectively.

## 7. Evidence, oversight and sharing good practice

It is imperative that the Institute continue to evidence their success in delivering efficiency and cost savings.

The Institute will:

1. Report on a regular basis to the Supervisory Management Council on progress towards delivery of efficiency, effectiveness and value for money commitments and its future plans
2. Identify and share Institute and sector-wide good practice in relation by establishing new mechanisms to improve openness and transparency