

Introducing our 5 year strategy



w i s e g r o u p

5-YEAR STRATEGY

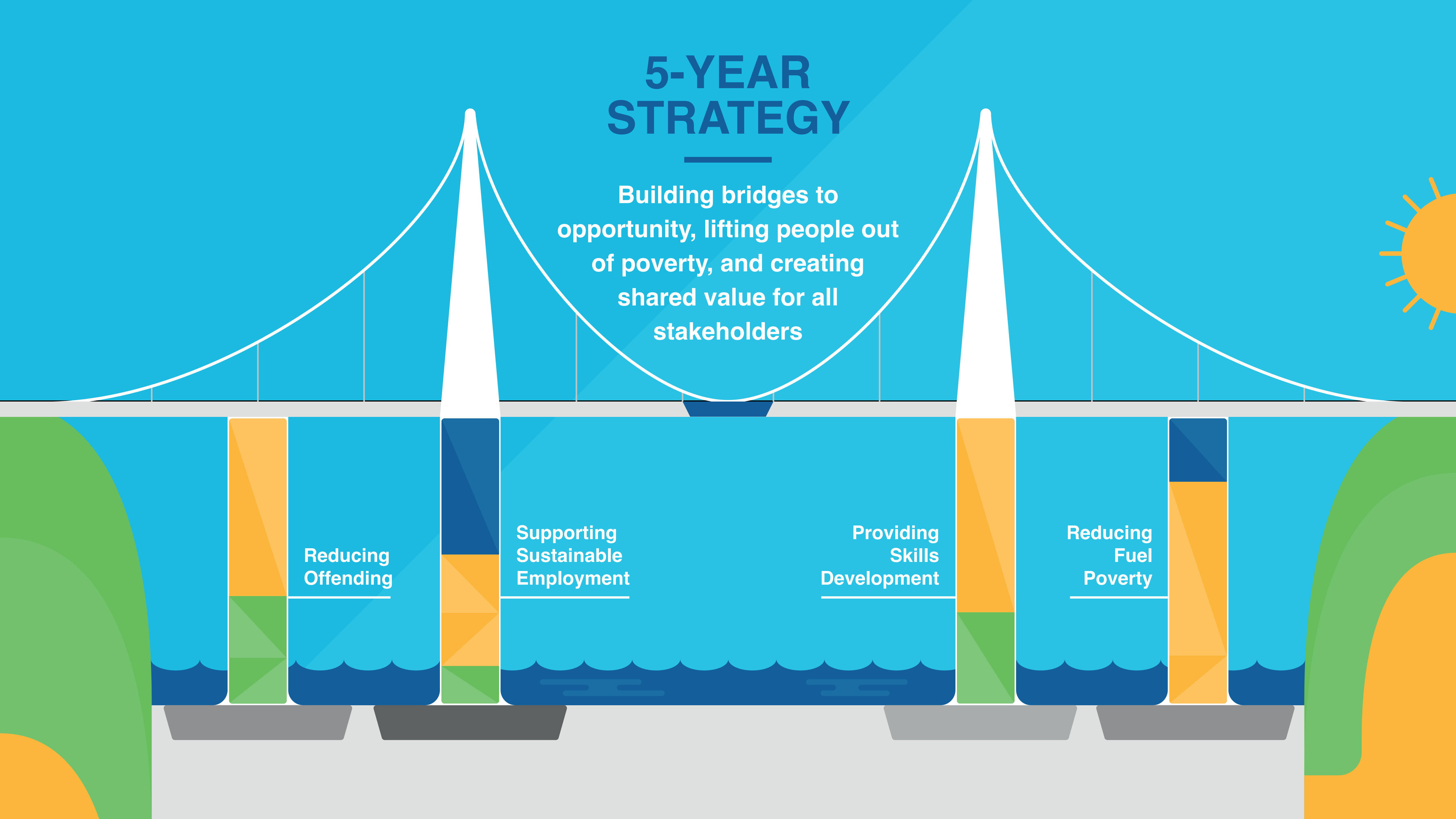
Building bridges to opportunity, lifting people out of poverty, and creating shared value for all stakeholders

Reducing Offending

Supporting Sustainable Employment

Providing Skills Development

Reducing Fuel Poverty



Context: Sector and Organisation

Funder subservient

Non-commercial

Ineffective impact evidence

Compliance driven

Colleagues not prioritised

Bureaucratic

Funding obsessed

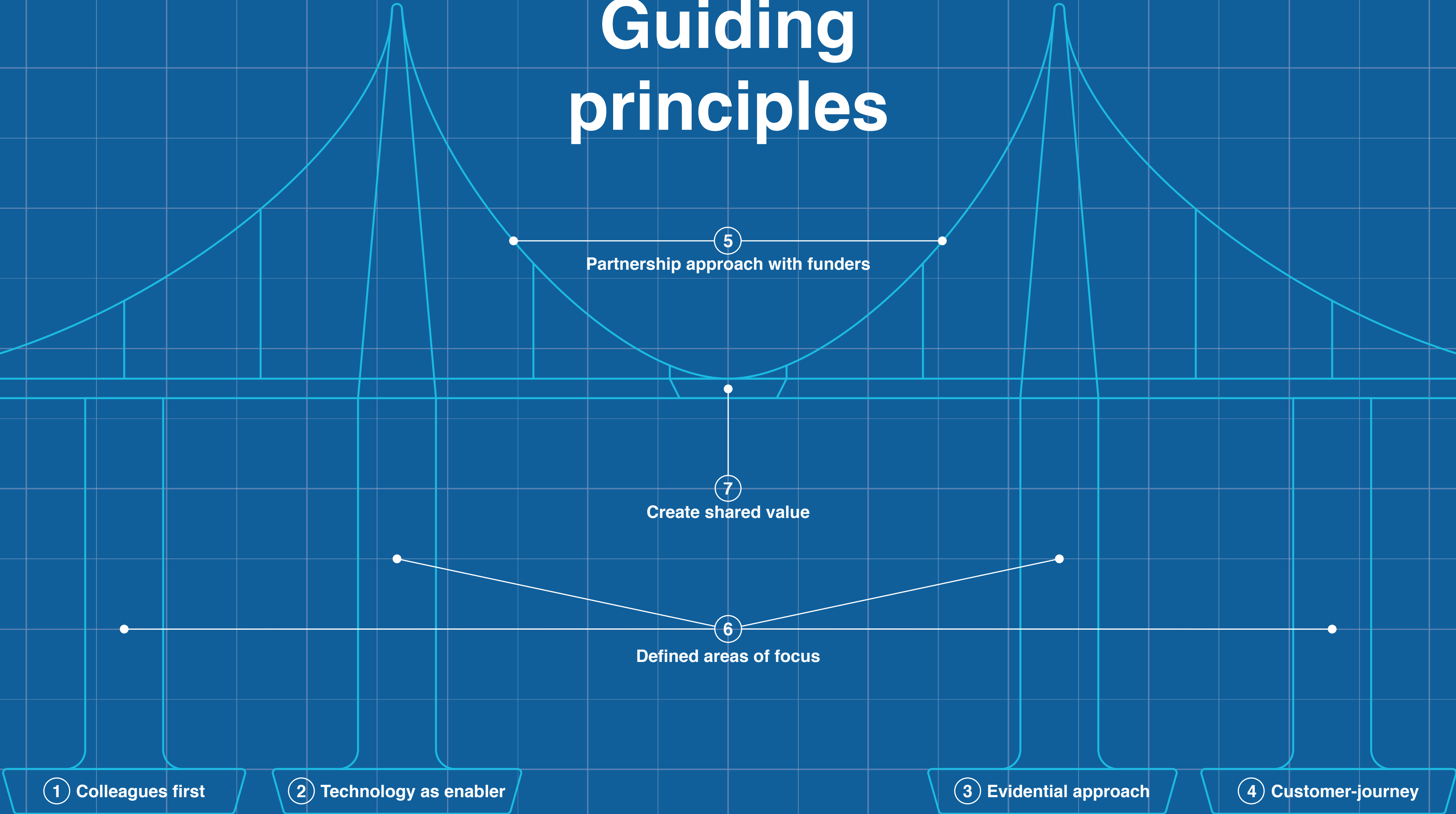
Stifling innovation

Evaluation not evaluatory

Ubiquitous offerings

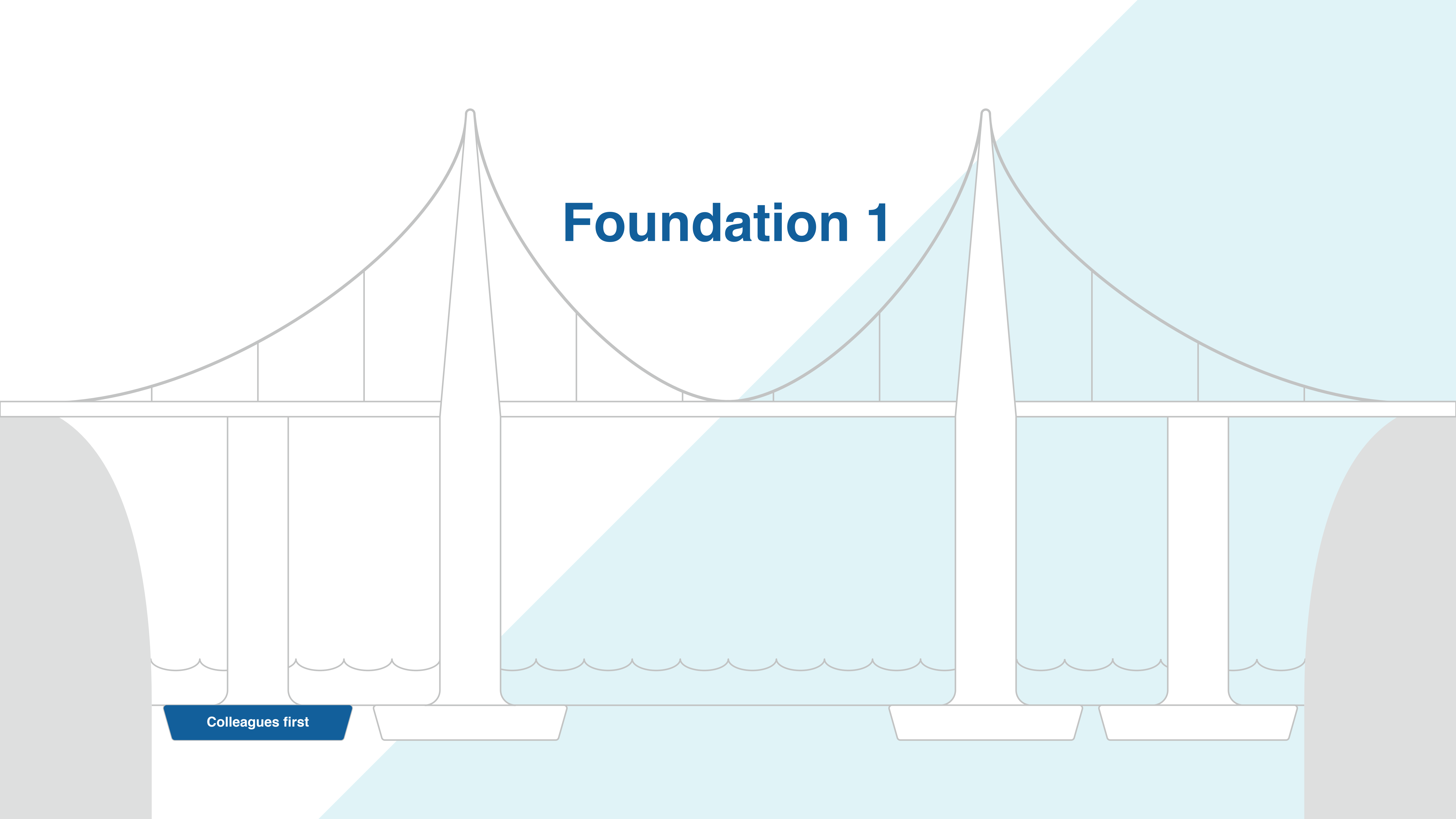
Congested markets

Guiding principles

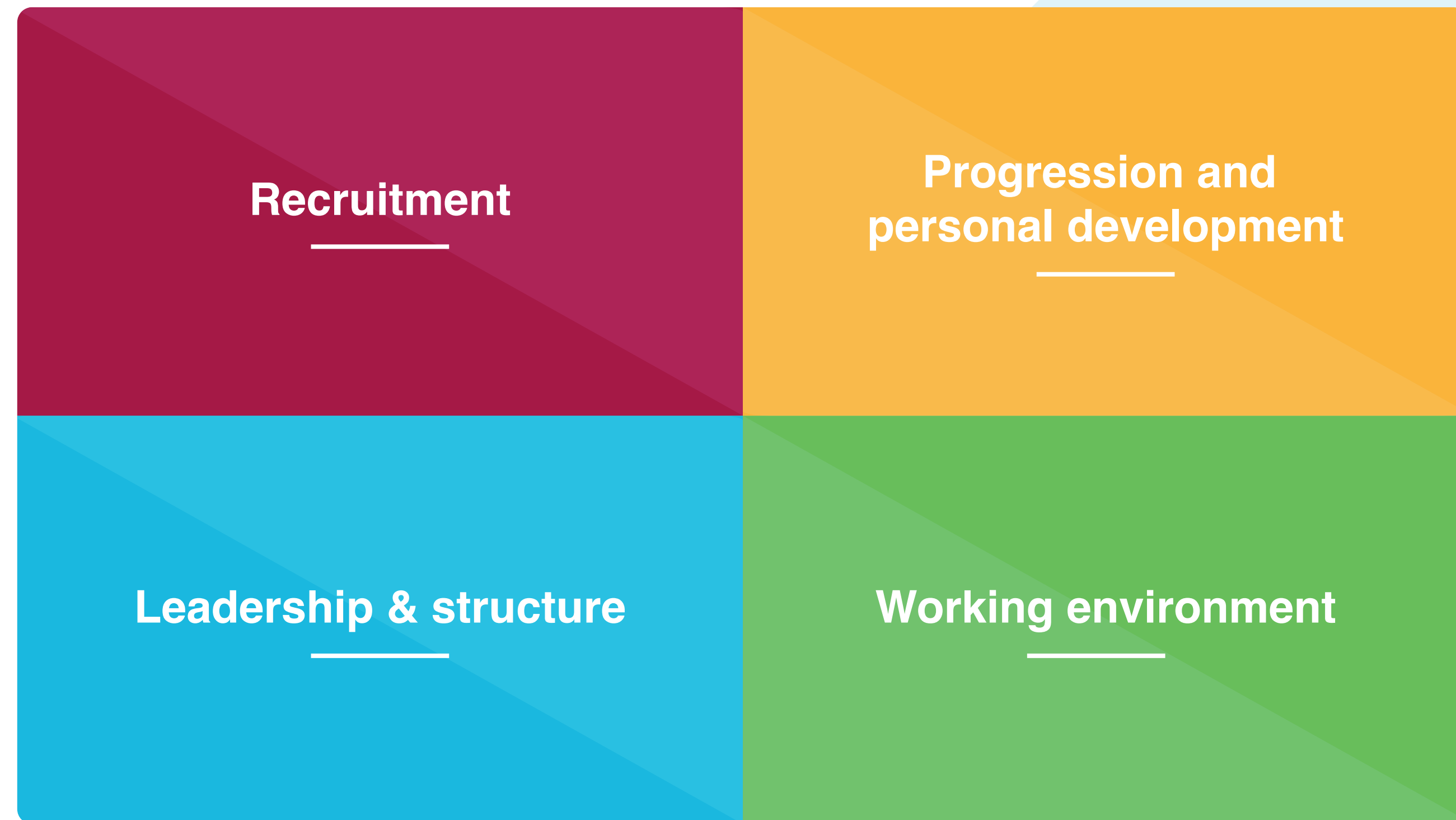


Foundation 1

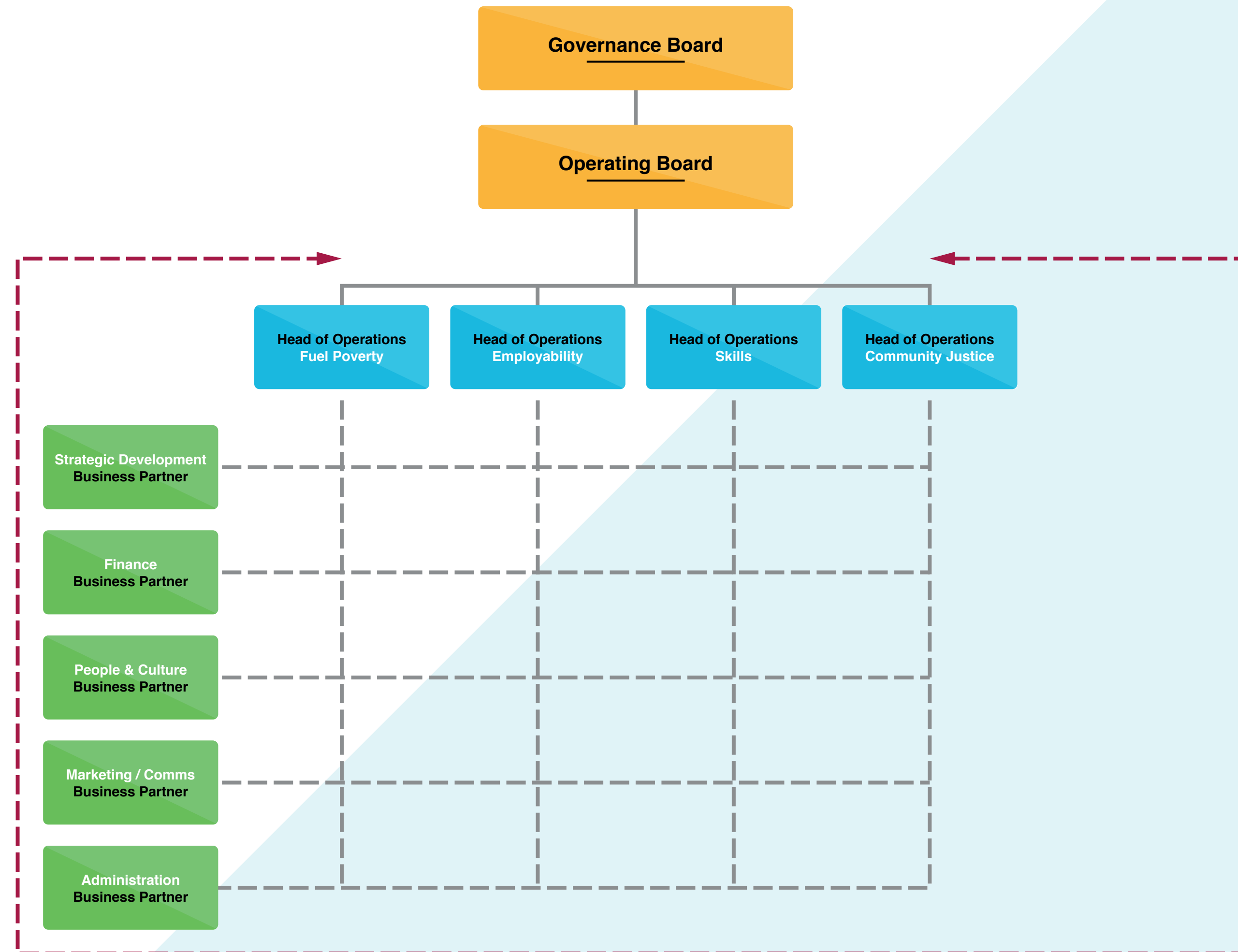
Colleagues first



Colleague Value Proposition

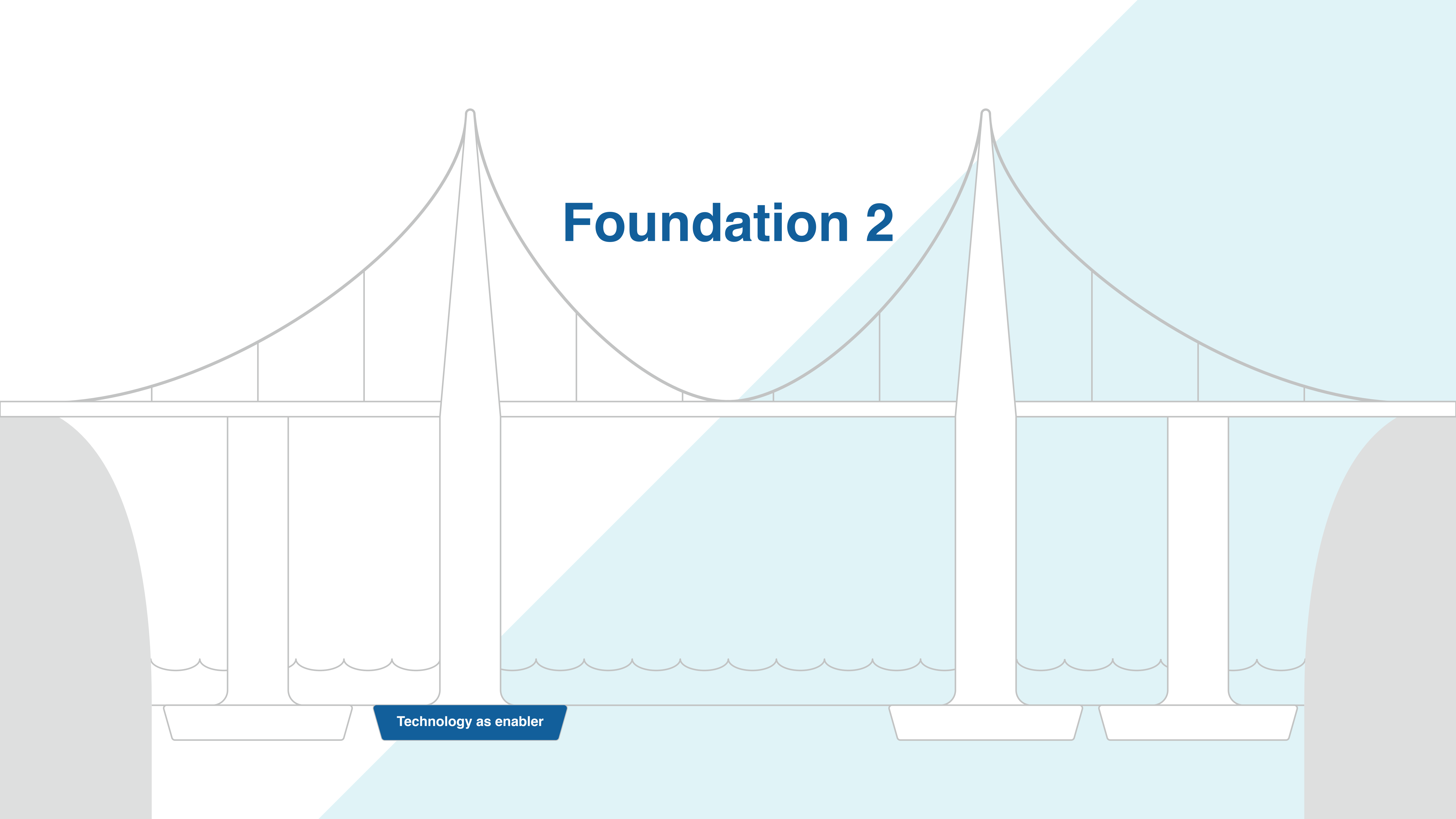


Maximising effectiveness through a matrix structure



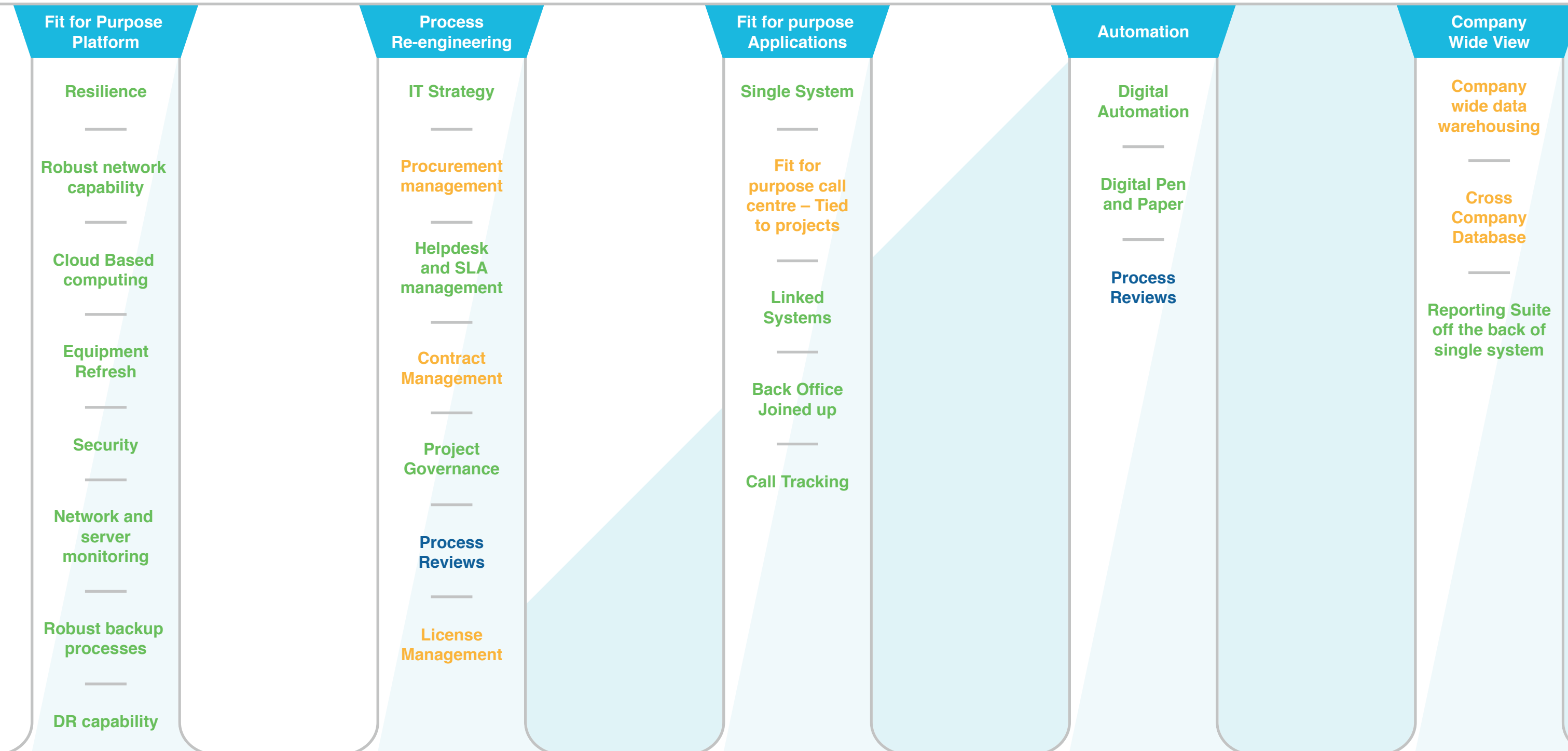
Foundation 2

Technology as enabler

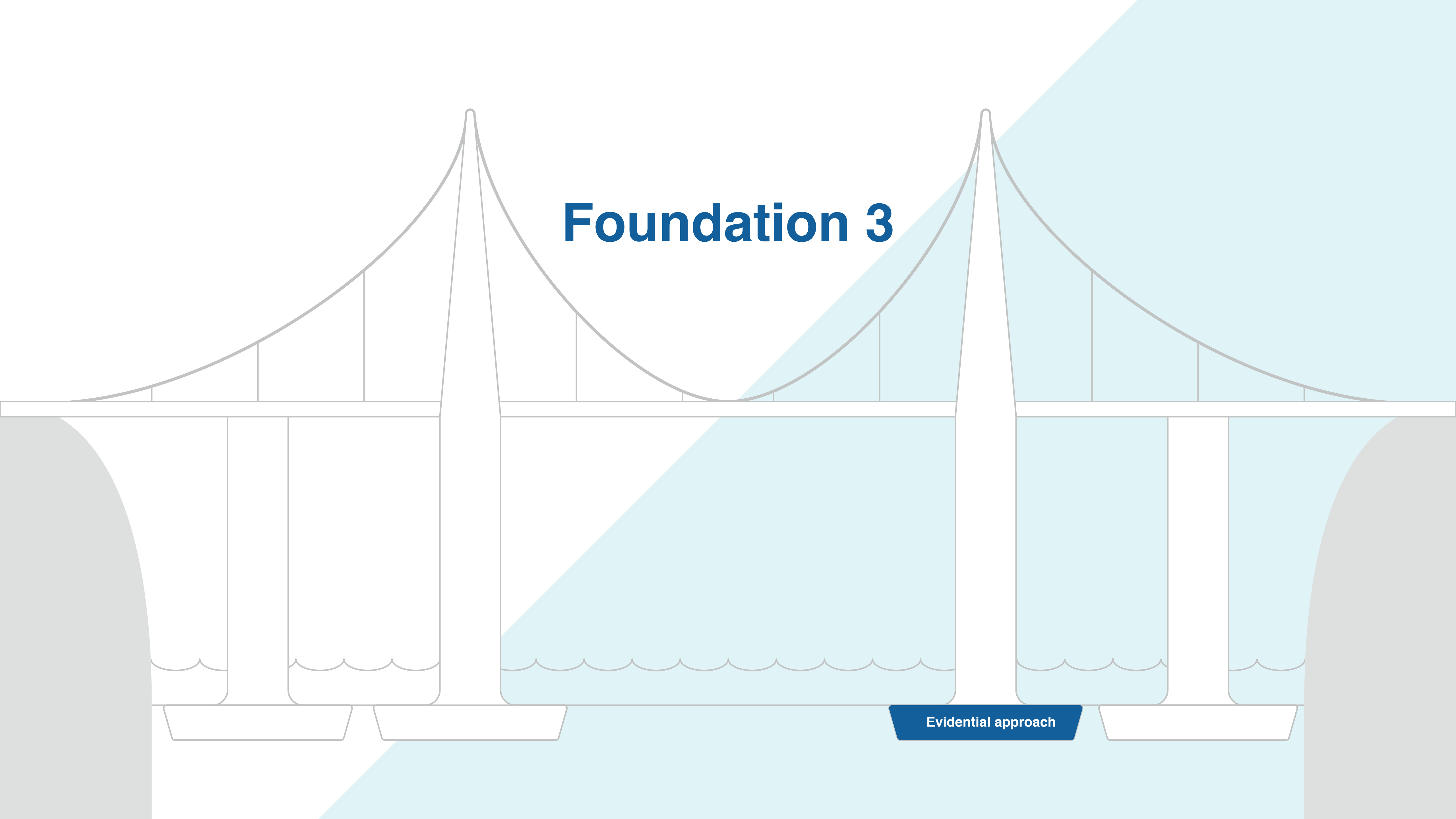


Technology Value Proposition

Technology enabled business transformation



Foundation 3



Evidential approach

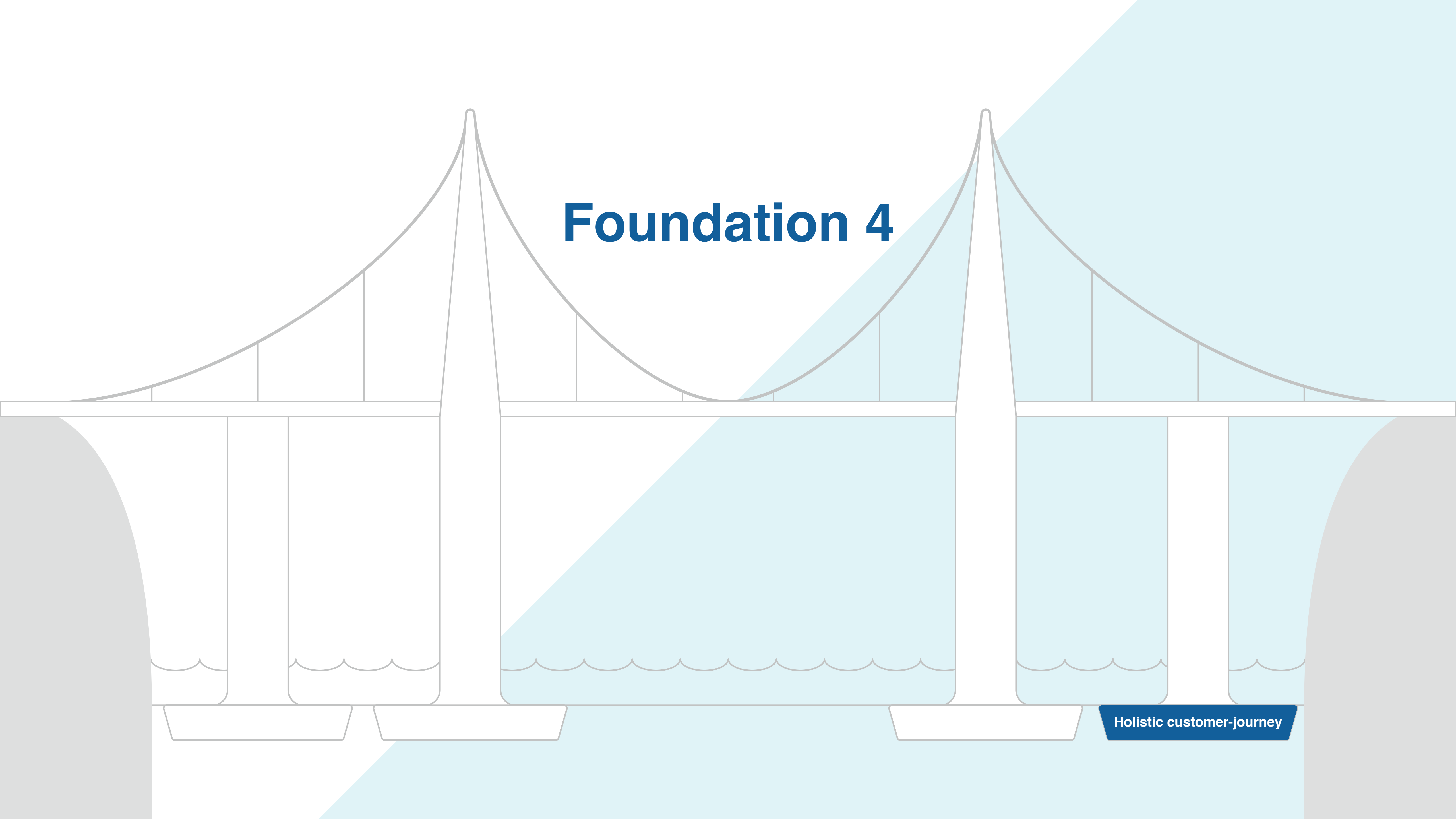
Stakeholder Value Proposition: Current approach



Demonstrating social return on investment

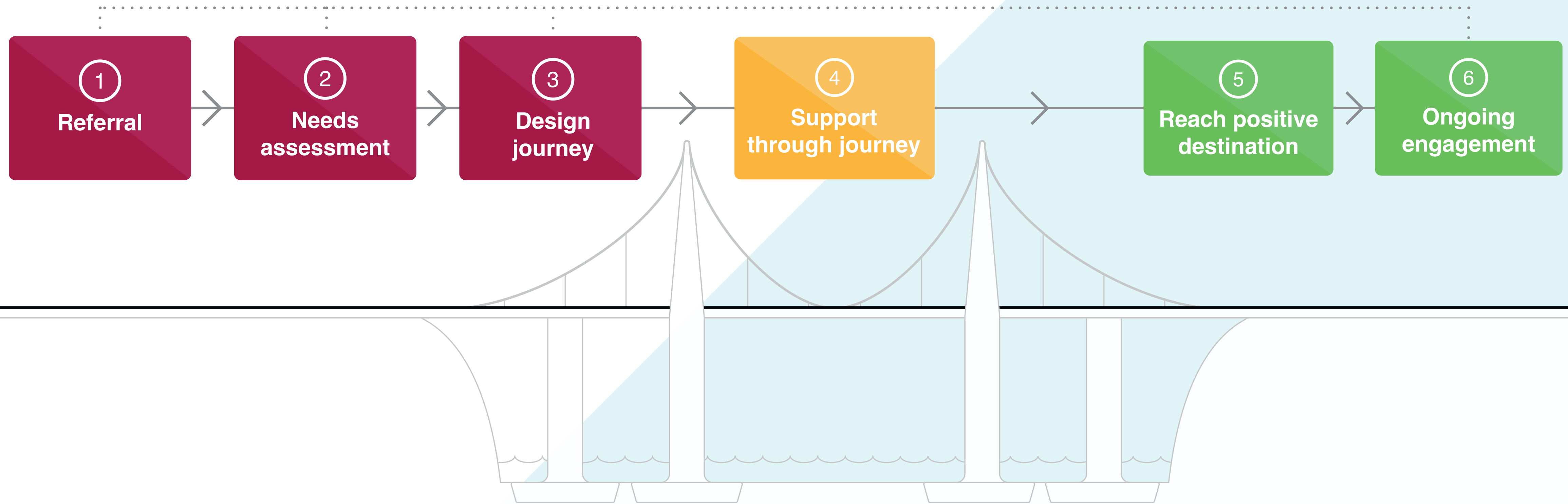
Outcome	Financial measure	Value	Attribution
The therapeutic value of mentoring and support reduces symptoms of anxiety and depression	The cost of treating someone with depression	£2,085	18%
Offender staying out of jail	Cost to 12 week prison sentence	£9,230	40%
Finding accommodation for homeless offender	Cost of sleeping rough for 1 month	£5,032	30%
Helping customer to attain a job	Value to the individual's wellbeing and mental health through employment (HACT methodology)	£5,600	25%
Total social impact		£6,976	

Foundation 4



Holistic customer-journey

Holistic customer journey



Foundations for improved social and fiscal growth

SBU 1

SBU 2

SBU 3

SBU 4

Colleagues first

Technology as enabler

Evidential approach

Holistic customer-journey

Stakeholder engagement

Funders & stakeholders

Short-term males

Low level sex offenders

Young people on the fringes of offending

Mentoring services to reduce offending

Reducing Offending

Early intervention programmes

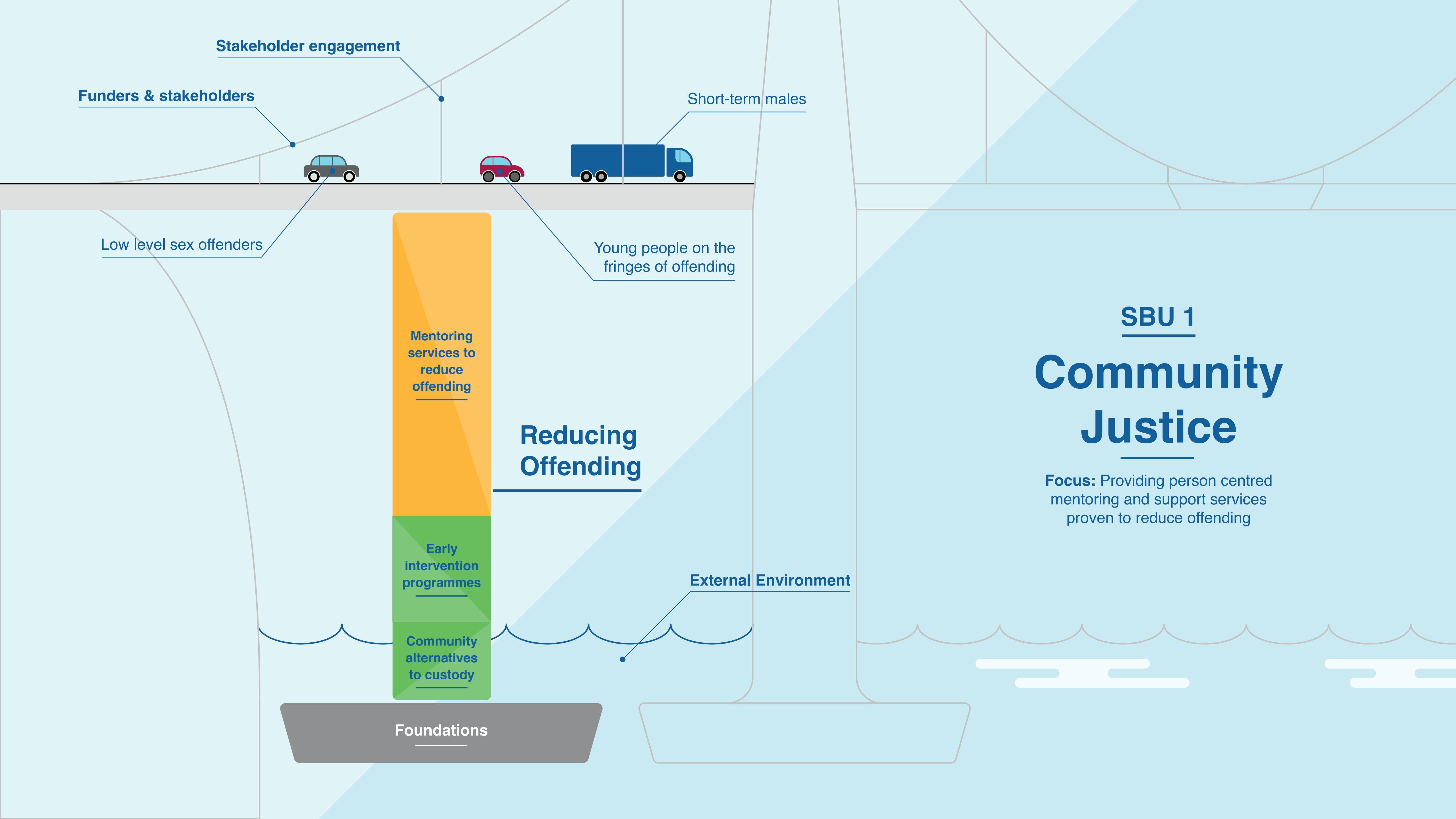
Community alternatives to custody

External Environment

Foundations

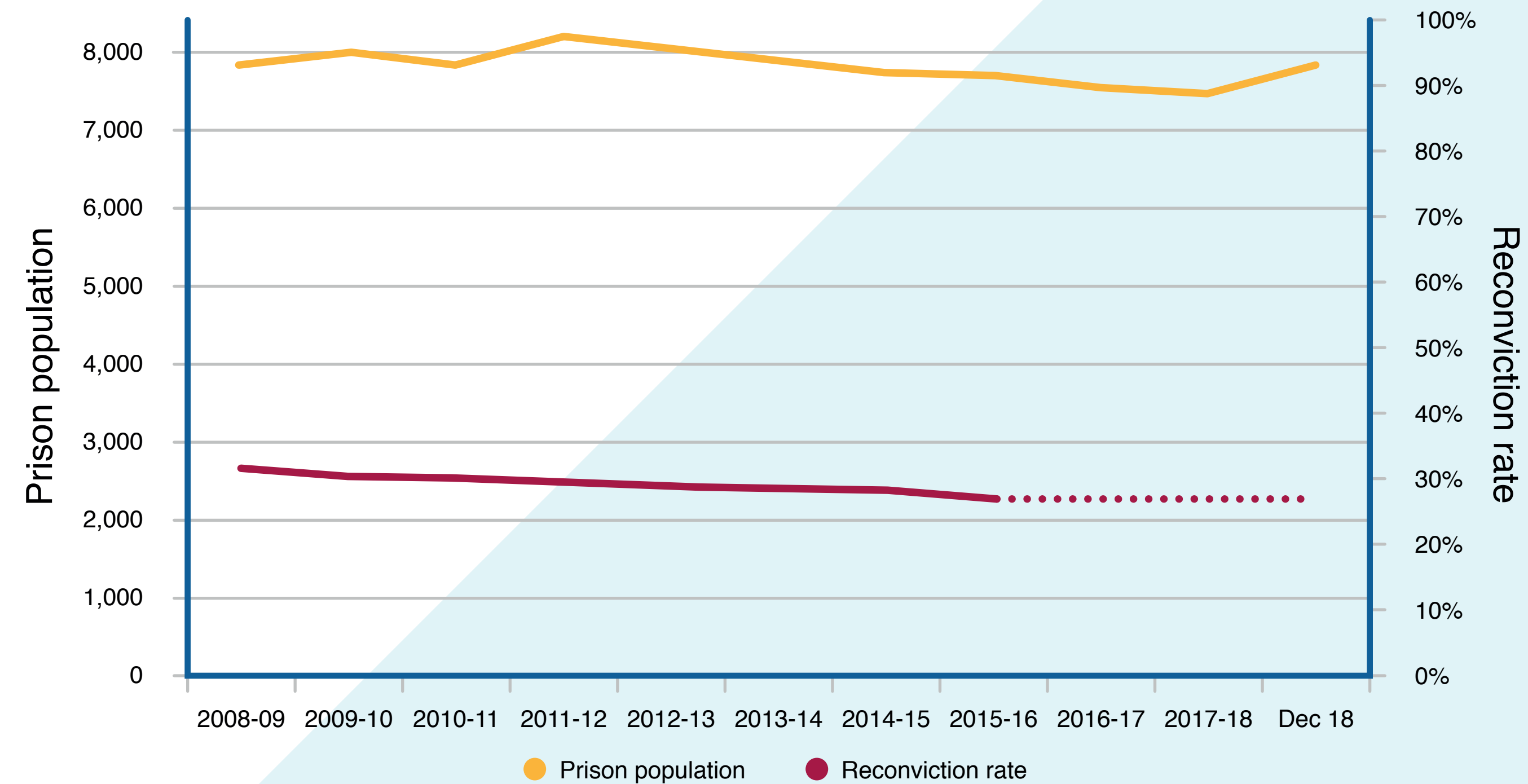
SBU 1 Community Justice

Focus: Providing person centred mentoring and support services proven to reduce offending



Research & external validation

Prison population and reconviction rate broadly similar over a decade



KEY AGENDAS

- Presumption against short term sentences
- National Strategy for Community Justice
- Preventing Offending
- Justice in Scotland
- HMPPS Offender Management in Custody (England)

Stakeholder engagement

Funders & stakeholders

Short-term males



Low level sex offenders

Young people on the fringes of offending

Mentoring services to reduce offending

Reducing Offending

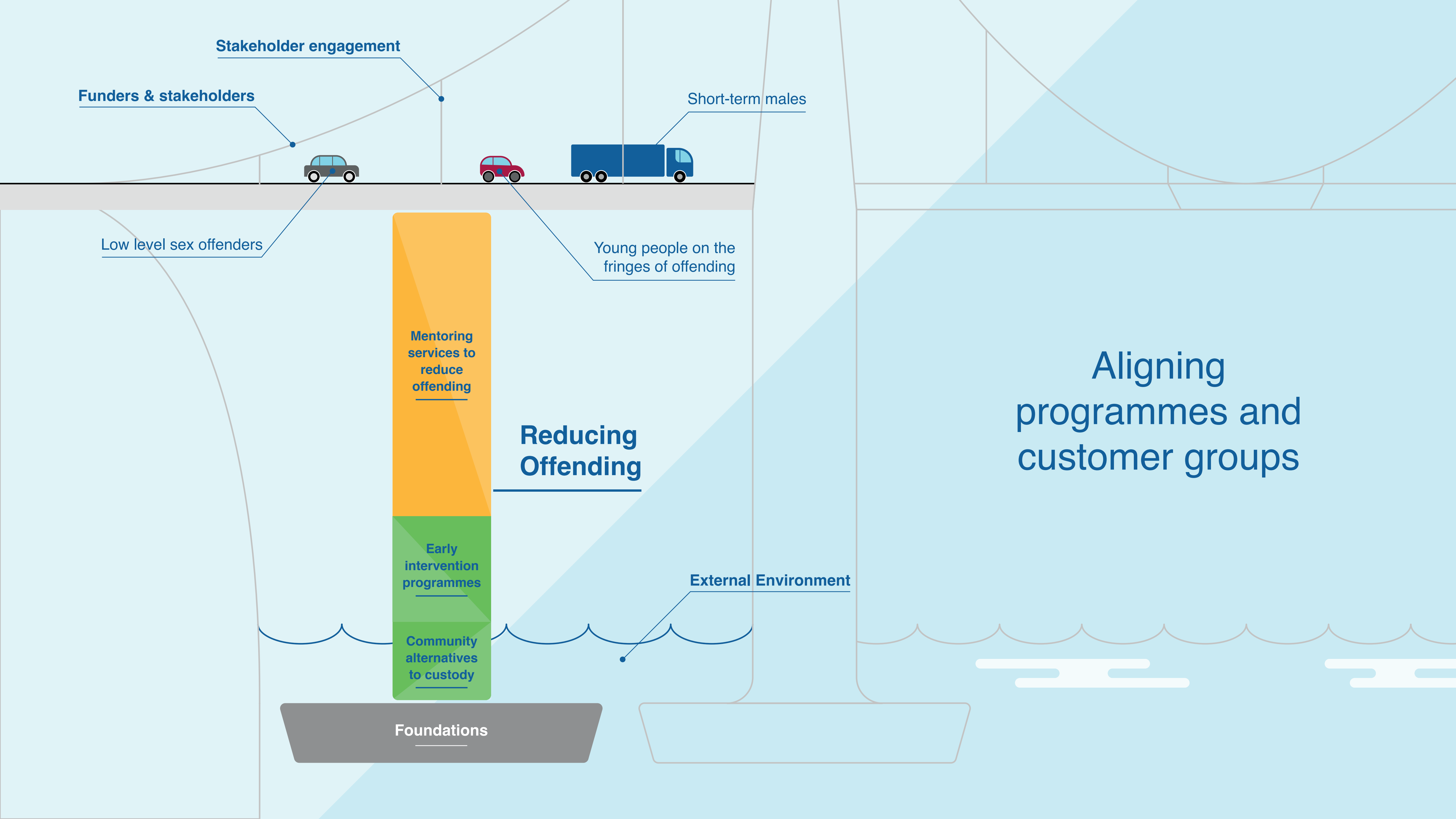
Early intervention programmes

Community alternatives to custody

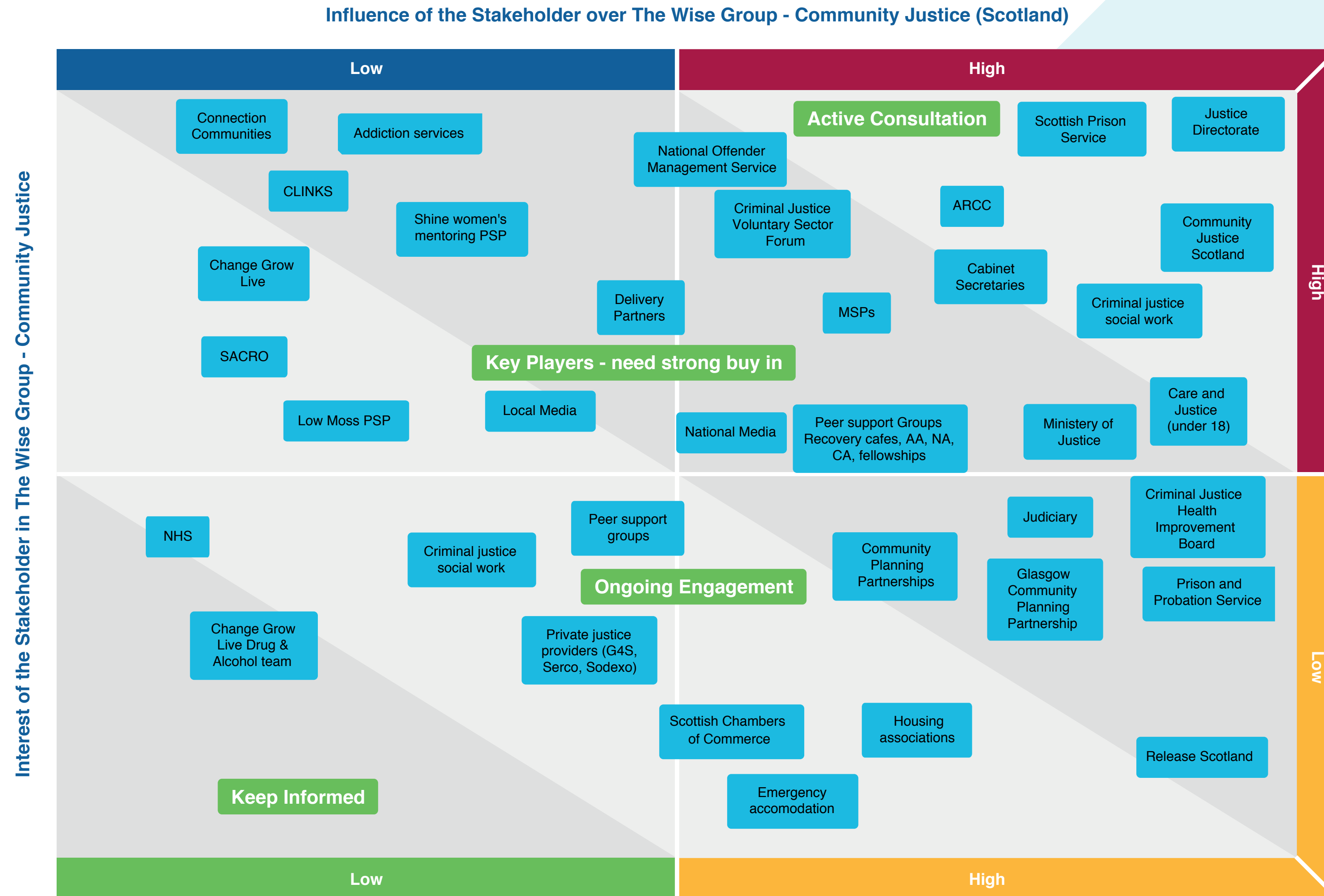
External Environment

Foundations

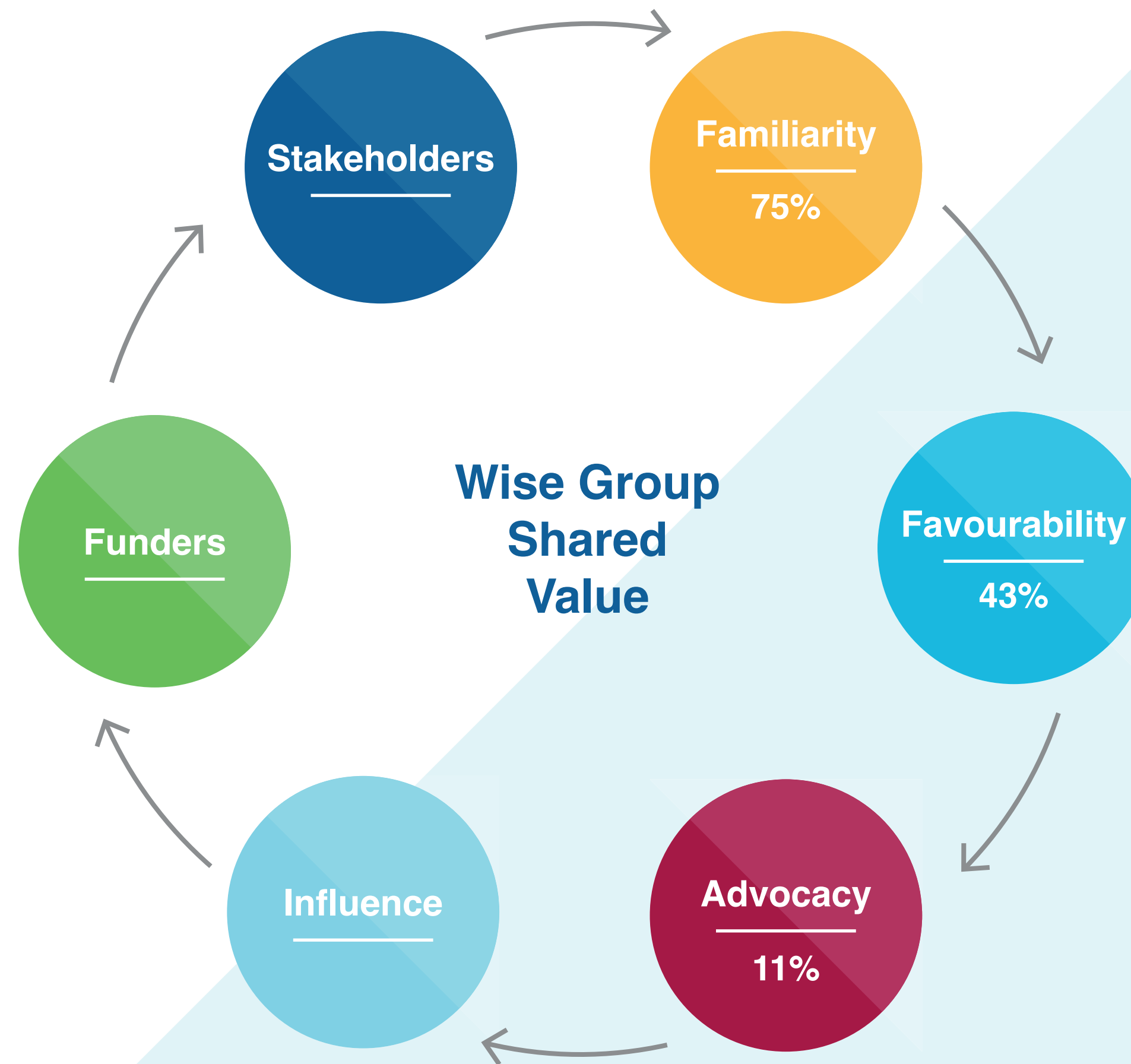
Aligning programmes and customer groups



Current community justice stakeholders map



Growing advocacy in our justice work



KEY MESSAGES

- Our approach is proven to reduce (re)offending
- Mentoring is more cost-effective and socially inclusive than prison
- Mentors have lived experience – underpinning service credibility
- Expert at co-designing innovative services with stakeholders & partners

Stakeholder engagement

Jobseekers with mental health challenges



Jobseekers with convictions

Funders & stakeholders



Economically inactive

16-24 yo NEETs
Not budgeted

Existing employment programmes

Employment for offenders

In-work support / financial inclusion

Pre-employment support

Foundations

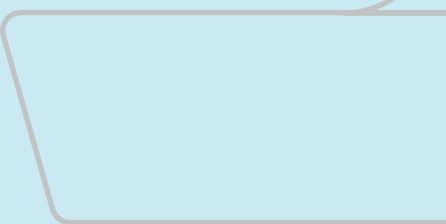
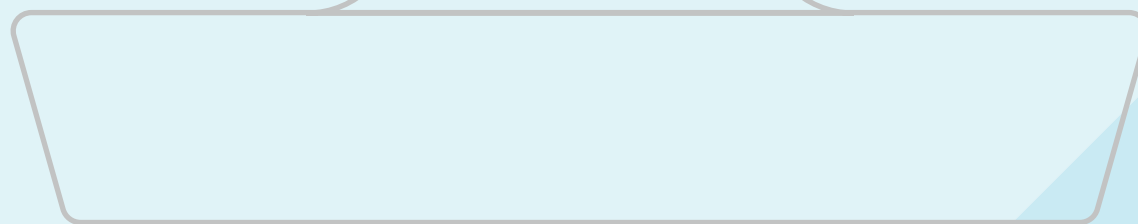
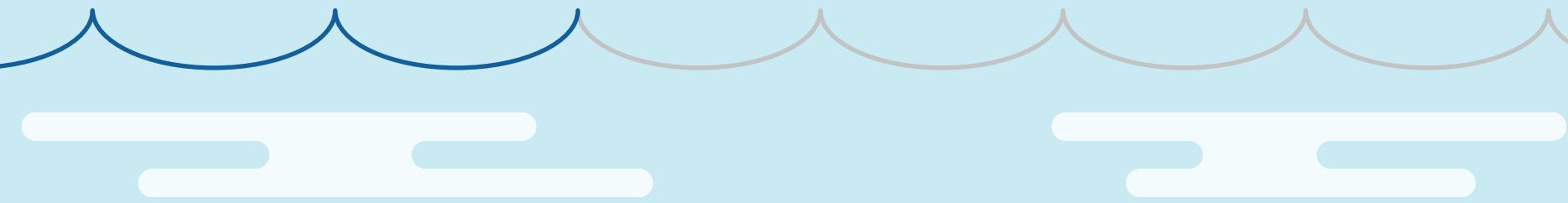
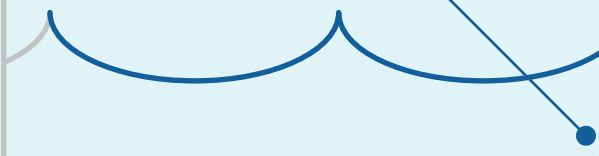
Supporting Sustainable Employment

SBU 2

Employment Support

Focus: Helping people into sustainable employment and reducing in-work poverty

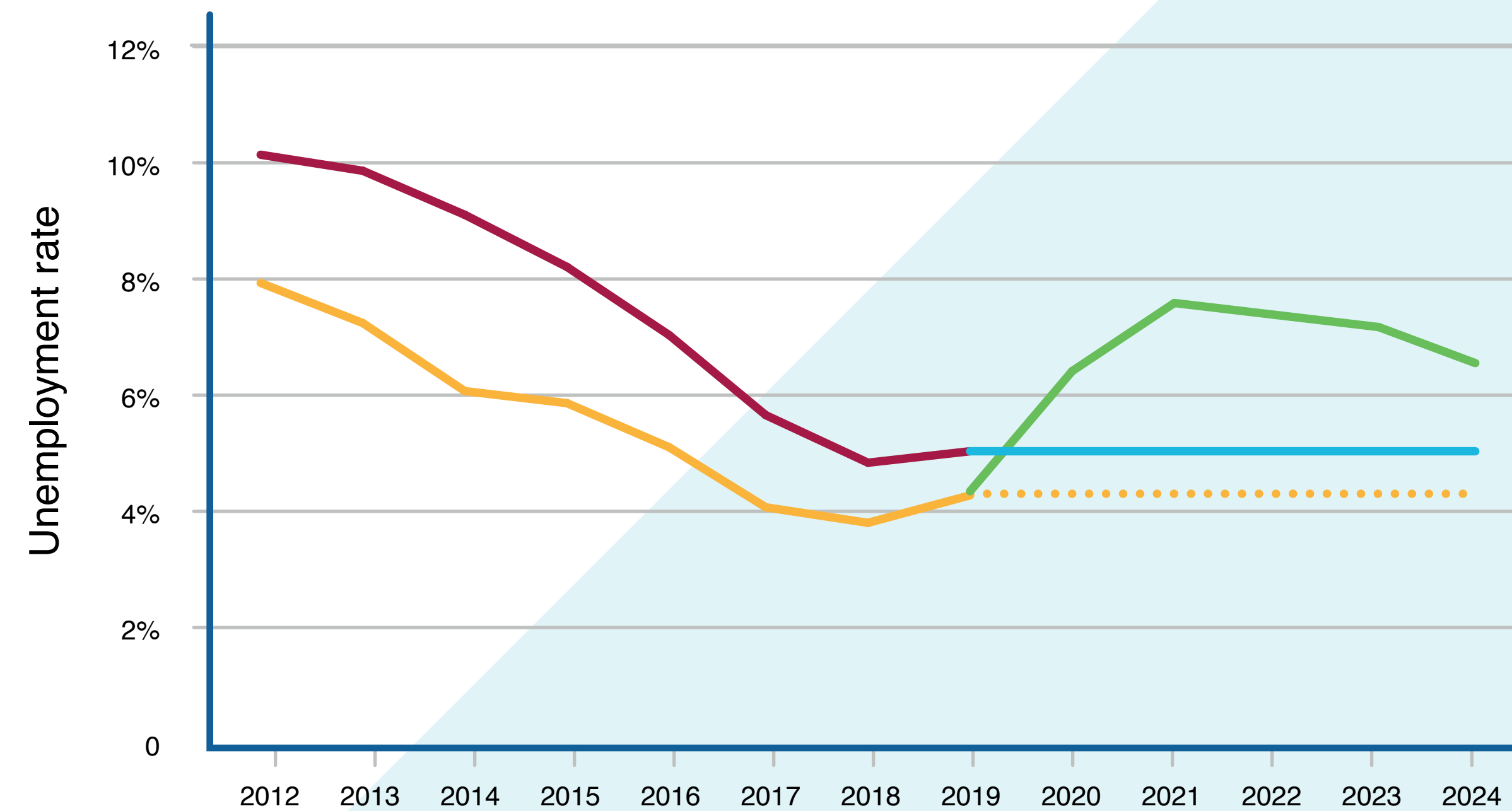
External Environment



Research & external validation

Predicted trends unemployment in Scotland and NEE

- Best Case
- Previous Trend (Scotland)
- Worst Case
- NEE Trend
- NEE Trend (Best case)



KEY AGENDAS

- No-one left behind
- priority customer groups: offenders, care experienced, substance abuse, disabilities, homeless
- Creating a Fairer Scotland
- Getting it right for every child
- Labour market strategy
- Good Work Plan (England)
- Improving Lives (England)

Stakeholder engagement

Jobseekers with mental health challenges



Funders & stakeholders

Economically inactive



Jobseekers with convictions

16-24 yo NEETs

Existing employment programmes

Supporting Sustainable Employment

Employment for offenders

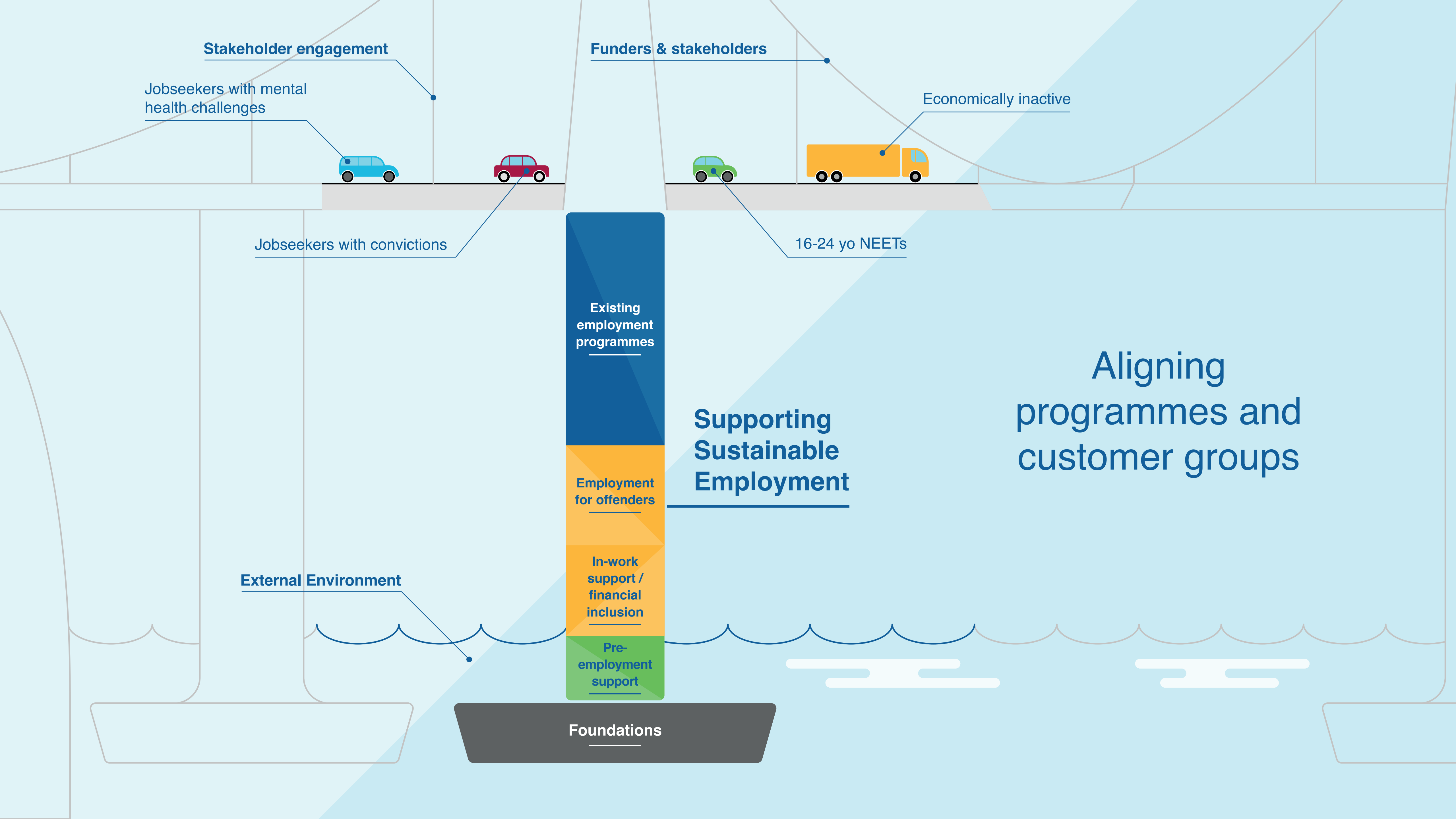
In-work support / financial inclusion

Pre-employment support

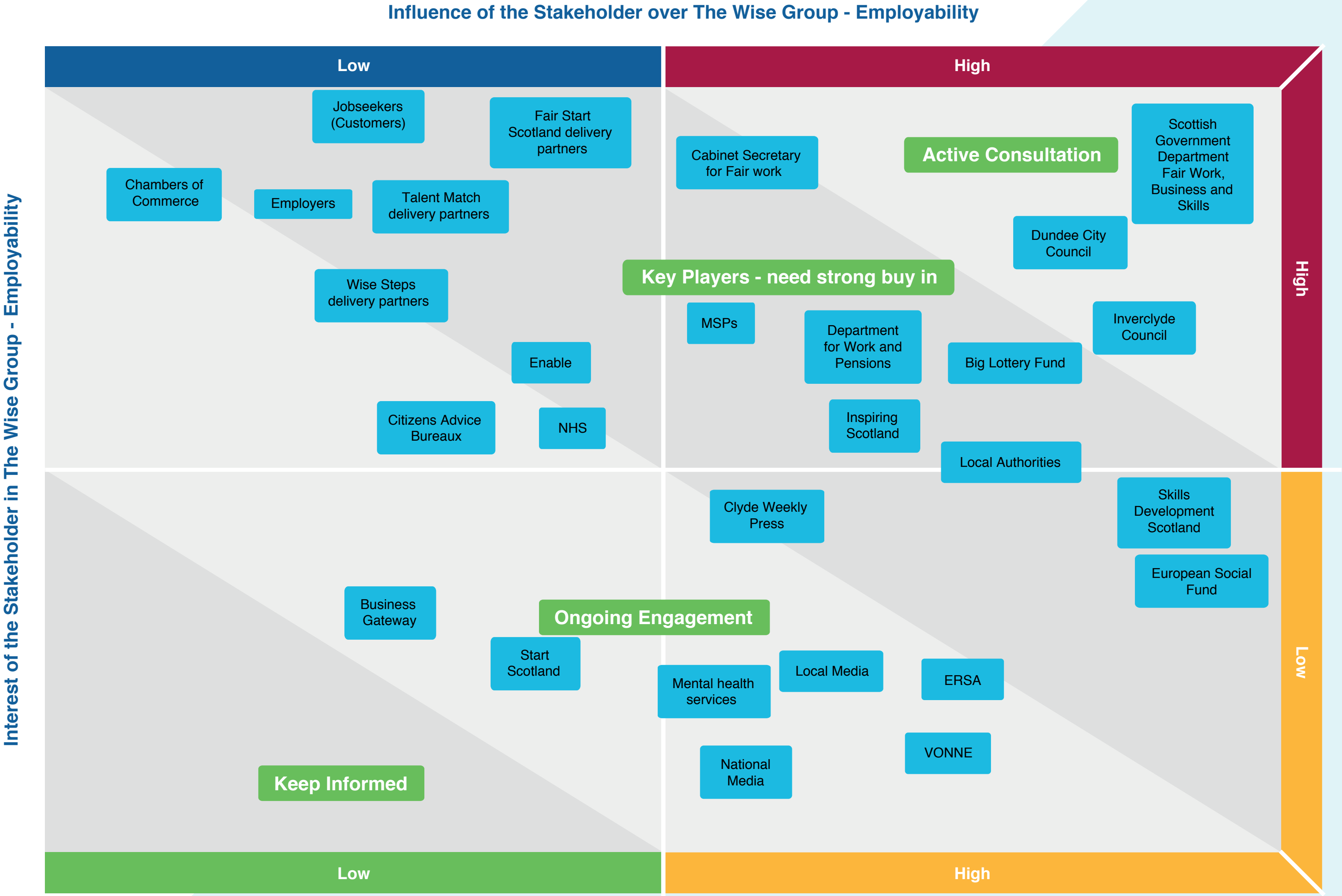
Foundations

External Environment

Aligning programmes and customer groups



Current employment support stakeholders map



Growing advocacy in sustainable employment services



KEY MESSAGES

- Proven track record of supporting the hardest to reach into sustainable employment

- Our programmes address skills gaps and skills shortages, opening new labour markets
- We focus on quality of support, not simply job outcomes

SBU 3 Skills

Focus: Facilitating sustainable career progression by bridging the skills gap

Funders & stakeholders

Stakeholder engagement



50+ recently made redundant

Lacking basic Literacy & Numeracy

Providing Skills Development

Training courses

Hospitality & retail, Energy, Care, IT & digital, Construction

Pre-employment programmes

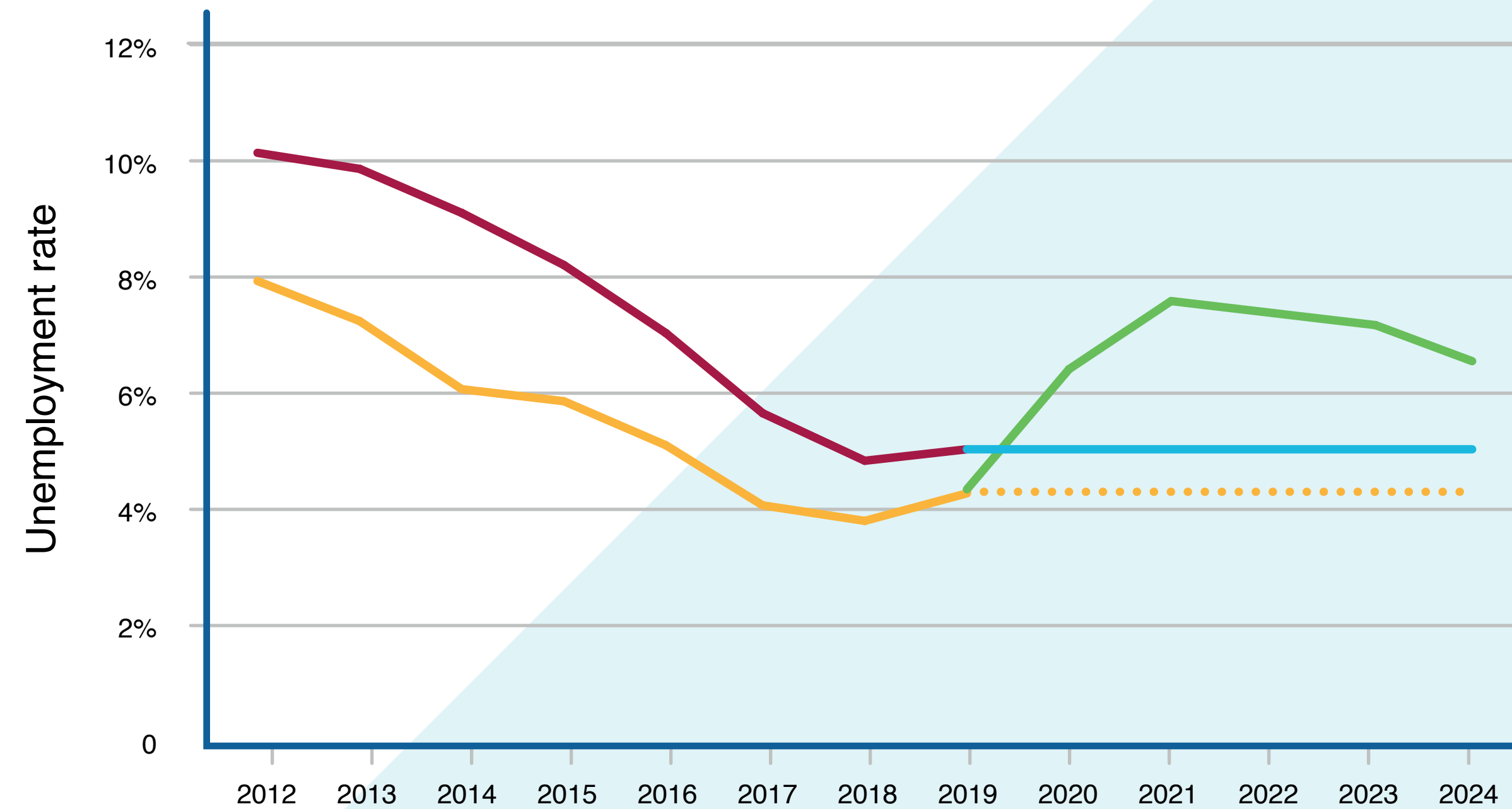
Foundations

External Environment

Research & external validation

Predicted trends unemployment in Scotland and NEE

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- Previous Trend (Scotland)
- Worst Case
- NEE Trend
- NEE Trend (Best case)



Near-full employment, yet 853,000 vacancies are unfilled because of skills gap (ONS).

SECTORS OF FOCUS

Hospitality & retail:

30% of staff are from EU (their future uncertain)

Energy:

Alignment to Scottish Govt energy efficiency agenda - upskilling required to meet fuel poverty targets

Care:

Anticipated 3% annual increase in employment in sector

IT & digital:

Technology skills are as required as literacy and numeracy for sustainable jobs

Construction:

Driven by demand for new housing (300,000 houses required pa in England)

Aligning programmes and customer groups

Funders & stakeholders

Stakeholder engagement



50+ recently made redundant

Lacking basic Literacy & Numeracy

Providing Skills Development

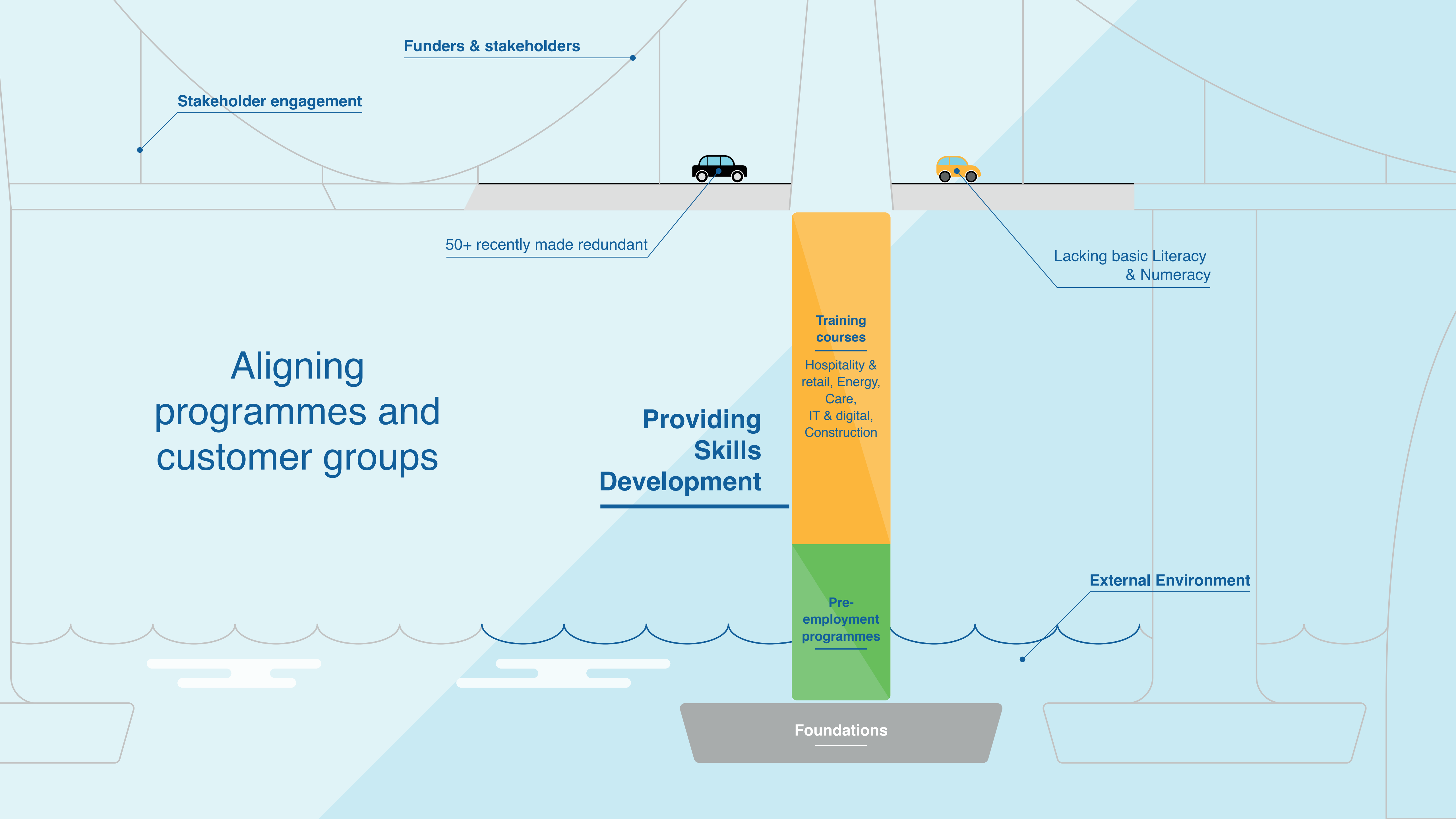
Training courses

Hospitality & retail, Energy, Care, IT & digital, Construction

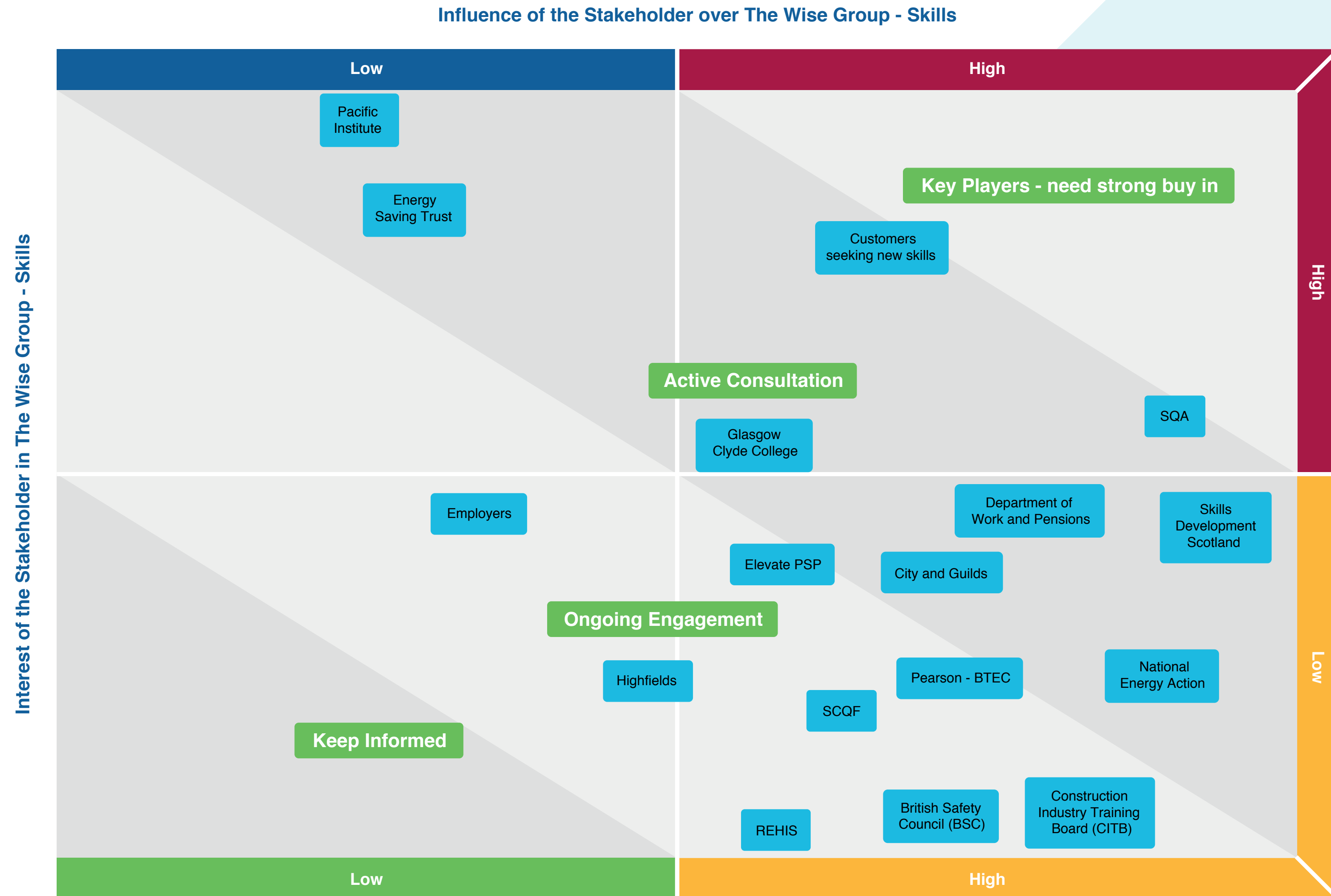
Pre-employment programmes

Foundations

External Environment



Current skills stakeholders map

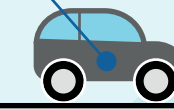


Funders & stakeholders

Stakeholder engagement

Pensioners on low income

Low income households



People with health issues exacerbated by fuel poverty

SBU 4

Energy advice & advocacy

Focus: Providing energy advice and advocacy services that tangibly reduce fuel poverty

Reducing Fuel Poverty

Remote energy advice

In home advice and advocacy services

Energy efficiency project management

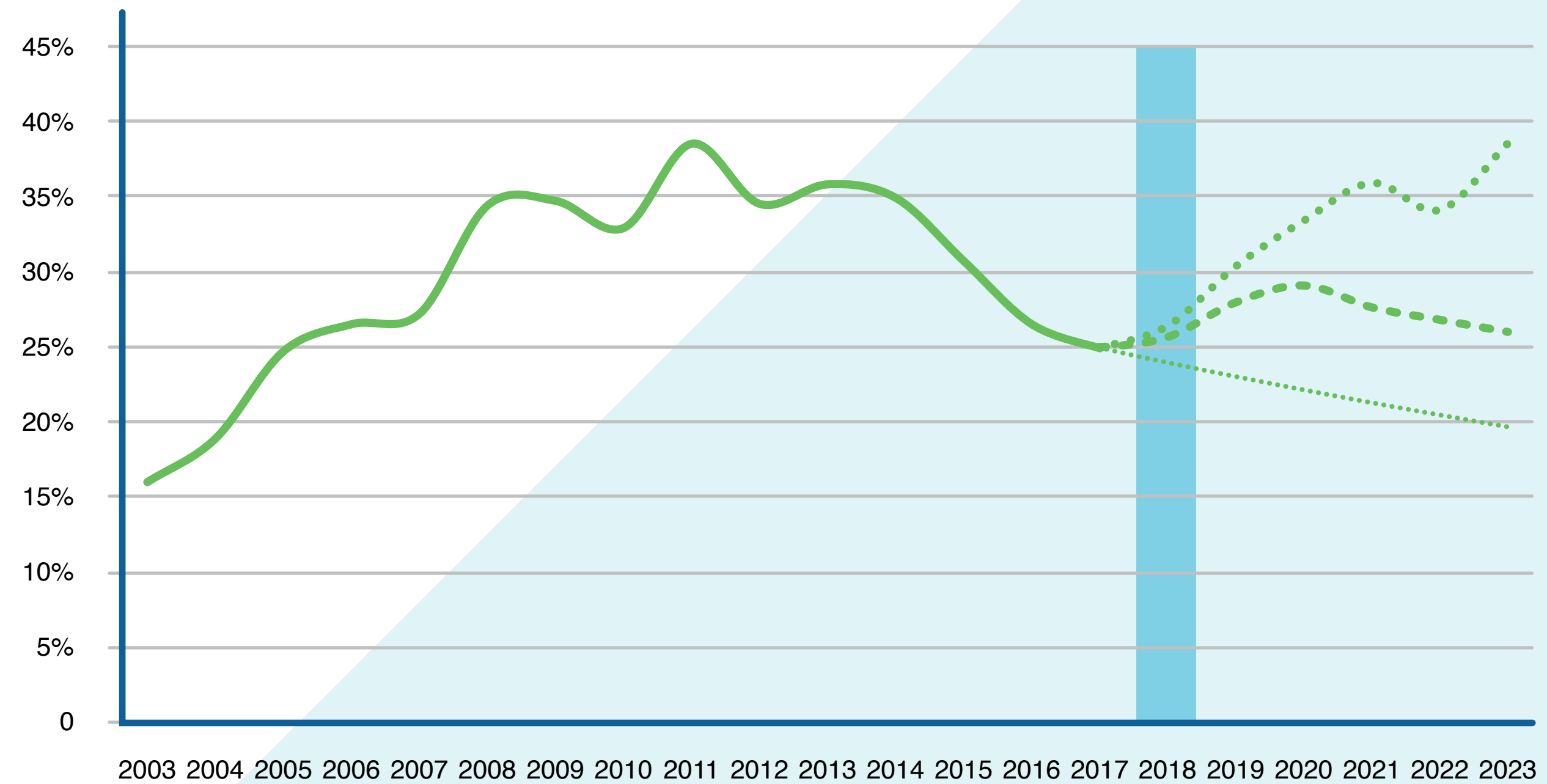
External Environment

Foundations

Research & external validation

Proportion of Scottish Households in Fuel Poverty

- Current Year
- Previous Trend
- Worst Case
- Most Likely
- Best Case



KEY AGENDAS

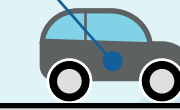
- Energy Efficient Scotland: route map
- Scotland's Sustainable Housing Strategy

Funders & stakeholders

Stakeholder engagement

Pensioners on low income

Low income households



People with health issues exacerbated by fuel poverty

Aligning programmes and customer groups

Reducing Fuel Poverty

Remote energy advice

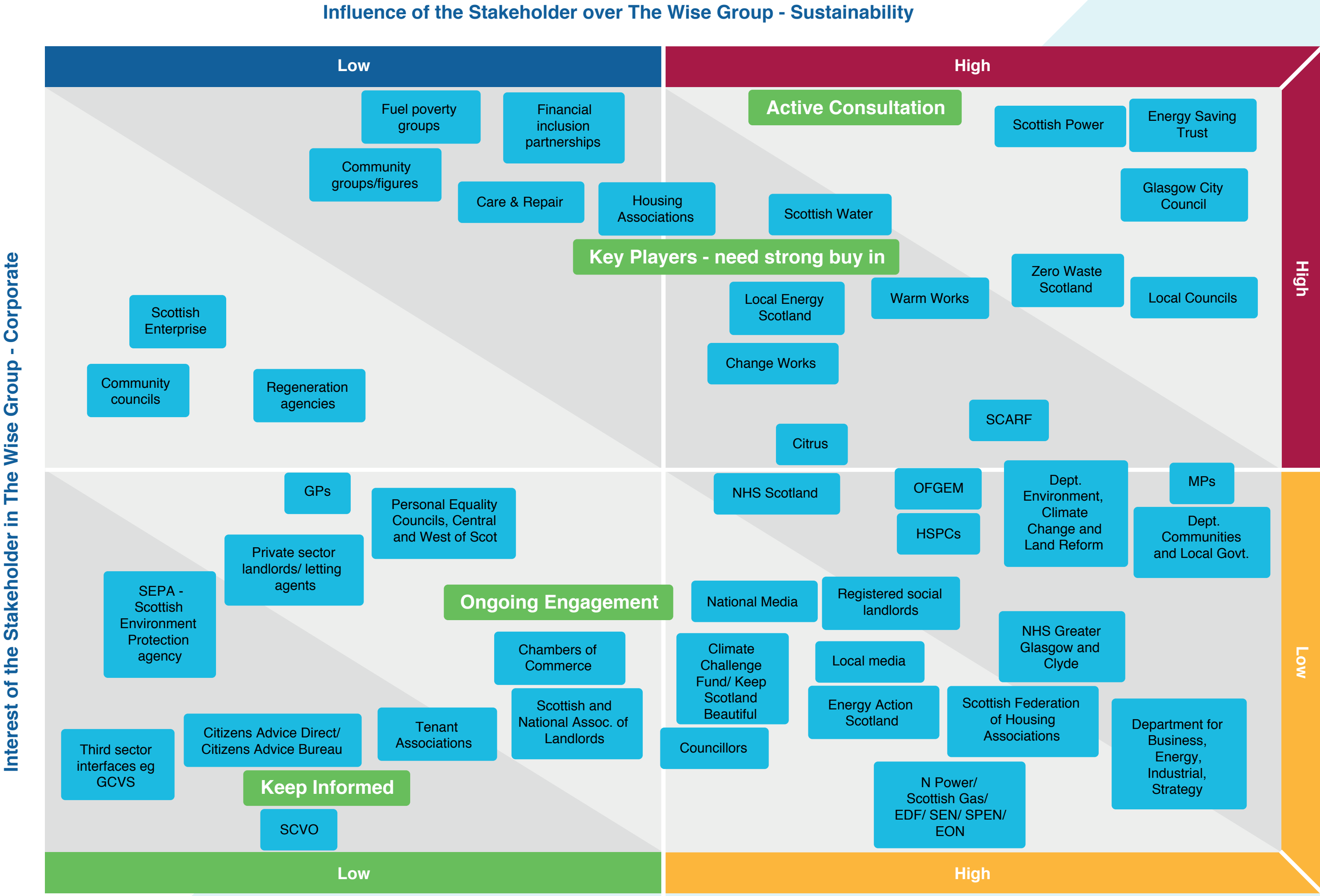
In home advice and advocacy services

Energy efficiency project management

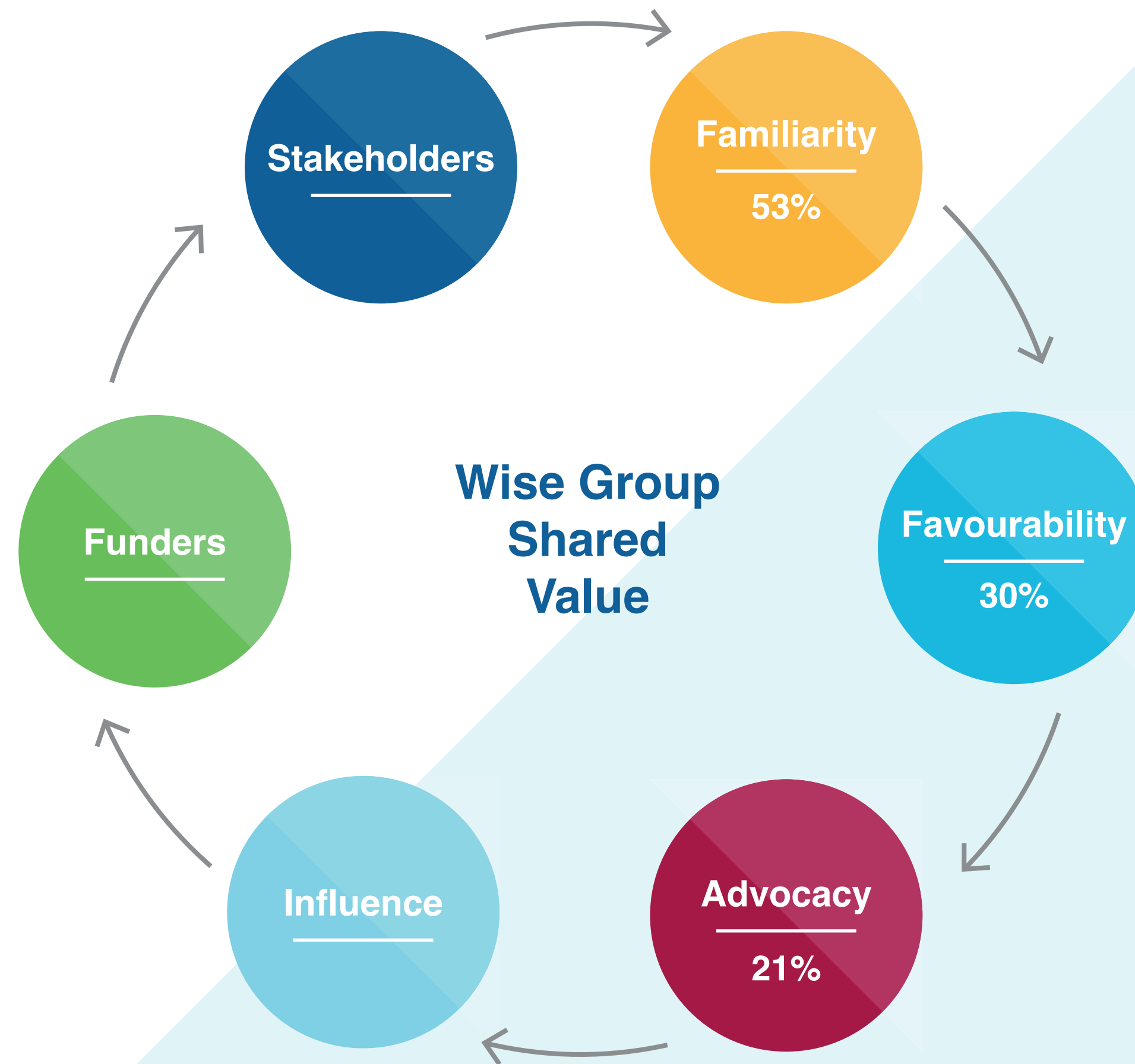
External Environment

Foundations

Current fuel poverty stakeholders map



Growing advocacy in impartial energy services & programmes



KEY MESSAGES

- Expert advice that reduces fuel poverty in households
- Wise Group advice is impactful

- Experienced at managing large scale energy efficiency installation measures

Creating shared value propositions

w i s e g r o u p

Colleagues

A fulfilling workplace that attracts, develops and retains exceptional talent

Customers

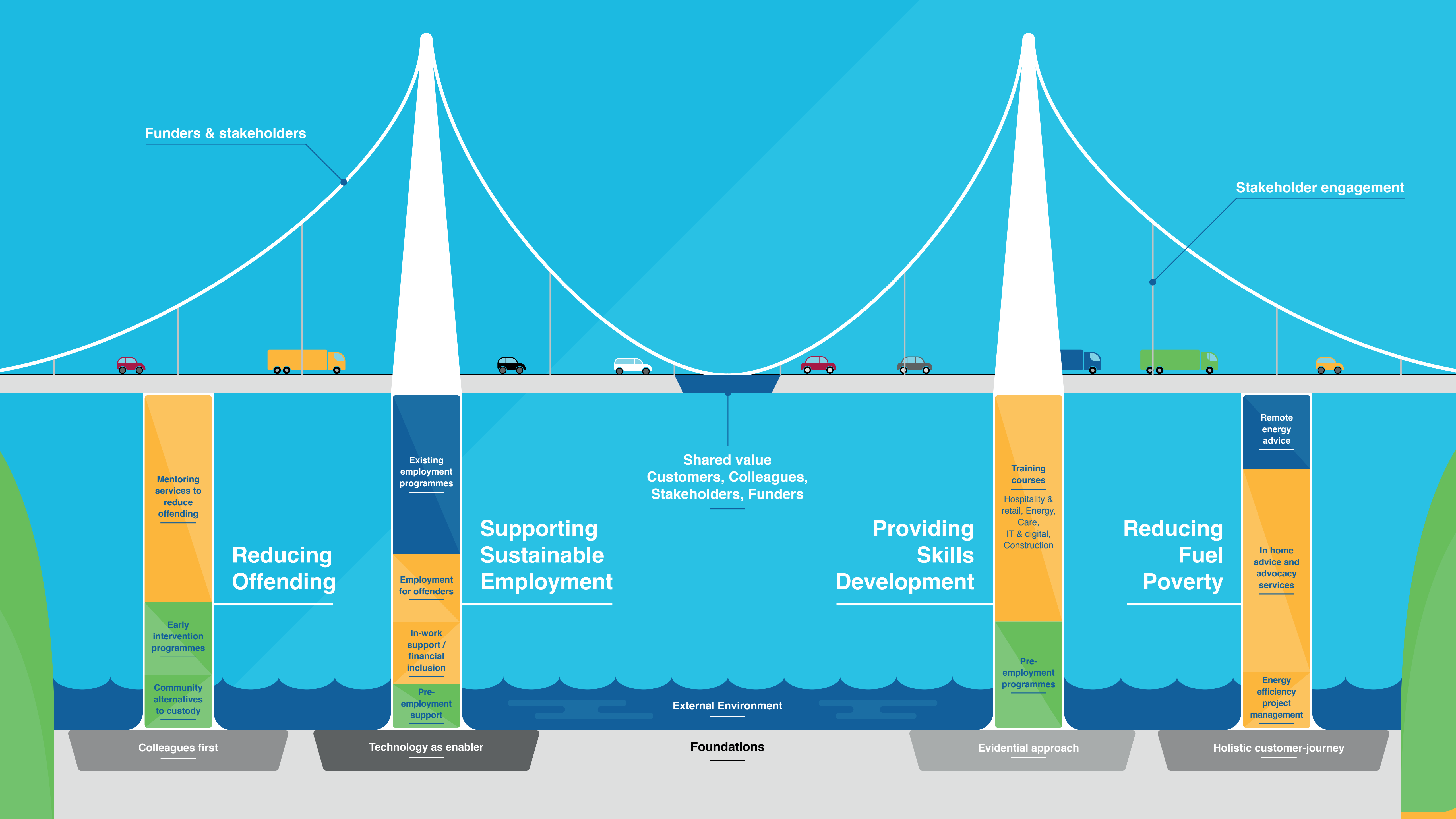
Person-centred support to reach positive destinations
– elastic, always connected support

Stakeholders

A trusted advisor that informs policy and direction
– delivering positive social outcomes

Funders

Partnership approach, demonstrating tangible evidence of social impact



Funders & stakeholders

Stakeholder engagement

Reducing Offending

- Mentoring services to reduce offending
- Early intervention programmes
- Community alternatives to custody

Colleagues first

Supporting Sustainable Employment

- Existing employment programmes
- Employment for offenders
- In-work support / financial inclusion
- Pre-employment support

Technology as enabler

Shared value
Customers, Colleagues,
Stakeholders, Funders

External Environment

Foundations

Providing Skills Development

- Training courses
Hospitality & retail, Energy, Care, IT & digital, Construction
- Pre-employment programmes

Evidential approach

Reducing Fuel Poverty

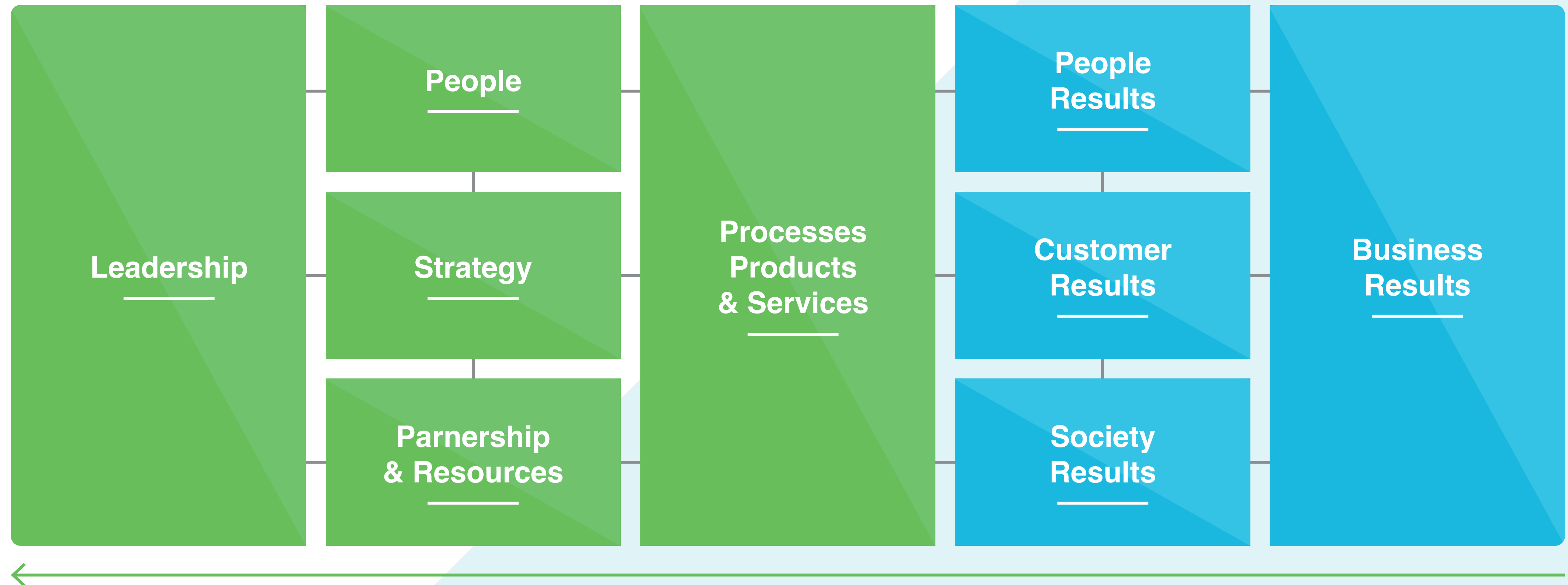
- Remote energy advice
- In home advice and advocacy services
- Energy efficiency project management

Holistic customer-journey

Measuring success using EFQM

Enablers

Results



Learning, Creativity & Innovation

Enablers of strategic transformation

Leadership

- Matrix structure
- Flattened organisational structure
- Business unit structure

People

- Learning & development
- Organisational redesign
- Managing displacement
- Equality impact assessment

Strategy

- 5 year strategy, incorporating SBUs
- People strategy
- IT transformation
- Risk management
- Stakeholder engagement

Partnership & Resources

- Social impact evaluation framework
- Employer engagement strategy
- Public affairs, research & stakeholder engagement

Processes, Products & Services

- Seed capital to trial new services
- Holistic customer journey
- Ongoing customer engagement and alumni network
- Aligning programmes with customer groups

Thank you

