

# OUR GOLDEN THREADS

Underpinning what we do are three essential workstreams. These support and improve all our work across Bevan, whether clinical or administrative, operational or core teams. There will be clear plans against each thread to show how they drive our work and are embedded in all we do:

**WE'LL PRIORITISE EQUALITY, DIVERSITY AND INCLUSION (EDI)** ensuring this is central to the way we work at Bevan, something that is always considered and reflected across all our areas of work. EDI is not any one person's responsibility: it belongs to us all and it is essential that we measure our progress to show its huge benefits to our people, our work and our culture.

**WE'LL STRENGTHEN MARKETING AND COMMUNICATIONS** recognising that how we present ourselves has never been more vital to our success. The importance of how we communicate, both internally and externally cuts across all three pillars. We will focus on how we maximise tools such as our website, marketing collateral and social media to communicate and raise awareness. The voices of people who use our services are key to this work and this will be a major focus.

**WE'LL HARNESS TECHNOLOGY** using its many tools to help us work more effectively, efficiently and productively. Alongside this we're committed to ensuring digital inclusion for everyone we support, allowing the many benefits of technology to be accessible to all.

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## WHAT'S THE PLAN?

Our annual business plan will set out the detail of what, who, how and where things need to happen to achieve our Blueprint. We have developed clear measures of success that will show us how we are doing.

At the end of every year we'll carry out an annual review, ensuring our strategic ambitions remain clear, relevant and realistic for the people we support, the communities we serve, our colleagues, volunteers, commissioners and partners.



## THE WORLD WE'RE WORKING IN...

The health and care environment is going through a really challenging time and the pressures on voluntary, community and social enterprise sector organisations are many. We face unprecedented financial and societal challenges, alongside the pressures of working to support people who are the most marginalised in our society.

We must do things differently if we want to be a sustainable, thriving organisation offering our unique Inclusion Health and wellbeing services to those that need them most.

## LOOKING FORWARD

There are many challenges to meet but there are always opportunities for responsive, realistic and 'can-do' organisations like Bevan. We believe that by **adapting and seeking out new funding streams and service developments**, we will move into a new and exciting era. We are calling this '**core and more**' - recognising the importance of what we already do (core) and what we want to do to complement this support (more).

We see an opportunity to **be a leader in service innovation through revolutionising how Primary Care is delivered**. We have started this work through the Bevan 'Next Chapter' project, focusing on transforming our key services.

Alongside this we want to be able to **evidence our impact across all areas of our work** and show the real difference our services, approach and ethos makes for those who need them most.

Strategic partnerships are central to the Blueprint. We will work collaboratively to maximise our impact and look to work with like-minded organisations to innovate, increase effectiveness and to share resources, expertise and ambitions.

[wearebevan.co.uk](http://wearebevan.co.uk)

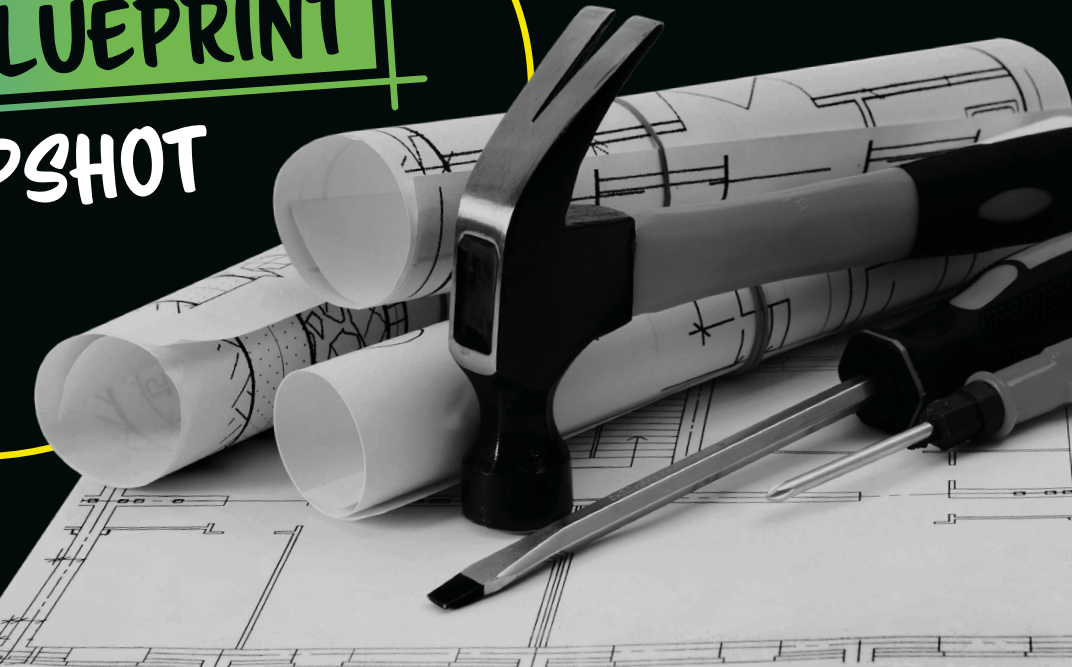
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# OUR STRATEGY 2025-2028

BEVAN BLUEPRINT

SNAPSHOT



  
**Bevan**



# WELCOME

**WE ARE BEVAN AND THIS IS OUR BEVAN BLUEPRINT, OUR STRATEGY THAT SETS OUT OUR FUTURE DIRECTION FOR THE NEXT THREE YEARS, FROM 2025 TO 2028.**

It builds on the successes of our previous strategic plans and takes us closer to our longer term goals and vision. This Blueprint will help guide our people towards a set of strategic ambitions in a way that's both planned, and purposeful.

## WHAT DO WE DO? (OUR MISSION)

To change the lives of individuals, families and communities who are the most excluded by removing barriers to get the support they need to live full lives.

## WHERE ARE WE GOING? (OUR VISION)

**Health, Hope & Humanity for all.** We look to a future where everyone can access health and wellbeing support at any time, with respect, dignity and free from discrimination.

## HOW DO WE DO THINGS? (OUR VALUES)

Our values are: **Compassion, Innovation, Empowerment, Courage, Collaboration.**

We aspire to live these every day, whatever role we hold at Bevan, by doing things the Bevan Way.

**THIS WAY**



## BEVAN BLUEPRINT

# WHY WE NEED IT AND HOW WE GOT HERE

Our Blueprint is vital in giving our strategic ambitions direction and purpose. It gives us a clear plan along the way, underpinned by our values. The pillars and content within the Blueprint have been developed through months of listening, collaboration and connecting with stakeholders, both internal and external. This has included colleagues, volunteers and the people we support as well as commissioners, partners and peers.

## OUR 3 STRATEGY PILLARS

The Blueprint is structured around three key pillars which are all connected and underpinned by our values. These are accompanied by three golden threads, all topics which cross over with our pillars and keep them as impactful as possible.

# BRILLIANT PEOPLE

This pillar focuses on Bevan's people – our colleagues, volunteers and the people we support. We want to be a great, 'colleague owned' place to work, with lived experience embedded throughout our teams and diverse and representative voices at our heart.

### WE'LL ACHIEVE THIS THROUGH THE FOLLOWING:

- Complete a portfolio and organisational structure review to be carried out by CEO.
- Identify a suitable workplace accreditation system to evidence, benchmark and validate Bevan as an employer of choice.
- Develop an organisational leadership empowerment & development programme.
- Consider our employability offer and how we maximise this.
- Establish clarity on our 'Bevan Way' to support culture development.
- Setup a 'colleague ownership' working group.
- Build an equality diversity and inclusion plan and reboot our network.
- Ensure every service at Bevan has a volunteering programme supporting it.
- Relaunch 'Bevan Voices' as the vehicle to collect the stories of people we support through our impact work programme.



# STRONG EXCELLENCE

This pillar is all about being the best Inclusion Health organisation we can be, delivering great services, of the highest quality to the people and communities we support.

### WE'LL ACHIEVE THIS THROUGH THE FOLLOWING:

- Consolidation of existing services; every service will have a clear plan of delivery and an outline of the growth opportunities. This will be linked to organisation structure and portfolio review.
- Commission an external, independent review of our internal governance systems and ensure agreed recommendations are implemented at pace.
- Refresh the Bevan 'Next Chapter' ambition into a clear three-year transformation workstream.
- Readiness for CQC work will be completed in Year 1.
- Approach to organisational data & impact will be developed in Year 1, including identifying where investment may be required.
- Review our relationship management approach, create an organisational stakeholder map and create an organisational approach to relationship and contract management.
- Raising Bevan's profile through a clear approach that results in increased visible leadership at place, regional and national level platforms.



# GOOD GROWTH

This pillar supports our strategic ambition around organisational growth, in its broadest sense. We are committed to good growth: growth that is sustainable, in line with our values and that will help us deliver our mission and help us work towards our vision.

### WE'LL ACHIEVE THIS THROUGH THE FOLLOWING:

- Develop our commercial services.
- Build clear workstreams to explore moving into children and young people's direct delivery and supported housing opportunities.
- Create a Board led strategic partnership plan to support longer term growth.
- Taking a planned and strategic approach to growth opportunities.
- Outlining a clear and targeted fundraising strategy for Bevan.

