

STRATEGIC PLAN 2022-2027

Baseline: setting our organisational strategic direction for the next five years.





A MESSAGE FROM OUR DIRECTORS

It is with pleasure and excitement that we share with you our five year strategic plan, spanning 2022 - 2027.

Over the last couple of years (2020 and 2021) we were forced to scale back our team and ambitions due to the operational constraints associated with COVID. During this time, our strategic plan could've been easily written on a post-it note that read "keep the doors open and the lights on".

Heading into the back end of 2021 we have been fortunate enough to have exceeded our expectations, delivering on meaningful projects, achieving financial sustainability, scaling up our team and having the opportunity to answer the question 'where do we see ourselves as an organisation in the next five years?'

At a high level, that question is partly answered through our commitment to achieving our vision of "a more impactful social purpose sector' which

in-turn will generate better outcomes for people who need support the most. Our vision won't change over the next five years.

Organisationally, we have our sights set on becoming a market leader in the work that we do whilst providing a positive and meaningful workplace for our team to thrive.

Our 2022 - 2027 strategic plan focuses on building our capability, shaping our culture and growing our contribution.

We hope that our strategic plan provides our team and client partners with a firm indication of where we are heading and how we'll get there.

We are incredibly optimistic about our future and we look forward to reporting against the activities outlined in this plan into the future.

Mitchell Stalker & Elliot Parkinson.
Beacon Strategies Directors



VISION

A more impactful social purpose sector

We define the 'social purpose' sector as any organisation that has the primary aim of creating a better world. For us, this generally means Primary Health Networks, Not-for-profits, Local Health Networks and State and Local Governments. When we support these organisations to be better, they are better for the people they serve.

MISSION

Supporting organisations to plan, design, implement and evaluate their work

We contribute to achieving our vision through supporting our partner organisations with a diverse range of services, including:

- Health planning - understand the health and social needs of communities and develop system-level responses
- Organisational strategy - define an organisation's vision, mission and values and develop activities to support strategy execution
- Service design - collaboratively design programs and services that respond to the needs and expectations of local communities.
- Evaluation and review - understand the impact of an organisation's programs and services with the view to strengthen implementation
- Implementation support - project management, governance support and leading organisational change to help 'make it stick'.

VALUES

Respectful

Trusted and respectful relationships are foundational to collaboration, having difficult, courageous conversations and ultimately delivering impact.

Transparent

In all that we do we are transparent and hold ourselves to account for our organisation, team, clients, funders, communities and world.

Informed

We take the time to educate ourselves about how we build our organisation, deliver our work and provide advice and recommendations to our clients

ORGANISATIONAL DIRECTION

Where are we heading?

In 2027, we'll be a boutique health and social services consulting organisation who are experts and market leaders in the work that we do. We'll genuinely partner with our clients to contribute to our vision of "a more impactful social purpose sector" while providing a positive work environment that our team loves.

FOCUS AREAS

How will we get there?

BUILDING OUR **CAPABILITY**

Action 1.1: Invest in our team so they are high-performing, autonomous and deliver exceptional outcomes for our client partners.

Action 1.2: Invest in our processes so they are robust and repeatable.

Action 1.3: Invest in our operating system so that our work is supported by sector-leading approaches and thinking.

SHAPING OUR **CULTURE**

Action 2.1: Live our vision, mission and values so everything we do aligns with our 'north star'.

Action 2.2: Embrace and deeply embed our organisational code so our daily actions map to our vision and values.

Action 2.3: Create opportunities to enjoy each other's company so that our team is connected, energised and happy.

MAKING OUR **CONTRIBUTION**

Action 3.1: Build a community of clever, like-minded and vision-aligned people to support each other to make a difference.

Action 3.2: Meaningfully share our work with our predominant target markets so that we leverage our work to drive sector change.

Action 3.3: Engage meaningfully in growth markets and service offerings to diversify our client base and deliver impact in new settings.