

100  
Ideas to  
Change  
Wales

**Our Strategic Plan**

**2015/16 - 2017/18**

**Our strategic plan sets out our agenda until 2018. We are aiming to generate 100 new ideas to change Wales into a fairer, sustainable and more just society. We outline our key projects for the year ahead, and identify how we will address the issues facing Wales by 2020.**

## **Where we're coming from**

Over the last ten years, the Bevan Foundation has made a significant contribution to public awareness and policy in Wales, through producing evidence, encouraging debate and generating ideas for action. To name just a few of our successes, we've put the changes to welfare benefits on the policy and political agenda, we've shaped thinking, strategy and action on poverty, and we've helped determine public policy priorities on equality, especially in respect of gender, age and disability.

However, our very modest expenditure has long exceeded our income from membership subscriptions, donations and grants, with the gap being filled by working, on a commercial basis, with a wide range of partners and clients. This model has worked reasonably well, but it is now time to change to a more sustainable approach.

## **Where we're going**

In the next three years we want to set the Welsh policy agenda, framing the debate about how to improve people's lives after the longest and deepest recession in recent history. The established ways of tackling social and economic problems are increasingly ineffective yet there is no route map for the way ahead. Our work will be unique in Wales as we look forward to 2020 and seek long-term solutions to problems in post-recession Wales.

Our ambition is to generate 100 new ideas to change Wales and improve people's lives by 2018. We will do this through:

- robust evidence, including the experiences of people affected by the problems in question;
- informed exchange of knowledge and experience;

- innovative ideas for changes in legislation, finance, policy and practice;
- effective influencing of the public, private and third sectors.

### The year ahead

Our key projects in 2015/16 will be:

- **Ahead of the curve - Wales 2020:** the outlook for the economy, social change and the environment is uncertain. What might Wales be like in 2020? And how should we respond to achieve a better future?
- **Making the most of the Wales Act 2014:** how can the Act's provisions in respect of taxation achieve positive social, economic and environmental outcomes?
- **Devolving Benefits:** which if any social security benefits should be devolved to Wales to get a better 'fit' with people's needs? What are the risks?

We will continue our work with the Joseph Rowntree Foundation, including producing an anti-poverty strategy for Wales, the Bevan Prize for Health and Wellbeing, and our on-going work with other partners.

### In three years' time

We will aim to deliver three major work streams to address the issues facing Wales by 2020, focusing on:

- a fair economy that creates decent work for all
- a caring, just society without poverty or inequality
- a sustainable, low-carbon environment

### How we get there

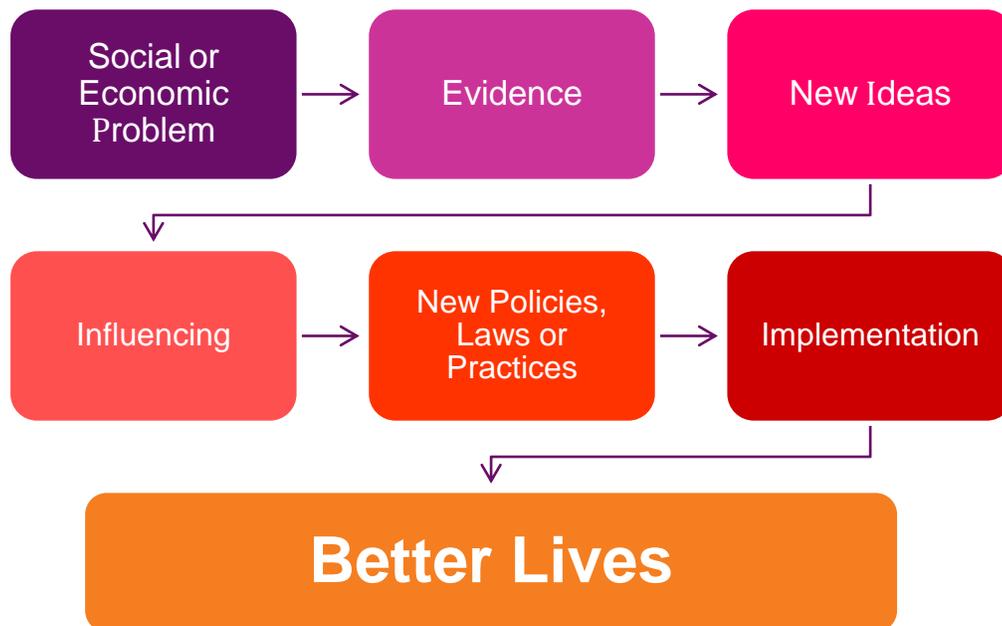
The Bevan Foundation needs to grow to deliver this programme. We need to grow our staff, from less than two full-time equivalents; our income, especially from sustainable sources; and our impact, across the public, private and third sectors.

We have had to take some tough decisions to enable us to make these changes. In 2015/16 our priority will be securing sustainable funding along with delivering a forward-looking work programme. We will use our reserves to balance our books while we do so, recognising that this is a 'make or break' strategy. By 2016/17 at the latest, we will

be able to start at least one of our longer-term work streams.

We have also put in place policies and procedures to support these changes:

- we have reaffirmed our independence and political neutrality, with a comprehensive public statement;
- we have refreshed our website to make it easier to navigate and comment;
- we do what we believe, through our equality, diversity and environmental policies.



## Working together

We cannot do this alone. We need the active involvement and support of people and organisations across Wales, from all walks of life.

Here's what you can do:

- **Fund us** - Contributions to one of our key projects would be very welcome. You could help with project costs, sponsor a seminar or publication, or provide pro bono help whether it's an expert in the subject, an event manager or IT support. Please contact us to explore the opportunities or make a donation via [www.bevanfoundation.org](http://www.bevanfoundation.org).

- **Join us** - Our members help to achieve a better future for Wales by contributing their ideas and experiences and also get great resources – for just £3 a month for individuals and £21.25 a month for organisations the benefits far exceed the costs. Find out more and join at [www.bevanfoundation.org/memberships](http://www.bevanfoundation.org/memberships).
- **Share ideas** - Spread the word about our good ideas – join our 5,000 Twitter followers by finding [@bevanfoundation](https://twitter.com/bevanfoundation) and like us on Facebook along with 1,000 others at [facebook.com/bevanfoundation](https://facebook.com/bevanfoundation).
- **Have your say** - Comment on our online articles and tell us about the issues that matter to you – we welcome ideas at [www.bevanfoundation.org](http://www.bevanfoundation.org).