

Bethany Christian Trust  
Mission 2024




Bethany  
Christian  
Trust

Ending Homelessness  
in Scotland,  
one person at a time

# Mission 2024

Bethany Christian Trust's Strategic Plan for 2019 – 2024  
Summary Version





The key Strategies that Bethany will adopt to achieve our vision of **Ending Homelessness in Scotland, one person at a time** and the goals set as fulfilment of that achievement are headlined below.

## **S1: Deepen Our Foundations & Roots**

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- 7.2 National Impact & Partnership
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- 7.4 Monitoring & Evaluation
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# Strategy One: Deepen Our Foundations & Roots

**1.1 Living Our Values** Values require to be lived to come alive, to be authentic and to have positive impact. We will ensure that our Values are not simply statements on a wall but are lived out throughout every part of the organisation. We will innovate around the ways in which we encourage and develop our culture together, learning from one another and growing as a whole team in seeking to reflect God's unconditional love. The role of leaders across the charity is vital in this as they are guardians of the culture and loving servants to the local teams and the wider Bethany family. We will ensure all lead appointments throughout Bethany are recruited for this approach first and foremost. We will equip and support all existing and future leads in sustaining, shaping, and for new services creating a culture of truly loving, serving and valuing one another, the people we support and all external stakeholders.

**1.2 Prayer Support** We will optimise shared prayer opportunities locally and nationally across Bethany through a combination of daily and nightly local prayer, weekly team prayer, and monthly organisational prayer days. We will continue to seek, encourage and facilitate external prayer support from regular supporters, churches and Christian leaders via prayer events, sharing of prayer requests and promotion of our prayer diary.

**1.3 Dependence on God** All that is outlined in this plan and endeavoured over the next five years and beyond will all be accomplished by the grace of God. Bethany takes its Christian ethos seriously and this dependence on God's grace is core to who we are and how we operate. We will seek to foster and encourage daily devotions as part of every team's preparation in work. We will seek to be rooted and established in love, keeping our roots true and growing deeper into our Christian foundation. We will retain our occupational requirement for Christian faith to fulfil specific roles across Bethany. We will aim to keep our focus always on the purposes of God, his heart, reaching people in his name & building his kingdom in partnership with his people across the land. All of our work and growth is dependent on God, dependent on his love and his grace, and ultimately dependent on his will and purpose, with us keeping in step with the Spirit of God. Ultimately our leadership and our unity is in following him.

**1.4 Standing on their Shoulders** There are principles that have been modelled to the staff and volunteer team over many years by men and women who have pioneered before us, led and served in the long haul, and have been faithful in stewarding Bethany Christian Trust. We stand on their shoulders and we will seek to keep these principles and our roots true to the heritage that we have with over 35 years as a Christian social action charity. These are principles such as merciful leadership, compassionate response, building family, love and respect, professional standards, hard work, and dependence on God. Standing on these principles enables us to look forward with vision and confidence, supported by an experienced Board of Directors.



## Strategy Two: Strengthen Our People

**2.1 People First** We will continue to prioritise the people that use our services as the most important people to the charity, a focus which informs everything we do right through the organisation, ensuring full and active involvement in shaping and co-producing development of existing and new services with a full range of clear and accessible participation tools including a combination of written and oral, individual and group, general and focussed, daily and annual, flexible and adaptable approaches, depending on the context.

**2.2 Expert Group** We will set up an expert group of people who will feed into the senior leadership of the charity in a vital and direct way. This group will be a combination of female and male, a range of ages, a mixture of previous and current beneficiaries of support, across a range of services, and from both the East and West of Scotland. There will be support for the group to join the Executive Management Team once a quarter to feed into decision making and general oversight as well as to feed into and attend Board meetings as desired. The invited participants will be sought for their established experience and their record of being an effective and persuasive voice for people when they are homeless and experiencing particular vulnerability.

**2.3 Holistic Management Approach** We will develop a new holistic management approach that informs all aspects of recruitment, supervision, development and performance for staff and volunteers. The emphases that we consider vital to this are the person themselves, the culture that we create, the support we offer and the performance in the role. Person, Culture, Support and Performance are interlinked and our management approach will cover all four of these areas.

**2.4 Frontline Support** We will ensure that all staff that are involved in supporting people through current or previous traumatic experiences, or deal with challenging behaviour as a core responsibility in their day to day role will have opportunity and encouragement to access internal and external critical incident debriefing, clinical supervision, vicarious trauma support, and access to free work related counselling as an established normal employee support structure.

**2.5 Attraction & Retention** We will ensure that staff and volunteers are recruited through a very careful and robust process that ensures that people joining the organisation have an intrinsic sense of the culture and values that we promote, continuing to ensure Bethany is an attractive place to work, offering a strong sense of belonging, support, encouragement and purpose. We will benchmark in the charitable social care sectors to ensure that our staff packages, employment benefits, training and development opportunities are of a high standard and desirable to new and present staff and increase both our attraction and retention rates for recruiting and sustaining staff.



## Strategy Three: Extend Our Growth & Reach

**3.1 Existing Services Development & Improvement** We will seek to develop and continuously improve existing services each year and increase each service's impact with demonstrable, targeted and scheduled local objectives linked to these overarching strategies and goals. As we endeavour to relieve the suffering and meet the long term needs of greater numbers of homeless and vulnerable people across Scotland through new services we will always ensure that our existing services and teams are well resourced, fully supported and continuously improving.

**3.2 New Homelessness Prevention Services** We will pioneer one new significant service in Homelessness Prevention each year from 2019 – 2024 as a steady deliberate extension of the work to prevent homelessness across Scotland. We will commence with Bethany Creative Expressions in 2019 – 2020. We also intend to build capacity in the North of Scotland in 2019-2020 with a view to significant development there in 2020 – 2021. We will scope out and establish 3 more new significant Homelessness Prevention services from 2021 – 24 which will be integrated into our Operational Framework.

**3.3 New Crisis Intervention Services** We will pioneer one new significant service in Crisis Intervention each year from 2019 – 2024 as a steady deliberate extension of the work to intervene in the crisis of homelessness across Scotland. We will commence with Anne Hope House, a 12 bed women's project in 2019 – 2020. We will scope out and establish 4 more new significant Crisis Intervention services from 2021 – 24 which will be integrated into our Operational Framework.

**3.4 New Housing & Support Services** We will pioneer one new significant service in Housing & Support each year from 2019 – 2024 as a steady deliberate extension of the work to provide Housing & Support to people moving out of homelessness across Scotland. We will commence with the Move On Support service in 2019 – 2020. We will scope out and establish 4 more new significant Housing & Support services from 2021 – 24 which will be integrated into our Operational Framework

A proportion of the service growth each year will come through seeking restricted corporate income for new and sustained projects. Some will be through partnership working with local churches and third sector partners. There will also be growth through seeking appropriate grant funding, and we will be proactive in winning new contracts where appropriate.

With this growth across all three areas of Homelessness Prevention, Crisis Intervention and Housing & Support, we aspire to have doubled the services we currently have by 2024, developing Bethany from the 15 main services across 3 groups, into 30 services in total across 3 Divisions.

## Strategy Four: Grow Our Leadership & Management

**4.1 New Executive Structure** Our new Executive Team Structure now consists of 5 Directors reporting to the Chief Executive. We are building a team approach that is servant led, relational and collegiate yet also bold, visionary and strategic. With high expectations as an experienced and qualified multi-disciplinary team we will ensure effective delivery with an emphasis on improvement and growth.

**4.2 Management Team Development** We will invest in our senior staff, managers, deputies and team leads in a continual development programme that in its first year will encompass strategic planning fulfilment, team work, culture, finances, partnership, networking, impact monitoring, pioneering new services, and work life balance. We want to equip the whole management team with a new level of pioneering confidence, financial acumen, team performance and evidence based practice so that we are ready to take forward the new work, fostering greater positive impact in communities across Scotland.

**4.3 Board Development** We will continue to build the Board in shaping the culture, direction and delivery of Bethany Christian Trust, acting in the interests of the charity in good faith, and with care and diligence. We will appoint trustees with a wide range of expertise, fully engaged and diverse in terms of Christian background, age, gender and geographical base, and will include participation from those with lived experience.

**4.4 Capacity Building & Succession** We will commence new services by drawing on the leadership character, chemistry and competency that is present in our wider management team and releasing a new generation of prepared leaders into new pioneering management roles, thereby shaping future services with the values, culture and approach that is core to how we operate.

## Strategy Five: Enhance Internal Strength & Support

**5.1 Core Principles** Operating with a high level of efficiency and organisational engagement we will build professional experience, deliver business essentials and ensure excellence throughout all internal support services.

**5.2 Quality Assurance** We will operate in line with the Business Excellence Model, which is part of the European Framework for Quality Management, and interweave this into our internal quality assurance, aiming to achieve or exceed the standards set by Investors in Volunteers, the Care Inspectorate, the Scottish Social Services Council and other regulatory bodies.

**5.3 Training & Development** All staff will be on effective training plans co-produced each year and offering a combination of practical training and e-learning through the now established Bethany Academy. We will improve the communication flow amongst staff and volunteers through the use of video links, blogs, development updates and e-news.

**5.4 Information Technology** We intend to streamline use of physical servers and maximise use of online data storage whilst ensuring security is robust and up to date. We will refresh IT devices on a regular best value cycle and we will ensure our IT support meets the day to day and strategic IT needs of the organisation.

**5.5 Property** As resources allow we will seek to purchase or lease additional property to establish the following: additional single bedroom high quality flats; shared specialised accommodation suitable for supported accommodation; two Retail premises in the West of Scotland from 2021; a walk-in venue to offer direct support and assistance in Glasgow; and further creative use of our main head office in Edinburgh, to offer support services onsite for people seeking assistance.

**5.6 Best Value External Contracts & Services** We will continually review and update all the purchased external contracts and services that we depend upon, in order to ensure best value to the charity and we will build connections with the financial and corporate sectors so as to generate increased financial support for our Business Support services through existing and new trusted relationships.

## Strategy Six: Develop Growing Resources

**6.1 Focus on Twelve Fundraising Disciplines** We will focus on fulfilling a full range of income generating sub-strategies within each of our twelve identified fundraising and marketing disciplines, operating as one multi-disciplinary team with a flexible and adaptable fundraising effort, as we pursue financial support for the frontline work of Bethany.

**6.2 Maximising Funding Ratios** All twelve of our main fundraising disciplines will have optimum income / spend ratios and provide for existing and new opportunities, through focusing on increasing the net gain in each of our twelve fundraising disciplines year on year over the next 5 years and keeping the donor and supporter relationships central to these efforts.

**6.3 Retail Consolidation, Development & Online Sales** We will refurbish the current suite of six Charity Retail Shops in Edinburgh & East Lothian over the course of 2019 – 2021, continue to build and develop the Retail teams, increase donations of saleable furniture and introduce online upcycled sales which complement our physical shop fronts, delivering direct from the warehouse.

**6.4 Retail in the West of Scotland** We will scope out and expand our Retail premises with two new profit making charity shops in the West of Scotland in high footfall areas from 2021 forwards.

**6.5 High profit Social Enterprise & Caring Christmas Tree Growth** We will continue to increase Caring Christmas Tree sales and also scope out and commence a new social enterprise with a new high demand and high profit margin product, maximising profits for Bethany in order to further our operational reach.



## Strategy Seven: Work in Partnership & Maximise Impact

**7.1 Key Stakeholders** Bethany will continue to seek to connect sectors, to have an excellent name across the church in the broadest sense, to be known as a trusted delivery partner at local and national government level, to have excellent relations with third sector and statutory partner services and to be recognised for its sensitive, compassionate and grounded contribution to public leadership. We aim to provide a well followed voice of experience and vision in homelessness & related solutions, increase corporate investment, generate greater public support and exceed all expectations of regulatory bodies.

**7.2 National Impact & Partnership** Leadership in Bethany will be at the senior tables of social care & health planning and partnership, retaining existing partnerships and forming new ones through the Bethany Management Team and seeking to model excellence to the third sector, church and statutory services, delivering local support and local services yet with significant impact on the national strategy and approach to homelessness and associated issues.

**7.3 Fruit of Changed Lives** We will aim to continue to support men, women, young people and families to experience and live changed lives, enjoying transformed positive lifestyles, thereby continuing to create thousands of living testimonials of change.

**7.4 Monitoring & Evaluation** We will consistently record presenting needs, aspirations and outcomes for the people we support across all services, with an adaptable range of enhanced Monitoring & Evaluation tools, whilst also demonstrating the overall impact through our own and independently produced impact measurement.

**7.5 Public Voice** We will have struck a new and measured balance of both walking alongside and supporting vulnerable people with speaking out and up for the injustices and inequalities they face, yet always be known for our conversation and voice being seasoned with grace. Our Public Voice will be Grounded, Experienced, National & Local, Christian, Kind, Authentic and Hope-filled.

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We seek to put Christian love into action and demonstrate the transforming impact of the Gospel in everything we do:

LOVE is our standard

We SERVE others

We VALUE the whole person

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**Bethany Christian Trust is a Limited Company Registered in Scotland**

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