



Beard

2023-2026

BUSINESS
PLAN



STAYING FOCUSED ON CUSTOMER EXPERIENCE, PEOPLE SATISFACTION AND BUSINESS PERFORMANCE, WE WILL:

- Deliver unusual, unique or bespoke projects for customers who share our values.
- Target projects where our expertise adds real benefit to the value chain.
- Focus on sites up to £30 million within reasonable commute of our offices.
- Keep education at our core whilst valuing a diversity of sectors.

PUT OUR PEOPLE IN A WINNING POSITION

- Clear career paths and support for all our people, including mentoring and access to training.
- Development, support and retention of motivated people whose health and wellbeing are a key focus.
- Performance management embedded in our culture.
- Promote behaviours that support our culture and values
- An open environment, conducive to collaboration, that supports culture and values.

SAFE, SATISFIED & SECURE

- Keep everybody who encounters our activities safe.
- Embed accountability for safety and security at all levels.
- Increase cyber security through behaviour change.
- Invest in the wellbeing of our people.

WINNING WORK IN WHICH WE EXCEL

- Structure our approach to bids to gain full understanding of customer needs and provide a compelling response.
- Identify sectors and customers best placed to resist the effects of recession, to ensure a broad spectrum of work.
- Approach the management and tendering of frameworks robustly, ensuring consistency of management across all offices.
- Understand and remain agile to the evolution of 2-stage tenders, whilst embedding and optimising our CRM and customer scoring.

BE FIT FOR THE FUTURE

- Implement our Social Value strategy – giving back to communities in which we work, whilst improving our environmental and sustainability credentials.
- Expand our reach with a fifth office.
- Maintain financial stability.
- Excel at change management – supporting, communicating and collaborating to drive greater engagement.

KEEP CUSTOMERS AT THE CORE

- Excellence delivered first time, across the business.
- Gain full understanding of customer needs and our obligations to meet them.
- Be accountable for design management and active design development where appropriate.
- Stronger relations with our supply chain for better delivery and project bid outcomes.



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STRATEGIC PRIORITIES

PROMPT AND FAULTLESS DELIVERY

Avoid major construction failure, legal dispute or harm to anyone working with or for us.

CHECK AND VALIDATE THE QUALITY OF KEY ELEMENTS

Provide greater assurance to our customers that we've achieved what we've committed to do.

MAINTAIN STRONG FINANCIAL CONTROL

Keep work in progress, debtors, overheads and site costs under tight control.

GIVE BACK TO COMMUNITIES

Invest in the communities from which we draw work opportunities and resources, and ensure social value is part of our fabric.

ENSURE COMPANY SYSTEMS ARE FIT FOR PURPOSE

Stay resilient to cyber and other digital attacks and evolve to meet company needs.

EMBED RESILIENCE ACROSS THE BUSINESS

Ensure we have a good spread of work, a high proportion of local staff and strong relationships with a variety of local customers, consultants and suppliers.

CONTINUE TO ADAPT AND CHANGE IN A FAST- MOVING WORLD

Develop strong design management skills, encourage the next generation into construction.

ATTRACT, MOTIVATE AND RETAIN THE BEST PEOPLE

Focus on people who share our values and develop their skills to be successful in an ever changing world.

SUPPORT OUR PEOPLE

Health and wellbeing is a priority.

MAINTAIN OFFICE AND SITE WORKING ENVIRONMENT

Ensure they're safe and high quality, supporting everyone to be their best.