

SOVA

Strategic Plan
2009 – 2012

Introduction

SOVA is a national charity working with socially and economically excluded people. These people may be those involved in the Criminal Justice System, the long-term unemployed, refugees, asylum seekers and young people at risk of offending as well as a number of other seriously disadvantaged groups and individuals.

One of SOVA's key attributes is its engagement with members of the community as volunteers and mentors. We believe that where this is possible, it significantly increases the chances of our service users becoming re-integrated into the community, or indeed integrated with the wider community for the first time. And of course, we feel our volunteers also benefit from their work with the organisation, whether they are seeking a career change, have some personal experience of being disadvantaged, 'or are just putting something back' as individuals.

This Strategy for the years 2009 – 2012 reflects the determination of SOVA to offer its services to more people; to utilise all possible funding streams in order to make this happen; to deliver those services to the highest quality; to make staff and volunteers proud that they work for SOVA; and to heighten awareness of SOVA and its work with decision makers and fund holders and more generally in the community.

SOVA believes that the work it does is important, that it changes lives, that it benefits society at large. SOVA will embrace the ideals outlined in this Strategy and demonstrate those beliefs by its actions.

Mike Worthington OBE, Chair

Gill Henson, Chief Executive

SOVA'S Vision

For all communities in England and Wales to be strong, safe and inclusive.

SOVA'S Mission

To deliver high quality services which promote and enable social and economic inclusion.

SOVA'S Values

SOVA respects, recognises and values the principles of justice, equality and diversity, and the importance of working with local communities.

Therefore SOVA will deliver high quality services that promote:

- the right for all individuals to have their particular needs recognised
- the benefits of personal empowerment and responsibility
- the involvement of service users to inform organisational change
- life long learning
- the effectiveness of mentoring
- the need to challenge injustice, discrimination, exploitation and socially excluding practice
- the potential of individuals to contribute to their communities
- working in partnership
- developing and sharing best practice
- the value of volunteers in improving the quality of life and social inclusion for SOVA's beneficiaries.

SOVA recognises the unique and diverse contribution of each SOVA Trustee, staff member and volunteer.

SOVA Strategy

Strategic Aim 1

SOVA will deliver high quality services to beneficiaries, purchasers and funders.

We will sustain and improve the quality of the services we deliver. By high quality we mean meeting contract targets, exemplifying best practice, meeting reporting requirements, evaluating our work, driving for positive outcomes.

Objectives to meet this aim

1. To appoint, train, motivate and support volunteers, staff and Trustees whose skills and experience will guarantee a high quality of service delivery.
2. To involve service users at local, regional and national level in order to use their experience to improve and amend SOVA's services.
3. To measure the outcomes, effectiveness and impact of SOVA's work through internal monitoring and evaluation and evidence gained from independent external research; and to use the findings to inform quality improvement in SOVA.
4. To demonstrate that SOVA's services are effective and represent high value to purchasers and funders.
5. To demonstrate and promote the value that volunteers represent in work with socially and economically excluded people.

Strategic Aim 2

SOVA will diversify its funding portfolio to reduce dependency, increase unrestricted income and improve income sustainability.

We will become less reliant on single sources of funding. We will find funding for innovative work. We will find longer-term funding. We will expand our earned income opportunities. We will safeguard current work.

Objectives to meet this aim

1. Access new and diverse sources of funding including 'New Philanthropy', Trusts and Foundations, to allow SOVA to establish new and innovative work and to fund the exploration of introducing this into new areas.
2. To access Ministries and Departments not currently engaged with SOVA in order to broaden the range of SOVA's contracted work.
3. Work with others to influence decision makers and funders to guarantee minimum 3 year contracts.
4. Obtain sponsorship, publicity and potentially partnerships from the corporate sector.
5. To work in partnership with an extended range of partners including the public, private and third sectors.
6. To sustain current work coming within SOVA's mission and charitable objects.

SOVA Strategy

Strategic Aim 3

SOVA's profile will be raised with decision makers, purchasers and funders, users, staff and volunteers.

We will make sure that all our stakeholders, external decision makers and potential funders are aware of our services, standards and values.

Objectives to meet this aim

1. To establish a clear corporate identity, in order that our brand is readily recognisable to key decision makers.
2. To establish and implement an effective external communications and marketing strategy.
3. To introduce the organisation to decision makers outside its current sphere of influence.
4. To appoint a PR specialist in order to develop marketing and PR expertise for the organisation.

Strategic Aim 4

SOVA will expand both geographically and in scope, in a planned and purposeful way.

We will grow both in the nature of our services and across England and Wales. We will identify which of our services are most likely to attract purchasers and specifically promote those services. We will use our specific knowledge and reputation in existing areas and use these as a platform for growth.

Objectives to meet this aim

1. To expand into a minimum of 2 more geographical areas over the life of this Strategic Plan.
2. To become the nationally recognised provider of choice for commissioners in a minimum of 2 service areas.
3. To increase SOVA's portfolio of services based on need, market and policy opportunity.
4. To design new and innovative services and market these proactively.
5. To utilise local knowledge and skills in order that current work can grow organically.

Strategic Aim 5

SOVA's structure, staff, governance and systems will be fit for purpose, change and expansion.

We will constantly improve and develop our systems, structure and people. We will do this in a planned way. We will create a culture in which staff truly feel part of SOVA and are proud to do so.

Objectives to meet this aim

1. To further develop appropriate governance structures which meet the needs of SOVA both now and in the future in terms of skills and experience of Trustees.
2. To further develop the Executive Group which meets the needs of SOVA both now and in the future in terms of the skills and experience of senior managers.
3. To set a culture of wider empowerment and recognition of staff, high performance and visible leadership.
4. Monitor and report on the progress of the Strategic Plan.

SOVA Services Portfolio

- **Volunteer Mentors**
- **Education, Training and Employment Programmes**
- **Custodial Case Management Services**
- **Accommodation Advice Services**
- **Fund Management Programmes**
- **Information Advice and Guidance Services to Matrix Standards**
- **Research Programmes into the Issues Facing Offenders and the Impact of Custodial and Community Sentences, including Peer Research**
- **High Intensity Training Programmes for Young Offenders**
- **Skills for Life Programmes**
- **Accredited Training Programmes**
- **Bail and Remand Services**
- **Refugee and Asylum Seeker Services**
- **Positive Activities for Young People**
- **Domestic Violence Support**
- **Victim Liaison Services**
- **Appropriate Adult Services**
- **Befriending Services**
- **Community Champions**
- **Drop-in and Day Centre Services**
- **Reparation and Mediation Services**
- **Independent Visitors**
- **Referral Panels**

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SOVA aims to promote equal opportunities as an employer and a provider of services

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