



## Samphire Strategic Plan 2020-2023

### 1. Introduction

In this **Strategic Plan** we set out our **Vision/Goal** and **Mission Statement**, organisational **Values**, and a **Theory of Change** explaining how our planned actions will enable us to achieve our vision/goal. We also analyse the **Environment** Samphire works in and outline the **Financial and Human Resources** we will need to implement our strategy.

### 2. Vision/Goal *(The situation we want to see)*

**“A society which is inclusive and compassionate towards migrants”**

### 3. Mission Statement *(What we will do to achieve our Vision/Goal)*

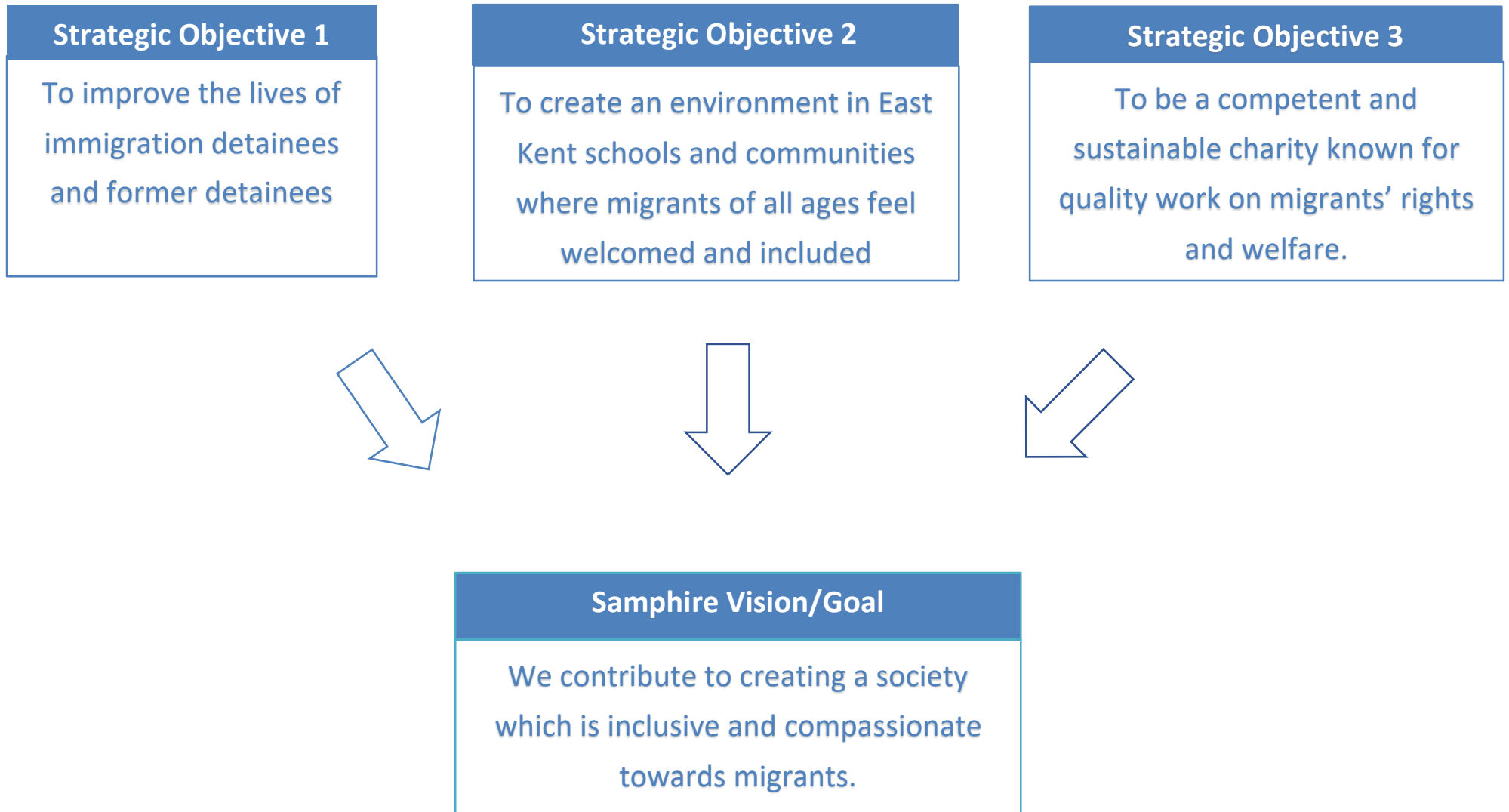
**“Samphire will build its capacity and competence to provide national support services for migrants, bring about policy change benefiting migrants through national advocacy, and change the attitude of communities in East Kent towards migrants through education and awareness building.”**

### 4. Values *(What our actions reflect)*

- *RESPECT – by embracing diversity, being non-judgemental and ensuring we enable opportunity to those who are unjustly disadvantaged*
- *INTEGRITY – by dealing honestly with our service users, staff, volunteers, suppliers and the community*
- *INDEPENDENCE – by placing our people of interest at the heart of what we do and say*
- *KNOWLEDGE – by providing staff, volunteers and trustees with the knowledge and tools required to deliver quality services*
- *RESPONSIBILITY – by considering the environment in which we work, seek community views and the common good*
- *SUSTAINABILITY – by being aware that an appropriate level of funding is necessary to maintain our organisation and its operations and allow our values to continue to be observed and fulfilled*

## 5. Theory of Change

Samphire has identified three **Strategic Objectives** that will enable us to achieve our Vision/Goal:



# Samphire Strategic Objective 1

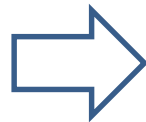
## We will:

### Advocacy Actions

- Raise awareness about immigration detention and situation of ex-detainees
- Participate in forums campaigning for reform of government immigration detention policy and policy towards ex-detainees
- Conduct applied research to provide evidence for advocating change in immigration detention policy.

### Service Actions

- Provide emotional, practical and signposting support to ex-detainees in the UK
- Provide legal advice and assistance for ex-detainees in accordance with the charity's OISC registration level.



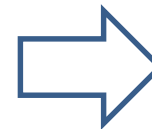
## So That:

### Advocacy Outcome:

UK Immigration policy is less hostile and more welcoming towards immigrants.

### Service Outcome:

Ex-detainees are empowered to rebuild their lives and use their voice to bring change.



## So That:

### Strategic Objective 1

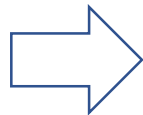
The lives of ex-detainees and detainees in the UK are improved.

## Samphire Strategic Objective 2

### We will:

#### Actions

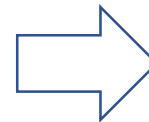
- Deliver events and activities for community residents in Dover which provide positive and inclusive experiences for all and raise awareness and understanding about migration.
- Organise workshops for statutory authorities and businesses which increase understanding on migration.
- Provide legal services for local residents to access free immigration advice.
- Work with teachers and students in East Kent schools to better understand migration and positively influence their attitudes towards migrants.
- Participate in migrant sanctuary movement in East Kent



### So That:

#### Outcomes:

- Local communities are better informed and have a positive attitude towards migration.
- Migrants in East Kent participate in community events.
- Children and young people become agents of change in attitudes towards migrants.
- Dover becomes a Town of Sanctuary.



### So That:

#### Strategic Objective 2

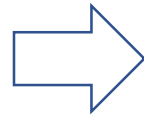
Migrants of all ages feel welcomed and included within schools and communities of East Kent.

## Samphire Strategic Objective 3

### We will:

#### Actions

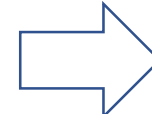
- Ensure Samphire trustees have the necessary skills and experience to keep Samphire on mission.
- Fundraise to provide adequate funding for direct project expenditure and full cost overhead recovery.
- Recruit new staff and enhance capacity of existing staff to develop and implement project-based work in line with Samphire's strategic objectives.



### So That:

#### Outcomes:

- Samphire projects are well-managed, sustainable, and contribute to achieving Samphire's goal.
- Financial security is achieved.
- Samphire's expertise is recognised in the sector.



### So That:

#### Strategic Objective 3

Samphire is a competent and sustainable charity known for its quality work on migrants' rights and welfare.

## 6. Environment

The increasingly hostile environment of post-Brexit UK immigration policy and rising nativist anti-migrant voices are the primary challenges facing Samphire in achieving its vision/goal.

Samphire’s reputation is largely built upon its expertise in post-detention support. The charity is a referral destination for NGOs providing support to people who have been released from immigration detention and living in the community. The need to be able to demonstrate our social impact by developing improved social impact measurement is vital to our continued existence. Evidence is vital to show the wider community that we are legitimate and necessary. Such measures will enable us to raise our national profile and image. A key opportunity is for Samphire to increase its national advocacy role – in line with Strategic Objective 1.

The legacy of Samphire and its geographical location has had positive influences in the local community. However, to achieve our vision/goal, we must move beyond a restricted geographic area. Samphire recognises an opportunity for growth and expansion of the Kent Schools of Sanctuary concept – in accordance with Strategic Objective 2.

Samphire faces the challenge of growing our income within a very competitive funding environment. Samphire recognises that there are a number of larger providers of services to migrants operating at national level, but none with Samphire’s unique and extensive experience with ex-detainees. In line with Strategic Objective 3, Samphire will exploit our experience with ex-detainees to access increased funding to implement this strategic plan. Increased funding will also enable Samphire to enhance our capacity and competence in migrant services, advocacy and community engagement

## 7. Required Financial Resources

Strategic Objective	Current Projects	Existing Budget (2019-20)	Year 1 (2020-2021)	Year 2 (2021-2022)	Year 3 (2022-2023)
Strategic Objective 1	Ex-Detainee Project	£53,018	£42,703	£43,771	£44,865
	New Advocacy Research Project	0	£25,000	£25,000	0
Strategic Objective 2	Kent Schools of Sanctuary	£18,250	£18,706	£23,640	£24,132
	Dover Together	£19,670	£21,590	£22,080	£22,570
	Legal Project	£6000	£12,208	£12,513	£12,826
Strategic Objective 2	Senior Management & Core Running Costs	£56,068	£57,358	£58,671	£60,022
<b>Total</b>		<b>£153,006</b>	<b>£177,565</b>	<b>£185,675</b>	<b>£164,415</b>

## 8. Required Human Resources

Samphire trustees will review the number of trustees and the skills and experience needed by trustees to support Samphire management and provide proper implementation oversight for this Strategic Plan. Any gaps identified will be covered by recruitment of new trustees and/or training of existing trustees.

Staff numbers and competencies will also be reviewed in light of Samphire's new strategic direction. Existing staff will receive training where needed, and with income growth, existing staff on part-time contracts can be offered full time work. Additional new staff will need to be recruited to implement new projects in line with this strategic plan. The current staff structure is as follows:

