

guardianship *ethic* confidence justice
foundation intellectual disability *volunteer*
communication transparency *guardianship*
quality social responsibility *preguardianshi*
pefficiency *volunteer* recognition commitment
nts sustainability *preguardianship* integrity
y quality *volunteer* rights social responsibility
y professionalism solidarity *guardianship* *ethi*
as recognition **I strategic plan 2014-2018**
efficiency som-fundació catalana tutelar *Aspanias*
quality *volunteer* empathy commitment transparency
intellectual disability *guardianship* *rights*
confidence justice communication *volunteer*

som

foreword —

The celebration of the 25th anniversary of **som** Fundació Catalana Tutelar Aspanias has supposed a point of inflection that has helped us to think about the work carried out at **som** along this quarter of century. At the same time, this celebration has made the Patronage feel the need of 010reflect where they want to go to in the fore coming years. For this reason, they decided to elaborate the **I strategic plan**.

The attention to people with learning disabilities has changed a lot along the last decades. Administrations as well as the professionals, the families and the same people with learning disabilities have accomplished with a lot of effort and work visualise problems socially hidden and the have strongly bet for the equality.

We find ourselves in a moment in which the rights are being cut out and the social needs are increasing. For this reason, it is highly important to draw clear coordinates heading for our future. Planning is foreseen and decides now the necessary actions to accomplish a possible and desired future.

As President of this institution, it is a pleasure to present the **I strategic plan** of **som**. It collects the objectives and the strategies that are going to be the guidelines of our activity during the next five years. It is an ambitious plan, but realistic. We try to overcome successfully the challenges that our institution will face in the next coming years.

To finish with, I want to thanks the dedication and eagerness of all the members of the institution who have contributed to the elaboration of this **I strategic plan**. I am convinced that these are the guidelines to follow and, thanks to everybody's work, we will be able to accomplish successfully.

Jordi Bolós Giralt
President

som

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introduction —

This **I strategic plan** has been elaborated with the objective of setting out the main strategic lines that will lead the action of **som** in the next 5 years, until 2018, although important changes may take place considering the reality observed along the year 2013.

This **I strategic plan** tries to carry out a strategic reflection, from the knowledge of the same entity, in other words, have a break to think about the real nature of the foundation, which activities we carry about, , where we want to go, and what we must do to achieve the objectives.

A strategic plan is a document with a clear practical vocation because points out the areas in which their specific activities will be carry out. At the same time, in no way I do not want to be a document that develops in its own these specific actions. If this happened, it would lose the guiding character, and would limit the possibilities of action carried out during its existence. So, strategic guidelines will be drawn and their corresponding specific and general objectives. Further on, a plan of development will be elaborated every year, in which specific objectives will be established, as well as their corresponding actions and the people in charge of their execution, and the indicators of control, and finally, the final results.

This strategic plan is also useful much further than the exposition of the main strategic guidelines of the Foundation because it happens to be a document of reference for all the people who are part of it. In this way, the **I strategic plan** is not only able to project the direction that the institution wants to lead, but it is a starting point common to everyone. Frequently, focusing our point of view in day by day actions does not allow having a general view of the institution. Things which may be familiar to a group of people remain unknown for the rest. Al in all, this document will allow us bring to the table a common frame for everyone, a share diagnostic of what we are and a common vision of what want to become.

structure —

The document is structured in three parts, which correspond, on the other hand, with the method followed in the elaboration of this strategic plan.

The first part, “*analysis, where are we?*” is dedicated to the analysis of the Foundation and its environment. In this section, we found the mission, view, values of **som**, which activity develops and what kind of services it provides, statistics, and other data. Besides, it presents the group of actors that the Foundation works with, giving details of their functions, their power/influence, their level of interest, their available resources, as well as those that might limit their capacities.

Likewise, the plan presents analysis of the environment in which the Foundation carries out its task, not only the generic environment (economic, politician, sociocultural, technological, and legal) but the specific environment (Third Sector in Catalunya and the area of guardianship).

To end with, this first part of the **I strategic plan** finishes with an analysis DAFO.

In the second part, “*strategic lines, where do we want to go?*”, we come across with the 8 strategic lines formulated: *Communication, Financial sustainability, Quality of life of the Pupils, Programme of Volunteers, Intern organisation Quality of the management, Ethics and Programme of the Preguardianship.*

For each one of these lines, a series of objectives is contemplated that determine, without any limit, how to develop them.

In the third part, “*improvement and follow up, how will we go?*”, we point out the method used to carry out the consecution the different strategic lines, as well as the analysis, control, and measures to verify it.

analysis,
where are we?

som

— *internal analysis*

— *the foundation*

som Fundació Catalana Tutelar Aspanias is a non-lucrative institution that defends the rights, protects and watches the quality of life of the people with learning disabilities and development and with judicially limited capacity in Catalonia.

It was created on March, 26th in 1987, and, these days, it is a referent among all the tutelary institutions, whether in Spain or in Catalonia. Since May of 1992, when the first guardianship was accepted, it has been assuming more and more new tutelary responsibilities.

som is totally orientated to the people who guards with the commitment of providing them the best service and with the will that the continuous improvement of the service will be carried out with the active participation of all the professionals of the institution, by means of the interdisciplinary teamwork.

mission

som watches in order to achieve that people with learning disabilities and development have the necessary help and support so that they can develop their personal projects long their lives.

values

The values of **som** are:

- **COMMITMENT AND SOCIAL RESPONSIBILITY.** The institution has a commitment with the people who guards and with the society in general in order to identify and make visible the development of social rights and demand social and public responsibility. The criteria are based on: personalisation, accompaniment, integrity, justice and humanism.
- **TRANSPARENCY.** Accounts, patrimony and administration, in general, of the Foundation, as well as those of the pupils, are rigorous and fulfil the general principles of accountability, and they are reported, regularly, to the required organisms (Protectorate, Administration, Attorney, etc.) so that society will be able to have full guaranty of the task carried out. This transparency is based on these criteria: Efficiency, effectiveness, professionalism, austerity, and innovation.

- **INDEPENDENCE.** In order to guarantee the control of quality of life of the pupils, the institution does not provide residential, labour, educational services, since their objectivity could be dismissed in case of having to defend their rights and interests. This independence is based on these criteria: objectivity, subsidiarity, and non-discrimination.
- **CONFIDENCE.** The institution, along these years of existence, has been achieving the confidence of families or guardians of the people with learning disabilities, as well as the social entities and public administrations, and at the same time it has given a especial treatment to the people who are under its guardianship. This confidence is based on these criteria: personalisation, and acknowledgement.

vision

som tries to become a referent and consolidated institution, based on the commitment with the society and with the people with learning disabilities and development, and work for their complete integration, the exercise of their rights and the improvement of their quality of life.

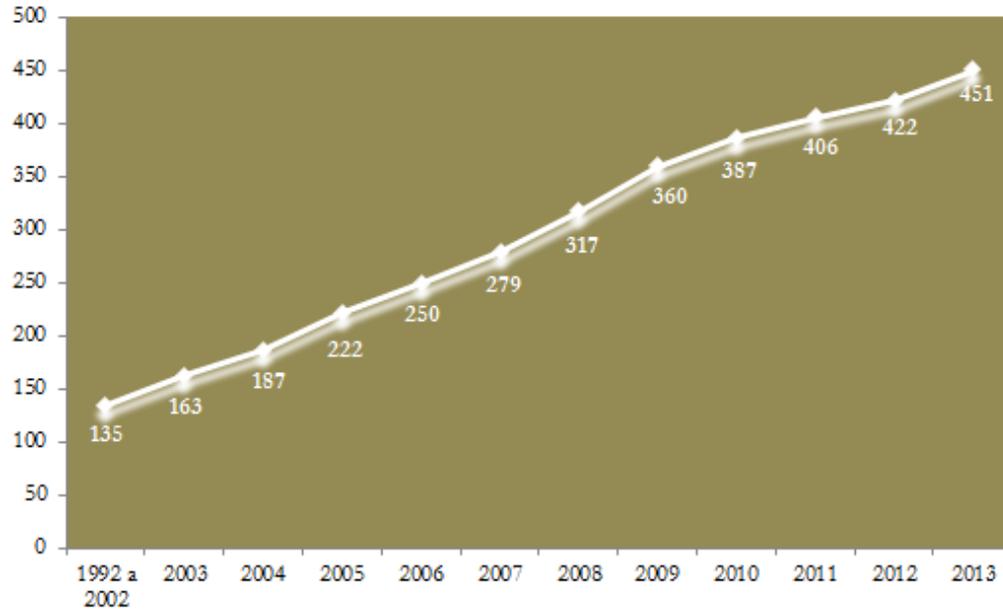
activities

At **som** are carried out the following activities:

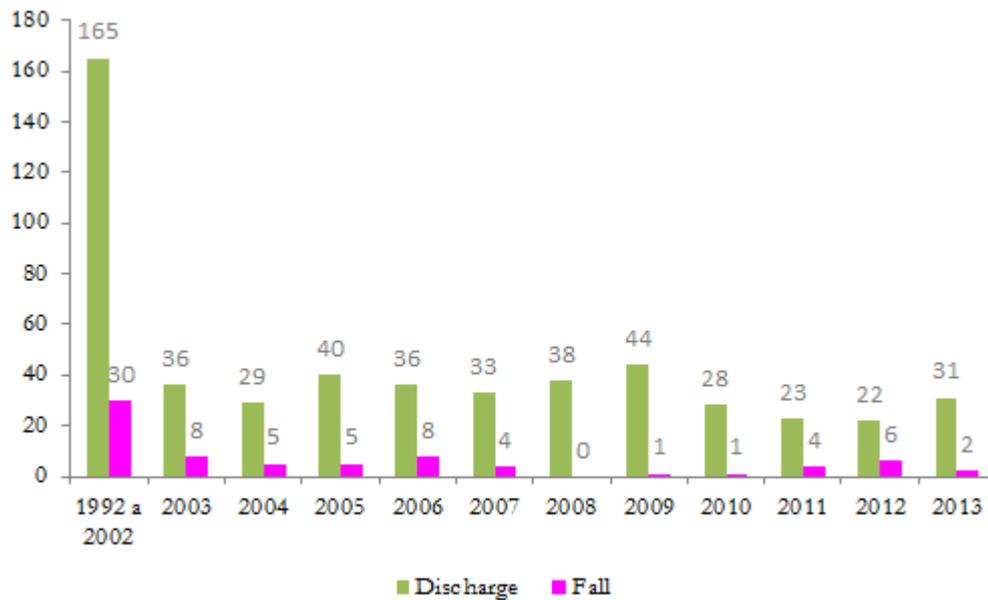
- ***Information and advice with modified capacity and forms of protection***
This service tries to inform and to orientate to parents and relatives who have a son or relative with intellectual disability, or professionals of entities, on the way of initiating and proceeding with the process of judicial modification of the capacity, as well as in topics of guardianship, testamentary delation...
- ***Preguardianship***
This services has the intention of promoting the mutual knowledge between the parents, relatives or tutors of the pupils and the institution in order to offer them security, and confidence in the future.
- ***Guardianship and other forms of protection***
This service, judicially entrusted, tries to protect the welfare of people with learning disabilities, offer the necessary support and accompany them in their integral development and their social inclusion, as well as manage and keep their properties. In order to guarantee a good management, the institution has a social section, a juridical section, and administrative-account section and a programme of volunteers.

statistics data

Currently, **som** has assigned 451 tutelary responsibilities. Here is the historical evolution:

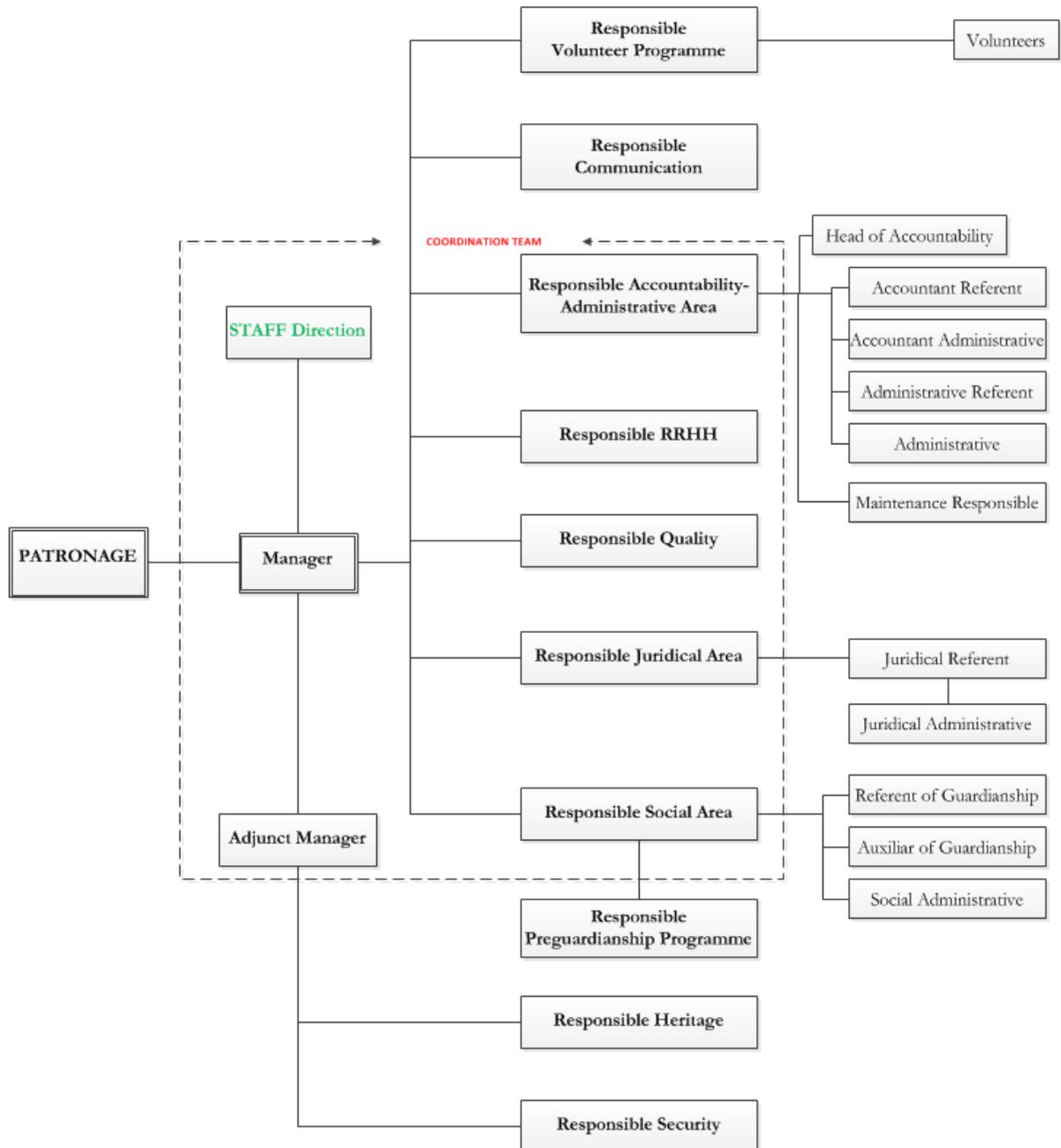


If we look carefully, the number of registrations and cancelations along these years is as follows:



teamwork som

The organisation chart of **som** is as follows:



financial data

In this section, there is a presentation of the financial structure of **som**. Therefore, and taking into account the data of 2012, you can have a look at the financial asset and financial liability, considering, on one hand, the financial solidity, and on the other hand, the financial capability of facing new debts.

Finally, there is also a quick look at the structure of income corresponding to 2012.

Financial asset

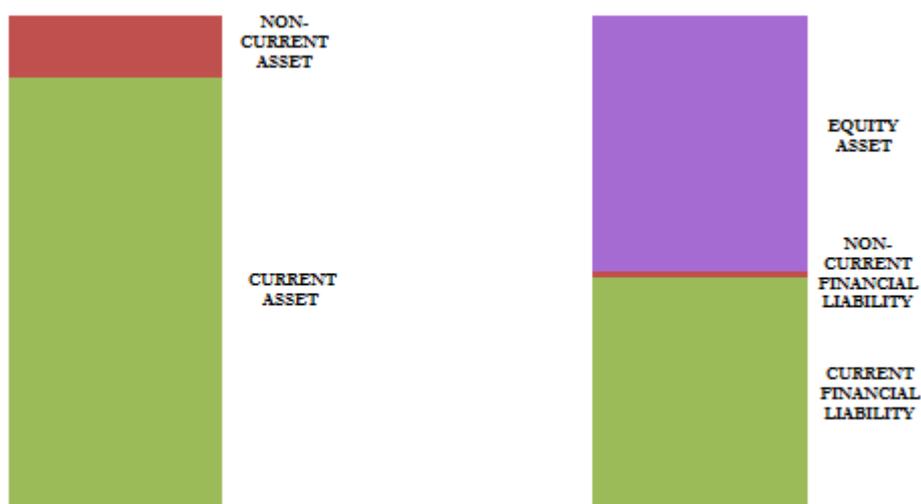
The financial asset of **som**, total of 841.019,36€, presents an unbalance between the current asset and non-current asset. This, however, is not necessarily negative

The non-current asset, total of 105.128,80€, represents the 12,5%, and *the current asset*, total of 735.890,56€, represents the 87,5% of the total asset.

Financial liability

The equity and financial liability, total of 841.019,36€, is balanced, representing the equity 51,92%, the non-current financial liability 1,07% and the current liability 47,01%.

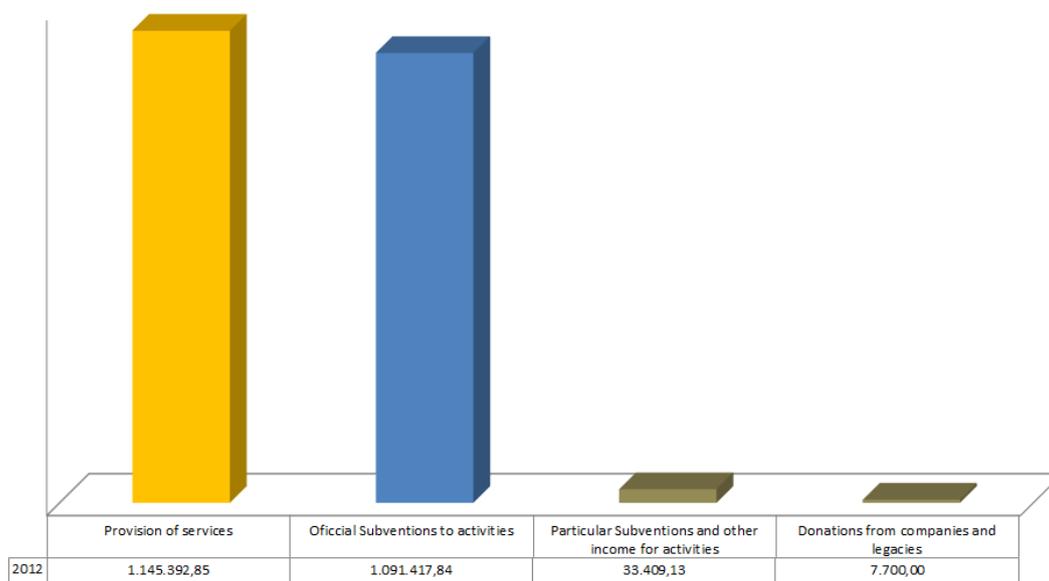
The *equity* of **som** provides a situation of solidity and financial stability, partly, thanks to the reserves (12,39% of equity) but, mainly, to the surpluses of previous exercises, that represent 1 70,72% of the total equity.



The ratio of indebtedness of the institution is 0,93, it is a low ratio.

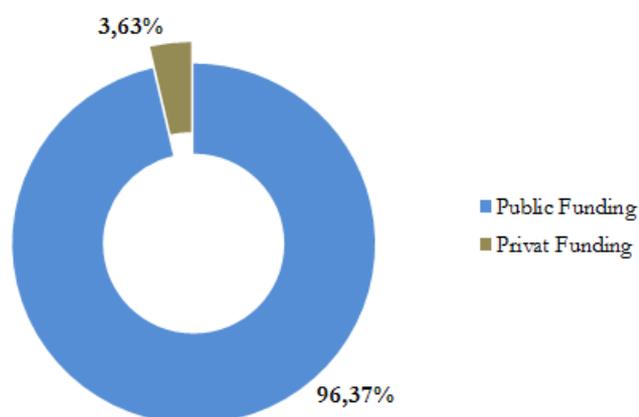
Structure of the income

A look at the structure of the income reveals that the main sources of income come from the provision of services, around 50, 28%, and from the subventions of the Administration, around 47, 91%.



Among these official subventions outstand, mainly, those coming from *Institut Català d'Assistència i Serveis Socials (ICASS) de la Generalitat de Catalunya*, 94, 93% of the total subventions.

Regarding the funding, without considering the provision of services, we contemplate a high dependence of the funding coming from public origin (96,37%) and, on the contrary, a very low proportion of income coming from private origin (3,63%).



— *map of actors*

Knowing **som** implies knowing not only the group of actors that form internally the organisation, but those, who, in spite of not being part of the structure, have some influence on the day by day affairs of the Foundation.

We understand by actor any person or entity that affects in a positive or negative way to the activities or the development of the Foundation. The actions of any of any of these actors have an influence on the Foundation with intensity and in different ways. So, when carrying out the planning of the strategy of the institution, it is important identify who these actors are and what they do.

The analysis of all these actors who have an impact on **som** allows us to draw a map of actors in order to identify quickly which is the universe of these people or entities around the Foundation, considering always the Pupils the very centre of the institution.



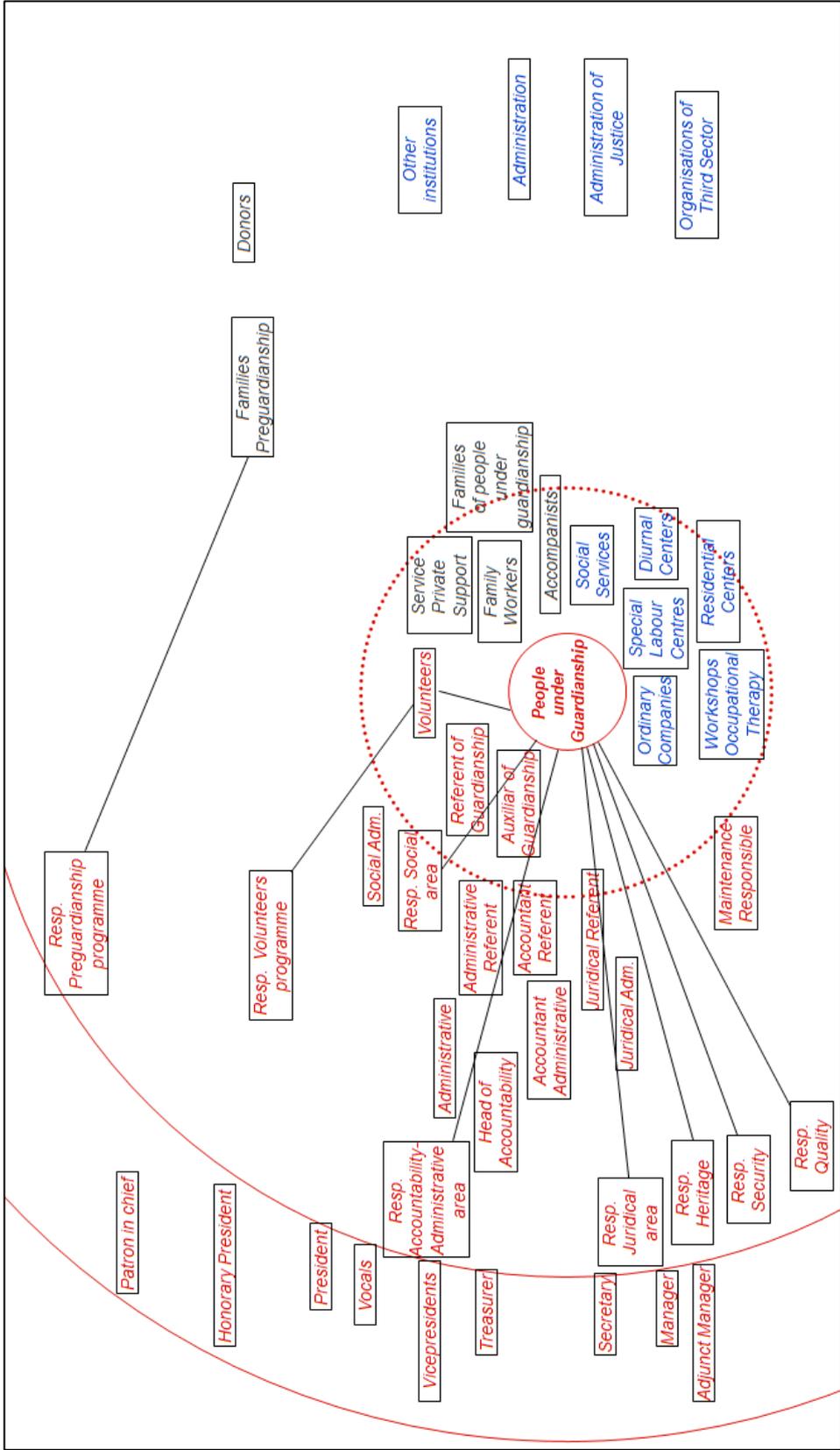
To the realization of this map, previously, the actors have been identified and classify following these criteria.

- *Internal or external:* This criterion allows us identify which is the nature of the actors regarding their relationship with the Foundation. We understand by internal actors those who are integrated in intern structure of the Foundation and by external actors those who, in spite of having some relationship with the Foundation, are not part of it.
- *Individual, collective or institutions:* This criterion allows us identify which are the actors 'nature regarding their dimension. We understand by individual actors those who are a single person; by collective, those who are more than one person; and by institutions, those who, composed of more than one person, are formally constituted.

Besides, we have done an analysis of the level of power / influence that the actors have, in other words, the capability of influencing or taking decisions inside the institution, their degree of interest, in other words, their specific interest in influencing on decisions regarding the Foundation.

Finally, we identified the resources available and those that can be limited, and the capabilities everyone has to carry out with efficacy and effectiveness their functions.

The map of actors of **som** resulting is as follows:



At the Annex, you can see in detail the function of each actor, regarding the Foundation, as well as the process construction- in detail- of the map of actors.

—*external analysis*

We find a series of contextual factors that do not depend on the same entity that, nevertheless, affect to a certain extent, to the development and actions of the entity. For this reasons it is highly important to know everything which happens around our activities, because, in a way, the environment determines the frame in which we can act.

We describe here some aspects, that in a general and specific way, form the environment of the Foundation

—*generic environment*

Within the generic environment **som**, we do an analysis of the economic, politic, social, technological, and legal that is taking place currently.

Economic environment

Since the current financial crisis, in 2008, new public policies of contention of the expenses have been settled, by the autonomic government, and the estate government.

The concurrency of deficient public accounts with a high level of indebtedness, and increasing interests complicate the possibility of increasing the public expenses in the next coming years. What is more, it is highly probable that the contention of the expenses will go up in the next exercises. Without any doubt, this is the scenario of risk for an institution such as **som**, with a structure of income constituted in a 90 % by public origin.

Until now, this scenario has generated the freezing of subventions for the number of guardianships, approved at the level of 2011, but with the continuous increase of the number of guardianships will make us to do our best with less subventions.

In the same way, we will have to have into account that a possible reduction of the pensions and other types of public provisions perceived by our pupils might bring about the loss of a substantial purchasing power.

Finally, we must outstand that the private sector is, in general terms, in a situation of contraction, due, on one hand, to the fall of the consume, and on the other hand, to the difficulties of the access to credits. Besides, the changes taking place in the financial sector carry us to a scenario where the financial entities of social orientation are disappearing.

The current context is also likely to make reduce the donations of particulars, although the data corresponding to the last years show a greater steadiness than those donations coming from companies.

Although, these days, donations suppose a low percentage in the income of the Foundation, their reduction is an obstacle in the way towards a lower dependence on the public resources.

Politic environment

As the crisis sharpens more and more, the social pressure upon the current System becomes stronger and stronger, inequalities are and the tax of unemployment and increasing more and there is a reduction of the public expense. In this way, the defence of social welfare by means of recurrent protests that are against the reduction of expenses as a central element of political agenda. Nevertheless, it is certain that there is a sort of insinuation of a politic will that these reductions are not going to go further.

Social environment

Although it is certain that the current context is measuring toughly the structures of our society, We assume that that a social awareness concerning the most vulnerable and weakest people is increasing. The same can be said about the concept of solidarity.

On the other hand, concepts related with the Third Sector are becoming more common, due, mainly, to the notoriety that demonstrations have had during these last years.

In the employers' field, it seems that there is an increasing presence of positions around the Social Corporative Responsibility (RSC).

Finally, we must talk briefly about the perception that society has of the legal form of "Foundation". The nature of the tax regime and the legal status of a Foundation is highly attached to the non-lucrative character and to a service of general interest. Nevertheless, the social perception of this legal form is often associated with mistrust with regards to the non-lucrative character of the institution. What is more, due to several cases published in the media, a Foundation may be seen as a simple means of tax evasion and source of corruptive actions. In this way, it is highly important to be careful with extern communications and with the transparency regarding the correct functioning of the institution.

Technological environment

Social networking sites and internet have allowed the presence and projection of all type of initiatives unknown until now. And this has cost less than publishing them in the conventional media. Undoubtedly, this new environment offers big possibilities to our Foundation to spread the task and arrive at more people, giving us a good position in our sector.

Legal environment

The legal framework is regulated by laws, rules, norms, decrees, and other legislative documents that affect directly to the foundation and their people under guardianship. We can name among them, **The UN Convention about rights of the people with learning disabilities, that establishes the complete judicial personality of the people with learning disabilities** and contemplates the support to the exercise of their rights like anyone else, the **Civil Code of Catalunya**, that rules all the institutions of protection of people, or the **Law of Social Services**, that regulates all the resources, equipment, projects, programmes, and provisions, either of public character, or private, dedicated to cover the basic personal and social need of the people, ruling the principle of universality in the access to services and the subjective right.

In the annex, you can have a look at the complete list, rules, norms and decrees that form the legal environment of the Foundation.

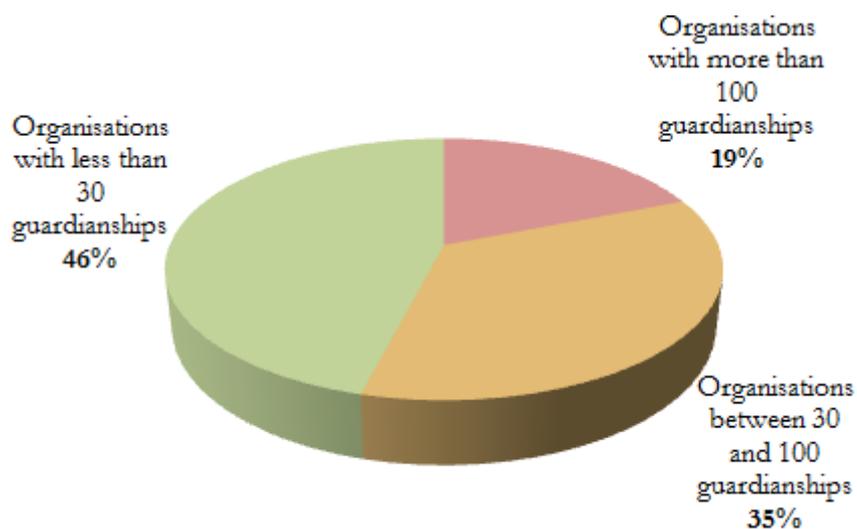
—specific environment

som is framed inside the Third Sector in Catalunya, and this is integrated by all those non lucrative organisations and providers of social educational, health services, in collaboration with the public Administration. These organisations develop actions and services of general interest that build cohesion and social inclusion that fight against poverty and discrimination, avoiding that the most vulnerable groups of our society remain outside of the lowest level of social welfare.

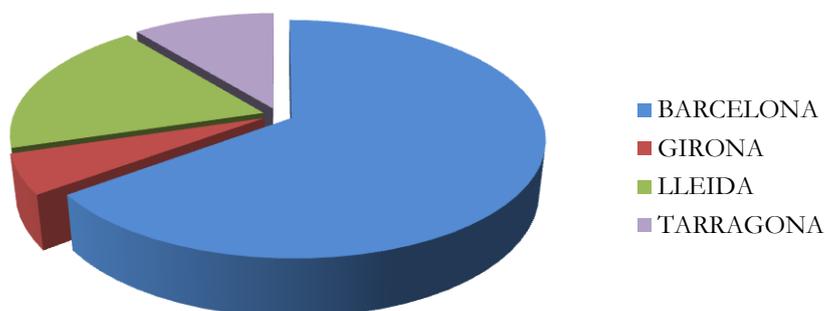
In order to situate the Foundation in its nearest environment, we present some data related with the Guardianship in Catalunya (provided by Departament de Benestar Social i Família de la Generalitat de Catalunya), since we do not have concrete data of only the people with learning disabilities.

The guardianship institutions according to their area of specialisation devote to the guardianship of people with learning disabilities and development, of aged people, insane people or to more than one of these types.

In 2012, in Catalunya, there were about 65 guardianship institutions. If we consider its size, in other words, the number of people under guardianship, we find that:



Likewise, if we consider the geographical Distribution of provinces, the tutelary institutions are distributed as follows:



In 2012, there were 5.067 people under guardianship, and at **som** there were 422, which represents 8, 33% of the total.

On average, the annual increase of guardianships is 11% in Catalunya and 8% in **som**.

Apart from the relationships that the Foundation has with the institutions providing services to the people under guardianship, public and private, along the years these relationships with the administrations and private institutions have been continuously consolidating

som has a fluent relationship with the city councils, the Diputació de Barcelona and the Departament de Benestar Social and Família de la Generalitat de Catalunya.

Likewise, **som** is part of the *Comissió d'Assessorament i Supervisió de les Persones Jurídiques*, non-lucrative institutions, that have attributions of the guardianship of under-18 people, or people with judicially modifying capacity.

som is part of *Dincat*, a Catalan organisation supporting people with learning disabilities that gathers institutions of social initiatives that work for the improvement of the quality of life of people with learning disabilities and their families inside Catalunya.

som

Likewise, and inside the group *Dincat* the institution is part of the *Junta Directiva de la Federació i de la Sectorial de Tuteles* and participates actively in different groups of work, as well as it is part of la *Junta Directiva de l'Associació Empresarial*

som is part of the *Asociación Española de Fundaciones Tutelares* (AEFT), promoted by FEAPS (*Confederación Española de Organizaciones* in favour of the people with learning disabilities), constituted at the end of 1995 and gathers most of the tutelary foundations in Spain. In the Foundation, there are active groups of work, organised by the AEFT.

Finally, **som** participates actively in the meetings organised by the *Coordinadora Catalana de Fundacions*, as well as talks, lectures and courses related with the world of the Foundation.

— *swot*

The analysis SWOT é is a strategic tool that allows us to know the real situation of **som**, as well as the opportunities that the environment offers. It allows us to analyse the current moment of the institution to identify the aspects that help us or prevent from achieve with effectiveness and efficacy the goals of our mission, adjusting the intern capacity and the extern competitive position.



som

The **WEAKNESSES** are weak points of the proper institution. They include the people involved and affect in a negative way in the results of the institution.

- They are present these days and they may become worse if they are not eliminated.
- They are a risk that may diminish the effectiveness and efficacy of the institution as a consequence of the weakness that they represent.
- They are an area of improvement of the institution.
- They are aspects that limit or reduce the capability of effective development of the strategy of the institution, they constitute a threat to the institution and, consequently, they must be controlled.

As it can be seen at SWOT, **som** has detected as weaknesses:

- **Lack of communication at external level.** There is not a defined strategy of communication that allows communicate or project a coherent message of the institution towards outside.
- **Internal communication little formalised.** At this moment, we are working in this aspect. Nevertheless, new mechanisms of communication must be formalised that facilitate the coordination among the different areas of the institution and make cohesive the task done until now.
- **Management of HHRR.** It is important to evolve in the functioning and intern organisation of the institution from an administrative management to a management of the HHMM.

The **STRENGTHNESSES** are the strong points of the institution, demonstrated with facts, consistent along the time. They include the people involved and contribute to achieve good results.

- They are capabilities, resources, achieved positions, and, consequently, competitive advantages that may serve to explode the opportunities if they are managed adequately.
- They are present in these days and they may diminish or disappear if they are not protected.
- They are opportunities that contribute to increase the effectiveness and efficacy of the institution

As it can be seen at SWOT, **som** has detected as strengths:

- **Shared mission.** The group of members of the institution share the same mission, which allows us strengthen our work.
- **Know-how about the sector.** The experience and the history along these years make our institution a reference point and a source of experience in our sector.
- **Professionals involved in their task.** Professionals with clear values ethic commitment and vocation who, day by day make the project a reality.
- **Acknowledgement of their history and dimension.** Along these 26 years, we have worked to achieve a fairer more solidary society and towards the people with learning disabilities and development, setting up a model of guardianship of quality. The institution

has a contrasted history and a relevant dimension in its context. All of this contributes to a certain position of leadership and consideration that the institution enjoys these days.

- **Good institutional relationships.** Apart from the relationship held with the public and private institutions providers of services to people under guardianship, we have consolidated along these years the relationships with the administrations and private institutions. *Soft power* is a point to preserve.
- **System of quality management established.** The fact of establishing a system of quality management has allowed us to carry out working dynamics in a systematised way and introduce the culture of quality in the institution, apart from breaking rigidities to new changes.
- **Good financial management:** The economic management of the institution is carried out responsibly and absolute transparency and even conservative, showing absolutely balanced and sound accounts
- **Added value of the service of guardianship.** The institution has always committed itself to a model of complete guardianship and close to the person under guardianship: the different meals, lunches, Christmas dinners and accompaniments in outings or leisure are some good examples of this approach.
- **Programme of Pre-guardianship.** This programme is one of the services that suppose an added value to the institution, and, at the same time, it allows more proximity and confidence to the families of the people under guardianship.
- **Improvement and geographical location of proximity to the guardianship.** The headquarters of the institution are located in Barcelona, the area where there is a more demographical concentration of people under guardianship. Nevertheless, the teams cover all the Catalan territory, and in the case of Lleida, the team has its own headquarters.

The **THREATS** are facts of the environment that can be an obstacle to the setup of any strategy, or may reduce its effectiveness, increase the risks or limit the resources required to their implantation

- They are dynamic-
- They are prone to increase if they are not minimized as soon as possible.
- They suppose a risk that may diminish the effectiveness and efficacy of the institution.
- They are a barrier to achieve the expected results

As it can be seen at SWOT, **som** has detected as threats:

- **High dependence on the public sector as a source of financing.** At a financing level, the lack of diversification of sources of financing is risky. In our case, besides, there is a practically absolute dependence on the resources provided by the public administration. If we add to this fact the current economic situation which is jeopardizing the financial stability of the public sector, we find a high risk for the financial stability of the institution.
- **Bad situation of the private sector.** The generalised reduction profits of the companies and the reduction of the purchasing power due to the current economic instability, supposes and obstacle to the capability of the institution to obtain resources through these alternative ways.
- **Bad social perception of the legal form "Foundation".** The institution is legally constituted as foundation and is submitted to the requirements of this juridical regime. Nevertheless, it has been associated recently at a social and media level, to cases of corruption

and evasion of capital flights, and it has frequently been questioned the non-lucrative character of this type of institutions.

- ***Increase of the needs of people under guardianships as a result of the reduction of the purchase power.*** The generalised reduction of the purchase power affects as well to most of the people under guardianship, and, consequently, to the range of possibilities that they can access to. This situation may impact on their quality of life.
- ***Evolution of the institutions providers of services.*** The current context has caused that, more and more, the providers of services give up offering mores services than those considered as compulsory. This fact, to a certain extent, has bad consequences in the people under guardianship, since the range of services to which they may access, is substantially reduced
- ***Emotional stress of workers.*** Due to the type of task done, the institutions, and especially those workers that have more direct contact with the people under guardianship, are likely to be more emotionally stressed, which supposes a threat to the welfare of the human team of the institution.

The **OPPORTUNITIES** are elements of the environment that may suppose advantages for the institution or represent a possibility of improvement.

- They are dynamic; consequently, they may disappear if they are not used.
- They allow to increase the effectiveness and efficacy of the institution, because they help to achieve results.
- When defining the barriers of the institution, it is important to consider the consequences of lacking the resource, not the consequences of lacking certain resource.

As it can be seen at SWOT, **som** has detected as opportunities:

- ***Increase of guardianships and more implementation in the Catalan territory.*** The number of people under guardianship in Catalunya is increasing 11% per year. So, the Foundation could go on growing. A greater dimension as well as an increasing enlargement of the institution implies a greater relevancy within the sector, and consequently the consolidation as a main factor. Nevertheless, we must think that the possible growth may be a risky factor for the structure of the institution and for the quality of the services if this growth is not done in a sustainable manner. So, every year, an analysis of data is done in order to establish the possible previsions or projections of the possible growth of the foundation and to determine the actions to carry out according to the different scenarios that may come out in the analysis.
- ***Management of volunteers.*** In the current context, it is a priority to plan and define a good strategy to bring volunteers in order to a good development of the task of the institution, since volunteers suppose a very important resource. Besides, it is a way of enlarging the social approach of our actions and be closer to the society.
- ***Use of TIC.*** New technologies allow the Access to platforms of massive communication at a more reduced cost than conventional platforms, since the former offer the opportunity of being in contact with the extern environment of the institution.
- ***Legislative evolution.*** The possible legislative evolution regarding matters of rights and resources, as the new law of patronage, could introduce new opportunities that must be considered.

- ***Peak of the RSC in the private sector.*** There is a growing awareness in the private sector about corporative social responsibility. This scenario opens new opportunities to find spaces of collaboration and the securing of resources of different type.
- ***Popularisation of the concept “Third Sector”*** This concept is becoming more and more known in our society, which facilitates the communication about the tasks of the institution.
- ***Socially Awareness Task:*** The defence and protection of the rights of the people with learning disabilities is a sensitive matter for the whole society, and, therefore, to favour the communication.

*strategic lines,
where are we going?*

som

The identified key elements in the internal analysis, the environment and swot of **som**, have allowed determine the strategic lines to work and the strategic objectives considering the mission and the vision.

The period of execution of this **I strategic plan** is from 2014 until 2018, although we have consider that it is difficult foresee the characteristics of the context of **som** along these coming years and to what extent the development of its development.

Particularly, 8 strategic lines have been thought to work this **I strategic plan**, in order to potentiate the strong points, improve the weak points, and avoid, as much as possible, the threats.

- 1. communication**
- 2. financial sustainability**
- 3. quality of life of the people under guardianship**
- 4. volunteer programme**
- 5. internal organisation**
- 6. quality of management**
- 7. ethics**
- 8. programme of preguardianship**

All the strategic lines designed are developed in a transversal way and integrally along the period established in this **I strategic plan**, so, the order in which they are presented does not imply any priority among them.

Next, we are going to define the generic and specific objectives that will allow set up concrete actions for each line of these strategic lines.

strategic line 1: communication

When an institution is able to define, express its values and its missions, and make them to be shared by all the collectives that form it, is strengthening its capability of transmitting coherence and acting in a Unitarian way, being more efficient and taking advantage of their capabilities, and, at the same time, is carrying out a task of transformation in the people involved and in the society in general.

som emphasises the importance and transparency of the communication, the results of which, allow to bring values to the management of the institution. Therefore, it is important to define what the institution wants to communicate, which the objectives will be, and, what is more important, doing it in a very coherent way along the time.

The generic objective of this line is **LET THE INSTITUTION BE KNOWN**

The specific objectives are:

- Elaborate a plan of communication.

It is necessary to carry out a plan of communication in order to promote the importance and need of letting the institution be known, as well as its activities to the society in general, creating an adequate atmosphere to the mission and to the objectives. Therefore, what matters is to act in a short, middle and long run that will allow to coordinate and to supervise the optimization of the strategy regarding the image of the entity and to the informative management.

strategic line 2: financial sustainability

The financial stability of an institution is excellent, without this, there can't be an organised stability. On the other hand, it is necessary to have the necessary resources to develop in a sustainable ways the mission of the institution.

Likewise, the financing and sustainability of the system are essential elements for the institution, especially in a situation of economic crisis like it happens to be now.

In this strategic line 2 strategic objectives are established:

The generic objective 1 is **DIVERSIFY THE SOURCES OF FINANCING.**

The specific objectives derived are the following:

- **Increase of donations coming from physical and juridical persons.** Civil society is a key support for the institution in a context of reduction of resources and an increase of the demand of attention. What matters is to undertake public awareness to society in order to increase their participation and contribution to the institution. These donations can be economic coming from particular people or private companies or be donations in services or goods, as could be the active and volunteer contribution to the social, economic or environmental of the companies throughout the social corporative responsibility (improvement (RSC). In the same way, it is necessary to remember that a new Law of Patronage, at will pass at the end of 2013.
- **Management of the patrimony of the Institution.**
It consists in disposing of the resources to manage the patrimony of the institution, if advisable. Nevertheless, it is not a matter of lucrative management of this patrimony, but to maximise the economic interests to reinvest the profits in the foundational object.
- **Search of economic resources by the Patronage**
The Patronage, as an organ of the institution, must safeguard that the institution have the necessary economic resources and carry out a sustainable management of them. Likewise, the patronage must participate in an actively in the stability and sustainability, searching for funds, donations, promoting con conventions and so on.

The objective generic 2 **OPTIMISE THE FINANCING RESOURCES.**

The specific objective derived is the following:

- **Manage diligently the income and the expenses.**
To optimise does not mean necessarily minimise the expenses and / or maximise the income, but to have a set of values and some criteria that suppose carry out the task of the institution with effectiveness and efficacy. The optimisation of the resources is based on achieving financial objectives orientated to give us economic safety in the current moment, as well as in the future.

strategic line 3: quality of life of the people under guardianship

The concept of quality of life is principal for **som**. Quality is everything that any person needs to be happy with guaranteed basic standards. It is a combination of objective and subjective social welfare in the different aspects of the life of a person, considered these important in the culture and in the time living, whenever they are attached to the universal standards of human rights.

The Foundation ensures the guarantee of the fundamental rights that any person, with or without learning disabilities must have. According the International convention of the United Nations (UN), about the rights of the people with learning disabilities, *all the people with learning disabilities have the acknowledgement of their juridical capability, in equal conditions with the others, in all the aspects of life and they will have access to those supports that they may need. Likewise, they must be provided with the adequate and effective safeguards that respect the rights, their will and the preferences of each person that there will be neither any conflict of interests nor inadequate influence, that they will be proportioned and adapted to the circumstances of each person and that they will be applied in the shortest possible term.*

The generic objective of this line is **SAFEGUARD THAT THE PEOPLE UNDER GUARDIANSHIP HAVE THE MAXIM QUALITY OF LIFE.**

The specific objectives derived are the following:

- **Defend and promote the rights of the people under guardianship.** The institution safeguards and fights so that the rights of the people with learning disabilities are not hurt, as the Convention of the Organisation of the United Nations. Besides, the foundation has the intention or being pro-active in the fight for the rights of the people under guardianship, procuring the enlargement and in any case, avoiding the retailing of the rights now consolidated.
- **Promote the integration of the people in their environment**
The institution ensures that the people under guardianship have access to home and residential assistance and other support community services, and the personal assistance included, necessary to facilitate their inclusion in the community and avoid the isolation. Any person has the right to participate in the life of their community, take decisions and feel himself accepted.
- **Promote the model of pacification base on the person (PCP).**
With this model the institution tries to help the people with learning disabilities to achieve their personal targets, by means a process of collaboration with the person in order to plan his/ her project of life. The institution tries to follow the lines of this model.
- **Potentiate self-determination and independent life.**
The institution safeguards that the people under guardianship have the opportunity of choosing, whenever it is possible, their residential home, as well as the people to live with, in equal conditions than any other person, and that they are not compelled to live in a system of specific life. The quality of life of a person increases when he/ she perceives that he / she can participate in decisions that affect to his /her life.

- **Create a group of self-managers.**

Although people in general know the foundation more and more, we want to potentiate their complete participation and equality in their personal and community life. Thanks to this group of self-managers, the people under guardianship may acquire abilities of communication, achieve more personal and social autonomy, learn to take decisions regarding their life, participate in their community, and above all, be protagonists of their own life.

- **Facilitate the formation in subjects as the rights of the people with learning disabilities.**

Any person with learning disabilities must know his/her rights as a previous step to be able to exercise them. Therefore, institution's will is that the people under guardianship have this opportunity in order to have their rights respected, and be able to claim them, as well.

- **Ensure continuous formation in the rights of the person and the confidentiality of data in the team of *som*.**

The institution, as part of the programme of continuous formation, will facilitate the formation in those aspects related with the fundamental rights of the persons, as well as in subjects related with confidentiality of data to those members of the institution, whether professional or patrons.

- **Observe the *Organic Law 15/1999 of 13 of December*, about protection of personal data (LOPD).**

The institution has a procedure for the management and safety of systems of information and data and safeguards that they are not published without permission.

strategic line 4: volunteer programme

Nobody doubts the greatest value of **som** are the people who are part of it, especially the volunteers, and it is important for them to be satisfied with their task and with the institution.

som disposes of a programme of management that tries to provide the institution with a group of volunteers with the objective of improving the quality of life of the people under guardianship and their inclusion in a fairer and solidary society, setting up a relationship of affect throughout the accompaniment in their leisure time and helping the professionals to cover their needs of relationship, self-esteem, leisure, and self-realisation.

In this strategic line the three objectives established are:

The generic objective 1 is: **DINAMIZE THE PROGRAMME OF THE MANAGEMENT OF VOLUNTEERS.**

The specific objectives derived are the following:

- **Carry out a careful motorization of the volunteer programme.**

We try to carry out a motorization of all activities one by the volunteers with the people under guardianship, and, whenever it is possible, be able to share experiences and achieve a more attractive programme for the proper people under guardianship and the same institution.

- **Update and redefine the volunteer programme**

The current programme of management of volunteers needs a revision in order to make it more attractive and accessible to everybody, defining clearly the main objectives of the programme and the tasks done by volunteers, emphasizing the values and benefits that suppose them for everybody.

- **Participate in the Commission of volunteers of Dincat.**

In order to encourage and promote volunteers in this sector, the institution takes part of the Commission of Dincat.

The generic objective 2 is **INCREASASE THE IMPLICATION AND THE FEELING OF SENSE OF BELONGINGTO THE INSTITUTION.**

The specific objectives derived are the following:

- **Carry out formative meetings for the volunteers.**

In order to make able the volunteers to carry out better their task, the same institution organise formation meetings at an internal level about the functioning of a guardianship institution, the very programme of management of volunteers, the modification of the capability, guardianship or other aspects that are part of the life of Guardianships.

- **Organise activities among the Volunteers and the people under guardianship.**
The institution tries to promote the participation of the volunteers in leisure activities organised by the professionals of the institution with the people under guardianship, and, when possible, with the Patrons.
- **Promote the external formation of volunteers**
Apart from the internal formation, whenever it is possible, volunteers will carry out other types of formation related with the people with learning disabilities.
- **Improve the communication among volunteers.**
A greater participation of volunteers is valued as a positive aspect. Therefore, they must be given a place in order to express their opinions, and ideas, and at the same time, they will be having information available about the functioning of the institution and the activities carried out in the institution. The motivation is a main element of volunteers and keep it at an adequate level is synonym of commitment, continuity, and steadiness.

The generic objective 3 is **INCREASE THE NUMBER OF VOLUNTEERS IN THE INSTITUTION.**

The specific objectives derived are the following:

- **Carry out a plan of capture of volunteers.**
The institution tries to carry out actions of awareness and capture of volunteers in order to let the institution be known, the figure of the volunteer, and the programme of the management of volunteers around Catalunya. Likewise, we will go on working on the different webs of capture and social network sites.
- **Create a micro-volunteer programme.**
The institution wants to create a new type of volunteers that, without a high implication with the people under guardianship carry out eventual assistances, associated to different resources, such as flats, home residences or hospitals.

strategic line 5: internal organisation

som wants to be an effective and efficient organisation regarding the mission and capability of answer before the needs and expectations of the people under guardianship and the new changes to face. In order to achieve this, it is necessary the implication of everybody, professionals and Patronage.

In this strategic line the three generic objectives established are:

The generic objective 1 is **FORMALIZE INTERNAL COMMUNICATION.**

The specific objective derived is the following:

- Elaborate a plan of internal communication

It consists in establishing tools and channels of information to ensure that all the members of the institution dispose of the relevant and necessary information to carry out their task at all levels and in all directions, in order to provide transparency and clarity. A good policy of internal communication avoids the proliferation of information throughout informal with the consequent improvement of the labour atmosphere and has special importance in a labour frame characterised by the management of knowledge, management through objectives and loyalty of the professionals of the institution. Some tools may be the worker's manual, individual and group meetings, electronic communications, the creation of an agenda of activities to promote the participation, of professionals, patrons, and volunteers in activities with the people under guardianship

The generic objective 2 is **ENCOURAGE THE INVOLVEMENT OF THE PATRONAGE IN THE ACTIVITIES OF THE FOUNDATION.**

The specific objective derived is the following:

- Determine the functions and organisation of the Patronage.

We try to determine the functions of the Patronage, especially those related with institutional representation, and different organisational aspects that facilitate a greater implication of the patrons in the activities carried out in the Foundation, like the Patron's manual (with documentation such as the statutes, the internal regime regulations, the organogram, the memory, the strategic plan) the internal and external formation and others.

The generic objective 3 is **ESTABLISH A MODEL OF MANAGEMENT AND DIRECTION OF PEOPLE (RRHH).**

The specific objective derived is the following:

- Define and formalise the policy of management and direction of people.

Human resources are a central element in the task carried out by the Foundation, and consequently it is important their motivation and their competence. For this reason, the institution wants an improvement in the management of the staff so that the labour atmosphere motivates enough all the professionals of the Foundation, and contributes to

achieve the objectives and give a better provision of services and all this will influence positively on the satisfaction of the people under guardianship. It is necessary obtain, develop, and evaluate the profiles of the professionals in order to achieve a high level of organisational efficacy and efficiency, as well as work the motivation, the communication and participation of all the members of the institution. Therefore, the professionals must evolve in the direction traced by the institution, which there must be compatible with their own interests. Some of the aspects to take into account are: capture, and selection, plan of formation, system of retribution, competencies and professional abilities, safety and labour health, etc.

strategic line 6: quality in the management

Quality for **som** is the guarantee of giving a service with the capability of covering and satisfies the basic needs of the people under guardianship, accomplishing the compromises judicially entrusted and optimising the management.

The institution has set up and has kept, since 2012, a System of Management of Quality, according to the requirements established by the norm UNE-EN ISO 9001:2008, with which the institution wants to direct and control all the activities carried out, as well as detect the susceptible element of being improved. The processes and procedures required are already defined in order to guarantee that all the tasks are done and that all the objectives are achieved with efficacy and effectiveness.

The generic objective of this line is **GUARANTEE A SERVICE OF QUALITY AND PROMOTE THE CONTINUOUS IMPROVEMENT WITH THE ACTIVE PARTICIPATIO OF ALL THE ORGANISATION.**

The specific objectives derive are the following:

- **To keep a System of Management of Quality according the requirements established by the norm ISO 9001:2008.**

The institution is totally orientated to the people under guardianship, with the commitment of giving the best possible service. For this reason, it has decided to work in a system of management of quality in order to be able to help more and better to he people under guardianship and work in a more organised way internally, as well as to generate confidence in the environment. These days, the guardianship service as well as pre guardianship are already certified.

- **Integrate the I strategic plan with the System of Management of Quality.**

In order to facilitate the management both at an integral level in each area or programme of the institution, the objectives defined in this **I strategic plan** are included as objectives of quality for every year, according the period of time defined in each one. Therefore, the objectives of quality must ne tools that allow to achieve the strategic objectives of the institution.

- **Set up the system of Evaluation of Quality of FEAPS.**

In The process of continuous improvement, the institution wants to set up the process of assessment of *System of Evaluation of Quality of FEAPS*, based on three basic axes: quality of life, ethics, and management.

- **Participate in the Commission of Quality of Dincat.**

In order to promote the quality in the sector, the institution is part of the Commission of Quality of Dincat.

strategic line 7: ethics

Ethics is a critical and rational reflection upon the facts of moral and how these are applied at an individual and social level.

According to the Law 12/2007, of social Services, “*professionals and institutions that manage social services should orientate their activities in a way that guarantee especially the dignity of the people, their welfare and respect of their autonomy and intimacy*”

In the attention to people, actions between help and patronage are carried out and promoted. Taking into account this situation, in which decisions of professionals impact in this private sphere, and even may be conflictive with the people with learning disabilities’ interests, it is necessary to have a reference shared framework.

Inside this frame, **som** wants to assume the commitment and the responsibility regarding the way of acting, following the values of the institution, and in favour of the people with learning disabilities or development, spreading it to the whole organisation.

The generic objective of this strategic line is **ENSURE THAT THE ACTIONS OF THE MEMBERS OF THE FOUNDATION ARE LOYAL TO THE PRINCIPLES AND ETHIC VALUES BASED ON THE RIGHTS AND DIGNITY OF THE PERSONS.**

The specific objectives derive are the following:

- **Create a Space of Ethical Reflection over Social Services. (ERESS).**
The institution wants to set up a proper and accessible a consulting tool before situations that may generate conflict among the possible actors involved, promote the awareness and the formation on ethical values and encourage good professional and organizational practices by means of the elaboration of protocols, criteria and recommendations.
- **Revises the Ethical Code.**
The institution disposes of this instrument that allows to share a working system and daily life from a perspective of values of reference for the Foundation, as well as that it helps to identify risky situations and promote forms of acting which are fundamental in the ethical principles of the Foundation. Nevertheless. It is necessary to develop a revision in order to update this document, which is so important for our professional task.
- **Inform with transparency and responsibility**
We understand by transparency as the access that any person, or the society in general, to the information about the institution, as well as the fact that this information should be true, real, and complete. This information includes aspects like the observation of laws, rules, and quality standards.

- **Ensure the continuous formation on Ethics.**

We try to guarantee an active and permanent learning process, to which all the professionals have the right and obligation to access, in order to update and improve the knowledge, the abilities and attitudes before the demands and needs that may turn up.

strategic line 8: programme of preguardianship

The programme of Preguardianship offers a commitment with the future by the institution to the person under preguardianship (first degree) and his/her family / tutor, in order that when this support finishes, the person with learning disabilities doesn't find himself/herself in a situation of helplessness or lack of protection, and at the same time, it tries to create a closer environment. Likewise, the programme includes acquired compromises with other institutions, like residential home resources, occupational workshops m, Social Services, etc.

This service offers attention, advice, and the necessary support to people with learning disabilities.

The generic objectives of this strategic line are:

The generic objective 1 is **TO OFFER A SERVICE THAT GENERATES THE NECESSARY CONFIDENCE TO THE PERSON UNDER PREGUARDIANSHIP AND TO HIS/HER FAMILY / TUTOR.**

The specific objectives derived are the following:

- **Inform about the activities done in the institution.**
It consists in offering the greatest information possible about the functioning and activities done, as well as keeping a contact that promotes the confidence for the near future, with the families or tutors of the person with learning disabilities.
- **Carrying out an annual follow up of the person under preguardianship, his/her family or legal tutor.**
We want to promote the contact with the families or legal tutors of the person under guardianship in first degree, in order to detect in a proper way, the changes or situations that imply a better attention or management, as well as advice in legal managements and formalities that are considered necessary o asked. This contact may be face to face or by phone.

The generic objective 2 is **ACHIEVE A MUTUAL KNOWLEDGE AND A LINK BETWEEN THE ISNTITUTION AND THE FAMILIES /TUTOR.**

The specific objective derived is the following:

- **Offer attention and advice in legal, economical, healthy aspects and resources that may be available...**
It consists in offering the necessary knowledge and support in order to help them while the institution is waiting for the guardianship, and, by doing this, get knowing them progressively, in order to facilitate the hypothetical guardianship.

*implementation and
follow up,
how are we going?*

The development of the different strategic lines established in the **I strategic plan**, in a temporal frame and with a concrete organisational structure has allowed us monitoring the generic and specific objectives in order to value and learn from our actions and dispose of a method that allows us evaluate our effectiveness and efficacy.

Below, we describe the calendar established for the achievement of the different strategic lines:

	2014		2015		2016		2017		2018			
	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q
1. communication	Elaborate a plan of communication											
2. financial sustainability	Increase of donations											
	Management of the patrimony of the institution											
	Search of economic resources by the Patronage											
	Management diligently the income and the expenses											
3. quality of life of the people under guardianship	Defend and promote the rights of the people under guardianship											
	Promote the integration of the people in their environment											
	Potentiate self-determination and independent life											
	Create a group of self-managers											
	Facilitate the formation in rights of the people with learning disabilities											
	Ensure continuous formation in rights and confidentiality in the team of som											
	Expire with LOPD											
4. volunteer programme	Carry out a careful motorization of the volunteer programme											
	Update and redefine the volunteer programme											
	Participate in the Commission of volunteers of Dincat											
	Carry out formative meetings for the volunteers											
	Organise activities among the Volunteers and the people under guardianship											
	Promote the external formation of volunteers											
	Carry out a plan of capture of volunteers											
	Create a micro-volunteer programme											
5. internal organisation	Elaborate a plan of internal communication											
	Determine the functions and organisation of the Patronage											
	Define and formalise the policy of management and direction of people											
6. quality in the management	Keep a System of Management of Quality (ISO 9001:2008)											
	Integrate the I strategic plan with the System of Management of Quality											
	Set up the System of Evaluation of Quality of FEAPS											
	Participate in the Commission of Quality of Dincat											
7. ethics	Create a Space of Ethical Reflection over Social Services (ERESS)											
	Revise the Ethical Code											
	Inform with transparency and responsibility											
	Ensure the continuous formation on ethics											
8. preguardianship programme	Inform about the activities done in the institution											
	Carrying out an annual follow up											
	Offer attention and advice in legal, economical, healthy aspects....											

Due to the number and amount of the strategic liens established, an *annual plan of development* will be elaborated, after this in which we will set up, at the beginning of each year, the objectives and priorities to work in that period, the activities to be configured, the people in charge of their execution, the indicators of the monitoring, and the results expected.

The own philosophy of the strategic plan incorporates, as essential element a of follow-up phase and a periodical evaluation regarding the results that are coming out along the development of this **I strategic plan**, in order to measure the evolution of the monitoring indicators, provide reliable information that allows to know the degree of consecution of the objectives established and analyse the possible deviations.

As a result of this periodical monitoring, both of the executions of the activities and of the results, the people responsible of this objective, that appear in the plan of development, will have to elaborate a report, so, we will have an *annual monitoring report* of the **I strategic plan**.

Finally, the Patronage will hold an annual meeting in order to verify the follow up and execution of each one of the strategic liens established in this **I strategic plan**.