

We stand with Refugees



**NEW
CITIZENS'
GATEWAY**

Supporting Refugees and Asylum Seekers

**New Citizens' Gateway
Strategy 2023 - 2028**

Welcome!

New Citizens' Gateway warmly presents its Strategic Plan for 2023 to 2028, envisioning the UK as an inclusive haven that embraces all individuals seeking refugee protection while upholding their rights and dignity. Our primary objective is to support their integration journey and empower them to achieve their fullest potential as they rebuild their lives in our country. We deeply recognise the positive contribution our clients can make to the UK. Within this plan, we outline our strategic priorities for the next five years and provide a detailed roadmap to realise them. We remain mindful of the external context in which we operate, acknowledging the challenges and opportunities it presents. Furthermore, we place great value on the insights provided by our

esteemed stakeholders, staff, volunteers, and the individuals we serve, as they have significantly influenced the development of this plan. Looking ahead, we are aware that people seeking protection in the UK will encounter numerous challenges and uncertainties. However, at New Citizens' Gateway, we wholeheartedly commit to addressing these obstacles with unwavering resilience, courage, creativity, and compassion. This strategy serves as a vital tool, clearly articulating trends and challenges, and outlining how NCG will collaborate with voluntary and statutory organisations, migrant communities, and our valued partners to achieve a positive impact over the next five years.

Within the framework of this strategy, the term 'refugee' includes individuals and their dependents falling into the following categories:

Those seeking asylum

Individuals officially recognised as refugees under the 1951 UN Refugee Convention

Those granted protection or compassionate leave

Resettled refugees

Individuals with exhausted appeal rights

About Us

New Citizens' Gateway, legally known as Barnet Refugee Service, is an independent registered charity that works in partnership with individuals and organisations to improve the quality of life and promote the physical, social, and mental well-being of refugees, and asylum seekers living, working, or studying in the UK. Our primary mission is to address health inequalities, social and economic exclusion while facilitating positive integration and personal independence. Within our core service delivery, we recognise and value the substantial positive contributions that refugees can make to UK society.

About our beneficiaries

On a worldwide scale, the refugee crisis poses an urgent humanitarian issue. As per a 2022 assessment by the United Nations Office of the High Commissioner for Refugees (UNHCR), a staggering 34.6 million individuals have sought refuge in foreign lands, compelled to leave their home countries because of conflict, violence, persecution, or violations of human rights. NCG's purpose revolves around aiding refugees and individuals seeking asylum who have endured harrowing experiences under some of the world's most oppressive regimes. Having escaped unimaginable horrors, they encounter ongoing challenges in the UK, frequently grappling with homelessness, impoverishment, and the inability to secure employment. Our objective involves extending essential assistance to these profoundly vulnerable and traumatised individuals, equipping them with the necessary support to reclaim a life of dignity. Subsequently, we guide them in constructing secure, content, and meaningful lives within the confines of the UK.



Our Vision

All refugees to be **welcomed, safe, respected, and resettled.**

Our Mission

New Citizens' Gateway provides **holistic support** and services which enable the inclusion of those seeking and getting protection in England and Wales and to access their full potential as **equal participants** in UK life.



Our Values

Inclusive

We believe in **equal voice, equal opportunity, equal rights, and fairness** for everyone. Being **client-led** and **culturally sensitive** is core to being inclusive.

Respectful

We treat everyone with **kindness, empathy, openness and honesty. Active listening** is the first step. This includes how we engage with clients, staff, volunteers and everyone we engage with. It is part of our professionalism.

Collaborative

We believe in partnership. **Working together results in better plans, decision-making and solutions.** We work together internally and externally with other stakeholders for the best possible outcomes for our clients.

Empowering

We believe in **enabling people to solve their difficulties** and give them more **participation in the solution** and hence **develop the skills**, experience and confidence to solve future problems.



Our Ambitious Goals 2023 to 2028:



Ambition 1

To become a more Client-led Organisation

In NCG, we hold the belief that being a **client-led charity** places the **well-being, dignity, and self-determination** of the individuals and communities we serve as top priorities. This approach not only benefits our clients but also improves our long-term impact and significance. To enhance NCG's client-led approach, we will implement the following:

- **To have more people with lived experience on board:** To have more Individuals with lived experience join our board of Trustees.
- **Establishing User Advisory Groups:** Forming various groups consisting of NCG participants involved in a range of activities.
- **Engaging clients in Planning:** Involve the people we aim to help in the planning stages of our charity. Consult with them to understand their needs, preferences, and priorities. Conduct surveys, focus groups, or one-on-one interviews to gather their input.
- **Participatory Decision-Making:** We will make sure our beneficiaries have a say in NCG's decision-making process.
- **Co-design Programs and Services:** To ensure that the services we offer are customised to match the unique needs and preferences of our clients, we are committed to collaborating with them in co-creating programs and services
- **Measuring Impact Together:** Involving service users in the assessment of the effectiveness and impact of NCG's activities.

Ambition 2

Enhancing our Holistic Model of Support:

We are committed to further developing and enhancing our research-based Holistic Model of Support for our clients. To achieve this, we will be:

- **Providing Holistic Services:** We will maintain our commitment to supporting our clients in a holistic manner and we will continuously refine this approach based on the specific identified needs of our clients.
- **Impact Assessment:** Ensuring that all activities and projects within NCG employ appropriate tools to gauge the effects on clients.
- **Reaching Out to Universities and Researchers:** Conducting a comprehensive evaluation of NCG's existing model, assessing how it is delivered in practice and measuring its impact on our clients' lives.
- **Networking and Building Relationships:** Engage with universities/academic institutes researchers, and students to build relationships and discuss potential collaborations.





Ambition 3

Establish NCG as one of the most trusted organisation in youth work:

We firmly believe that this is a continuous journey that needs regularity, honesty, and dedication to the well-being of the youth we help. To earn trust and support for our organisation, it's crucial to be open, take responsibility, and sincerely aim to make a positive difference. We are planning to achieve this by:

- **Holistic Response:** Strengthen our capacity to respond to the whole-person needs of our clients, recognising their diverse and individual requirements.
- **Board of Trustees and Governance:** Have a diverse and experienced board of trustees including young people responsible for overseeing NCG's operations.
- **Youth Participation:** Involving youth in the decision-making processes of NCG . Seeking their input and feedback on program design and implementation.
- **Child Protection and Safety:** Adhering to our strict child protection policies to ensure the safety and well-being of our young people.
- **Partnerships and Collaborations:** Collaborating with other reputable organisations, government agencies, or local charities. We believe partnerships can enhance our credibility and effectiveness.

Ambition 4

Advocacy and Policy Influence:

NCG is committed to working collaboratively with other agencies to influence government policies and public narratives, leading to significant improvements in the protection of refugees and individuals seeking asylum. To achieve this, we will:

- **Active Engagement in Networking and Campaigns:** Continue our existing collaboration, reach out to more potential partners and establish relationships. Increase our participation in sector networking events and campaigns, to effectively advocate for the rights and welfare of refugees.
- **Unified Message:** In collaboration with our partners, we aim to create a coherent and shared message that effectively communicates the significance of the policy changes we collectively support.
- **Social Media Outreach:** We will focus on enhancing our presence on social media and harnessing media outreach to increase awareness of the issues faced by refugees and rally public support.



By diligently pursuing these ambitions by 2028:

NCG aims to have a profound and lasting impact on the lives of our clients, providing them with the support they need to thrive and lead **fulfilling lives** as **valued members of society**.

This plan outlines an exciting new path for New Citizens' Gateway. This plan builds on our strengths and enables us to adapt to better address the challenges our clients face. Given the current immigration bills and government policies, we aim to **safeguard refugees in the UK** from the government's unfavourable decisions. We'll team up with others who think like us and want **a fair and kind system for refugees**. We'll try to make our organisation **more focused on clients** and base our work on the experiences of people who need protection and speak up for themselves. We'll **partner with others** to get more public support. We're also working on becoming more advanced, using digital tools, being quick to respond, and staying flexible. **Trustworthiness in our youth work is a priority**. We'll collaborate closely with others, invest in our relationships, and work together to make a real difference.

We aim to have respected researchers **evaluate** our **Holistic Model of Support** to gauge its **effectiveness** and enhance our services. We'll work closely with others, build strong relationships, and make changes together. We'll focus on being effective and making a big impact. Importantly, we'll make sure our work and advocacy are **guided by the real-life experiences of refugees** and people who have been through the refugee protection system. To reach our goals, we'll invest in a yearly business plan to help NCG grow.

By 2028, we aim to have an even bigger impact and get more attention from the public. We'll move forward with determination, putting our values of including everyone, showing respect, working together, and empowering others into practice. We'll collaborate with refugees, our staff, volunteers, donors, supporters, and partners to create real change.



New Citizens' Gateway is a registered charity under the name of "Barnet Refugee Service" charity number. 1107965 and a Company Ltd by Guarantee, No. 5243595

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Website: www.ncgateway.org.uk