



## Strategy 2022 – 2026



[www.naccom.org.uk](http://www.naccom.org.uk)

NACCOM is a registered charity in England and Wales Registration No.1162434

# Background

**NACCOM is the No Accommodation Network**, a network of over 135 member organisations across the UK dedicated to ending destitution amongst refugees, people seeking asylum or who have been refused asylum and migrants with no recourse to public funds (NRPF). It was set up in 2006 bringing together a number of organisations to meet, share ideas and solutions on how to provide accommodation for people seeking asylum who were facing destitution. Initially operating on a voluntary basis, the network grew and in 2015 it registered as a Charitable Incorporated Organisation, employing its first staff member. Now in 2022 we employ eight (soon to be nine) staff and work across the whole of the UK supporting our members.

In 2017 NACCOM produced its first strategy and theory of change. For the past five years it has directed the network

to achieve significant impact for people seeking asylum, refugees, and migrants with NRPF through four strategic goals. The network has increased the reach and strength of its accommodation provision for destitute people in the asylum and immigration system, and advocated for changes to government policy and practice that improved their access to housing and financial support.

In 2020 NACCOM began a process of strategic review through to a strategy development phase that concluded in early 2022 and we are very grateful to members, volunteers, partners, people with lived experience, staff and trustees for their time and effort in attending meetings and workshops, reviewing draft strategies and theories of change along the way. As with that process, we start by looking back and then turn our faces to the future.

## We are proud of the following achievements from 2017 - 2022:

### Goal 1

**Supporting members to become more sustainable and effective to increase the number of people they accommodate.**

- ✓ The network has grown from 50 members at the start of the strategy in 2017 to 137 members by June 2022, of which 73 are full members that provide accommodation
- ✓ Though there is still huge need for legal advice and representation, more members now enable people access to this. At the beginning of the strategy very few full members had this provision in place and the survey results from 2020/21 showed that 35% of our full members provided access to justice
- ✓ Members provide significantly more nights of accommodation/bed spaces than offered in 2017 with 3,373 people accommodated in 2019-20 and 2,771 in 2020-21 (a huge number considering there was Covid-related emergency provision that year)
- ✓ NACCOM distributed over £1million in grants via the Guardian Appeal and Respond & Adapt Programme, benefitting over 60+ NACCOM members, and produced a funding toolkit and ran workshops on fundraising
- ✓ Strengthened members' links with key sources of accommodation and practice support namely: faith groups, mainstream homeless sector, housing associations and Refugee Action's good practice team
- ✓ Publication of housing, hosting and funding toolkits and establishment of networking and communication events and channels for members to connect and share good practice.

### Goal 2

**Enabling those with lived experience to share their insight and experiences so that working in partnership with NACCOM and other organisations, the human face of destitution has a raised profile and their opinions inform our work.**

- ✓ 12 people with lived experience of destitution published 17 stories, contributed to research calling for an end to asylum support delays, and secured Home Office commitment to revise the flawed refugee integration loan scheme
- ✓ Two people shared their lived experience of destitution and the move-on period with members of the Housing, Communities & Local Government Select Committee calling for an end to NRPF restrictions on access to housing and financial support which was subsequently quoted by parliamentarians in debates on government homelessness policy during Covid-19
- ✓ Co-convened a workshop for 100+ practitioners on how to involve people with lived experience in service design and advocacy
- ✓ Piloted and now in the process of scaling up a Community Researcher programme with an initial group of six volunteers with lived experience of asylum and destitution who have conducted research in partnership with Homeless Link and with NACCOM members.

### Goal 3

#### **Tackle the root causes of destitution through policy, lobbying and awareness raising.**

- ✓ The 'Mind the Gap' reports (2018 and 2019) advocating for an end to homelessness for refugees securing commitments from the Home Office to reform the refugee integration loan scheme
- ✓ NACCOM's coordination of the campaign to end the eviction of people refused asylum from Home Office accommodation on public health grounds, contributed to the High Court decision in December 2020 to order evictions to stop
- ✓ NACCOM ensured that people with NRPF were included in the 'Everyone In' policy during the Covid-19 pandemic. NACCOM was central to influencing MHCLG (Ministry for Housing Communities and Local Government) colleagues to include people subject to these conditions within the policy
- ✓ NACCOM co-ordinated development of good practice and advocacy work to influence the Homes for Ukraine scheme in order to reduce the risk of harm, exploitation, homelessness and destitution to people seeking sanctuary in the UK from Ukraine, and to protect the reputation of the excellent hosting work done by NACCOM members.

### Goal 4

#### **Ensure NACCOM is a well-resourced and strategic organisation.**

- ✓ Improved financial monitoring and management systems through the development of a colleague into the role of a Finance and Operations Co-ordinator, investment in financial systems and recruitment of a new Treasurer with a financial management background
- ✓ Increased staff team to support the growing network and national policy and advocacy work
- ✓ Secured a stable financial position with good funder relationships and plans to develop our fundraising function both to support NACCOM and our members
- ✓ BBC Radio 4 charity appeal in October 2021 which raised £42,760 against a target of £20,000, raised NACCOM's profile to new audiences and created a link with Lord Alf Dubs who presented the appeal on our behalf
- ✓ Investment into an HR review, wellbeing support for staff, a flexible work environment and development of more accessible recruitment practices to recruit and retain an excellent team
- ✓ A diverse and well-rounded board, with new trustees recruited and a well-managed transition to our new Chair.



# NACCOM Strategy 2022 - 2026

## Our Vision

NACCOM's vision is for the UK to have a fair, just and humane asylum and immigration system, which enables people seeking asylum, refugees and other migrants to be free from destitution and to live with dignity and agency.

## Our Mission

We believe that destitution has no place in a fair, just and humane asylum and immigration system. Therefore NACCOM exists to promote solidarity, connections and good practice to assist the establishment and delivery of accommodation and support projects working with people facing destitution because they are in the asylum and immigration system in the UK. In addition, we work with member organisations, partners and supporters to use the evidence and testimony of NACCOM members and people with lived experience to influence change at a local, regional and national level to create better pathways out of destitution and end destitution for good.

## Our Values

The following are values that we hold dear at NACCOM. They are not an exclusive list, but rather a reflection of the way in which the network has operated since its inception in 2006, and values that we desire to underpin the ongoing work of the charity.

### A thirst for justice

There can be no deviation from our mission until all destitution among people seeking asylum, refugees and other migrants in the UK is eradicated.

### Collective working within and beyond the network

We recognise the contribution that all our members can make, and value the expertise and input of others working for the same goals.

### Solidarity

We stand in solidarity with those who have lived experience of destitution and those who support them.

### Shared resources, knowledge, ideas, expertise and best practice

NACCOM is committed to sharing what we have with all who agree with our aims. Networking produces outcomes that cannot easily be measured.

### Commitment to excellence

We strive to do everything to the best of our ability, and are not satisfied with anything less than the best quality.

### Openness and transparency

Our members should be kept informed at all times and consulted on issues that may affect them. Our processes should be visible and accountable.

### Accessibility

Our events and resources will always be affordable to all members, irrespective of their financial situation.

### Empowerment for refugees, people seeking asylum and migrants with lived experience of destitution

Their voices should be heard, and their talents recognised and used. Wherever possible their opinions inform and influence NACCOM plans and policy.



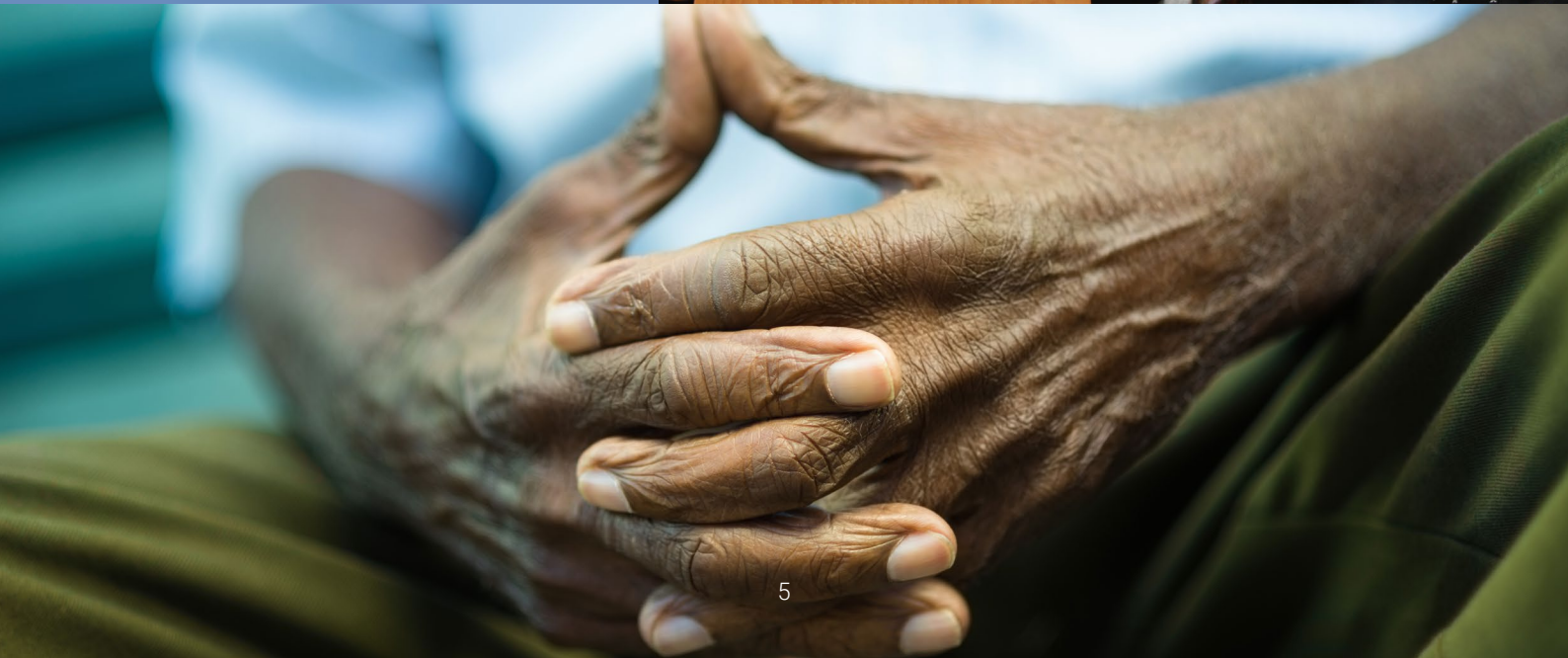
## We turn our Vision, Mission and Values into practice by:

- 1 Providing networking opportunities to connect members and facilitate the sharing of knowledge and promote good practice to provide pathways out of destitution. We do this through regular training and networking events, an annual conference, an online members forum and library of information and resources.
- 2 Gathering and disseminating data on destitution and using this to tackle the root causes of destitution through policy, lobbying and campaigning, both ourselves and in partnership with others.
- 3 Working with our members and with those with lived experience of being destitute to ensure that the human face of destitution is shared with the wider public and decision makers. We do this by training and supporting people with experience of the asylum and immigration system to research and communicate their findings and experiences, through media work and through supporting members with their communications.



## Our Focus For 2022 - 2026

Our plan over the next four years is to learn, share, campaign for and support the implementation of plans to prevent and end destitution caused by the asylum and immigration system to ensure people can live with dignity and agency as a part of the community.



## What do we mean by destitution?

'Destitution' is usually defined as extreme poverty, when people cannot provide for themselves. With members and partners we will be exploring a more detailed definition of destitution, for example potentially adopting the Joseph Rowntree Foundation definition of destitution, which says that people are destitute if they, or their children, have lacked two or more of these six essentials over the past month, because they cannot afford them:



### Shelter

(have slept rough for one or more nights)



### Food

(have had fewer than two meals a day for two or more days)



### Heating their home

(have been unable to do this for five or more days)



### Lighting their home

(have been unable to do this for five or more days)



### Clothing and footwear

(appropriate for weather)



### Basic toiletries

(soap, shampoo, toothpaste, toothbrush)

## How do we want to end destitution?

- We want people to have support to end their immediate experience of destitution
- We want people to have long-term pathways out of destitution
- Through policy, campaigning and practice we want to prevent people experiencing destitution in the first place.

## What do we mean by prevention, short and long-term solutions to destitution?

- **Prevention:** Gathering and presenting evidence for how destitution can be prevented and designed out of systems and services for good
- **End immediate destitution:** Provision of safe and good quality temporary accommodation and living essentials to support people to end their immediate experience of destitution
- **Long-term pathways out of destitution:** Provision of support and advice to create long-term pathways out of destitution. Key to this is access to legal advice and advocacy, but also that support is person-led, flexible and trauma informed
- **In all solutions:** Treat people with dignity and respect and ensure they have agency to make the best-informed decisions for their lives.

## Who do we want to see this change for?

The core group of people that we want to see change for is people being failed and left destitute by the asylum system, particularly those seeking asylum, appealing asylum claims or appeals rights exhausted with no clear options before them. It was to support and fight for these people that NACCOM was first set up.

But the organisation – and our membership – also supports people who have been granted refugee status but have inadequate support, are migrants with no recourse to public funds or people who are undocumented or with an unclear immigration or asylum status. Many of these people too are being failed by a system that forces them into homelessness and destitution and many of the solutions to preventing and ending their experiences of destitution are the same. Regardless of their asylum or immigration status, we believe no-one should face homelessness or destitution.



## To deliver this plan, the four key changes (strategic goals) we will seek to implement are:

1. The root causes and human impact of destitution and solutions to end destitution are better understood
2. People with lived experience play a core and equitable role in highlighting the human impact of destitution and creating and sharing the solutions to destitution promoted by NACCOM
3. More policies and practice exist to support the end to destitution
4. More and better services exist to support people out of immediate destitution and provide long-term pathways out of destitution.

## How we will do this:

1. **Working with those that know best:** We will ensure people with lived experience play a core and equitable role in creating and sharing the solutions to ending destitution promoted by NACCOM
2. **Being evidence-led:** We will use the evidence from our members and our work with people with lived experience to push for policies and practice to prevent and support the end to homelessness and destitution
3. **Thinking local; influencing national:** We will take a more localised approach to support members where they are and where they could be to design out destitution and influence change locally, regionally and nationally
4. **Building strategic partnerships:** We will build more strategic partnerships across different sectors, making the most of our unique place sitting across the migration, asylum, welfare rights, homelessness and faith sectors and the ability we have to gather and present evidence on the experiences of member organisations and people with lived experience where these sectors meet
5. **Making sure our house is in order:** We will ensure NACCOM is a well-run, well-resourced, strategic organisation that is meeting the changing needs of our network, for example through implementing the learning from our Design Lab research with members
6. **Modelling the way we want to see the world:** Operating in a way that is demonstrable to our values that is transparent, inclusive, anti-racist and promotes well-being. This will include a refresh of our values to turn them into behaviours we can use to hold ourselves to account.

## How will we know that we're making progress against our strategic goals?

We know this is a lot of work and we can't do it on our own. Our theory of change (appendix one) will help us decide on the interim outcomes/steps along the way we should focus on, the areas we should work with partners on and the areas we should trust to partners fully. It will help us track progress towards our strategic goals and hold ourselves

to account for the impact NACCOM is having – to our members and to our wider vision.

**We will not rest until we have an end to destitution and the fair, just and humane asylum and immigration system that people deserve and our members demand.**



# Appendix 1: Theory of Change

## We will deliver:



Support to establish new accommodation and support projects



Networking opportunities for members to connect, share and collaborate



1:1 member support



Platforms to showcase member challenges and solutions to ending destitution



Toolkits and resources



Research, including our annual members' survey



Opportunities for people with lived experience to collate and present evidence



Platforms for people with lived experience to share stories and give views with dignity and respect



Advocacy and campaign opportunities



Reports, briefings, updates and consultation responses highlighting impact of and solutions to destitution



## To achieve interim outcomes for:



### NACCOM members...

- ✓ ... have a positive understanding of migration, asylum and a human rights approach to ending homelessness and destitution
- ✓ ... have a good understanding of reasons for and pathways out of destitution
- ✓ ... have a real understanding from people with lived experience of the impact of their services
- ✓ ... have more knowledge on how to deliver their work to end destitution
- ✓ ... build connections with and support one another more
- ✓ ... are more aware of collective work
- ✓ ... feel a sense of community and solidarity with NACCOM and other members
- ✓ ... are better able to work positively and equitably with people living in destitution
- ✓ ... are able to take a localised strategic approach to creating pathways to preventing and ending destitution
- ✓ ... able to work more collaboratively to end destitution
- ✓ ... feel better supported to work with housing associations
- ✓ ... feel better supported to work with local authorities
- ✓ ... are more confident to use evidence, data and case studies to show the need for and value of their services
- ✓ ... are better able to make the case for funding and support for their services
- ✓ ... are empowered to support people out of destitution
- ✓ ... are able to secure more sustainable funding
- ✓ ... deliver safe and good quality places of accommodation and provide impactful services



### People with lived experience...

- ✓ People with lived experience of destitution and immigration control feel represented and included in the work of NACCOM
- ✓ People with lived experience have increased skills to make a positive contribution to ending destitution
- ✓ People with lived experience have the resources to make a positive contribution to NACCOM
- ✓ People with lived experience have increased opportunities to share their experiences, views and research findings
- ✓ People with lived experience are better able to advocate for themselves
- ✓ People with lived experience have more opportunities to shape policy and practice
- ✓ People with lived experience contribute more to what inclusive, anti-racist practice to ending destitution should look like
- ✓ More evidence of the human side of destitution exists that is directly shaped by people with lived experience
- ✓ More members of wider society support people who are destitute
- ✓ Decision-makers and key stakeholders listen more to people with lived experience
- ✓ Decision-makers and key stakeholders make decisions based on feedback from people with lived experience



### External partners and stakeholders...

- ✓ Housing associations are better supported to work with NACCOM members
- ✓ Local authorities are better supported to work with NACCOM members
- ✓ Funders understand the need for stable funding for accommodation and support services to end destitution
- ✓ Funders and NACCOM members are connected on sympathetic issues
- ✓ Greater funding for legal provision across the NACCOM network exists
- ✓ Decision-makers and key stakeholders have evidence from NACCOM and members' work
- ✓ Decision-makers and key stakeholders use NACCOM evidence to make positive changes to ending destitution
- ✓ More and better partnership working exists to end destitution
- ✓ Better media coverage of the impact of and solutions to destitution exists



## As steps along the way to achieving our key strategic goals:

1. The root causes and human impact of destitution and solutions to end destitution are better understood
2. People with lived experience play a core and equitable role in highlighting the human impact of destitution and creating and sharing the solutions to destitution promoted by NACCOM
3. More policies and practice exist to support the end to destitution
4. More and better services exist to support people out of immediate destitution and provide long-term pathways out of destitution.



## To progress towards our organisational vision:

**For the UK to have a fair, just and humane asylum and immigration system, which enables people seeking asylum, refugees and other migrants to be free from destitution and to live with dignity and agency.**

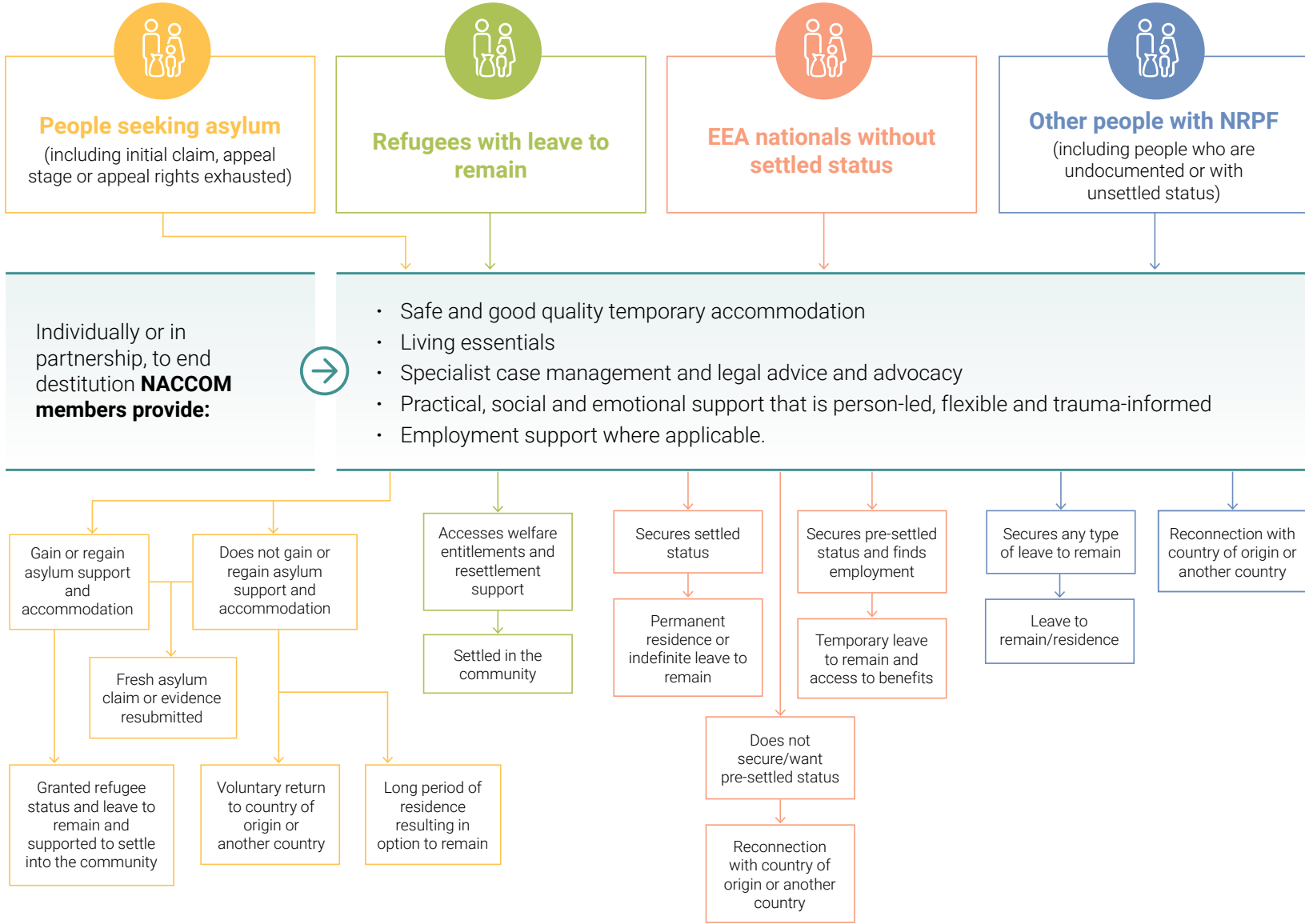


# Appendix 2: Pathways out of Destitution

## The role NACCOM plays to prevent and end destitution

-  Support to establish new accommodation and support projects
-  Networking opportunities for members to connect, share and collaborate
-  1:1 member support
-  Platforms to showcase member challenges and solutions to ending destitution
-  Toolkits and resources
-  Research, including our annual members' survey
-  Opportunities for people with lived experience to collate and present evidence
-  Platforms for people with lived experience to share stories and give views with dignity and respect
-  Advocacy and campaign opportunities
-  Reports, briefings, updates and consultation responses highlighting impact of and solutions to destitution

Through policy and practice we want to ensure that barriers to accessing support to end destitution are removed, and through research, policy, campaigning, practice and partnerships we want to prevent people experiencing destitution in the first place.





Photos courtesy of Canva.

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