



# WRC STRATEGY

2023 to 2026



# PREFACE

Over the last 3 years, we have achieved an enormous amount. We have grown our income from £1m to £1.6m. We have adapted our services in the face of the Covid Pandemic and developed our services to meet client needs. We are proud that during the worst health pandemic of the last 100 years, we furloughed no staff and expanded our staffing base- and our well-being offers for them.

We strengthened our structure- bringing in key skills and talent to Fundraising, Communications and Engagement teams. We created nine new lead roles, helping to increase pathways for career progression, and are delighted to see staff develop their skills.

Across our services, we expanded our volunteering offer, our Communications and Engagement roles, and our Move on/Housing and Homelessness and Triage Teams. We launched new projects- such as the Asylum Guides, Education and Employment, and the Ukraine Project. We continued supporting families and providing safe places for kids to grow via our Play Project.

We supported and empowered more sanctuary seekers and refugees and firmed up our position as the lead sanctuary and refugee charity in Wales.



We have achieved all of this against a hostile political migration landscape.

Over the next three years, our challenges won't go away- measures from the Nationality and Borders Act 2022 will continue to be implemented. Our biggest and most pressing is the widening of dispersal areas and supporting sanctuary seekers, local authorities, and local communities in new areas of Wales.

Prevention of homelessness and adequate housing will be a key area for us- as we seek to ensure that sanctuary seekers are treated with respect and are able to integrate from day one of arrival in Wales. The refugee journey will become more unstable due to limited timeframes for renewing status, and our work to increase education and employment routes will increase.

We will work to build on our unique Welsh landscape of being a Nation of Sanctuary and seek to influence key stakeholders to ensure this is embedded in every area of policy and practice.

Our strength is our passionate and dedicated team of staff and volunteers that believe in the power of human kindness and understanding. We will foster a welcome that we can be proud of.



*Thank-you  
for welcoming  
refugees x*

# OUR VISION

Working together to create a Wales where sanctuary seekers and refugees are welcomed, respected, and empowered.

# OUR MISSION

We improve the lives of sanctuary seekers and refugees through specialist support and influencing policy and practice.



# OUR VALUES

## Brave

We are bold, innovative, and we take action.

## Diverse

We recognise that strengths we each bring and each other's uniqueness.

## Croeso / Welcome

We create environments, that engage and welcome.

## Influential

We empower people to tell their stories and use our data to lift narratives.

## Collaborative

We recognise the importance of working in partnership and building each other's capacity.



# LIVED EXPERIENCED LED

Our clients; sanctuary seekers and refugees are at the heart of what we do.

We are proud that 50% of our staff have migration heritage, and 1/4 of our staff started as volunteers first



**SANCTUARY SEEKERS AND REFUGEES**

**LIVED EXPERIENCE FORUMS**

**OUR PARTNERSHIPS**

**MANAGEMENT**

**LEADERSHIP TEAM**

**TRUSTEES**



# PILLAR ONE:

Expert advice and information that increases understanding and engagement.



## We will:

- Ensure that sanctuary seekers and refugees receive early access to information, advice, and support, aiming to mitigate crisis.
- Recruit and retain an expert specialist advice team of staff and volunteers, maintain OISC level one, recruit, and train to OISC level two.
- Extend the reach of our casework support, inc NRPF to support sanctuary seekers and refugees dispersed across Wales.
- Train for excellence, developing specialist knowledge, enabling staff to improve the way we work.
- Increase understanding of our role in widening of dispersal with key stakeholders.
- Use insights and data from casework to highlight key trends and issues, shaping services to meet emerging needs.

# PILLAR TWO:

We empower sanctuary seekers and refugees to develop their skills and increase pathways.



## We will:

- Increase our education employment and volunteering opportunities, supporting people with meaningful routes.
- Support sanctuary seekers and refugees to bring ideas and solutions at every level including to our Board.
- Increase understanding of integration to maximise the positive aspects of sanctuary dispersal.
- Foster a warm and safe environment where our staff are trusted to hear client concerns.
- Support families and provide safe places for children to learn, grow and play.
- Combat and mitigate homelessness and destitution seeking to ensure positive refugee outcomes.
- We will continue to grow our diversity, equity and inclusion practices creating environments that breakdown barriers.



# PILLAR THREE:

We will campaign and advocate with our clients, local communities, and partners to raise awareness and influence for change.



## We will:

- Aim to become a strategic partner with Welsh Government recognising the benefits this will bring to being a Nation of Sanctuary, and ability to respond to crises.
- Co-produce campaigns ensuring the voices of those with lived experience are central to the design and delivery.
- Focus on activities with a devolved responsibility recognising where we can affect change.
- Strengthen the Welsh Refugee Coalition, providing leadership to maximise our partners strengths.
- Be the 'go to' for media, and stakeholders to promote understanding of migration issues and promote anti racist narratives.
- Work with UK partners to ensure Welsh voices are engaged with on a national level.
- Work with refugee community groups, to understand the issues and build bridges of knowledge and support.
- Increase awareness of housing rights, and local authority duties to mitigate homelessness.

# PILLAR FOUR:

We are effective,  
resilient, and  
innovative.



We will:

- Measure our success by being clear about the outcomes we want to achieve and evidencing effectiveness.
- Create sound three-year financial forecasts that take account of department, project, and sector needs.
- Build a strong and resilient Finance and Fundraising teams that aligns to our current and future requirements.
- Strengthen our relations with funders and supporters, building longer term partnerships.
- Support the well-being of staff and volunteers, living our values to promote diversity, equality, and inclusion.
- Develop dynamic leadership teams driving forward the strategic plan and evidencing effectiveness.
- Ensure strategic direction, accountability, and high performance through an active and engaged Board of Trustees.
- Instil good governance across departments aiding stability.
- Review and improve our IT systems and software to meet our current and future needs enabling us to be efficient.

# JOIN US

Help us make Wales a more welcoming place for those who need protection.

## DONATE TODAY

£10 could go towards English language skills.

£25 could enable a child to laugh again, via support from our specialist play workers.

£50 could fund homelessness support reducing isolation, anxiety and feelings of being alone.

[Click here to donate](#)

## VOLUNTEER

Our volunteers come from around the globe and all backgrounds and collectively speak over 15 different languages. They include former teachers, entrepreneurs and journalists. We particularly welcome volunteers from asylum and refugee backgrounds.

## FUNDRAISE

There are many ways you can help! Get in touch today and we'll provide you with the guidance you need to get started, ideas and suggestions on how to plan and succeed in your fundraising campaign.