



Our Second Home

**2025 - 2028
STRATEGY**

Now in our eighth year operating and our fourth as a charity, I am delighted to share Our Second Home's strategy guiding our work over the next few years. This work has been shaped by our young people, leaders, volunteers, trustees, and valued partners and funders, and comes at a moment where the hostility that people face for using their right to seek asylum remains undimmed.

Our young people navigate a hostile legal environment that exacerbates uncertainty and stress. Misinformation and disinformation in both politics and media direct further anger their way, both online and face-to-face. Language barriers hinder their ability to advocate for themselves, access essential services, and integrate fully into their communities. Unaccompanied asylum-seeking pupils are, on average, over 3 years behind their British-born peers by age 16. Poor mental health is a pervasive challenge, often stemming from the trauma of displacement, compounded by the stress of adapting to a new country and the acute isolation of being separated from family and friends. While living as asylum seekers, they are banned from working and from claiming benefits, being forced to live off just £7 a day (or £1.27 a day if in 'catered' accommodation). Young people are treated as adults long before they are ready, leaving them at increased risk of exploitation and reducing access to age-appropriate support.

As this strategy shows, our work acts as an antidote to this. Whether it is just through a helping hand and an open community, or by gaining the space and skills to step up as a leader, being part of this youth movement can be a catalyst to enable displaced youth to flourish into adulthood in the place they call home.

This strategy is both an exciting step to galvanise our next stage as a movement and the roadmap for Our Second Home to continue scaling. It will take us from a centrally-run organisation to a 'hub and spoke' model; from a movement with one leadership pathway to one with lived experience at the heart of every part of our work; and from a movement reliant on a handful of backers to one developing innovative partnerships across the UK. This is your invitation to learn more and to get involved.

Amos Schonfield, Founder and CEO
February 2025



OUR BIG IDEA

Identity, community and leadership are of vital importance for young people with refugee backgrounds.

OUR MISSION

Young people with refugee backgrounds build community, become leaders and flourish in the place they call home.

OUR THEORY OF CHANGE

If we support young people with refugee backgrounds to have positive experiences, build relationships and gain leadership skills, then they will create a nourishing community and have more opportunities to realise their potential and thrive.

PROBLEMS

Faced by young refugees and people seeking asylum

ASSETS

The inputs & resources we draw on

ACTIVITIES

What we provide

OUTPUTS

What participants experience

POSITIVE OUTCOMES

How participants benefit in the short-term

OUR STRATEGY FOR CHANGE



OUR LONG TERM IMPACT

By achieving our strategy for change, then in the long-term, young people with refugee backgrounds will experience sustained & improved wellbeing from becoming part of a supportive, resilient, diverse community that leads to access for success in educational and employment opportunities.

We will also watch participants take on leadership roles within OSH, other organisations and their own communities

IN THEIR WORDS

“You get so much experience. The other leaders teach me what they have learnt over 5 to 6 years in 5 days. They teach me how they are leading, how it should be done, how to work with teenagers and how to speak to them.”

Peer Leader, Summer Residential 2022

“As a leader in OSH, I got the confidence and support to apply to uni. I'm not sure if I would be studying today if it wasn't for the help I got from them!”

2019 Leader in 2024

“The Hub is a great place to socialise and to meet new people. It's a great place to relax your mind and to be happy. I gained new experiences, and it has helped me to set new goals for my life. I am very happy when I'm there and excited for the workshops.”

2024 Female Participant

“It's hard to put into words the magic of OSH, the strength of community that goes way beyond the residential experiences and lays down strong roots for young people to be able to grow and flourish in their new homes. I have both volunteered on OSH and been a referrer, I wish all of the young people who I work with could be offered to the OSH experience!”

2024 Referrer

OSH IN 2024 → OSH IN 2028



8 Residentials a year, organised centrally	20 residentials organised regionally around 6 regional hubs
2 Hubs running local programming	3 Established Hubs managing residentials, leadership training, community programming and YP relationships; 3 Hubs in formation accessing shared services
20 LITs	60 LITs in 4 Hub-based courses / codified curriculum / training for non-refugee volunteers
Informal mentoring and digital community	Formal mentoring programme - regular 1-to-1s for 225 YP across 6 Hubs
22 leaders with lived experience	100 leaders and 25% of staff with lived experience
3 FTE core staff	9 FTE staff - 4.5 FTE core and 4.5 FTE regional Hub managers
£215k income	£750k income from statutory funding, trusts, major donors and corporates



OUR PROGRAMMING VISION FOR 2028

HUBS + RESIDENTIALS

20 RESIDENTIALS BASED AROUND 7 HUBS*

180 REGULAR SESSIONS OVER THE YEAR

250 INDIVIDUAL SESSION ATTENDEES

80 WEEKLY ATTENDANCES NATIONALLY

500 UNIQUE YOUNG PEOPLE

1000 RESIDENTIAL ATTENDANCES**

*4-5 residentials per established hub, 2 per developing hub

**Approximately 2 attendances per young person.

Our Hubs

London – 2 well-established, 1 in formation

Bristol – 1 well established

2 new regional hubs in formation

Established Hubs Offer

Weekly sessions

Average 20 weekly attendances

Local residentials & leadership courses

Mentoring/signposting

Local digital community

Full time managers

Hubs in Formation

Average 10 weekly attendances or equivalent

(eg. 20 fortnightly)

Codified programme offerings

Part time managers

Residentials run off a well-documented, codified programme model and will be managed regionally.

OUR PROGRAMMING VISION FOR 2028

LEADERSHIP JOURNEYS

LEADERSHIP TRAINING COURSE

Leadership courses held in each established Hub location and in one location for Hubs in formation
15 unique individuals trained over 4 sessions in 4 locations - **60** individuals (3x increase over 2024)

90% attendance at courses

National leaders weekend for all leaders

Dedicated training course for non-refugee volunteers – including pre-residential training days

Curriculum and planning overseen by a central staff member, courses run by regional managers

Clear curriculum, learning materials, programme handbook

OSH YOUNG PEOPLE IN LEADERSHIP ROLES

100 leaders with lived experience across the organisation

At least 3 out of 12 core/local staff members with lived experience of the asylum system

Increased range of roles throughout the organisation – at residentials, in weekly sessions and training courses (eg facilitators, mentors), as core staff, on committees, and the board

Transparent, well-thought out, graded recruitment process to progress young people through various roles

Maximise number of paid roles with clear pay policy

Managed by regional managers and overseen by the Programme Director

MENTORING

Programme of regular 1-to-1 meetings for 50 participants in each well-established Hub and 25 in each in-formation Hub

Clear, documented process and training for mentors

Participants' engagement and progress monitored and recorded

Delivery and participant tracking managed by regional managers, mentoring sessions run by regional managers and volunteer mentors; overseen by the Programme Director

HOW WE'LL OPERATE IN 2028

OUR GOVERNANCE

Diverse board composition based on skills audit

At least 25% of trustees with lived experience of the asylum system

Subcommittee structure to cover finance & risk, people, and other agreed areas.

Horizon Board active in shadowing trustees

Youth Advisory Board for youth development

STAFF CAPACITY AND LIVED EXPERIENCE DIVERSITY

Leadership Team

Full Time Chief Executive, Programme Director & Operations Director

Programming Team

3 full time Community Managers overseeing established Hubs

3 part time Community Managers overseeing in-formation Hubs

Operations Team

Finance Manager/Administrator (part time)

Fundraising Manager (full time)

At least 3 out of 11 core/local staff members with lived experience
Clear, formalised communication, collaboration and management processes



FUNDING AND EVALUATION IN 2028

Estimated Expenditure Items

TOTAL £750k

Staffing £440k

Residentials £200k

Events £80k

Core costs £30k

Key Income Streams (illustrative)

TOTAL £750k

Donations/legacies - £150k

Corporate - £100k

Grants - £350k

Events - £50k

Partnerships/contracts - £100k

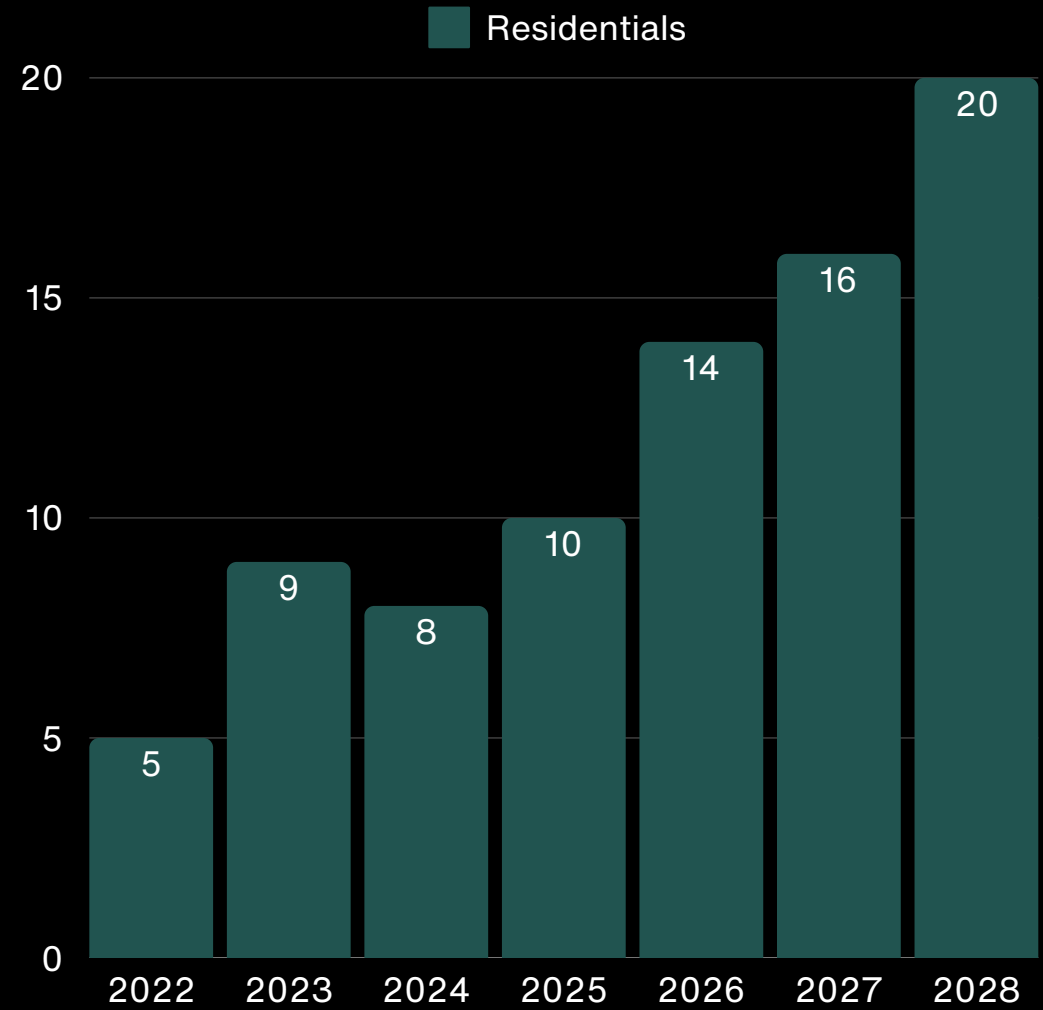
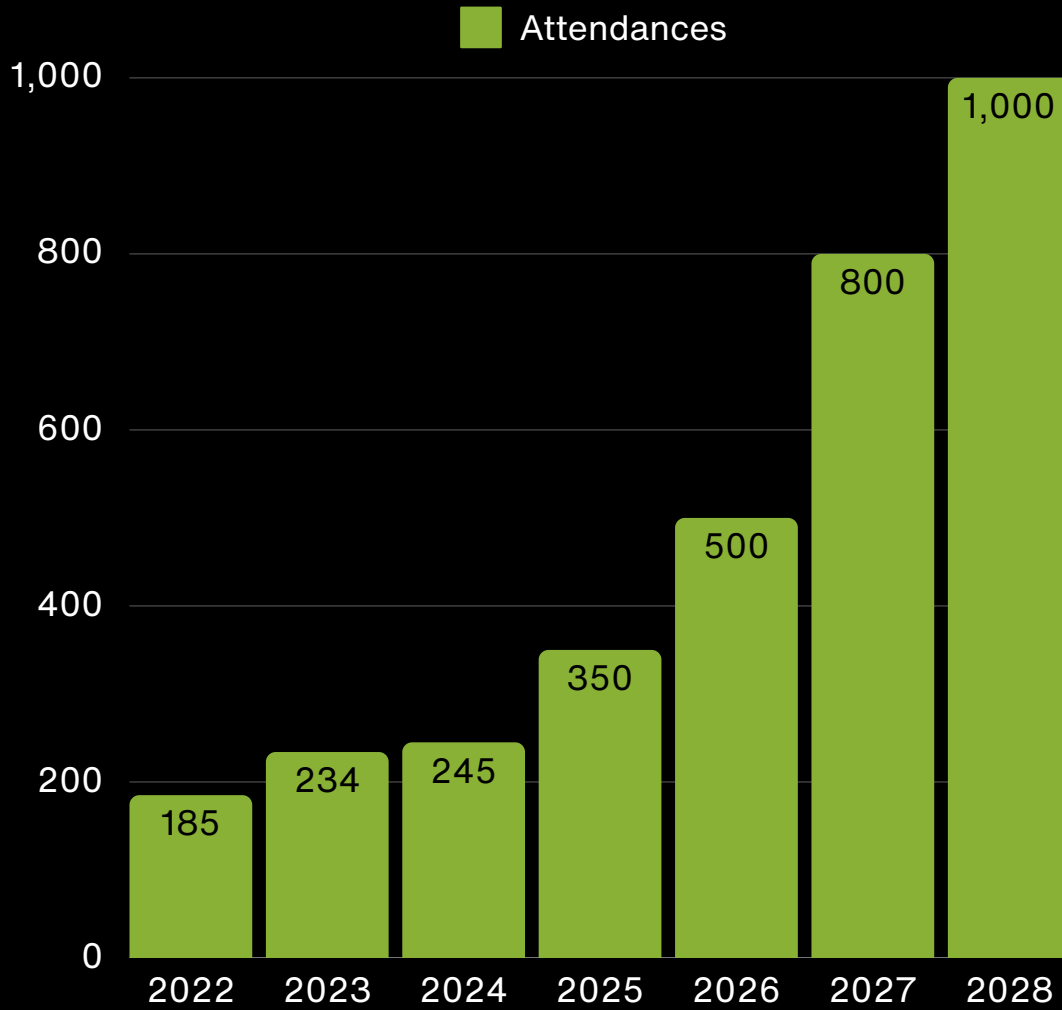
(=£400 each for 250 YPs attending at least one residential)

Varied partnership/funding models in each regional Hub

Solid, quantitative data collection and reporting on participant progress, plus compelling qualitative evidence of impact

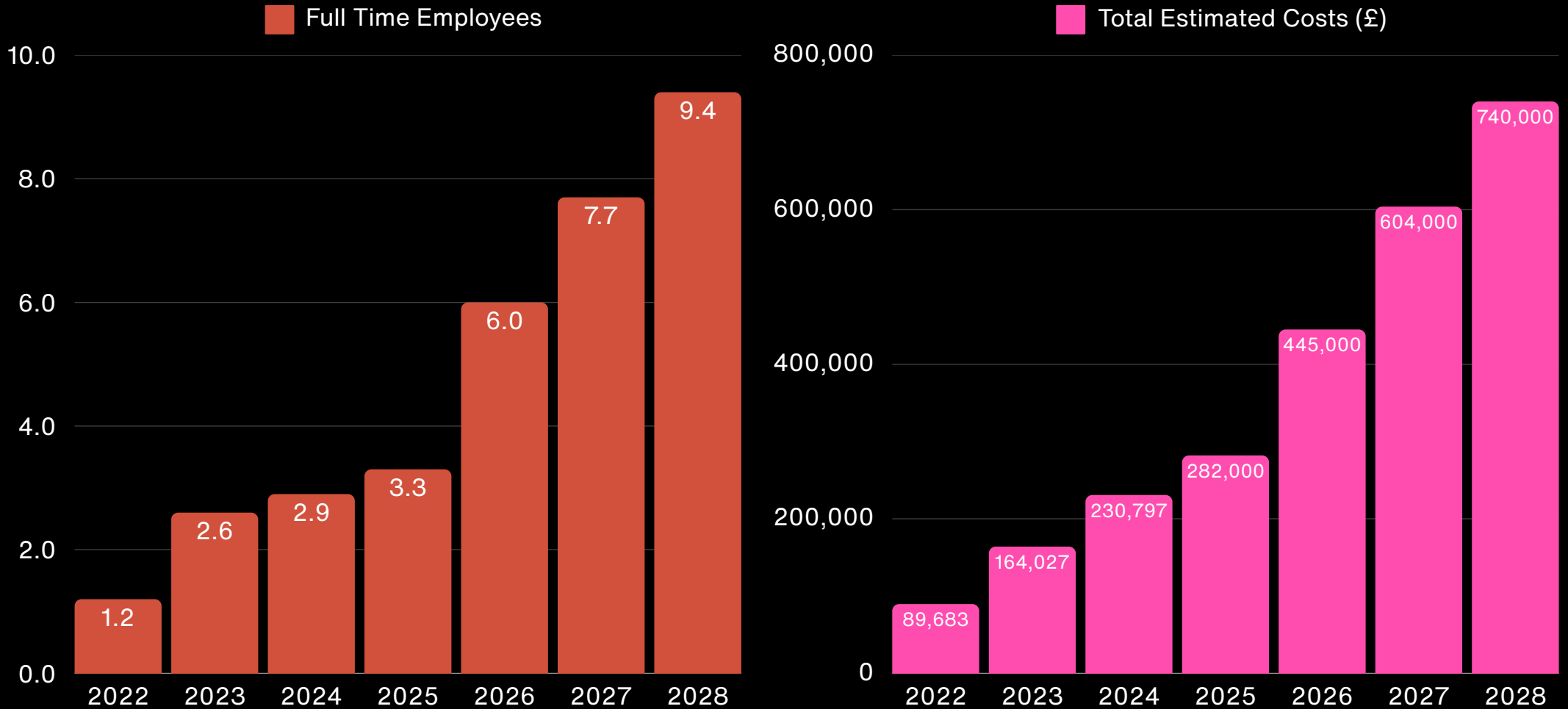


2028 PROJECTED GROWTH





2028 PROJECTED GROWTH



KEY WORKSTREAMS BY YEAR

	2025	2026	2027	2028
RESIDENTIALS	10 – 8 central, 2 Bristol	14 - 12 central, 3 Bristol	16 - organised by regional Hub	20 - organised by regional Hub
HUBS	Plan to convert Bristol into an Established Hub & Launch 2nd London Established Hub	Convert Bristol to Established Hub with 3 residentials and leadership course	Introduce new regional Hub	Launch 2 new Hubs and convert one Hub to Established
PARTNERSHIPS	Explore partnerships for additional Hub to open 2026	Secure partnership for additional Hub to open 2026 & explore 2 new partnerships for 2027	Secure 2 additional partnerships for 2027 - ideally different models	
PROGRAMME	Codify residential model	Codify leadership training	Codify community programming	Implement pipeline system and CRM
EVALUATION	Set up evaluation framework and begin collecting data	Explore/commission independent evaluation		Conclude evaluation
ORGANISATION		Design new staffing structure	Launch new staffing structure	Strategic review
FUNDING	Develop an income strategy Secure sufficient income for 2026	Secure bulk of income for 2027	Secure 100% income for 2028	
GOVERNANCE	Set up Horizon Board & chair pipeline		Set up other subcommittees	Oversee strategic review



www.oursecondhome.org.uk
info@oursecondhome.org.uk
Charity no. 1197551