



# Strategic Plan

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**2021-2024**

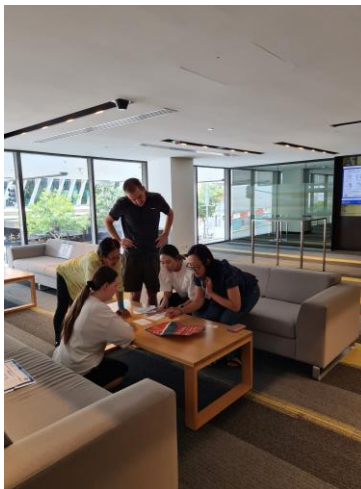
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**Refugee and Immigration Legal Service**



**RAILS**

Refugee and Immigration  
Legal Service



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# ***Introduction***

I am pleased to present Refugee and Immigration Legal Service (RAILS) Strategic Plan. It sets out the blueprint for action for the organisation for the next three years, giving the community and RAILS team direction and inspiration to continue as a leading provider of Legal Assistance, Education and Advocacy for the most vulnerable in Queensland.

Our 40-year history in the Queensland State has an impressive legacy, and this plan will continue to build on the remarkable work we have already achieved. Our services touch the lives of many, making a significant impact on the quality of life and opportunities for our clients, particularly refugee and asylum-seeking families.

**Malathi Kanagasabapathy, Executive Director**

## **VISION**

*Fair and Humane Justice System for the most vulnerable*

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# *Our purpose*

## OUR VISION

Fair and Humane Justice System for the most vulnerable

## OUR MISSION

Empower the most vulnerable refugees, asylum seekers and migrants through legal assistance, education, and advocacy.

## OUR VALUES

### **Social Justice**

Working to service the people we represent through social justice

### **Expertise**

We specialise in Migration Law and continue to build on our expertise

### **Client-centered**

We put our clients first

### **Ethical Practice**

We work by strong ethical practice

### **Inclusive**

No one is left behind

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*STRATEGIC PRIORITIES*  
*2021-2024*

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# ***Advice and Casework***

*Continue to provide a community based legal service that addresses the needs of refugees, asylum seekers and migrants*

## **Goals**

RAILS has delivered on the agreed service agreement targets by 2024

By December 2021, create a more efficient, consistent, and accurate Domestic Violence and Refugee Family Reunion advice and casework practice through a precedent system

Create an operating model and accompanying guideline document for Protection Visa casework by Dec 2021

Create a strengthened file review and supervision framework

# ***Law Reform and Policy***

*Continue to advocate for a humane approach in the design of administration of law, policy and procedures as they affect refugees, asylum seekers and migrants*

## **Goals**

By July 2022, deliver a submission to the Department of Home Affairs to advocate for the inclusion of subclass 309 visa applicants in accessing the Family Violence provisions

By May 2023, fully implement an advocacy strategy to ensure that law reform is established.

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# ***Education***

*Improve the capacity of the community to promote and deliver greater access to justice for refugees, asylum seekers and migrants*

## **Goals**

Reporting each financial year at least 80% of people attending a CPD activity demonstrate that their knowledge was increased by attending the CDP workshop and that it would be relevant to their practice.

80% of people attending a community education program indicate their knowledge of law and justice has increased as a result of attending the program each financial year

By June 2022, a partnership with First Nations people is established to deliver a 'Welcome and Connection' ceremony for clients receiving permanent visa status in the previous 12 months.

# ***Person Centered Services and Operations***

*Continue to strengthen RAILS business capability and the sustainability of the organisation*

## **Goals**

By 30 June 2023, 100% of RAILS clients eligible for day advice who contacted the Service for assistance are followed up within 10 days of their initial enquiry if their referral forms have not been received.

RAILS Administrative Volunteer program increases the number of Admin volunteers by 35% by June 2022.

Improve the referral process to ensure 100% of clients have a completed referral document from the referring organisation, by June 2021

RAILS has identified two additional revenue sources by June 2021

Create a fit-for-purpose work environment by Dec 2021

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# ***Unrepresented Asylum Seekers***

*Legal assistance to address the continued needs of asylum seekers in Queensland*

## **Goals**

100% of s91K bar lift clients have lodged their TPV/SHEV applications before their deadline by June 2021

Establish a partnership to address the TPV visa holders to gain employment by June 2021

Design and implement a specific program addressing the needs of transitory people through consultation with key stakeholders by June 2021

Increase the capacity to address the SHEV reapplication process and address the increased demand in 2021 and 2022

RAILS UAS Volunteer program increases the number of volunteers by 65% by June 2022.

# ***Digitalisation***

*Continue to drive innovation that improves workflow*

## **Goals**

By June 2021, 100% of files closed have the data check process completed within one month

70% of daily operational processes are electronic by Dec 2022

# ***Fundraising***

*Diversification through community support*

## **Goals**

Raise \$100,000 through the implementation of the short- and medium-term activities outlined in the Strategic Document provided by FlatEarth Direct by Dec 2021



# Refugee and Immigration Legal Service Organisation Chart 2020-2021

