

ILPA STRATEGIC PLAN (2018 – 2021)

Background

ILPA's last strategic plan ran from 2015 to 2018. This new plan is effective from April 2018 to March 2021. This plan has been derived following a workshop with staff and trustees on the 12th December 2017 and then in subsequent staff meetings and Trustees meetings.

ILPA's Core Objectives

The Immigration Law Practitioners' Association is a membership organisation established in 1984 by a group of leading immigration law practitioners to:

- Promote and improve the advising and representation of immigrants
- Provide information to members and others on domestic and European immigration, asylum and nationality law
- Secure a non-racist, non-sexist, just and equitable system of immigration refugee and nationality law practice

ILPA's Vision

To be a member led organisation that enables practitioners to deliver high quality immigration advice.

To provide members with excellent information and training and to effectively influence policy and practice

ILPA's mission

To provide the services and support needed by our members to enable them to practice effectively. To work with partner organisations and other stakeholders to influence and develop policy and practice.

ILPA's Charitable objects

To advance for the public benefit education and training on the law and related subjects and in particular in the fields of immigration, asylum and nationality law and legal advice and the representation of persons who are or may become immigrants to any part of Great Britain, Northern Ireland, the Channel Islands and the Isle of Man (together "the United Kingdom") from whatever part of the world whether coming or intending to come to the United Kingdom for settlement or for some more limited purpose and for immigrants and emigrants of whatever nationality to or from any other part of the world.

To promote for the public benefit

- i. human rights as set out in the Universal Declaration Of Human Rights and subsequent United Nations Conventions and Declarations, the European Convention On Human Rights and the Human Rights Act (1998), with particular reference to the rights to asylum, to a nationality, to freedom of movement and residence and not to be subject to torture or to slavery;
- ii. equality and diversity as set out in the Equality Act 2010 and similar instruments and international human rights treaties concerned with the elimination of discrimination and in particular with the elimination of discrimination on the grounds of race or sex; in particular by all or any of the following means
 - Monitoring abuses
 - Research into applicable law policy and practice
 - Educating the public
 - Contributing to the sound administration of the law
 - Raising awareness

- Promoting public support
- Promoting respect for human rights
- Promoting respect for the rule of law with particular reference to the law pertaining to immigration, asylum and nationality
- Coordinating the work of immigration, asylum and nationality law practitioners.

To prepare, edit, print, publish issue acquire and circulate any newspapers, magazines, periodicals, books, pamphlets or other publications in whatever medium that the Company may think desirable for the promotion of its objects.

To organise, maintain and promote courses, conferences and the like in connection with the objects of the Company.

To establish and maintain a bureau of information for the benefit of the company and the members of the Association.

To take such steps by personal or written appeals, public meetings or otherwise as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the Company and/or the Association in the shape of donations, annual subscriptions, grants or otherwise.

STRATEGIC AIMS AND PRIORITIES

All strategic aims and priorities identified will need to be measurable and baseline data will be collected in order that ILPA can monitor progress against the priorities during the life of the plan.

1. Increase ILPA membership so that a greater proportion of practitioners in immigration, asylum and nationality law are ILPA members

- Increase the number and diversity of ILPA members, both senior or eminent practitioners and junior practitioners. In the next three year period ILPA will focus on junior practitioners – having specific events and a working group for them and building contacts with law schools and universities to increase ILPA's youth membership and connections.
- Develop stronger links with existing ILPA members who are based outside London and encourage more individuals and organisations outside London to join ILPA to increase the geographic diversity of membership.
- Develop other services to meet the diverse needs of our members both for individual members and organisations.
- Improve and develop the Members' Directory.
- Review our fee structure
- Maintain the quality of ILPA members through sharing best practice and maintain a focus on improving the quality of advice
- Increase the number of OISC practitioners who are ILPA members – especially as many staff in Non-Governmental Organisations are OISC regulated
- Increase the number of High Street firms who are ILPA members.
- Focus on in house lawyers and sole immigration practitioners within firms.
- promote the Strategic Legal Fund via regional and thematic working groups to reach wider network of practitioners
- Use the Strategic Legal Fund to help grow ILPA membership by spreading information about ILPA to a wider network of organisations that qualify
- Consider ways to promote ILPA membership through the use of social media, marketing materials and joint working with other relevant organisations

2. An essential information resource for our members

- Develop the website as a one stop shop where members can access resources including webinars, training packs, information sheets.
- Information provided to members via e mail focuses on:
 - Guidance
 - Home Office updates
 - Home Office correspondence
 - Case notes
 - NGO reports
 - Papers from meetings.
- Maintain a bureau of information for our members and update our library resource
- Redesign and develop our monthly mailing and quarterly European Update for members. Guest articles from ILPA members for the ILPA mailing.
- Information service (JRCT funded)
 - Make sure available to all members as well as non-members although focused on non-lawyers often accessed by lawyers as well

3. Deliver a high quality training programme that meets the needs of our members

- Use our training programme to raise standards of advice and representation and to establish a community of learners amongst ILPA's membership and to attract non specialists. Offer training at all levels and provide regular train the trainer sessions
- Deliver a training programme that is responsive to recent legal developments and work closely with the training working group
- Establish a core training programme that members can rely on being run at certain times of the year to enable them to plan attendance in advance
- Continue to pilot the delivery of more on line training
- Continue to deliver specialist courses in which we have recognised expertise (for example ethics and legal research).
- Deliver at least 10% of ILPA's training programme to people living outside London through face to face training and offer at least another 10% of the programme as webinars.
- Deliver a mix of all day annual conferences and seminars/workshops alongside our traditional training programme.
- Subsidise training through grant income so that training can be provided free at point of delivery to those who need it most and are least able to pay.
- Continue to expand pool of tutors and offer more skills based training
- Train people on how to use ILPA and our services
- Continue to review value for money and CPD including the use of members facilities to host training events

4. ILPA's influencing work makes best use of its resources and reputation

Key legal policy themes:

a) Brexit

Pre Departure Phase:

- Lobbying about and analysis of the withdrawal agreement (pre departure phase)
- Lobbying, information and training on the settled status system
- Providing legal commentary to other NGOs and bodies

Post Brexit immigration system

ILPA to develop and confirm position on post Brexit system

- starting with roundtable of members in April 2018
 - Lobbying work with Home Office and other NGOs
 - Input into Home Affairs Select Committee inquiries
 - Party Conference fringe events
- b) White Paper/Immigration Bill
- Build on MAC findings (due September 2018) and Law Commission review of the Immigration Rules (due Autumn 2018)
 - Co-ordinating role for ILPA (contingent on funding)
 - Briefing on White Paper
 - Input into Home Affairs Select Committee inquiries
 - Briefing on the Immigration Bill
- c) Asylum resettlement strategy
- Due for imminent release – so will need to respond to strategy when issues
 - Input into work of two relevant All Party Parliamentary Groups (migration and refugees)
 - ILPA role on Asylum Strategic Engagement Group – and working with other key partners especially Refugee Council and Refugee Action
 - ILPA work with Home Office teams and senior officials to improve quality of decision making
 - ILPA members role in minded to refuse pilot in Cardiff
- d) Fundamental Rights for Migrants
- Joint project with Queen Mary, MRN and UCL – bid for funding to ESRC due imminently
 - ILPA delivery for that project – spans over next two years
 - Exploring issues around the rights of young migrants through our management of the Strategic Legal Fund
- e) Support access to justice, through legal aid, the Strategic Legal Fund and the wider availability of publicly funded advice
- ILPA input into LASPO review
 - ILPA participation in Civil Contracts Consultative Group
 - ILPA joint working with Legal Aid Practitioners Group and others (especially Law Society)
 - ILPA input into All Party Parliamentary Group on Legal Aid
 - ILPA management of the Strategic Legal Fund
- f) Detention and bail
- ILPA challenge to the bail regime
 - Home Affairs Select Committee – inquiry into detention
 - Support work by Liberty and others to challenge whole issue of detention and conditions in detention etc
- g) Rights of Appeal
- Work to ensure rights of appeal are effectively maintained across all aspects of the immigration rules including the PBS and for domestic violence applications
- h) Modern Slavery and trafficking
- Link to Fundamental Rights and protection and assistance

- Revamp Family and Personal working group to cover these issues and to include children

How we go about influencing:

1) Parliamentary work

ILPA influences the outcome of parliamentary debates and parliamentary scrutiny of legislation; developing parliamentary contacts; building relationships; focusing on key amendments and MPs case workers and the four staff employed by the RAMP project.

Initial focus will be:

- Data Protection Bill
- Other relevant Bills
- Family Reunion Bill
- Home Affairs Select Committee
- All Party Parliamentary Groups – Legal Aid; Refugee; Migration; and Visas and Immigration.
- Other Parliamentary Committees
- Other Parliamentary events

2) Home Office

ILPA influences Home Office policy, practice and decision making through attendance at official meetings and bilateral meetings and by responding to consultations – key focus of our work – need to continue to involve wider group of ILPA members; develop further contacts etc.

- 3) ILPA influences the policies and practices of official bodies and courts and tribunals
- 4) ILPA involves our members in our influencing work and we work more closely with other organisations in particular JCWI and MRN

5. Support legal analysis and publications that will lead to improvements in practice

- Commission best practice guides - must secure external funding to pay for these. A priority for this would be to update and publish the Best Practice guide to Immigration Law as a source for improving quality of advice
- Make better use of the Journal of Immigration, Asylum and Nationality Law
- Commission the production of case notes

6. Support litigation that will promote respect for the rule of law

- ILPA to inform the Strategic Legal Fund (SLF) and the expert panel on emerging legal issues highlighted by members and working groups
- SLF to help ILPA by highlighting legal issues emerging from applications, and from calls for specific applications from the expert panel to inform ILPA's work
- Evidence gathering and witness statements to support cases being led by members
- Third Party Interventions

7. Ensure that ILPA is an accountable and effective organisation

- Highlight that we are a charity and that any surplus is reinvested into providing additional services for members
- Ensure that ILPA is an organisation that is accountable to its members through the implementation of our annual survey of members and other feedback tools and meetings with members

- Ensure that ILPA both as an employer and a membership organisation respects equality and diversity principles and that we effectively represent all our members.
- Develop and implement a communications strategy to effectively support our work. Issue press releases and staff to collect quotes and comments.
- Maintain the financial stability of ILPA through the monitoring of our financial strategy, reserves policy and fundraising strategy. Need to adopt income generation and fundraising strategies to secure future viability. By the end of the three year period ILPA needs to be running with a balanced budget and with a reserves level that continues to meet our reserves policy
- ILPA to support the SLF Project Manager in working with applicants to improve their applications, leading to higher quality submissions