



**Strategic Plan 2010 – 2013  
Updated 2011**

**25  
YEARS**

building  
a better  
future with  
refugees  
in Scotland

# Introduction

During 2009 Scottish Refugee Council undertook a wide scale review of our Strategic Plan. The contributions and suggestions made by the many people that participated in the consultation were carefully considered and helped shape this plan which we first published in June 2010.

Refugee policy and legislation have been subject to considerable and regular change in recent years and this is likely to continue. Coupled with uncertain economic situation this plan sets the direction of Scottish Refugee Council up to 2013.

Two key strategic decisions were made following the consultation. Firstly, that we will maintain the organisation's focus on refugees and people seeking asylum, but will work with others on migrant and BME issues when this will benefit refugees and help us achieve our vision.

Secondly, the strong recognition that being a member of Scottish Refugee Council is a way to demonstrate solidarity with refugees means there are no plans to change the current membership arrangements.

Each year the Board of Director's reviews the plan and in June 2011, it made slight amendments to the detailed outcomes the organisation is working towards to achieve our strategic aims. These changes were made as a result of organisational restructuring we undertook in Spring 2011. This current plan reflects these changes.

June 2011

# Our Vision

Our vision is for a Scotland in which all people seeking refugee protection are welcome. Women, children and men are protected, find safety and support, have their human rights and dignity respected and are able to achieve their full potential.

## Strategic Aims Our Mission

- 1.** Increase public understanding of refugees and campaign for an end to discrimination, racism and prejudice
- 2.** Advocate for the rights of refugees and people seeking asylum and for fair and just legislation and policies
- 3.** Support refugees' integration and inclusion ensuring refugee voices are heeded
- 4.** Ensure that refugees and people seeking asylum have access to quality advice services, information and support
- 5.** Develop an efficient organisation which supports staff and volunteers and ensures quality and value for money

# Our Values

## **Refugee Protection**

We are committed to refugees' human rights.

## **Equality**

Equality, diversity and humanity are at the core of everything we do.

## **Independence**

We are an independent charity; demonstrate our integrity and our leadership, working in partnership where that will benefit refugees.

## **Involvement**

We involve and engage refugees, communities and the wider public in our work.

## **Excellence**

We aim for excellence and best quality in all we do, valuing transparency, creativity, participation and learning throughout.

## **People**

We respect our people. We will enable our staff and volunteers to realise their potential through support and investment.

# External Context

The UNHCR 2008 Global Trends report identifies 16 million refugees and people seeking asylum and 26 million people uprooted in their own country due to conflict and persecution. They also report a sharp slowdown in repatriation and more prolonged conflicts resulting in protracted displacement.

In 2009 242,400 people claimed asylum in EU member states almost the same as in 2008. Of these 24,250 claimed in the UK a 6% reduction on the previous year, suggesting tighter border controls are making it more difficult to access the UK asylum system.

The outcome of the 2010 UK general election has resulted in a Conservative Liberal Democrat coalition government. We have welcomed some of the early announcements such as a commitment to the ending of detention of children for immigration purposes. We will continue our work to influence this government's approaches, policies and any proposed legislation to ensure a better situation for refugees and people seeking asylum. We will continue to influence all political parties in Scotland to strengthen their commitment to refugee issues in the run up to the 2011 Scottish Parliament elections.

The position of public sector finances and the tough current economic environment is also likely to have implications for our current funding arrangements and for many of our key partner organisations and other refugee service providers. We are already preparing contingencies for how to address possible cuts to mitigate the impact on services to refugees and the effect on our organisation.

Competition for resources in difficult economic times can lead to increased negative attitudes towards immigrants including refugees and we will need to continue to challenge this by providing up to date and accurate information and opportunities for improving understanding.

We will continue to develop our use of technology to improve our services to refugees with an improved case management system and an electronic filing and retrieval system which will also help to improve our efficiency and reduce our costs. We will also continue to develop our website and our use of new media to reach new audiences with information about refugee and asylum issues.

We can only accomplish our vision by working closely with a wide range of bodies, from governments to local community organisations. We will bring our knowledge and experience of refugees and the issues they face to appropriate fora and will form partnerships and alliances with organisations that share our vision and can help us achieve it.

# Delivering the Strategy

**This section details the outcomes we will focus on to achieve our aims. We will monitor progress and the board will review them annually.**

## **Strategic Aim 1**

**Increase public understanding of refugees and campaign for an end to discrimination, racism and prejudice**

- 1.1 Refugees benefit from our work with the Scottish Government on race equality
- 1.2 People working in the media portray refugees accurately and fairly
- 1.3 People are informed about refugees and those with negative views are challenged.
- 1.4 Individuals and organisations are able to actively support our work

## **Strategic Aim 2**

**Advocate for the rights of refugees and people seeking asylum and for fair and just legislation and policies**

- 2.1 Scottish, UK and EU parliamentarians, civil servants and Ministers use our knowledge and experience when developing policy and legislation

- 2.2 Key decision makers such as local government elected members and officers, and regulatory bodies act on our advice and information on refugees

- 2.3 Refugees and people seeking asylum benefit from our ability to influence protection, welfare and integration policy

- 2.4 We develop policy and advocacy positions based on sound research and evidence from the experience of the refugees we work with.

- 2.5 The lives of refugee children in Scotland will improve as we influence practice, policy and legislation at Scottish and UK levels

## **Strategic Aim 3**

**Support refugees' integration and inclusion ensuring refugee voices are heeded**

- 3.1 Refugees and local communities work together on issues of shared concern

- 3.2 Refugees and local people have opportunities to participate together in cultural, leisure and other activities including Refugee Week and know how to access these

- 3.3 Refugees and refugee community organisations are able to organise, speak for themselves and have significant influence in civil society

- 3.4 Local authorities in Scotland understand and support refugee resettlement programmes

## **Strategic Aim 4**

**Ensure that refugees and people seeking asylum have access to quality advice services, information and support**

- 4.1** People seeking asylum and refugees are able to access our advice services and exercise their rights
- 4.2** Everyone entering the asylum process in Scotland is helped to settle in and understand their rights and responsibilities through our Scottish Induction Service
- 4.3** People seeking asylum obtain up to date and accurate asylum support information and advice from our One Stop Service
- 4.4** Refugees are helped to establish themselves through our Refugee Integration Services
- 4.5** Vulnerable individuals, groups, and destitute refused asylum seekers receive the support they need and we will find new ways to make this happen
- 4.6** Refugees needs are understood and met by external service providers
- 4.7** Refugees' views and needs are taken into account and they receive a quality service and feedback from our advice staff

## **Strategic Aim 5**

**Develop an efficient organisation which supports staff and volunteers and ensures quality and value for money**

- 5.1** Board members and managers run the organisation well and comply with all relevant legislation
- 5.2** Refugees continue to benefit from the organisation's ability to raise funds
- 5.3** The benefit to refugees will be central to our approach to tendering for future government contracts
- 5.4** Funders, donors and supporters have confidence in our ability to manage our finances
- 5.5** People from diverse backgrounds want to work for us and current staff have the skills, confidence, tools and management support to do their jobs effectively
- 5.6** Volunteers feel valued and are able to enhance the organisation's work
- 5.7** Staff and volunteers feel safe and well at work and are able to actively engage with the environmental policy
- 5.8** People whose data we hold can be confident it is secure and that our developing use of new technology improves the effectiveness of our support to refugees
- 5.9** We work to the highest standards and are able to demonstrate our quality

## **Scottish Refugee Council**

is an independent charity which provides advice and information to people seeking asylum and refugees living in Scotland.

We also campaign for fair treatment of refugees and people seeking asylum and to raise awareness of refugee issues.

To find out more, sign up to our e-newsletter or make a donation, go to [www.scottishrefugeecouncil.org.uk](http://www.scottishrefugeecouncil.org.uk)

For up-to-date news and information, follow us at [www.twitter.com/scotrefcouncil](http://www.twitter.com/scotrefcouncil) and [www.facebook.com/ScottishRefugeeCouncil](http://www.facebook.com/ScottishRefugeeCouncil)

### **Contact Details**

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### **Charity Number**

SC008639

### **Company Number**

SC145067

Freephone advice number for asylum seekers and refugees – 0800 085 6087

### **Services provided in Edinburgh from:**

Citizens Advice Bureau  
58 Dundas Street  
Edinburgh EH3 6QZ

### **Patrons**

Nelson Mandela, Lord McCluskey  
and Joyce McMillan

