

Strategy

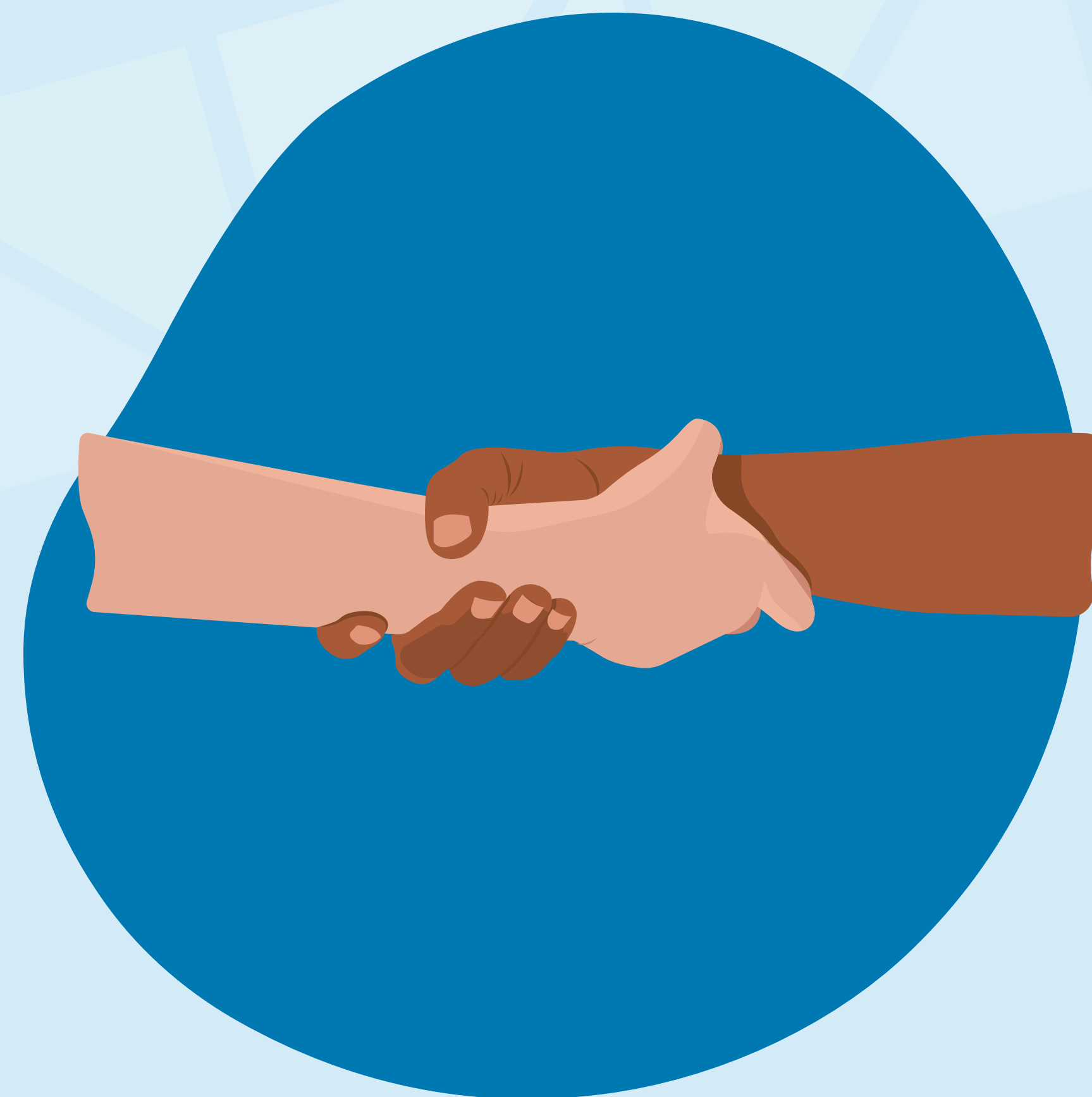
2024

Paving routes to justice

2029

Contents

Who we are	1
Where we are	2
Our vision, mission and values	3
Our theory of change	4
Our context	5-6
The opportunities for progress	7
Paving routes to justice	8
Our Strategic Aims	9-10
Strategic Aim 1: Defend	11-14
Strategic Aim 2: Extend	15-19
Strategic Aim 3: Build	20-23
Strategic Aim 4: Nurture	24-27
Strategic Aim 5: Sustain	28-30
Infographic	31



Who we are

JustRight Scotland was set up in 2017 by a small team of human rights lawyers. We use the law to defend and extend people's rights in Scotland.

Seven years later, we now run four specialist centres of legal practice. Our lawyers and caseworkers provide advice, representation and support to hundreds of people every year.

Our policy, communications and participation team extends the reach of our legal work, **building collaborative campaigns and partnerships**, working alongside people with lived experience of the issues we work on, influencing policy makers, and producing accessible information about human rights and the legal system.



Where we are

We run training for people, communities, and other organisations about the human rights legal issues we work on. And we share learning from our work with a wide network of other human rights, legal and social justice organisations.

We've grown significantly and quickly since we first started our work. Now a team of over 20, with an annual budget of over £1.5 million, we are a maturing organisation with all of the benefits and challenges that come with that.

This is our third Strategy covering the period 2024 to 2029. It builds on what we've learned in our first seven years and creates the frame for our work in the next five.

We are grateful to everyone who has worked with us on our journey so far.

In particular, we thank everyone who has shared their wisdom, insight and experiences as we've reflected and worked on this new Strategy. We are always stronger when we work together, and we look forward to continuing to play our part in paving routes to justice.





Our Vision

What We Want to See

JustRight Scotland wants Scotland to be a place where everyone's human rights are a reality, where everyone has access to justice, and where systems are fixed when they get in the way of this.



Our Mission

Who We Want to Be

At JustRight Scotland, we will use the law to defend and extend people's rights, working with people and communities to change broken systems as well as individual people's lives.



Our Values

How We Want to Work

Our values guide the way we work at JustRight Scotland and the choices we make.

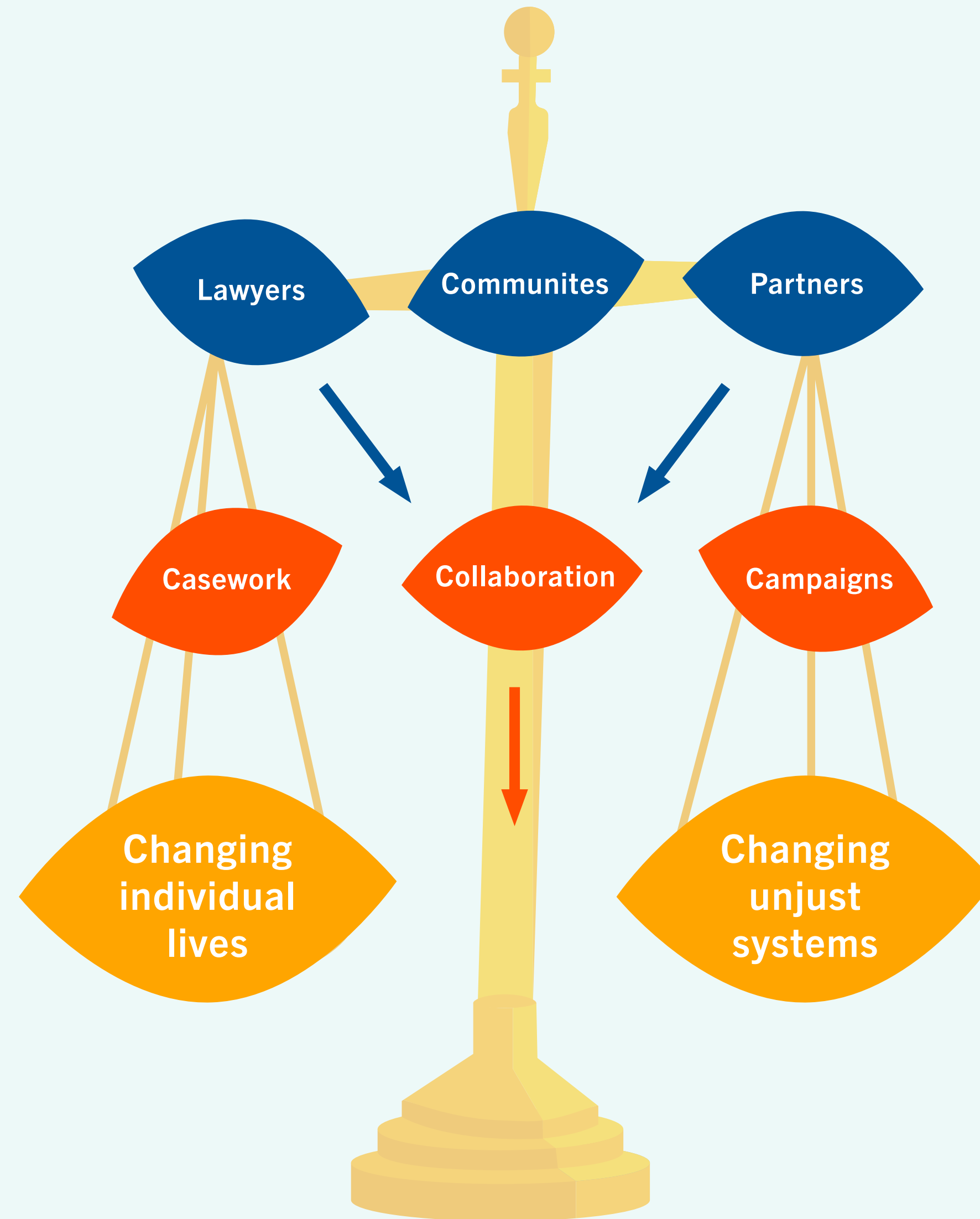
We are:

- ▶ Strategic
- ▶ Inclusive
- ▶ Collaborative, and we
- ▶ Work with Integrity

Our Theory of Change

How We Make a Difference

We believe that lawyers, communities and organisations working together to defend and extend human rights leads to targeted legal casework, effective collaboration, and strategic campaigning. In turn, we believe this helps to change individual lives and to influence wider systems of injustice.



Our context

JustRight Scotland is all about using the law to tackle systemic injustices and advance people's rights. Too many people still face overwhelmingly high barriers to getting justice. Their human rights remain out of reach because of structural systems of inequality, discrimination and oppression.

We believe firmly in the power of collaboration, working with and alongside communities, grassroots organisations, and other partners to achieve lasting change.

Since our founders started JustRight Scotland in 2017, we have all lived through a series of economic, social, cultural and political shockwaves. These have put human rights even further out of reach for many, with already-marginalised people and communities facing ever-higher barriers to justice.

Disabled people's rights have gone backwards in recent years, with cuts to social care budgets having a disproportionate impact. Almost 30 years since the [Disability Discrimination Act](#) came into law, progress has stalled – at best – in ensuring accessible and inclusive services are available to all.


People who have been trafficked and exploited in Scotland face even greater barriers to justice than in 2017 with worsening access to legal advice and public services. Hostile immigration legislation is punishing rather than protecting people who are already deeply vulnerable.

People seeking refuge, asylum and sanctuary in Scotland must now navigate an even more hostile environment – legally, economically, culturally and politically.


Women experiencing domestic abuse now face higher risks and greater challenges to their rights because of the combined effect of the current cost of living crisis, housing emergency, court backlogs, and continued systemic failures in the justice system.

Racialised communities remain more at risk of poverty and exclusion, continue to experience structural racism and discrimination across all parts of life, and are among those who experienced disproportionate harm from the Covid-19 pandemic.

Anti-rights rhetoric has been whipped up into a fervour in recent years, with populists and far-right figures stoking division for their own gain.




Global challenges affect our work in Scotland too. The climate crisis is hitting home and hitting hard, with more work needed by the whole human rights movement to develop a radical and intersectional response to its impact. Emerging technologies are already creating serious risks to people's rights and those who are already marginalised are undoubtedly most at risk. As these technologies expand, so does our need to deepen and broaden our response, so that we can defend rights appropriately.




Misogyny, transphobia, ableism and racism remain endemic in all aspects of life and have become more visible.

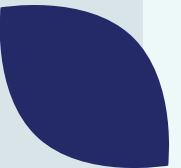
This tough external environment creates multiple challenges for our organisation. It means that more people look to us for help, and the gap between our capacity and the demand for our support and services grows. In turn, this creates pressures on our staff, including on their wellbeing and morale. Burnout is a serious problem for our movement and we have to take this seriously.




And even as demand and pressure rises, available funding and resources are shrinking. We are part of a third sector in Scotland whose funding is being squeezed in response to the squeeze on public sector budgets. And of course, grassroots networks and communities are still often left at the bottom of the pile.



Through all of this, we are also navigating a complex and turbulent political environment, with a sharpening contrast between cross-party support for human rights in Scotland and a hostile UK political discourse.



Recent litigation on key human rights issues has also opened up constitutional debates and uncertainties when it comes to the devolved settlement in Scotland. It remains to be seen how this will play out.



The Opportunities for Progress

Despite the challenges, which we must acknowledge and respond to, we also see opportunities for progress and reasons for hope.

While the media and political noise around rights is febrile and seems likely to remain so, it's important for us to look beyond the headlines.

The [latest evidence](#) tells us that most people in Scotland support human rights, and that support has grown in recent years. So while "culture wars" may feel like they are all around us, we must avoid falling into the trap of allowing those with a vested interest in creating discord, to set the agenda.

In the coming years, there will be significant opportunities to use new human rights laws in Scotland to secure justice for people who face discrimination, multiple barriers to justice and who are marginalised. As economic, social and environmental rights come into Scotland's laws, there will be a need to support communities to name and claim them, and we can play an important part in that.

Radical change to the broken system of civil justice in Scotland, including wholesale reform of legal aid, is long overdue. We can expect and must push for this to move up the agenda.

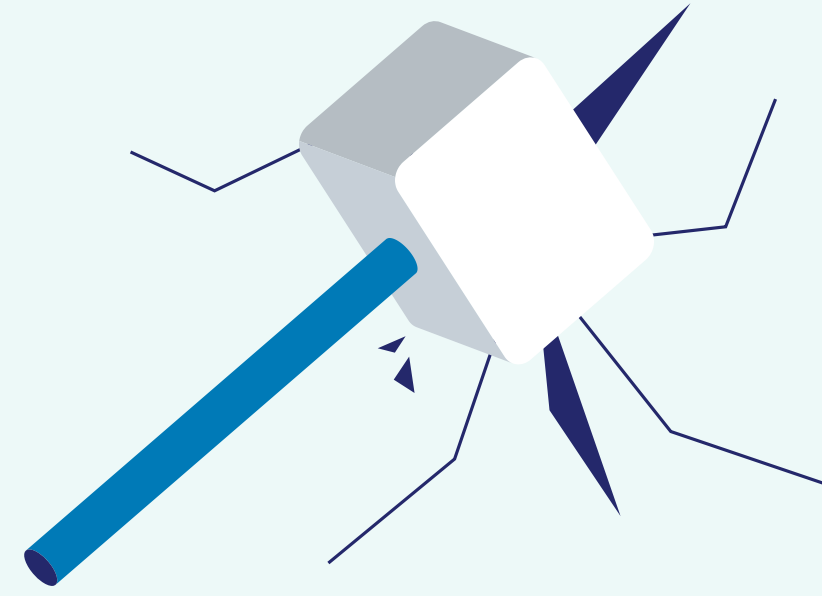
Across Scotland, appetite for learning about human rights is growing from public authorities, community and grassroots groups, and the wider public. With our network of partners across the human rights and social justice sectors, we see both a need and huge potential to respond to this demand.

We have had good success in extending people's rights when we've been able to join with others to campaign and influence change, bringing our own legal expertise to the collective fight, and supporting people with lived experience of rights violations to do the same.

The power of collaboration has been crucial to the successes we have been part of so far – results that have changed not only our clients' lives, but the wider systems of injustice that brought them to us in the first place.

Sitting at the nexus between law, campaigning and communities, we are proud to have become a respected and valued partner to over 50 networks and organisations. More than almost anything else, this strength in solidarity is what gives us hope for progress.

Paving Routes to Justice



It is in this context that we have reflected on our first seven years of work, reassessed our vision, mission and values as an organisation, refocused our strategic aims, and considered how best to navigate the challenges ahead.

As we mature, our forward strategy will see us stabilising and solidifying key parts of our work, building on what we have learned works well to achieve the greatest impact, and investing further in areas where we know we need to improve and strengthen our approach.

We have more to do when it comes to being led and guided by the communities we support, including sharpening and more explicitly defining and developing our approach to community and movement lawyering.

This will also involve scoping, testing and developing new ways of working with people, new models of delivering legal support, and new ways to meet emerging legal needs.

This strategy will also see us taking a more intentional and systematic approach to ensuring that our core values – inclusion, collaboration, integrity – are embedded throughout all that we do, and how we do it.

We are fortunate to have a strong team of committed, passionate and highly skilled staff and a strong Board of Trustees who govern our work with care, anchoring their scrutiny in our values.

Investing in our people and the next generation of leadership for us and the wider rights and justice movement, will be crucial in the period ahead.

Sustaining our work will, of course, be vital for as long as so many serious gaps in access to rights and justice exist. We have benefited hugely in our founding phase from the support, trust and confidence of multiple independent

fundors. Now there is work to be done to define exactly what sustainability looks like for us over the longer term, and then to secure it.

The fight for rights and justice in Scotland feels particularly tough as we publish this strategy. However, history tells us that the seeds of progress are always sown in times of adversity. We are proud to be part of a committed, collaborative and progressive movement for social justice in Scotland. In preparing to rise to the challenges ahead, we will continue to support and do our best to inspire others, as we are supported and inspired in return.



Our strategic aims

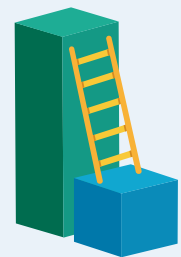
Paving routes to justice

Strategic Aims

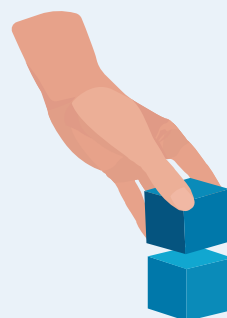
Our Strategic Aims for 2024 to 2029 will anchor how we work to achieve our mission in the period ahead in Scotland. They have been developed to take account of the fast-changing and uncertain context within which we work, and our position as a young but maturing organisation.



Use the law to **defend** the rights of people who are marginalised, minoritised, lack access to power, and face particularly high barriers to justice.



Work with and alongside marginalised communities, using the law for system-changing work to **extend** their rights and access to justice.



Build people's knowledge and understanding of human rights, and their skills in advocating for and protecting human rights.



Invest in, support and **nurture** the next generation of human rights and social justice lawyers, defenders and leaders.



Develop ways to **sustain** our organisation's work over the longer term.

To achieve these Strategic Aims, we have developed a series of goals for the next five years. These are set out below, with indicative activities required to achieve them.

We are alert to the need to remain flexible and adaptable to the fluid environment we work within; we will keep these goals and plans under review, recognising that they are likely to evolve over time.

Strategic Aim 1

Use the law to **defend** the rights of people who are marginalised, minoritized, lack access to power, and face particularly high barriers to justice.

To achieve this strategic aim, we plan to continue to deliver our existing legal advice, representation and outreach services in the areas where we have accumulated specialist expertise and developed trusted relationships: migration, anti-trafficking, gender-based violence, LGBT+ rights issues, disability discrimination, and equality and human rights law generally.

We recognise we need to continue to take concerted action to ensure we are working with and for people who face particularly high barriers to justice. To do this, we plan to use an intersectional approach to reviewing and improving our approach to designing and delivering our legal services.



Strategic Aim 1: Defend

Goals by 2029

Goal 1

We will use the law to defend the rights of victims and survivors of human trafficking and exploitation in Scotland.

Goal 2

We will use the law to defend the rights of refugees, people seeking asylum and people who have migrated to Scotland.

Goal 3

We will use the law to defend the rights of women victims/survivors of gender-based violence.

Goal 4

We will use the law to defend the rights of people who have experienced violations of human rights and equality laws.

We currently plan to achieve Goals 1-4 by:

- providing free, confidential legal advice and representation to people who are unable to access justice elsewhere
- developing collaborations with an increasing range of community and grassroots partners
- testing and developing new ways of responding to unmet or emerging legal need
- campaigning with people affected by the issues, communities and partner organisations, to influence positive changes to laws, policies and practices that create barriers to justice

Strategic Aim 1: Defend

Goals by 2029

Goal 5

We will review and improve how we deliver legal advice and representation, to ensure more people who are furthest from justice are able to access our support.

We currently plan to achieve this by:

- carrying out an intersectional review of our current legal advice and representation services
- developing and implementing intersectional service development plans for all existing services
- scoping and developing new services using an intersectional design approach



How we make a difference

Amari* had been living in a refugee camp for as long as he could remember.

His mum left him there to travel and provide for his family. In the camp, Amari suffered verbal and physical abuse because he was part of a minority group and because he was gay.

One day his mum came back and decided that leaving was the best option for Amari, who could no longer live in his community and was at risk of being detained and eventually killed. That's when his journey began. First, he was trafficked into Libya where he was forced to work and was beaten every day. Then he travelled to the UK in a lorry together with other people he didn't even know, and finally reached Scotland. Along his forced travel, Amari witnessed violence and chaos.

He was only 16 years old when he arrived in Scotland. The social workers didn't believe he was a minor: "They kept saying that I was 18 years old and that they didn't believe my story, they assessed me in 10 minutes and never provided me with the right information I needed at that time."

Later he was referred to us: we provided him with legal assistance and challenged the Social Work decision. Amari was then granted refugee status in the UK.

He is now studying part-time in college, and he hopes to become an interpreter to be able to help other people like him: "I speak 5 languages including French and Arabic, I hope I can assist other migrants who are going through the same process I lived so I can help them communicate how they feel, what they had lived through."

When asked why he never gave up, Amari says: "Everything I went through is sometimes indescribable but hope never left me. In my heart I always wished for a better life, where I can be who I am and feel like I belong."

*To protect the confidentiality of the people involved, identifying information has been changed

Strategic Aim 2

Work with and alongside marginalised people and communities, using the law for system-changing work to **extend** their rights and access to justice.

To achieve this strategic aim, we intend to sharpen and deepen our focus on working with and alongside communities who are furthest from justice and shut out from power. We plan to develop a clearer, more explicit and more fully articulated framework for our own model of “community lawyering”.

We recognise we need to continue to take concerted action to ensure we are working with and for people who face particularly high barriers to justice. To achieve this part of this strategic aim, we will use an intersectional approach to reviewing and improving our approach to designing and delivering our legal services.

Strategic Aim 2: Extend

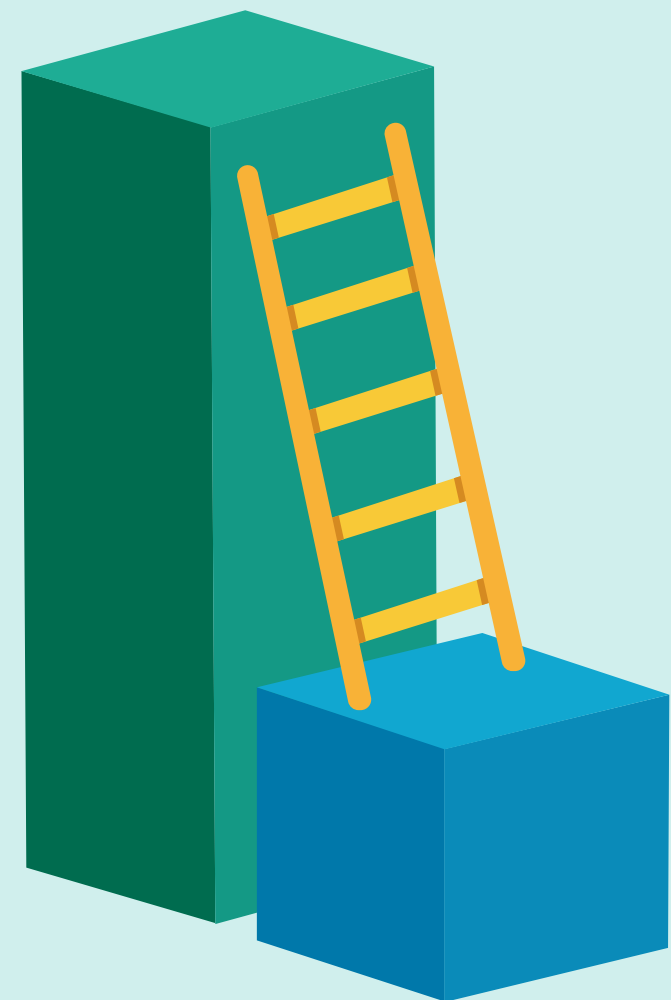
Goals by 2029

Goal 1

We will develop, refine and implement a more consistent way of working with and alongside communities, so that their expertise, experiences and priorities more systematically guides our work.

We currently plan to achieve this by:

- reviewing and capturing learning from our experiences so far
- scoping, developing and (subject to resources) embedding an appropriate, relevant and bespoke “community lawyering” model within our legal services
- piloting, trialling and evaluating different participatory approaches to working with and alongside communities of people experiencing particularly high barriers to justice, including in our approach to legal work, campaigning, policy advocacy and communications
- exploring, developing and introducing, over time, appropriate models to enable people with lived experience of rights violations to participate in our governance, decision-making and internal accountability structures



Strategic Aim 2: Extend

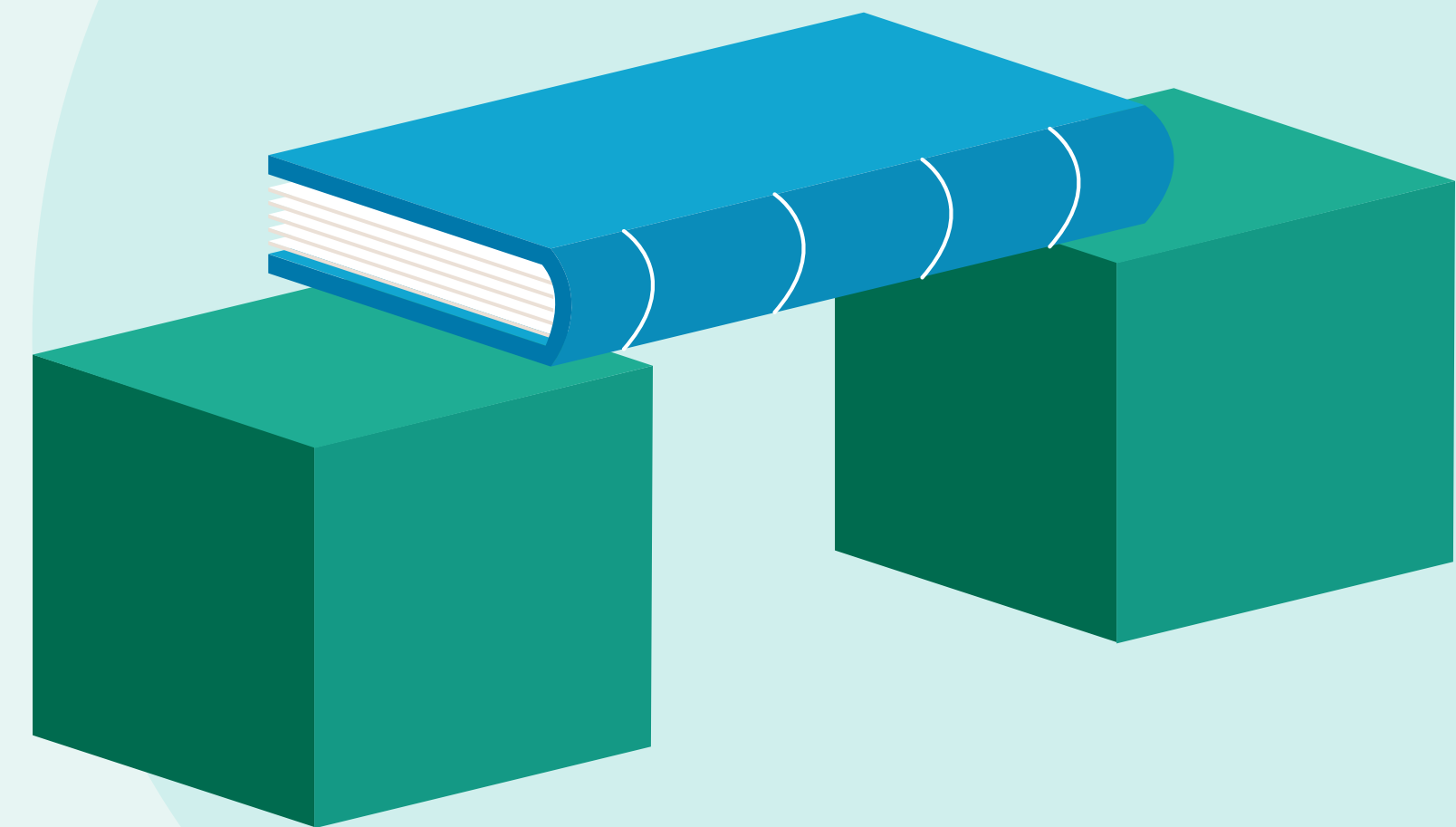
Goals by 2029

Goal 2

We will seek to build relationships of trust with a wider range of communities who are furthest from justice in Scotland, and who are under-served by existing legal services.

We currently plan to achieve this by:

- reviewing our current networks of relationships, using an intersectional analysis, to identify where we need to work harder to build relationships
- proactively reaching out to grassroots and community partners
- identifying unmet needs and gaps through active collaboration and listening
- continually trying, testing, evaluating and sharing learning about different models of legal advice, support and education other support



Strategic Aim 2: Extend

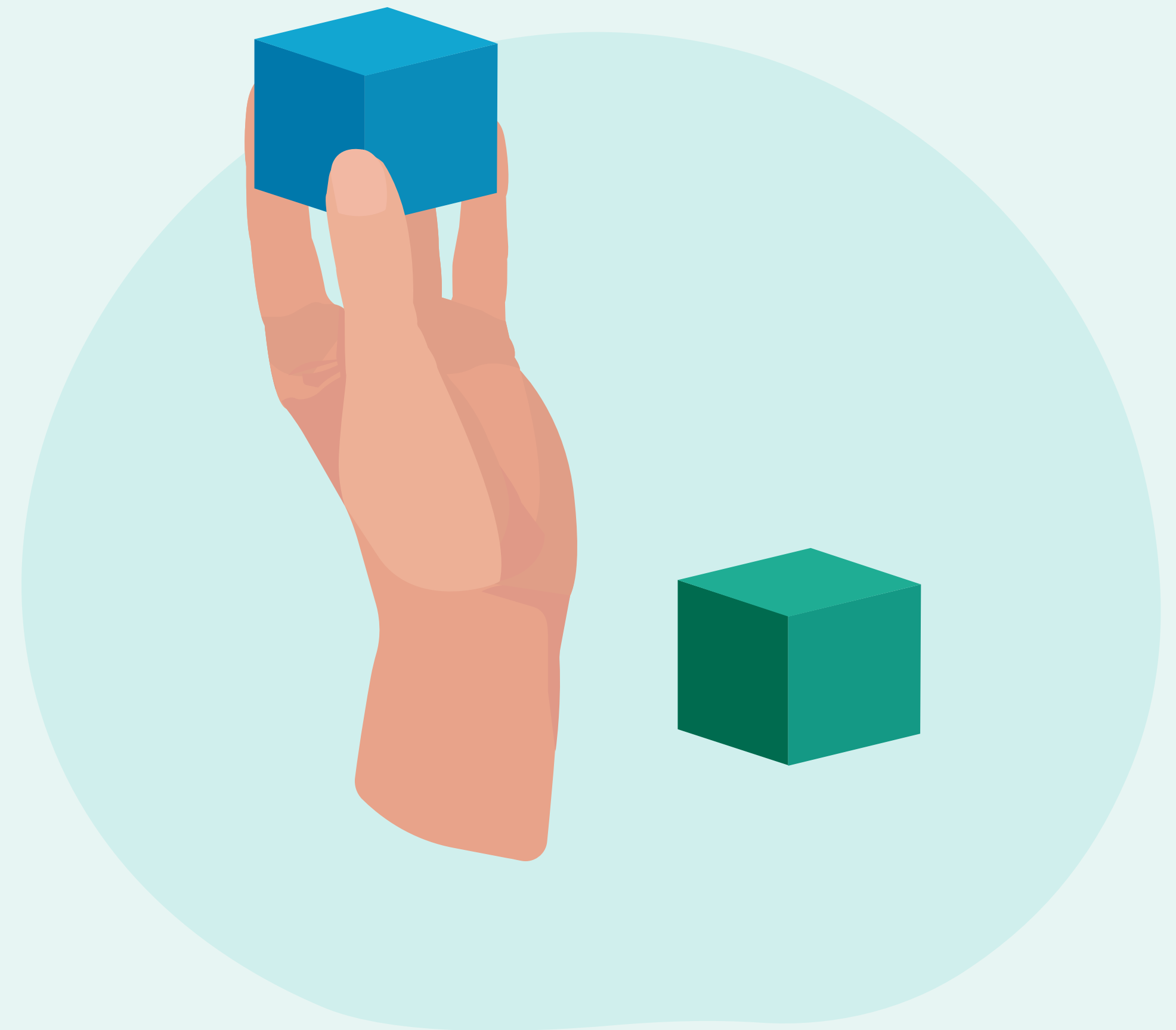
Goal 3

We will work alongside people and communities with lived experience of rights violations to influence and secure progressive changes to law, policy and practices.

We currently plan to achieve this by:

- sharing our resources, platforms and access to power with people and communities
- providing practical support to people and communities when we work with and alongside them, including providing funding, advice, access to our resources and other support

Goals by 2029



How we make a difference

Lian* had to borrow money from loan sharks to pay her abusive husband's gambling and drug debts. When she could no longer pay the loan sharks back, she was sent from China to the UK to work to pay off these debts.

When she arrived, she believed she was going to work in a restaurant, but soon she realised this was not the case. She was met by two men who assaulted her and forced her into prostitution. She was moved around England repeatedly, and her traffickers threatened and assaulted her to make sure they could control her.

Lian was encountered by police, but she was too scared that her traffickers would hurt her, so she didn't tell the police what was happening to her. She

was sent to an immigration detention centre, where she claimed asylum because she was so scared that if she was sent back to China she would be re-trafficked or killed by the loan sharks. She tried to explain what happened to her, but she wasn't believed and her asylum claim was refused.

Lian was about to be returned to China when her lawyers raised a challenge against her return in court and managed to get her released from detention. Soon after she was released, she was found by her traffickers and forced into prostitution again.

This time Lian was sent to Scotland. She was found by police in a raid. That's when Lian's path intersected with support networks like TARA, who then connected her with us. Through intensive legal assistance, she was

identified as a trafficking victim and granted temporary leave to remain.

While waiting for a decision on her claim for asylum, Lian bravely gave evidence in a court case against her traffickers. They were all found guilty.

Through continued advocacy, we were able to successfully secure her asylum claim, granting her a chance at a new life in Scotland. She is now a recognised refugee.

*To protect the confidentiality of the people involved, identifying information has been changed

Strategic Aim 3

Build people's knowledge and understanding of human rights, and their skills in advocating for and protecting human rights.

To achieve this strategic aim, we plan to build on our experiences to date of developing and sharing information, training and learning resources about human rights with different groups.

Because there is so much to do here, we know that will only achieve this aim by working closely with other organisations who share our goal, focusing on where we have specific legal or other expertise. We will work with both communities whose rights are affected, and organisations who have responsibilities to protect rights.

Strategic Aim 3: Build

Goals by 2029

Goal 1

We will expand the range and reach of accessible and inclusive information resources about human rights issues we work on.

We currently plan to achieve this by:

- developing new information resources where we have identified a gap
- working in partnership with other human rights organisations in Scotland to address gaps in information and advice
- developing a wider range of accessible versions of our existing information resources
- redeveloping our website to become a more accessible online platform for a wider range of people and communities

Goal 2

We will develop and ideally expand our training and learning programme for organisations looking to build their knowledge and understanding about human rights.

We currently plan to achieve this by:

- developing a wider range of online and in-person training courses and learning materials on human rights topics where we have particular expertise and where there are organisations looking to learn

Strategic Aim 3: Build

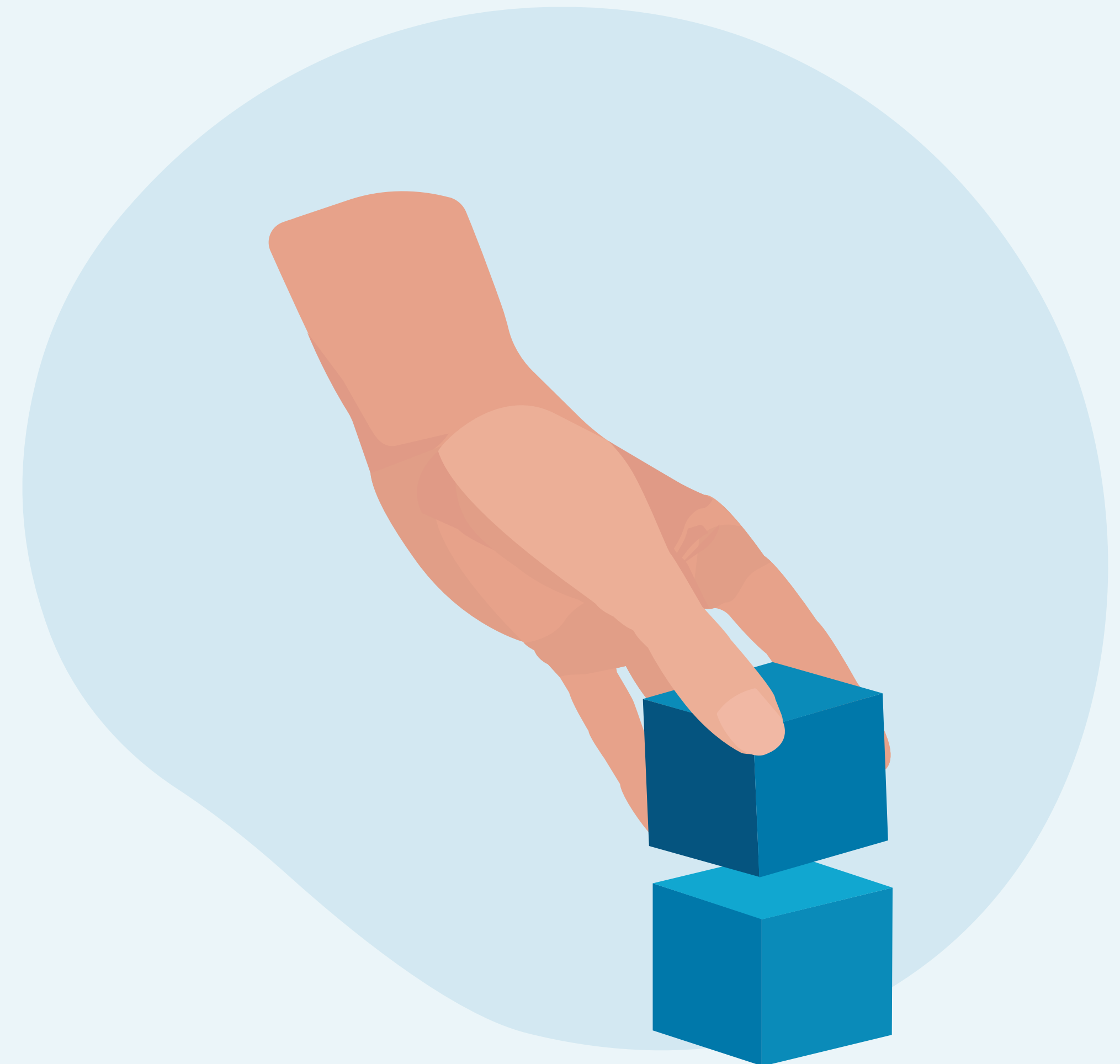
Goals by 2029

Goal 3

We will collaborate with and support advocacy campaigns by grassroots and third sector partners on key human rights issues, using our resources to help others advocate for change.

We currently plan to achieve this by:

- supporting people and communities affected by the issues we work on to advocate for the changes they want, recognising we have access to power and resources and a responsibility to use this
- actively taking part in networks, coalitions and partnerships with grassroots, third sector and human rights organisations across Scotland
- focusing our campaigning efforts on issues where we have evidence and expertise to contribute from our legal casework and services



How we make a difference

Ola arrived in Scotland with her family when she was 11 years old.

Throughout her secondary school years in Glasgow, Ola excelled. She dreamed of pursuing medicine but when the time came to turn her dreams into reality, she encountered a formidable obstacle. The Student Awards Agency for Scotland (SAAS), an arms-length branch of the Scottish Government, refused her application for funding because she was a migrant with limited leave to remain and was just 58 days short of the length of residency required.

Two months shy of the residency requirement, and Ola found herself locked out of the opportunity for free tuition. She contacted us and we took her case to the Court of Session, arguing a breach of her right to education. “It

made me feel discriminated against even though this is what I call home. It was a lose-lose situation.”

Her experience was shared by hundreds of other migrant students who found themselves in a similar situation. This case wasn't just about Ola, it was about the inflexibility of the system.

The court ruled in her favour, declaring the residency rules unlawful, and the Scottish Government was told to change them.

This news led to many queries from individuals enquiring about how the court ruling might affect their current position and tuition fees situation. In response to this, we created template responses, an Access to Education factsheet, and produced video content. We also hosted events in partnership with Maryhill Integration Network and

JustCitizens – to discuss the outcome of the court ruling – as part of a wider #OurGradesNotVisas campaign.

As a result of everyone's collective efforts and collaborative campaigning, we were delighted that the Scottish Government changed the regulations to significantly widen access to funding for migrant young people, lowering barriers to education. This also includes asylum seeking children, setting Scotland apart from the rest of the UK. These changes will benefit thousands more young people in Scotland in the years to come.

The resources we produced and events we ran helped to promote self-advocacy, so that individuals know their rights and how to claim them.

Strategic Aim 4

Invest in, support and **nurture** the next generation of human rights and social justice lawyers, defenders and leaders, with a focus on supporting better representation from minoritised groups.

The 2010s and 2020s have been characterised by rising, sustained and concerted attacks on the very principles and values of human rights and social justice, leading to a polarised and toxic environment for people and communities who have become scapegoats for populist, far right rhetoric. We cannot rely on past assumptions about “what works” to achieve progress towards making human rights and social justice a reality.

This is a tough context for new generations to be growing up in and to be moving into the world of activism, campaigning and lawyering. Current leaders don't have easy answers to

the big and existential challenges we are facing. The human rights and social justice sector also remains predominantly led by white, middle class, abled people and continues to perpetuate structural inequalities in some of its own working practices.

While our own organisation is only one part of this wider movement, we want to play our part in supporting, investing in and nurturing the next generation of leadership for change – whether that means lawyers, campaigners, human rights defenders or others.

Strategic Aim 4: Nurture

Goals by 2029

Goal 1

We will seek to work in partnership to scope, develop and implement a strategic programme of support for the next generation of human rights lawyers, defenders and leaders.

We currently plan to achieve this by:

- working with Just Citizens, a panel of people with lived experience of migration, to explore leadership pathways and models
- opening discussions with partners in the social justice and human rights movements to explore interest in collaborating on a joint programme of work
- reviewing learning from other jurisdictions, where this exists
- identifying and securing resources to advance this work

Goal 2

We will create paid, meaningful opportunities within our organisation for people from under-represented backgrounds to learn, train, develop and grow as human rights and social justice lawyers and leaders.

We currently plan to achieve this by:

- continuing to host bespoke training fellowships for solicitors from under-represented backgrounds
- identifying and securing support for paid internships for people from under-represented communities in a range of legal, policy, communications and support roles
- trialling and evaluating a bespoke in-house leadership training and development programme for our managers and leaders

Strategic Aim 4: Nurture

Goal 3

We will invest in our staff team, our Board of Trustees, and in people with lived experience of rights violations who work alongside us.

We currently plan to achieve this by:

- reviewing and improving our approach to compensating people with lived experience for their time and contribution to working alongside us
- exploring new opportunities and models for enabling people with lived experience of rights violations to work alongside us, to join our team and to join our governance structures
- continuously improving, wherever possible, the pay, benefits, terms and conditions, training and wellbeing support provided to our staff team
- investing in our Board of Trustees and their development needs, individually and collectively

Goals by 2029



How we make a difference

Every year the Scottish Women's Rights Centre (SWRC) welcomes students from the University of Strathclyde Law Clinic as interns.

All of them work alongside our legal team. They also improve their knowledge of the wider organisation by taking part in weekly meetings, events and activities. Maya joined us on a paid internship in summer 2023.

As a law student, Maya wanted to understand more than the intricacies of the legal system. She wanted to understand more about the power of law as a force for good, defending the rights of people furthest from justice.

Through her summer with the SWRC, Maya was able to see the transformative impact of legal advocacy, witnessing

firsthand how survivors of gender-based violence benefited.

From drafting policy consultation responses to shadowing our legal helpline, Maya learned more and more about practical aspects of working as a solicitor in social justice - talking to or listening to clients, organising case bundles, attending meetings, and actively researching legal topics such as economic abuse and domestic abuse.

Through her internship, Maya realised that being a solicitor meant more than just arguing cases in court; it meant standing alongside clients to help them get the justice they deserve: "At the SWRC there is a lot of input from real life cases, a lot of service users who input their experiences, speak about their lived experiences. And that is really important, because it meant that you

aren't just looking at like the theory of the law, you are looking at a real life, real people and what their views are and how they've been impacted and how you can help them".

Strategic Aim 5

Develop ways to **sustain** our organisation's work over the longer term.

As a young organisation, JustRight Scotland is at a particular stage in its own development. Having grown rapidly in our first seven years, we now need to stabilise. Over the course of this Strategic Plan, we will therefore aim to develop a sustainable way of doing our work – financially, organisationally, and when it comes to our team. Digital transformation has an important role to play in this, and we will consider this carefully and invest in its potential where possible.

Strategic Aim 5: Sustain

Goals by 2029

Goal 1

We will aim to secure the long-term financial sustainability of our current services and collaborations.

We currently plan to achieve this by:

- developing longer term funding and sustainability plans for each of our current services and collaborations
- continuing to advocate for systemic change to funding of third sector organisations and civil legal aid
- exploring opportunities for efficiency through shared services, co-location, new models of delivery

Goal 2

We will seek to harness the potential of digital technology and AI for how we deliver our work, while acknowledging and managing the ethical and other risks that this involves.

We currently plan to achieve this by:

- developing a digital strategy
- investing in our internal skills and knowledge around AI and digital leadership

Strategic Aim 5: Sustain

Goals by 2029

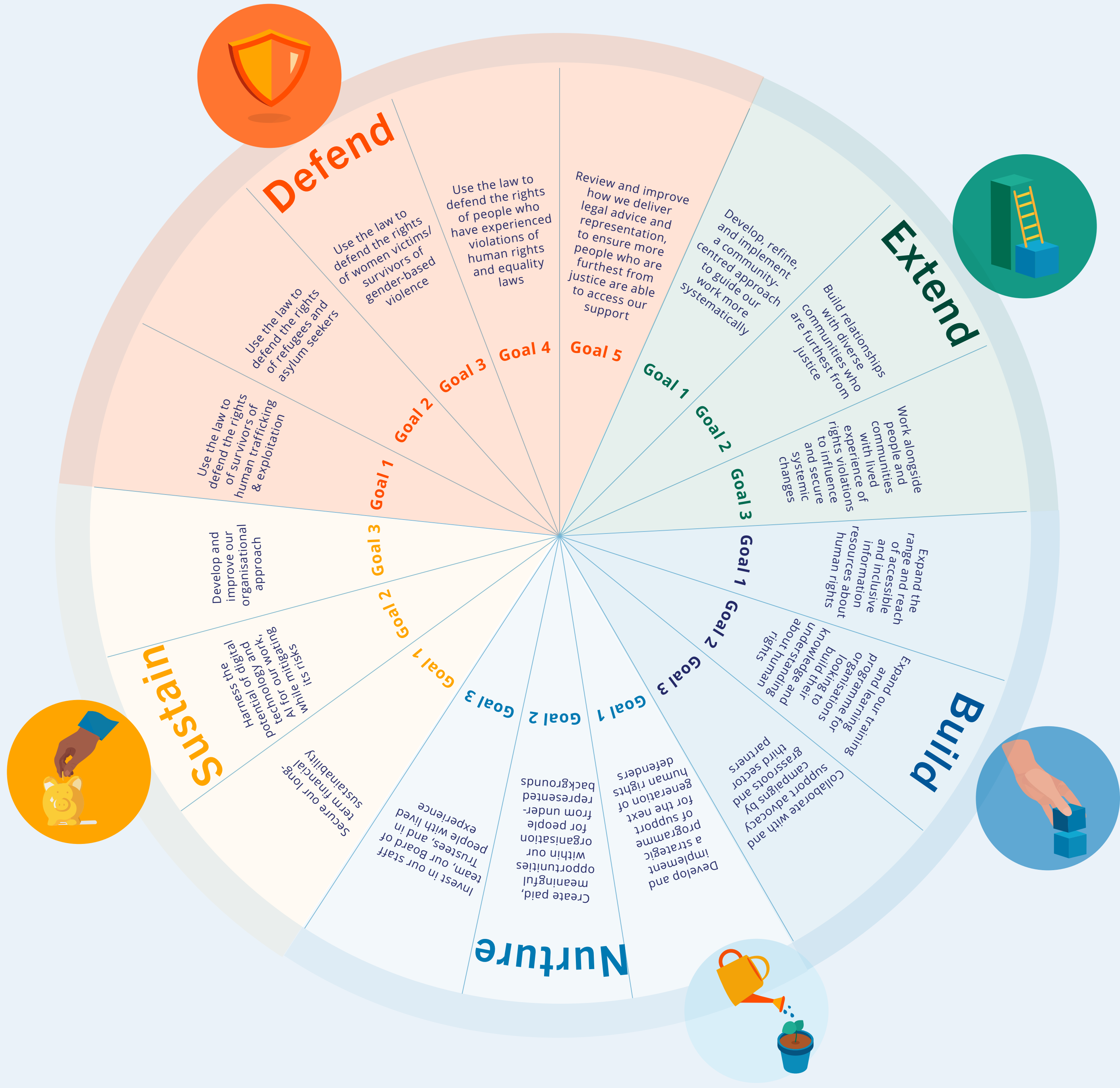
Goal 3

We will continue to develop and improve our organisational approach to governance, leadership, management, HR, finance and facilities.

We will do this by:

- regularly reviewing and improving our overall organisational health
- maintaining investment in our leadership, management and operational support services, recognising that these are essential to ensure high quality frontline services and campaigning
- routinely reviewing the value-for-money being delivered by all of our inhouse and outsourced support services





Thank you

JustRight Scotland is only able to do what we do because of the financial and in kind support we receive from a wide range of organisations and individuals. We would like to thank everyone who has supported us in our first seven years, and those who have committed to support us into the future.

We would also like to thank all the people, communities and organisations who have worked with us on so many different aspects of our work. In particular, we would like to acknowledge and express our deep thanks to the many people who have shared their own experiences of injustice and violations of their rights, to help drive wider changes.

We always welcome the chance to discuss opportunities for new collaborations and new ways to achieve our aims. Please get in touch with us if you would like to talk.

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