



FJSS GROUP

END-OF-YEAR REPORT

2025





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Message from the CEO



As we look back on 2025, I am proud of all we achieved together with our team, our partners, our community. This report provides highlights from the year—from the Justice Sector Equalities Conference to our student programmes and community events—reflecting our continued commitment to building a fairer, more inclusive Scotland.

Despite many challenges such as funding pressures and increased demand for support, we remained focused and resilient. Through strong partnerships, creative use of resources, and a dedication to quality service, we ensured our work progressed and our people received the support they needed.

As we look ahead to 2026, we remain hopeful and ready to strengthen our impact.

Thank you for being part of this journey.

Silence Chihuri

Founder/CEO
FJSS GROUP



Highlights of 2025

Major milestones



Reached over **4,000 people** through legal, welfare, and advocacy programmes.



Expanded our partnerships with universities, government, and community organisations.



Introduced new initiatives to promote accountability and inclusion across Scotland's justice system such as:



The **Justice Sector Interface Program** birthed from JSEC 2024. The Interface fosters continuous dialogue and accountability among justice sector leaders between annual conferences.



The **Accelerated Knowledge Transfer (AKT) Partnership** with Edinburgh Napier University: Focused on co-creating fairer addiction and justice support for Black communities in Scotland.

Highlights of 2025

Justice Sector Equalities Conference



Highlights of 2025

West Lothian High Schools Debate



Launch of the West Lothian Connection 2nd Edition



ACS Community Event



Partnership and Collaboration

Partnerships remained key to our progress in 2025. This year, we welcomed new partners and strengthened our collaboration with long-standing ones. Below is a list of our current partners:

Strategic Partners

- The Scottish Government
- Police Scotland
- Law Society of Scotland
- Citizens Advice Bureau
- Scottish Drugs Forum
- Judicial Office for Scotland
- Scottish Legal Complaints Commission
- Faculty of Advocates
- Scottish Prison Service
- Scottish Legal Aid Board
- Scottish Courts and Tribunals
- Brodies LLP
- Crown Office and Procurator Fiscal Service
- Scottish Children's Reporter Administration
- Judicial Appointments Board for Scotland

Academic Institutions

- Edinburgh Napier University
- Heriot-Watt University
- University of Strathclyde
- Glasgow Caledonian University
- University of Stirling
- University of St Andrews

Business Memberships

- ICVA
- Glasgow Chamber of Commerce
- Edinburgh Chamber of Commerce
- Bond UK



FUNDERS



These partnerships have enabled us to deliver more targeted community support, advance anti-racism education, and expand our policy advocacy footprint across Scotland's justice and social systems.

Our Influence

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FJSS Group is playing a leading role in the agenda to transform the Scottish justice system.

SILENCE CHIHURI
CEO, FJSS GROUP

“

At the Law Society of Scotland, we value the fantastic partnership that we have with FJSS Group, and we will continue to support the important work they are doing to drive diversity and inclusion in the Scottish justice sector.

LINDSAY JACK
HEAD OF DIVERSITY, CAREERS
AND OUTREACH
LAW SOCIETY OF SCOTLAND

“

The Justice Sector Interface is a great forum to explore ways to make the Scottish justice sector more diverse and inclusive. At Brodies LLP, we are happy to be part of this process, and we will continue to support it.

TONY JONES KC
PARTNER, BRODIES LLP

“

A diverse society requires a diverse leadership to prosper. Justice delivery is so vital in shaping society and it is important that the outlook of the Scottish justice system reflects the Scottish society of today.

PROF EMERITUS SIR GEOFF PALMER KT OBE
THE LATE FJSS GROUP CHAIRMAN

Challenges & Solutions

Challenges

- ✓ Tighter budgets, reduced third sector and local authority funding.
- ✓ Polarisation: surge in far right political ideology, rise in racial prejudice and racially motivated anti-social behaviour; human rights abuses and state in retreat.
- ✓ Overwhelming demand for services such as legal support, immigration advice and support, mental health and well-being support, and student support.

Solutions

- ✓ Effective utilisation of resources & innovative human resources diversification - internships, work placements and volunteering.
- ✓ Streamlining of support services to improve inalienable service user experience, and meet high standard organisational goals.
- ✓ Strategic partnerships and collaborations to enhance impact and services provided.



In 2025, FJSS Group navigated tighter budgets as third-sector and local authority funding declined. We responded by maximising resources and diversifying our workforce through internships, work placements, and volunteers—allowing us to maintain essential services without lowering standards.

Rising social and political polarisation also posed challenges, with increased far-right sentiment, racial prejudice, and human rights concerns. FJSS strengthened its advocacy efforts, deepened community engagement, and worked closely with partners to protect rights and support affected groups.

We also experienced a significant rise in demand for legal, immigration, mental health, and student support. By streamlining our services and expanding strategic partnerships, we improved efficiency, enhanced user experience, and ensured that more people received timely support.

Looking Ahead to 2026

At FJSS Group we are always positive and forward-thinking, so we already have 2026 in our sights with our focus on the following areas among others:



Further strengthening our strategic partnerships.



Enhancing flagship programs such as the Justice Sector Equalities conference and the Interface Group.



Consolidating community services support programs such as well being and welfare support; legal services and immigration support.



Expanding the scope of our mentorship and talent development support programs.



Increasing participation in international development space.



Appreciation

We extend heartfelt thanks to our staff and volunteers, partners, funders, and the community – without whom our work would not be possible.

To our community members: your stories, resilience, and courage inspire our mission every day.

Together, we will continue to shape a Scotland that is fairer, more inclusive, and just for all.

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Fair Justice System for Scotland Group



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OUR FUNDERS:

