

Consultation: Informing the work of your National Human Rights Institution

Draft Strategic Priorities 2020 – 2024

The Scottish Human Rights Commission promotes and protects human rights for everyone in Scotland. We are an independent public body, accountable to the people of Scotland through the Scottish Parliament. We were established in 2008 and are now just over 10 years old.

The Commission is developing its Strategic Plan for 2020 – 2024. To help us set our priorities and improve how we work, we would like to hear from people and organisations from across Scotland.

This consultation document describes the Commission and its powers and duties. It also sets out four draft strategic priorities, which represent our initial thinking about where we see ourselves contributing to a human rights culture in Scotland over the next four years. We have provided some questions that we would welcome your views on.

You can respond to this consultation in the following ways:

**By email:** hello@scottishhumanrights.com

**By online survey:** <https://www.surveymonkey.com/r/9BRJZWT>

**By post:** Bridgeside House, 99 McDonald Road, Edinburgh EH7 4NS

Please let us know if you need a different way to respond.

We look forward to hearing your views. **The deadline for responses is 28 June 2019.**

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# Foreword

The Scottish Human Rights Commission is now just over 10 years old and this will be our fourth Strategic Plan. The Commission is pleased to set out here our vision and ambitions for the next four years. We are looking forward to working with partners to realise everyone’s rights more fully in everyday life in Scotland.

Our hope as a Commission is that we can all unite behind a vision of a Scotland where the full range of human rights – civil, political, economic, social, cultural and environmental – are embedded in both our culture and our laws.

The coming years are likely to present many challenges to our society –

economic, environmental, technological and constitutional. In changing and uncertain times, human rights will play an essential role in anchoring Scotland’s laws and culture as both socially progressive and internationally connected.

This is in a global context where violations of rights are systemic, and where too many states are forgetting the lessons of history by turning their backs on collective action and the international rule of law.

Although Scotland compares favorably to some other countries around the world in many ways, too many people in Scotland still don’t have their rights met in everyday life, nor any redress for their situation. Much more is needed for the vision of a rights-respecting Scotland to become a reality.

As we look ahead to the next chapter in Scotland’s human rights journey we face a two-fold challenge.

First, to make sure that people know, understand and value their human rights. People need to have ownership of their rights and be able to claim them with confidence in all parts of their lives. And governments and public bodies need to respond appropriately, and to know how to take a human rights based approach to delivering services for people.

Second, we need to build a stronger culture of accountability for human rights in all its forms – from scrutiny, monitoring and measurement to enforcement. This will include establishing concrete legal standards, where they do not already exist, that people can use to hold government and public bodies to account.

The Commission also hopes to add value in areas where human rights can guide and navigate us through contemporary challenges like climate change, environmental issues and technological innovation. We will both contribute to good practice internationally, and learn from others around the world.

As we work to inform law, policy and practice over the next four years, the Commission will invest in working more closely with people with lived experience of the issues we want addressed. This will help us to better understand their perspectives, and to share ours. We will encourage others to take the same approach. We will also communicate our work to maximise its impact. Finally, we will continue to build our strength as an organisation to support the delivery of our work.

# What is the Scottish Human Rights Commission?

The Scottish Human Rights Commission is an independent public body, accountable to the people of Scotland through the Scottish Parliament.

The Commission is accredited as an “A Status” National Human Rights Institution (NHRI). This means that the way we work, and the law that governs our work, both comply with a set of guidelines called the Paris Principles. These were adopted by the UN General Assembly in 1993 and state that an “A Status” NHRI should:

* have a foundation in national law;
* be independent from government;
* have a mandate to cover a broad range of international human rights standards;
* demonstrate pluralism and independence in the selection and appointment of members;
* have a responsibility to work with both civil society and the state;
* have adequate resources; and
* have adequate powers of investigation.

As an “A status” NHRI we are accredited within the United Nations (UN) system and can report directly to the UN on human rights issues. Our status also means that we are the only Scottish organisation that can make direct contributions to the UN Human Rights Council on issues affecting people here.

The Commission acts as a bridge between human rights in Scotland and the international human rights system. We monitor the implementation of international human rights treaties in Scotland, working closely with civil society to gather evidence and produce recommendations for change.

We also act as a bridge between civil society and the state, working with both to progress understanding, awareness and respect for human rights.

The Commission is one of over 100 NHRIs around the world, and one of three in the UK. The Commission is a member of both the European Network of National Human Rights Institutions and the Global Alliance of National Human Rights Institutions, bringing together institutions from all over Europe alongside regional groups from Africa, Asia / Pacific and the Americas.

# What are the Commission’s duties and powers?

The Commission’s duties and powers are set out in the [Scottish Commission for Human Rights Act 2006](http://www.legislation.gov.uk/asp/2006/16/pdfs/asp_20060016_en.pdf).

The Commission has a general duty to promote awareness, understanding and respect for all human rights - economic, social, cultural, civil and political - to everyone, everywhere in Scotland, and to encourage best practice in relation to human rights.

The Commission fulfils this duty through education, training, guidance, publications, awareness-raising and research, and by recommending appropriate changes to Scottish law, policy and practice.

The Commission promotes and protects the human rights guaranteed by all of the international conventions ratified by the UK.

The Commission also has the powers to:

* Conduct inquiries into the policies or practices of Scottish public authorities.
* Enter some places of detention as part of an inquiry.
* Intervene in civil court cases where relevant to the promotion of human rights and where the case appears to raise a matter of public interest.

# What kind of work does the Commission do?

Since we were established in 2008, we have:

* engaged the Scottish Parliament and Scottish Government on human rights issues in law and policy;
* engaged with the international human rights system, including monitoring and reporting on the implementation of human rights treaties;
* supported other organisations to take a human rights based approach to their own work;

* worked with people with lived experience of the issues we want addressed to better understand their perspectives and share ours;
* raised awareness of human rights and human rights issues with civil society and wider public audiences through our communications and outreach;
* carried out research into how human rights are experienced by people in Scotland, where gaps remain and what can be done to better promote and protect human rights for all;
* facilitated the development of Scotland’s National Action Plan for Human Rights and supported its progress;
* developed practical resources for civil society and the public sector to improve understanding and awareness of how to put human rights into practice.

# What has the Commission done so far?

Full details of the Commission’s work since 2008 are set out in our Annual Reports for each year, available on [our website](http://www.scottishhumanrights.com/policy-publications/).

A report on our “Ten Years in Review” is available on [our website](http://www.scottishhumanrights.com/media/1818/ten_year_review.pdf) which highlights key successes over the last 10 years and the challenges we see ahead. Key pieces of work over the last four years have included:

## Influencing law and policy

Each year, the Commission produces a number of responses to Scottish Parliament and Scottish Government consultations and inquiries. We contribute to Scottish Government short-life working groups and provide evidence to Committees in the Parliament and make recommendations to strengthen laws and policies when it comes to protecting human rights.

Some examples of our work in this area in recent years includes:

* Limitation (Childhood Abuse) (Scotland) Act
* Social Security (Scotland) Act
* Child Poverty (Scotland) Act
* Scottish Parliament Inquiry into Scottish Approach to taxation
* Joint Committee on Human Rights Inquiry: 20 years of the Human Rights Act 1998
* Scottish Parliament Inquiry into Human Rights at the Scottish Parliament
* Scottish Government National Performance Framework review
* Climate Change Bill
* Children (Equal Protection from Assault) (Scotland) Bill
* Scottish Government Good Food Nation consultation
* Post-legislative scrutiny- Police and Fire Reform (Scotland) Act
* Scottish Government consultation on reform of Adults with Incapacity legislation
* Forensic Network Short Life Working Group on Electronic Monitoring of Mentally Disordered Offenders
* Independent Advisory Group on Biometric Data and Associated Technologies

## Advancing the incorporation and implementation of economic, social, cultural and environmental rights

The Commission has hosted a number of conferences, seminars and events aimed at increasing knowledge, awareness and understanding of the implementation and incorporation of economic, social and cultural rights. In particular the Commission hosted a national conference “Putting the Justice into Social Justice” in 2015 with the First Minister of Scotland as a guest speaker and a high-level seminar in 2018 on “Incorporation & Justiciability” with guest speaker,Virginia Bras Gomez, Chair of the United Nations Committee on Economic, Social and Cultural Rights.

We have also led workshops on the right to health, social security and housing, and published research on models of incorporation for Scotland.

From 2017 – 2018 we participated as a member of the First Minster’s Advisory Group on Human Rights Leadership which reported in December 2018. Its recommendations, if implemented, will be significant in advancing human rights in Scotland in the next period.

The Commission has also worked on a project to help Scotland’s public authorities put human rights at the heart of their budget planning. This work has been led by the Commission in partnership with the Health and Social Care Alliance for Scotland (the ALLIANCE), with funding from the European Union and managed by the Danish Institute for Human Rights.

## Training and capacity building

The Commission has provided training to local authorities, independent advocates, Scottish government officials and Scottish Parliament officials and elected members on human rights and human rights based approaches.

## Engaging with the UN and monitoring international human rights treaties

The Commission engages with reviews of the implementation of international human rights treaties and obligations in Scotland.

We have also engaged with United Nations special procedures, including the Special Rapporteur on Adequate Housing and the Special Rapporteur on Extreme Poverty. We provide statements to the UN Human Rights Council on issues including food insecurity, climate change, and the human rights of people with mental health issues who have been detained by the state.

## “Housing Rights in Practice” project

This project was set up to empower a local community to work more closely with the local council to tackle poor housing conditions. The project was established by the Commission and delivered in partnership with [Edinburgh Tenants Federation](http://www.edinburghtenants.org.uk/) and [Participation and the Practice of Rights](http://pprproject.org/) and contributed to significant changes to residents’ housing conditions.

## Business and human rights

The Commission has worked closely with the Scottish Government, business, trade unions and civil society stakeholders on a programme of activity to advance the development of a National Action Plan on Business and Human Rights.

## Inspecting and monitoring places of detention

The Commission has joined Her Majesty’s Inspectorate of Prisons for Scotland (HMIPS) on a selected number of Scottish prison inspections. We also support the new system of Independent Prison Monitoring through an Advisory Group. Additionally, we are part of the National Preventive Mechanism (NPM) under the United Nations Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT), which means we are one of 20 independent bodies in the UK who draw directly on human rights standards when monitoring places of detention such as prisons, police custody, court cells, customs custody facilities, children’s secure accommodation, immigration, military and mental health detention.

## Research on public perceptions and understanding of rights

In 2018 we published and widely disseminated the findings from a major piece of audience insight research into how people in Scotland perceive and understand human rights.

## Historic child abuse InterAction

The Commission is a member of the Review Group that has been established to ensure the continued and effective implementation of the Action Plan for Survivors of Historic Abuse that was developed through a previous InterAction process. We have worked with the Group on a number of issues experienced by survivors of historic abuse that took place before 1964, who cannot access the same remedies as other survivors. This informed the Group’s work on establishing a financial redress scheme for all survivors of historic abuse, which was a key feature of the Action Plan.

## Scotland’s National Action Plan for Human Rights

In 2017, Scotland’s National Action Plan for Human Rights (SNAP) completed its first 4 year cycle. SNAP was launched in 2013 following four years of research and development. It has operated as an ambitious and collaborative programme for action to realise all human rights for everyone in Scotland. We have hosted a National Participation Event to inform the future of Scotland’s National Action Plan on Human Rights and are facilitating a development process to determine the future of SNAP

**Who carries out the Commission’s work?**

The Commission team is made up of a full time Chair, three part time Commissioners and 13 members of staff (around 10 full-time equivalent posts).

|  |  |
| --- | --- |
| Chair of the Commission  | Judith Robertson (full-time) |
| Commissioners  | Susan Kemp (30 days per year)Alan Mitchell (30 days per year)Jane-Claire Judson (30 days per year) |
| Strategy & Legal Team  | Head of Strategy & LegalLegal Officer x 2Policy OfficerResearch Officer Projects Worker (part-time) |
| Communications & Participation Team | Communications & Participation Manager (part-time) Participation Coordinator (part-time)Media Officer (part-time) |
| Corporate Services Team  | Corporate Services ManagerFinance Assistant (part-time)Business Support x 2 (one part-time) |

# What limits are there on the Commission’s work?

There are some things the Commission cannot do, and some limits on what we can do.

Because we were created by the Scottish Parliament, our mandate only covers devolved areas of policy. This includes health and social care, education, policing and prisons. While our general duty allows us to promote human rights and encourage best practice in all areas, we cannot use our powers when it comes to policy areas that are reserved to the United Kingdom Parliament. These include immigration, defence, employment, equality, and some aspects of social security.

The law that set up the Commission (the Scottish Commission for Human Rights Act) prohibits us from giving advice or assistance on individual legal claims or potential legal proceedings. This means we do not provide an advice or help service to individuals.

That law also places a duty on the Commission not to unnecessarily duplicate work that other organisations are carrying out. We always try to assess where our work will add something different to other organisations, and have a practical effect.

As a public body, the Commission must always be politically neutral. This means we do not support particular political parties or campaigns.

The Commission must also operate within the budget it receives from the Scottish Parliament. In 2019 – 2020 this is £974,000.

# Looking ahead

## Our vision

The Commission wants to see all human rights harnessed and realised in a Scotland where everyone lives with dignity.

## Our mission

We will work to strengthen accountability and implementation in human rights law, policy and practice to improve people’s lives.

## Our values

Our values are grounded in the United Nations Principles relating to the Status of National Institutions – the ‘Paris Principles’. Our values reflect how we strive to operate under these principles.

* The Commission is **independent, authoritative and influential**
* The Commission is **collaborative**
* The Commission is **participatory, inclusive and empowering**
* The Commission is **accountable and holds others to account**

## Our draft Strategic Priorities

To advance towards the goals of our vision and mission, our draft strategic priorities for 2020 – 2024 are:

* **Strategic Priority 1:** Progressing understanding and strengthening legal protection of economic, social and cultural rights
* **Strategic Priority 2**: Strengthening accountability for meeting human rights obligations
* **Strategic Priority 3**: Building wider ownership of human rights
* **Strategic Priority 4**: Showing global leadership in human rights

More information on each of these strategic priorities is set out below. We look forward to hearing your views on them, and how we can take them forward. In all of our work, we will seek to increase the voice of those with lived experience of the issues we are seeking to see addressed.

# Draft Strategic Priorities 2020 – 2024

The Commission wants to see all human rights – civil and political as well as economic, social and cultural – protected, harnessed and realised in a Scotland where everyone lives with dignity.

We will work to strengthen accountability and implementation in human rights law, policy and practice to improve people’s lives.

## Strategic Priority 1: Progressing understanding and strengthening legal protection of economic social and cultural rights

In the next four years, the Commission wants to see strengthened understanding, legal protection and implementation in Scotland of economic, social and cultural rights (ESCR), and other internationally protected rights. We believe this has the potential to contribute significantly to progress towards a Scotland free from poverty in all its forms.

### Why economic, social and cultural rights?

* These rights include, for example, the rights to housing, social security, food and health. We believe these rights have unharnessed potential to be a positive force for change for people in Scotland.
* In our work talking to people from all over Scotland, people consistently express concerns about their housing, access to healthcare and having enough money to eat well and heat their homes. The ongoing impact of austerity measures and welfare reforms are of concern.
* The UK’s departure from the European Union is a driver for the Commission to take forward work on these rights as a matter of priority. These rights have the potential to guide Scotland’s responses to any economic impact arising from Brexit, or future global financial recession. In a changing legal context, embedding these rights in law will help shore up our legal framework and connect Scotland to international developments.
* A focus on economic, social and cultural rights will enable progress towards Scotland’s implementation of the UN Sustainable Development Goals (SDGs), and secure better compliance with our international human rights obligations.
* In doing all of the above, Scotland has the potential to become a global leader in the embedding of economic, social and cultural rights in law, policy and practical implementation.

### What will the Commission do to make progress on economic, social and cultural rights?

In 2020 – 2024, the Commisson will:

* Give guidance and views to the Scottish Government and Scottish Parliament on legislation which has the potential to incorporate these rights, and other international human rights standards. Our guidance will cover both the process of developing new legislation, and the substance of its content.
* Ensure Scotland is prepared for this change in law by equipping people and organisations with knowledge and understanding to enable them to put these rights into practice. This includes the Scottish Parliament, Scottish Government, civil society and rights holders (people whose rights are affected).
* Continue to advocate for human rights based scrutiny of Scotland’s Budget, including the provision of transparent and accessible information to enable this. We will also continue work to support the Scottish Government and public bodies to consider the rights implications of their budgets.
* Build on the lessons we have learned from experience of protecting and implementing the civil and political rights that are already enshrined in Scotland’s domestic law. We will also continue to work to ensure these rights are better respected in practice (see strategic priorities 2 – 4).

## Strategic Priority 2: Strengthening accountability for meeting human rights obligations

The Commission wants to see a Scotland where those with power are held to account for meeting their human rights obligations. This accountability should extend to all civil, political, economic, social and cultural rights, and should apply in law, policy and practice.

We want accountability for human rights in Scotland to be strong internationally, politically, legally and in everyday practice.

### Why strengthen accountability?

* It is a fundamental principle of human rights that people should be able to claim their rights, and have access to justice and a remedy when their rights are breached. Both law and practice must reflect this.
* When we speak to people across Scotland, they express concerns that they have nowhere to go when their rights are not met. They tell us their experience is not visible and that they are ignored by those in power.

* Scotland’s overall culture and understanding of accountability for human rights is weak, even though accountability mechanisms such as complaints bodies, regulators, inspectorate and oversight bodies have strengthened over the last 20 years. For example, there is only limited human rights scrutiny in parliamentary processes. Statutory accountability bodies do not consider human rights compliance systematically. And people face significant barriers to accessing justice through complaints processes or in the courts.
* Accountability needs to be better understood as having many forms which can be mutually reinforcing. Accountability for human rights can happen at an international level through, for example, United Nations mechanisms. It can also happen through parliamentary and political processes; monitoring and reporting; campaigning and media; complaint handling and dispute resolution; and through court or tribunal proceedings.
* For human rights to become a reality for everyone, accountability needs also to be strengthened in “everyday” spaces in people’s lives. That means in decision making and discussions about for example, care and support or housing issues, as well as policy making and resource allocations.
* Discussions around human rights accountability are increasing and taking place in more places in Scotland. For example, accountability featured strongly in the Scottish Parliament [Equalities and Human Rights Committee’s 2018 Inquiry Report](https://digitalpublications.parliament.scot/Committees/Report/EHRiC/2018/11/26/Getting-Rights-Right--Human-Rights-and-the-Scottish-Parliament-3), and in the recommendations of the [First Minister’s Advisory Group on Human Rights Leadership](http://www.humanrightsleadership.scot/) in December 2018.

### What will the Commission do to strengthen accountability?

In 2020 – 2024 the Commisson will:

* Oppose any weakening of the Human Rights Act 1998 or other legal protections for human rights.
* Support efforts to strengthen the human rights framework with greater enforcement of economic, social, cultural and environmental rights (see Strategic Priority 1). In doing this we will draw on learning from the legal protection and implementation of civil and political rights that are already protected in law through the Human Rights Act 1998.
* Consider what can be done to remove barriers to accessing justice for breaches of rights, and to strengthen and enhance existing routes to justice and legal remedies.
* Seek to use our legal powers to highlight issues of importance and accountability gaps in the law. In particular, we will seek to use our powers of intervention in civil litigation. We will also continue to actively consider using our power of public inquiry.
* Work with other accountability bodies, such as inspectorate and regulation bodies, to raise their awareness and improve their enforcement of human rights, and to support them to take a human rights based approach to their work.
* Work alongside the Scottish Parliament in progressing its roadmap towards becoming a guarantor of human rights. This will include strengthening parliamentary scrutiny and public participation, as well as following up on human rights recommendations made by the United Nations.
* Raise issues with the UN treaty bodies and through the Universal Periodic Review process and working with civil society to enhance their role in international accountability processes.
* Contribute as a member of the UK’s Independent Monitoring Mechanism for the Convention on the Rights of Persons with Disabilities and seek to strengthen the UKs National Preventative Mechanism under the Optional Protocol on the Convention Against Torture through our active participation.
* Monitor and report on human rights issues in Scotland where we consider they require increased attention, and draw attention to areas where human rights based approaches are not being taken.
* Support civil society groups and community groups to ensure people know and can claim their rights effectively through building awareness and understanding (see priority 3).

## Strategic Priority 3: Building wider ownership of human rights

The Commission wants to see a Scotland where everyone knows and understand the value of their rights, particularly in their everyday lives. And we want people with rights to be able to work together with those with responsibilities to uphold rights, to put them into practice.

### Why build wider ownership of rights?

* We are faced with both opportunity and risk for human rights protections in Scotland. On the one hand, there is an opportunity to develop enhanced protections for economic, social and cultural rights, among others. On the other hand, regressive debates about human rights continue in the background. To ensure continued progression towards realising rights for everyone, it is essential that there is broad support for human rights.
* For rights to be supported, they need to be understood. This means building understanding across society of the values that human rights uphold, and the benefits they bring to people, to public service delivery, to policy and decision makers, and to law makers.
* YouGov research showed us that there is a considerable swathe of the Scottish population who already support human rights. There are also many people who do not feel a strong affinity with rights and rights language. Yet we also know that where we share messages about human rights in ways that people can relate to and engage with, their perceptions change.
* When people understand and claim their rights it can be transformative, empowering them and their communities to press government and public bodies to deliver on their legally binding commitments.
* When organisations understand and apply a human rights based approach, supported by sufficient disaggregated data and understanding of who are the most impacted, it can help them deliver better services centred around people.

### What will the Commission do to build a wider ownership of rights?

In 2020 – 2024 the Commisson will:

* Share information about our work and key human rights issues in a targeted, strategic way. We will strive to continue to increase our voice, and to reach our many different audiences with information they can relate to and engage with.
* Share our insights, learning and knowledge about promoting human rights with civil society partners, to help them build broader understanding and support for human rights with their own audiences.
* Promote a human rights based approach to public bodies, helping them understand how human rights can help them deliver services.
* Work with the Scottish Parliament to ensure it is a positive catalyst for a human rights culture in Scotland. Where debates and scrutiny are understood in rights terms, this will help in building broader understanding of rights.
* Support Scotland’s National Action Plan on Human Rights (SNAP) as a forum for collective action on rights across civil society, public bodies and government. We will support people with lived experience of rights to engage increasingly with SNAP.
* Build, support and engage with a network of people in communities to both inform our work, and enable them to influence change, whether in their own communities or nationally.

## Strategic Priority 4. Showing global leadership in human rights

The Commission strives to show leadership as Scotland’s National Human Rights Institution. We seek to both contribute to and learn from emerging international trends and best practice. Our relationships internationally and regionally, in particular with our peer National Human Rights Institutions around the world, are key to ensuring we continue to lead the way for Scotland in developing the means to better realise rights for all.

### Why show global leadership?

* Across Europe and the world there has been a rise in populism and a decline in commitment to the international rule of law and human rights. A lack of respect for rights, particularly economic, social and cultural rights, has undoubtedly contributed to the disempowerment of many.
* Brexit creates an opportunity in Scotland to re-engage people around human rights as underpinning values to our society.
* A potential Act of the Scottish Parliament incorporating new rights into law also creates an opportunity to develop world leading legislation, both on the statute book and in its implementation.
* Advancing human rights in new ways in law, policy and practice could provide learning and inspiration for human rights around the world in challenging times.
* Global challenges require global collaboration and sharing of best practice. Human rights are central to finding solutions to challenge such as climate change, environmental damage, technological innovation, artificial intelligence, extremist ideologies, development, inequalities and conflict.
* Scotland has already taken some first steps towards becoming a leading thinker in some of these areas, for example in its commitment to the UN Sustainable Development Goals. There is potential to do more in years to come to translate this commitment to real change in people’s lives.

### What will the Commission do to show and support global leadership?

In 2020 – 2024 the Commisson will:

* Continue to play an instrumental role in bringing international best practice in rights to Scotland. Examples include human rights monitoring, alignment with Sustainable Development Goal (SDG) reporting, climate justice, environmental rights, business and human rights, and the role of parliaments vis-a-vis human rights.
* Continue to be a progressive and authoritative voice for human rights and international best practice, helping Scotland to develop as a socially progressive and outward-looking nation.
* Learn from and draw on international best practice, and share our experiences with others. For example, we will continue to work through NHRI networks and working groups, and engage with regional and international human rights mechanisms.
* Proactively engage with the UN special procedures, independent experts and working groups, contributing to their work and drawing on their expertise and insight in Scotland.
* Continue to provide human rights insight into the pressing challenges of our times as they relate to Scotland. For example, advising of the human rights implications of new technologies, or on the emerging consensus around developing human rights standards such as the right to a healthy living environment or the rights of older persons.

# Your views

Please give us your views on the following questions:

## Strategic Priorities

**Question 1:**

Are the four strategic priorities proposed the right ones? If not, what would you suggest instead and why?

**Question 2:**

Are the types of activity outlined under each strategic priority the right ones? If not, what is missing and what do you think we should be doing?

**Question 3:**

What types of activity do you think the Commission should prioritise? Is there anything we should de-prioritise?

**Question 4:**

Are there any cross-cutting issues or ways of working you would like us to consider?

## General

**Question 5:**

How well do you feel you know the Commission and its work?

**Question 6:**

Overall, what is your impression of the Commission and its work to date?

**Question 7:**

Are our current vision, mission and values the right ones? If not, what else would you like to see?

## Please tell us a bit about you…

What kind of organisation do you represent, if any? (For example, public authority, government, third sector, community group, legal firm, business, academic institution).

Which areas of the country do you come from or represent, if any?

Which communities of interest do your answers relate to, if any?

Please tell us the name of your organisation, if you feel comfortable doing so?