

Business Plan 2010/11

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Foreword

The Equality and Human Rights Commission (the Commission) is a unique body, building on the legacy of generations of men and women committed to making Britain a fairer, more equal and stronger society. Parliament has granted us wide-ranging responsibilities and powers. We are committed to promoting and protecting equality, human rights and good relations between people of different backgrounds.

Since the Commission opened its doors in October 2007, we have been swift to translate that responsibility into practical action, and we have brought some notable successes, alongside important lessons. We have, for example: helped to clarify the extent of equality and human rights law; called government to account regarding their respect for human rights; taken legal action against organisations we think have been in breach of the law, such as the British National Party; advanced the national debate on issues such as flexible working and the gender pay gap; and carried out inquiries designed to challenge the unfair treatment of people working in the financial, construction and meat and poultry processing industries.

Today, we intend for the Commission to build on that experience. I am delighted that this business plan sets out an ambitious programme of work which will achieve just that.

At the heart of the plan are our key institutional pillars – the activities that no other organisation can do, and our principal means for effecting change for the better.

First, we are the body charged with providing authoritative, clear and accessible advice on what the law on equality and human rights means. With the Equality Act 2010 now on the statute books, there is a major job of work to do in helping individuals, employers and public bodies understand their new rights and responsibilities. This year we will produce comprehensive statutory codes spelling out the law in detail, and non-statutory guidance that outlines the key points in a straightforward way, with plenty of practical examples.

Second, the Commission has the responsibility to hold up a mirror showing how far society has made progress towards being a place with equal chances for all, and equal respect for everyone's rights, and how much remains to be done to achieve that ideal. This year we will publish our first triennial review, examining the chances and choices in life of people from a whole range of different backgrounds. It will enable the Commission and, indeed, our partners across the whole public sector to understand not only where progress has been made, and how, but where the greatest inequalities lie now, and where, in a time of tight budgets, we should be concentrating our efforts and resources.

Third, the Commission is an enforcer of last resort. Where there are complex or intractable problems, we will step in: in some cases to examine how they might be solved; in others, to clarify different people's rights; and, on the occasions where organisations consistently fail to meet their statutory responsibilities, to compel them to do so. This year we will begin our formal inquiry into the harassment of disabled people, we will follow through on the inquiries we have already carried out into gender discrimination in the financial services sector, race discrimination in the construction industry and the pay and conditions of agency workers in the meat and poultry processing industry, and we will continue our work on individual legal cases that have the potential to clarify the law.

Fourth, as a UN-accredited National Human Rights Institution, the Commission will actively engage in any debate about the reform of the Human Rights Act, and about other legislative developments, to protect and promote civil liberties. We will challenge myths and misunderstandings concerning our human rights law, making human rights more accessible to a wider audience. And we will hold government to account for its performance in meeting its obligations arising from international human rights treaties including the United Nations conventions regarding torture, racial discrimination and the rights of disabled people.

Carrying out this programme is a hugely exciting prospect. We are under no illusions about how hard it will be to deliver, at a time of global financial challenges, with constrained budgets across the public sector and pressures on employers. But as our society grows increasingly diverse, as changing demographics alter the face of the British workplace forever, we simply cannot afford to fail.

The Commission looks forward to working with our wide range of partners across the public, private and voluntary sectors to secure what is at its heart, one of the most basic needs and desires of every individual: to be treated with fairness, dignity and respect. It is a goal that justifies every effort.

Trevor Phillips, Chair, Equality and Human Rights Commission

Executive summary

The Equality and Human Rights Commission (the Commission) is a public body set up to challenge discrimination, to protect and promote equality and respect for human rights, and to encourage good relations between people of different backgrounds.

During our early years we have made real progress towards achieving our vision of a fairer and more equal society for all, helping make a practical difference in people's everyday lives. Our achievements have been considerable and far reaching. We have:

- Influenced the content of the Equality Bill to legislation, worked with the Government Equalities Office to build a coalition of support and improved the Bill through amendments and persuasion.
- Published the findings of our Human Rights Inquiry concerning the progress made by public authorities in relation to the extent to which respect for human rights of individuals is embedded in service delivery in England and Wales.
- Called the previous government and public services to account regarding their respect for human rights, challenging such policies as the use of stop and search, body scanners in airports, the storage of DNA and calling for a public inquiry into the UK's alleged complicity in torture.
- Taken legal action against organisations we think have been in breach of the law, such as the British National Party.
- Carried out three formal inquiries designed to challenge the unfair treatment of female workers in the financial services sector, ethnic minority workers in the construction industry, and migrant workers in the meat and poultry processing sector.
- Advanced the national debate on important issues such as flexible working and the gender pay gap, and produced practical guidance for business on diversity, helping employers make the workplace more accessible to everyone.
- Extended the reach of equality and human rights law, helping to secure new rights for people with mental health conditions, and assisting military personnel by intervening in significant legal cases.
- Promoted and enforced the public sector duties, notably undertaking our first statutory public sector duty assessment under section 31 of the Equality Act 2006 for the Department for Work and Pensions Jobcentre Plus.
- Finalised the equality measurement framework to assess equality and human rights across a range of domains, which has been developed through working

with the Government Equalities Office (GEO), the Scottish Government, the Welsh Assembly Government and the Office for National Statistics (ONS).

- Continued to build new narratives for new audiences through campaigns to promote advice and guidance including the launch of Here for Business (a campaign providing advice to small and medium-sized enterprises with tailored guidance on flexible working and good employment practices) and the re-run of the Know your Rights to Fly campaign, raising awareness of the rights of disabled people when travelling by air.

We are proud of our achievements so far, but recognise the challenges and the scale of the task ahead in making further progress. We are conscious that the coming year is likely to be a year of considerable change, with a new government and a tightening of public money.

The Equality Act, three years in preparation, received Royal Assent on 8 April 2010 and will reshape the equality legislative landscape.

Adapting to this changing environment will require the Commission to be increasingly flexible in its approach in order to respond purposefully and effectively to emerging challenges. However, there are areas for action which are clear priorities for the Commission. In the coming year we have a demanding programme of work focusing on a number of key areas. In 2010/11 we will:

- Publish our first triennial review, a comprehensive assessment of the state of equality across Britain today which will set the agenda for our future work and lay the basis for our regulatory approach.
- Produce comprehensive statutory codes of practice and guidance on the Equality Act explaining what the new legislation means for employers, public services and individuals, and providing support and encouragement to enable organisations to make the ways they work fairer and more inclusive.
- Continue to implement a strategy to act on the commitments we made in the Human Rights Inquiry, enabling more public services to embed human rights in the way they operate and using our legal powers to enforce compliance where necessary.
- Seek to foster a more positive public discourse on human rights, raising the level and accuracy of public understanding of what human rights are and working to ensure any future Bill of Rights builds upon the Human Rights Act.
- Broaden our work on good relations so that public bodies better understand what they can do to foster a shared understanding between different people regardless of race, gender, disability, age, sexual orientation, religion or belief, or transgender status.

- Undertake inquiries into the harassment of disabled people, and into human trafficking in Scotland with a focus on commercial sexual exploitation, and into the human rights of older people seeking or receiving home-based care and support in England and Wales.
- Independently monitor and report to the United Nations (UN) on the UK's compliance with UN Human Rights treaties specifically in relation to the UN Convention on the Rights of Persons with Disabilities, the UN Convention on the Elimination of Racial Discrimination and the UN Convention against Torture.
- Continue to intervene in and support individuals bringing legal actions which have the potential to clarify equality and human rights law.
- Continually improve the frontline support provided through our helpline and website, benchmarking and monitoring our services to ensure we deliver high-quality, accessible advice and information tailored to individuals' needs.

As well as influencing what we do, changing circumstances make it even more important that we do it in an effective way, building on the lessons learned from our first two years of work.

We have already taken some steps to address the concerns outlined in the Public Accounts Committee report in relation to governance and management control; strengthening our procurement processes and systems, and improving our monitoring of expenditure of public money.

We have begun a major organisational review to ensure we have the right people, right skills and right structures in place to fulfil our statutory obligations, and improve our performance and reputation as a National Human Rights Institution.

We will also continue to review our regulatory practices to ensure we achieve our outcomes more effectively; this will include a stronger focus on evidence to ensure there is an appropriate balance between our different regulatory interventions such as enforcement and provision of advice and guidance

Finally, the Commission cannot achieve its vision alone. There are many other organisations and individuals who share our aim of promoting equality and human rights – from grassroots support groups to national campaigning bodies. We and they have distinct roles, yet there is significant scope for our work to complement theirs. We want to strengthen our partnerships in the coming months.

With the actions set out in this business plan, we look forward to continuing to make Britain a fairer place, with dignity, respect and opportunity for all.

Chapter 1 Introduction

Last year the Commission published its first three-year strategic plan covering the period 2009-12, setting out how we will work towards achieving our vision of a better Britain built on the principles of fairness and respect.

The 2010/11 business plan defines what we will achieve in the second year of the strategic plan, building upon the successes of our work begun in the previous year.

It also reflects new work arising from emerging evidence about the nature of inequality, human rights and good relations in Britain today, in the context of the current economic and political environment.

1.1 About the Commission

The Equality and Human Rights Commission is an independent statutory body established under the Equality Act 2006. We are recognised internationally as a National Human Rights Institution.

The Board of Commissioners, led by the Chair Trevor Phillips, is responsible for setting the strategic direction of the Commission. A list of our commissioners can be found in Appendix 1. The Director General, supported by the Senior Management Team, is accountable to the Board for business delivery.

The Commission has three statutory committees. They are responsible for ensuring that the overall work of the Commission reflects the needs and priorities of Scotland and Wales and the interests of disabled people.

1.2 Our vision, mission and role

Our vision

Our vision is of a better Britain, built on principles of fairness and respect, and with people confident in all aspects of their diversity.

Our mission

As the independent advocate for equality and human rights in Britain, the Commission aims to reduce inequality, eliminate discrimination, promote and protect human rights, and strengthen good relations between people. We challenge prejudice and disadvantage, and promote the importance of human rights.

We enforce equality legislation on race, gender, disability, age, sexual orientation, religion or belief, and transgender status, and encourage and enforce compliance with the Human Rights Act.

Our role

Our responsibilities are to provide the definitive interpretation of how the equality and human rights law and standards are used; and to act on breaches of legislation with the range of our enforcement and other regulatory powers.

We will achieve this by:

- Encouraging compliance with equality legislation and the Human Rights Act and using our enforcement powers where necessary and appropriate.
- Developing indicators and collating evidence to provide measures of performance on equality, human rights and good relations.
- Using our influence and authority to ensure that equality and human rights remain a priority.
- Acting directly and by building partnerships locally, regionally and nationally, to encourage good practice in equality, human rights and good relations.
- Providing tailored advice and guidance to businesses, the public sector, the voluntary and community sector and individuals.

The Commission, as an accredited National Human Rights Institute, has a defined role which includes treaty monitoring, scrutinising legislation, identifying and acting upon violations of human rights and cooperating with international organisations and mechanisms.

In Scotland, the Commission shares its human rights responsibilities with the Scottish Human Rights Commission which is responsible for human rights issues falling within the remit of the Scottish Parliament. We have a memorandum of understanding to ensure that we work together in the best way possible. We also work closely with the Northern Ireland Human Rights Commission and the Equality Commission for Northern Ireland.

1.3 Our statutory duties

The Commission has duties relating to equality and diversity, human rights and good relations.

Our general duty is to encourage and support the development of a society in which:

- people's ability to achieve their potential is not limited by prejudice or discrimination
- there is respect for and protection of each individual's human rights
- there is respect for the dignity and worth of each individual
- each individual has an equal opportunity to participate in society, and
- there is mutual respect between groups based on understanding and valuing diversity and on shared respect for equality and human rights.

Our specific duties are to:

- promote understanding of the importance of equality and diversity
- encourage good practice in relation to equality and diversity
- promote equality of opportunity
- promote awareness and understanding of rights under the equality enactments
- enforce the equality enactments
- work towards the elimination of unlawful discrimination
- work towards the elimination of unlawful harassment
- promote understanding of the importance of human rights
- encourage good practice in relation to human rights
- promote awareness, understanding and protection of human rights
- encourage public authorities to comply with section 6 of the Human Rights Act 1998 (c. 42) (compliance with Convention rights), and
- promote good relations among and between groups¹ and others.

The Commission is required to monitor the effectiveness of laws relating to equality and human rights and must monitor and report progress and outcomes.

1.4 Our regulatory approach

As a publicly funded body, we are publicly accountable for our actions. Over the next year, we will further develop our regulatory approach based upon clear principles, ensuring our actions are proportionate, risk based and outcome focused. We must be able to clearly evidence why we are acting, what we aim to achieve, and how this offers value for public money.

Under the Equality Act 2006 the Commission has extensive statutory powers, which are detailed in Appendix 2. In summary we can:

¹ 'Groups' are defined by the Act as: A group or class of persons who share a common attribute in respect of any of the following matters: age; disability; gender; proposed, commenced or completed reassignment of gender; race; religion or belief; and sexual orientation.

- Take legal action on behalf of individuals concerning cases of discrimination, particularly when cases offer the chance to clarify or improve the law.
- Issue grant funding to external organisations to provide legal advice, guidance and information.
- Take judicial review proceedings to prevent breaches of the Human Rights Act. We can also join proceedings taken by others, intervening to promote human rights.
- Hold formal inquiries into equality and human rights issues and conduct investigations into discrimination. We also have unique legal powers to make sure that public authorities comply with their duties to promote race, disability and gender equality.

We will continue to use the power of our voice, influence and persuasion as well as authoritative evidence to make the case for equality, human rights and good relations. We will act as a broker, bringing judgement and legal authority to difficult debates.

As a modern regulator we will use all the levers and powers at our disposal in a smart way and at the right time to achieve maximum impact, taking advantage of the new opportunities afforded by the Equality Act 2010.

Chapter 2 The context of our plan

In developing the plan we have been mindful of our external environment, and we need to respond purposefully and effectively to emerging challenges and change: the state of the economy and its impact on employment, public spending and social cohesion, the changing social and economic environment, and the new political landscape in Westminster.

Our 2010/11 business plan responds to developments in our external and internal environment and builds on our progress to date, while retaining flexibility for changing circumstances.

2.1 What we have delivered in 2009/10

Over the last year, we have made good progress in translating our vision into action, helping making a practical difference in people's everyday lives. Our achievements over the past year have been considerable. We have:

- Influenced the passage of the Equality Act 2010 and, following extensive consultation with stakeholders, developed statutory codes of practice and non-statutory guidance. When published, these will enable the courts to interpret the new legislation and provide practical information for individuals and organisations to understand their rights and responsibilities under the new legislation.
- Completed a landmark inquiry into human rights, highlighting how human rights have made a difference for the better, but also how much more could and should be done to encourage individuals and organisations to understand what human rights mean and how they can be of benefit.
- Set out our minimum expectations of any debate about the future evolution of human rights law in the UK, making clear that any reform should only improve the level of human rights protection.
- Called on the previous UK government to re-examine its actions where policy proposals may unjustifiably infringe on individuals' human rights, including in relation to allegations of the use of torture overseas against people suspected of terrorism, in relation to the use of body scanners in airports and in relation to the rights of our armed forces when serving abroad.
- Actively participated in the international human rights system, submitting influential reports on the UK's performance regarding its international human rights treaty obligations and participating in the Human Rights Council.
- Successfully intervened in legal cases – such as that of David Allen, a young man who won his fight to require his bank make its premises properly accessible

to disabled people, and the case of Boyle vs SCA Packaging which extended the legal protection of disabled people.

- Taken legal action against organisations we think have acted in breach of the law. This included the British National Party which will now have to take the necessary steps to ensure that its constitution complies with the Race Relations Act.
- Secured prompt ratification of the UN Convention of the Rights of Persons with Disabilities, ensuring the number of reservations expressed by the previous government were minimised.
- Carried out an inquiry into gender discrimination in the financial services sector, revealing the scale of the gender pay gap in banks, insurance firms and other related companies: our proposals for addressing the gap have the potential to benefit half a million women.
- Continued to promote and enforce the public sector duties; notably undertaking our first statutory public sector duty assessment using our section 31 powers into the Department for Work and Pensions Jobcentre Plus.
- Continued to challenge the gender pay gap by setting out a series of recommended measures for firms to describe their gender pay gap, encouraging greater transparency and highlighting areas for improvement.
- Carried out an inquiry into recruitment and employment practices in the meat and poultry processing sector, revealing the extent of mistreatment of migrant and agency workers, and providing clear recommendations and follow-up actions.
- Carried out an inquiry into the under-representation of non-white ethnic minorities in the construction industry, highlighting that the fragmented nature of the industry is a barrier to a unified approach to diversity and developing a framework to help industry leaders address the issues faced.
- Published Stop and Think, a report highlighting that a number of police forces are using stop and search tactics in a way that is disproportionate and possibly discriminatory and in breach of human rights.
- As part of our Working Better initiative on the needs and expectations of older workers and parents, we have made recommendations for reform to make the workplace more accessible to them, including the abolition of the default retirement age and radical reform of parental and paternity leave.
- Published influential research concerning disabled people's experiences of targeted violence, harassment and hate crime.
- Published authoritative guidance on issues such as positive action and flexible working, helping employers turn a concern for equality and diversity into business advantage.
- Produced Beyond Tolerance: Making Sexual Orientation a Public Matter, and also carried out extensive research into the experiences of lesbian, gay and bisexual people in Britain today, reporting on what needs to be done to tackle

the discrimination and disadvantage lesbian, gay and bisexual people face and where organisations will need to focus in order to address the changes required.

- Published a review of evidence on inequalities faced by trans people and launched new guidance for all public sector authorities to assist them in meeting their obligations with regards to providing goods, facilities and services to trans people.
- Examined the allocation of social housing in England and Wales, showing that the popular myth of a bias in the allocation of social housing in favour of migrants has no basis in fact.

2.2 New opportunities and challenges

We are proud of our achievements, but recognise the scale of the challenges ahead, especially as our understanding of the state of human rights, inequality and discrimination continues to deepen.

Evidence of inequalities

Over the past 12 months we have continued to improve and enrich the evidence base upon which we work. For example:

- The Commission's research to support our Working Better initiative showed that more than twice as many workers aged 50 or over are seeking to get promoted at work rather than to downshift.² The research revealed that there are many reasons for people wishing to carry on working into later life, both through choice and through necessity.
- The Commission's research into sexual orientation³ and its review of existing research into the disadvantages faced by trans people⁴ have highlighted not only that lesbian, gay, bisexual and trans people face significant inequalities in many aspects of life (two thirds of lesbian, gay and bisexual school pupils, for example, experience bullying in schools⁵), but also that there are significant gaps in the data available on these groups. For example, there is no robust estimate of how many people identify themselves as lesbian, gay, bisexual or trans. Without this information there is no way of understanding whether these groups are being treated fairly or not. This underlines the need for better collection of data by official bodies.

² Older workers: employment preferences, barriers and solutions, Winter 2009. EHRC.

³ Beyond Tolerance: Making Sexual Orientation a Public Matter, October 2009. EHRC.

⁴ Trans research review. Autumn 2009. EHRC.

⁵ The experiences of lesbian, gay and bisexual staff and students in higher education, October 2009. EHRC.

- The National Equality Panel, chaired by Professor John Hills, highlighted that the inequalities in earnings and income in Britain are at their greatest since the Second World War, and remain high compared to other industrialised countries. The Panel's report⁶ noted that there are significant differences in the earnings and wealth of different groups. For example, the wealth (including the value of possessions, savings and pension entitlements) of the average Bangladeshi household is £15,000, while for the average white British household it is £221,000.
- Sir Michael Marmot's review⁷ into health inequalities underlined that there is a link between poverty and poor health, and that certain groups, including some ethnic minorities, are more likely than average to experience both.

This evidence gives us fresh insight into where the biggest challenges lie, and a better understanding of how they might be tackled. In 2010/11 the Commission will publish its first triennial review, which will provide a snapshot of how fair Britain is today, taking into account evidence of respect for human rights, wealth, income, education and health, and the extent to which people of different backgrounds are able to exercise other important freedoms, such as the freedom to walk down the street in safety, or to have their voice heard in decision-making processes at a local, regional or national level. This review will further enhance our understanding of inequality and highlight critical issues that our society is currently facing which will help set our agenda for future work.

In support of the triennial review we have consulted on and developed a measurement framework which will measure how society is performing in terms of equality, good relations and human rights. Once the measurement framework is populated with data it will provide one source of evidence for the triennial review.

Respect for human rights

In June 2009 the Commission published the findings of its inquiry into the extent to which the human rights of individuals are embedded in service delivery in England and Wales, and looked at the barriers to the assertion, enjoyment and delivery of human rights. The inquiry uncovered evidence of the positive impact human rights had on service delivery and outcomes for both service providers and users.

The Human Rights Inquiry found that there is an overwhelming general acceptance in society of the value of human rights (81 per cent of people agree that human

⁶ An Anatomy of Economic Inequality in the UK: Report of the National Equality Panel. January 2010. Government Equalities Office.

⁷ Fair Society, Healthy Lives - The Marmot Review: A Strategic Review of Health Inequalities in England Post 2010, February 2010.

rights are important for creating a fairer society in the UK), with 84 per cent of people wanting human rights enshrined in the law for themselves and their families. In addition it showed that significant misunderstandings and misconceptions are reported about human rights, and these remain largely unchallenged.⁸

It concluded that the Human Rights Act makes a positive difference to people's lives, and to the effective delivery of public services. It showed how human rights, by focusing on the needs of the individual, can help to restore the power balance between the state and individuals, and between service providers and service users, and can contribute to a fairer, more equal and more inclusive society.

The changing legislative landscape

At the same time as our understanding of the extent of respect for human rights and the nature of modern inequality has deepened, the wider context in which we work is changing.

The Equality Act 2010 received Royal Assent on 8 April 2010. This watershed moment follows years of hard work by the Commission and our predecessor bodies, working with the previous government and stakeholders to build a new framework for equality legislation.

The Equality Act harmonises and builds upon existing anti-discrimination legislation in order to provide individuals, employers, service providers and public bodies with more straightforward and effective equality law as well as extending the reach and strengthening the law in a number of important ways.

The Commission now has the responsibility to help make this Act a successful piece of legislation. The first substantial set of provisions within the Act is due to be implemented in October 2010. As the regulator with responsibility for enforcing equality legislation, the Commission will play a key role in helping put each of the 210 sections and 28 schedules into practice. It will form a huge part of our work for the rest of this year and beyond.

The three main political parties in Westminster have also been examining the framework of human rights legislation in the UK. The previous Labour government published a Green Paper on a proposed Bill of Rights and responsibilities but committed to maintaining the Human Rights Act. The new coalition government has announced that it will set up a commission to review the existing human rights legislation and any potential Bill of Rights.

⁸ Human Rights Inquiry. Published June 2009. EHRC.

The Equality and Human Rights Commission has already set out its minimum expectations of this debate, principally that any potential reform to the country's human rights framework should only strengthen the protection that it offers to individuals. The Commission will continue to defend against any regression from the protections and mechanisms for enforcement in the Human Rights Act and will work to ensure any future debate is conducted in an open and inclusive way.

The changing economic and social environment

Emerging evidence, changes in equality legislation and potential reform in respect to human rights legislation sit alongside changes in the wider economic and social environment.

The Commission's research into the impact of the recession suggests a significant deterioration in employment for those from ethnic minority groups which risks undoing much of the progress made over the last few years. The research also shows that the employment outcomes of younger people remain a particular problem and although employment rates for disabled people have remained relatively stable, disabled people continue to encounter multiple barriers to equality in the field of employment and alongside other excluded groups may suffer disproportionately from public spending cuts.⁹

It is important that the most vulnerable groups in our society are adequately protected from unfair exploitation and poor treatment, such as that uncovered by our inquiry into the meat and poultry processing sector, and benefit during the recovery. The Commission will be a voice for fairness and respect and make the case for the economic and wider benefits of fairness and equality.

The recession has led to severe constraints in public expenditure. Many parts of the public sector will be required to find ways to reduce their budgets which could place at risk the human rights of vulnerable groups such as people requiring social services or women escaping violence. We will monitor this situation and take action to ensure public authorities pay due regard to their equality and human rights duties when prioritising spending.

The Commission is no exception, and we anticipate the need to work within increasingly constrained resources in the years to come.

⁹ The equality impacts of the current recession. Autumn 2009. EHRC

Therefore, with this business plan, we are focusing our work on those areas which offer the best prospects for achieving meaningful, long-term change in British society, improving internal management and control, and further refining our regulatory approach so as to demonstrate the best possible value for public money.

Chapter 3 Our strategic priorities and work programmes

3.1 Our strategic priorities

Five strategic priorities were identified within our 2009-12 strategic plan, which set the direction for and guides all of the Commission's work.

- Strategic priority 1: secure and implement an effective legislative and regulatory framework for equality and human rights.
- Strategic priority 2: create a fairer Britain – with equal life chances and access to services for all.
- Strategic priority 3: build a society without prejudice – promoting good relations and fostering a vibrant equality and human rights culture.
- Strategic priority 4: promote understanding and awareness of rights and duties – deliver timely and accurate advice and guidance to individuals and employers.
- Strategic priority 5: build an authoritative and responsive organisation.

In developing our work programme for 2010/11, we have used our three-year strategic framework and continue to focus our work around these five strategic priorities.

3.2 Our programme of work

This section of our business plan sets out the Commission's programme of work for 2010/11. The major milestones and deliverables are detailed in Appendix 3.

Strategic priority 1: secure and implement an effective legislative and regulatory framework for equality and human rights

To be effective, the Commission requires a robust legal framework for equality and human rights and must ensure that this framework is well understood by those with rights and responsibilities. We seek to achieve this through influencing policy, promoting the full implementation of legislation, raising awareness, acting as guardian of our existing legal framework and by continuing to monitor its effectiveness.

The Commission believes the Equality Act 2010 provides a strong basis from which to tackle many of the deep-rooted structural causes of inequality. We will support individuals plus public, private and third-sector organisations to understand and

prepare for the new Act by producing comprehensive statutory codes of practice as well as a range of practical guidance and promotional activities. Supporting the implementation of the Equality Act will be at the core of our work in 2010/11.

As Britain's equality body, we will fulfil our duty in respect of the European legislative framework, monitoring the effectiveness and implementation of the existing European Union (EU) equal treatment directives, representing victims of discrimination and helping to shape future EU equality legislation.

The Commission will work to ensure that any legislative reform concerning human rights builds upon the existing Human Rights Act and actively oppose any regression from existing rights and mechanisms for enforcement in the Human Rights Act. We will also work to create more positive and accurate public discourse on human rights.

As Britain's National Human Rights Institution, we will promote the full implementation of the United Nations (UN) Human Rights Treaties to which the UK is bound, and the ratification of international Human Rights Treaties. We will continue to participate in the Human Rights Council of the UN and will engage with other international partners including the treaty bodies and the new UN gender agency. We will also seek to influence wider policy and law concerning compliance with human rights including in relation to privacy and counter-terrorism.

We will intervene to protect individuals from discrimination and help clarify and develop the legal framework for equality and human rights through strategic litigation enforcement and interventions.

In 2010/11 we will:

- Continue to support the implementation of the new Equality Act 2010, ensuring it is commenced in an appropriate and timely way and promoting awareness of the new legislation in conjunction with the Government Equalities Office. We will also liaise with the Scottish Government to ensure that appropriate Scottish-specific equality duties are adopted.
- Engage with and influence the debate concerning reform of human rights legislation to ensure it strengthens the current protection offered by the Human Rights Act.
- Complete independent assessment of Britain's compliance towards implementation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and chair the European Group of NHRIs Working Group on the UNCRPD.

- Submit authoritative independent shadow reports to the UN on the UN Convention on the Elimination of all forms of Racial Discrimination (UNCERD) and the UN Convention Against Torture (UNCAT).
- Develop a Treaty Monitoring Scorecard to track the UK's compliance with its reporting commitments under all seven of the UN Human Rights Treaties.
- Foster more positive associations with human rights and the Human Rights Act through a major public campaign.
- Pursue strategic legal cases and interventions that test the provisions of new legislation or clarify the equality and human rights law in both the domestic and European courts.
- Contribute to the ongoing discussions of the Council of Europe on the reform of the European Court of Human Rights.

Strategic priority 2: create a fairer Britain, with equal life chances and access to services for all

The Commission will use its regulatory powers and influence to drive up the performance of the public, private and voluntary sectors in relation to equality and human rights. We will identify and address the structural causes of discrimination and inequality, take action to challenge human rights risks and violations, and foster a culture of respect for equality and human rights.

In the public sector we will focus on the areas of health and social care, policing and schools where there is strong evidence of inequality, discrimination and potential risks to human rights infringements. In each area we will develop tailored strategies to address compliance and improve equality and human rights outcomes. This will include strategic alliances with relevant government departments, other regulatory bodies, professional associations, trade unions and third-sector organisations as well as direct engagement with public authorities. Where necessary and strategically valuable, we will use our legal powers to enforce compliance with the law.

Britain is facing a major reduction in public spending, which may have a disproportionate impact on the most vulnerable and marginalised members of society. The Commission will support decision-makers to recognise and give due regard to the likely impact on equality, human rights and good relations of potential public spending decisions through guidance and direct engagement. We will use our compliance powers where we believe public authorities are failing to meet their duties. We will also identify and promote evidence of where the effective promotion of equality and human rights has led to efficiency gains and improved value for money for the taxpayer.

The Commission will work to achieve better economic opportunities and safety nets for disadvantaged groups, more representative workforces, more flexible and inclusive working practices and the closing of pay gaps across the public, voluntary and private sectors. We will maximise the positive impact of public procurement practice on the private sector and make the business case to the private and voluntary sectors on the benefits of a voluntary approach to equal pay reporting.

In 2010/11 we will:

- Build upon the actions set out for the Commission in our Human Rights Inquiry, including the development of a good practice observatory to identify and encourage good practice in the protection and promotion of human rights in the provision of public services.
- Develop and implement a regulatory strategy to ensure a proportionate approach to minimising the impact of spending cuts on vulnerable and marginalised groups, and actively support public sector leaders to make fair spending decisions.
- Develop partnerships with key inspectorates and regulators in areas of health and social care, policing and schools to embed equality and human rights into regulatory frameworks and professional standards.
- Undertake a section 16 inquiry into the human rights of older people seeking or receiving home-based care and support in England and Wales.
- Monitor and if necessary take action to address major human rights violations, discrimination and inequalities through the use of our inquiry powers.
- Complete an assessment into the compliance of the primary care trusts and strategic health authorities in England with the existing public sector equality duties and complete the negotiation of an agreement on a framework for action with the Department of Health on their performance of public sector duties and assess progress against it.
- Continue to promote the benefits of flexible working to employers and policy-makers through the Working Better initiative, reporting on ways of opening up work opportunities for disabled people and promoting the findings of our research into family leave and the needs of older workers.
- Work with business leaders to set improvement goals for the 'workplace of the future', incorporating the recommendations and follow-up actions from our inquiries into the meat and poultry processing, construction, and financial services sectors.
- Publish guidance on gender pay gap reporting to encourage private, public and voluntary sector employers to conduct pay audits and readily report on their pay gaps.
- Continue to build the evidence base on the relationship between socio-economic disadvantage and inequality to influence the implementation of the Welfare

Reform Act, Pension Act, Child Poverty Act, Financial Services Act and other forthcoming legislation such as the Welfare Reform Bill, Pensions Bill, Energy bill and Financial Services Bill, aimed at addressing socio-economic disadvantage.

Strategic priority 3: build a society without prejudice, promote good relations and foster a vibrant equality and human rights culture

The Commission has a statutory duty to encourage the development of a society in which there is mutual respect between groups based on understanding and valuing of diversity and on shared respect for equality and human rights. The Commission is committed to encouraging a vision of a stable, tolerant, fair and inclusive society, while recognising the challenges this brings in our changing environment.

The Equality Act 2010 will place a new duty on public authorities, as part of the equality duty, to foster good relations between groups, including taking action to tackle prejudice (including the manifestations of prejudice such as targeted violence) and to promote understanding. In addition to our codes of practice, we will publish and promote good practice guidance for public authorities on how to meet these new duties.

There is evidence of heightened segregation with a lack of shared understanding and respect of diverse cultures, beliefs and lifestyles; an increase in hostility and hatred towards particular groups, and deep-set prejudicial attitudes which trigger harmful behaviour.

We will work across the public, private and voluntary sectors and through the media and with the help of communities to understand the root causes of prejudice, hate crimes, segregation and exclusion, and find solutions to good relations issues. Specifically we will seek to explore, through partnerships, strategies aimed at achieving attitudinal and behavioural change and to overcome tensions within society that lead to breakdowns in good relations.

In 2010/11 we will:

- Develop and implement a strategy aimed at helping tackle targeted violence and harassment against at-risk communities.
- Complete the section 16 inquiry into the actions of public authorities to eliminate disability-related harassment and undertake a thematic review of actions taken by public authorities to reduce harassment/violence across all the protected strands.

- Develop an end-to-end regulatory approach that will help tackle violence against women and girls (VAWG). This will include completion of Map of Needs, a model of the level of need for VAWG services across Britain.
- Conduct a section 16 inquiry into human trafficking in Scotland, with a focus on trafficking for commercial sexual exploitation.
- Continue to develop our understanding of good relations to operate as a regulator across all seven protected characteristics in the Equality Act and ensure all public bodies understand their good relations obligations through promotion and guidance of the new single equality duty.
- Improve young people's access and knowledge of equality and human rights by commissioning a project to embed a human rights culture in schools and provide teachers with resources to improve understanding of and respect for human rights among children and young people.
- Complete a review into equality and human rights law in relation to religion and belief to improve public and private sectors' understanding of the law in this area and ensure individuals understand their legal rights.
- Provide practical guidance to local authorities to help them respond effectively to good relations challenges caused by migration.
- Establish the Commission's position on balancing competing human rights conflicts through research, expert and stakeholder engagement and partnerships.

Strategic priority 4: promote understanding and awareness of rights and duties – deliver timely and accurate advice and guidance to individuals and employers

The Commission has a statutory duty to promote awareness and understanding of rights and duties in relation to equality and human rights legislation and ensure that individuals can exercise their rights.

There is an immediate requirement to deliver timely, accessible and authoritative guidance to public bodies and the private and voluntary sectors to help them comply with the new legislation. In particular, we must ensure the promotion of statutory and non-statutory guidance relating to the Equality Act 2010. This will be supported through further training of our helpline staff and development of our website as a complementary, integrated user-focused advice service.

The Commission will continue to ensure a joined-up approach to the provision of legal advice in relation to equality and human rights by working with other organisations such as Citizens Advice and community law centres.

In the coming year we will extend our programme of transfer of expertise to ensure we build greater awareness of rights and duties under the new Equality Act, and in relation to human rights issues. We will also drive partnership-working with other providers of information and advice, creating a national stakeholder panel and developing service standards.

We will continue to support conciliation and mediation services as an effective potential alternative to taking cases to court.

In 2010/11 we will:

- Drive excellence in the delivery of our frontline public services by achieving high standards in our helpline service, website and printed advice and guidance.
- Benchmark our current helpline service to Customer Contact Association standards and improve our telephony and online capability through the introduction of the Helplive instant messaging service.
- Deliver a promotional campaign to re-launch our helpline service and increase awareness of rights and responsibilities across all equality grounds with the introduction of the Equality Act 2010 and the new public sector equality duties.
- Continue to increase the capacity and capability of intermediaries to provide advice and guidance on equality and human rights through our grant-funding programme, and extend the programme of transfer of expertise by working in partnership with other advice providers.

Strategic priority 5: build an authoritative and responsive organisation

To support the effective delivery of the strategic priorities and our work programmes, the Commission must continue to build a high-performing, authoritative and evidence-based organisation.

We must ensure that we have the right systems, processes and people in place to deliver our statutory obligations. It is critical that we continue to focus on effectively managing our infrastructure, policies and processes in a smooth, efficient and responsive way. We have therefore begun a major organisational review to ensure that the Commission is set up to deliver in the best possible way.

Through the implementation of our new estates strategy we are making improvements to the working environment across all our sites, addressing government targets on space utilisation and agile working processes.

As a publicly funded body we are accountable for our actions. Any successful regulator needs to base its work on objective evidence. In the coming year, we will

take a significant step to enrich and improve our evidence base, with the publication of our first triennial review. This is a major piece of work that provides a comprehensive assessment of the landscape of equality in Britain.

This review will set out in one place the available evidence concerning how people's chances to get on in life differ according to their race, gender, disability, age, sexual orientation, religion or belief, and transgender status. The review not only provides a snapshot of how fair Britain is today, helping pinpoint the most significant inequalities. In future years further reviews will be undertaken to identify human rights issues and obstacles to good relations which the Commission should seek to resolve as a matter of priority. These will inform the Commission's plans for the future and we will refresh our strategy in light of the review.

In 2010/11 we will:

- Complete our organisational review and begin to implement the recommendations.
- Continue to strengthen our regulatory approach, establishing clear principles and criteria to improve the transparency of our decision-making processes.
- Develop an evaluation framework to provide a systematic approach to assess the impact and outcomes of our work.
- Continue to build our authoritative measurement frameworks and evidence base to inform the triennial review.
- Publish our first triennial review, a major piece of work bringing together all the evidence about how different people's life chances are affected by their race, gender, disability, age, sexual orientation, religion or belief, and transgender status. The review will give a picture of how fair Britain is and its evidence will guide our work in the future.

Chapter 4 How we will deliver our core service

We will continue to promote understanding and awareness of rights, and ensure that rights can be meaningfully exercised. The Commission will be focused on high-impact strategic interventions and the use of strategic mediation to achieve system-wide change. We will take actions to test the new provisions contained in the Equality Act 2010 to clarify and extend the reach of equalities and human rights law and to enforce compliance with the law.

4.1 Provision of information, advice and guidance through our helpline, website and publications

We have ambitious plans for promoting our work through different channels to reach a wider audience. We will further develop our helpline and website as a complementary, integrated advice service that puts the user's needs first and operates to the highest standards of quality and accessibility.

During 2009/10 we reviewed our national helpline to improve the effectiveness of the existing service and to prepare for providing advice and guidance on new equality legislation as well as to improve its performance in relation to offering advice on human rights. In 2010/11 we will ensure that we deliver new standards of excellence in our frontline advice and guidance services.

This will involve benchmarking the helpline service to Customer Contact Association standards to ensure that it meets and exceeds industry levels on quality and accessibility, and also introducing new integrated services which bring our telephony and online services much closer together. For example, we will be introducing a new Helplive service which will enable consumers to receive advice and assistance via an instant messaging service, improving accessibility.

All our online advice and guidance is currently being reviewed as part of a refresh of our website. From mid-year, we will be introducing new primary and secondary navigation to the site which will make it much easier for people to find the information they are looking for. We'll also be bringing in better search facilities and use of A-Z indexing. The changes to our site will be informed by a series of comprehensive user testing to capture the views and experiences of regular website users.

The publication of new codes and guidance as part of the implementation of the Equality Act 2010 represents a huge challenge and opportunity for our advice and guidance services. A training programme for helpline advisers has commenced and our website will be restructured to accommodate the publication of the codes and guidance and ensure that they are readily accessible. We plan to run a campaign in

the autumn to relaunch the helpline service prompted by the new rights and duties introduced under the Equality Act 2010.

Underpinning our work in providing direct advice and support to individuals is a programme of transfer of expertise. This involves us working with other providers of advice and guidance, such as Citizens Advice, to ensure that they have access to the most up to date information on individuals' rights within our mandate areas and to ensure that they operate to a high standard. We will be extending this programme in the coming year to ensure that we are building broad awareness of the new rights and duties under the Act across the advice and guidance sector.

4.2 Pursuing strategic casework and litigation

The Commission uses its powers relating to casework, litigation and intervention to reinforce and extend the reach of equality and human rights protection. The Commission can assist individuals who are a victim of unlawful discrimination or harassment to bring legal proceedings under equality enactments; it can bring proceedings in its own name, including judicial review; it can apply for injunctions, and it can intervene in proceedings initiated by others. The Commission can also assist individuals in proceedings in which there is a human rights claim alongside a claim for unlawful discrimination or harassment.

Successful litigation can enable individuals to assert their rights; it can also clarify the law or achieve changes to law or policy, which can then be used as a lever for wider social or legal change. With limited resources, the Commission seeks to support cases with the potential to achieve such wider change.

We are also able to refer cases for conciliation or mediation to our equalities meditation service. We are responsible for managing and operating the air travel complaints handling body that deals with complaints concerning air travel accessibility for people with disabilities or reduced mobility.

The funding of external agencies through our grants programme creates a valuable network for referral of cases and sharing of information and intelligence. The Commission provides second-tier legal advice to funded casework agencies and to other voluntary sector organisations such as Citizens Advice, Race Equality Councils, law centres and trade unions.

We also provide advice and assistance to representatives and advisors on legal claims via a legal specialist advice line.

Chapter 5 Working with others to achieve a shared vision

The Commission has a wide and challenging remit with ambitious aims. We recognise that we cannot achieve our vision alone. We need to understand, communicate with and in some cases work alongside a wide range of other organisations, including advocacy groups, public services, employers, businesses, trade unions and other regulators.

The Commission inherited from its predecessor organisations a series of relationships with different external bodies taking an interest in race, gender and disability. We have sought to build networks with other organisations that have a particular interest in human rights and in the ‘new’ equality strands of age, sexual orientation, trans issues, and religion or belief. We regularly invite the thoughts of a wide range of organisations on the development of the Commission’s strategy, and encourage their active involvement in setting our priorities.

We also recognise that it is important for us to continue to improve communication with our stakeholders and involve them more closely in our work. This is why, recently, we have taken a number of steps to communicate and work with them in a new way. Different members of the Board now act as ‘champions’ on specific issues (including human rights and each of the equality strands for which the Commission is responsible). The Board champion acts as a focal point for other organisations with an interest in that particular issue. Our aim is that this should allow a more productive dialogue between the Commission and the groups with which it shares key objectives.

However, there is further to go if we are to strike the right relationship with the different organisations and bodies who share our goals of promoting equality, diversity, and human rights, or whose choices and decisions can help or hinder us in our mission to make Britain a fairer place. Therefore, in the coming year, we will seek to strengthen strategic partnerships with a number of different external bodies.

First, we will continue to work with other regulators. We have begun to establish relationships with a range of public service inspectorates including Ofsted, the Audit Commission, the Care Quality Commission and Her Majesty’s Inspectorate of Constabulary, and with similar bodies in Scotland and Wales. We are encouraging these bodies to see promoting equality and human rights as part of their core business so that they, as well as we, are calling for high standards of equality and human rights in schools, care homes, prisons and so forth. We aim to sign memorandums of understanding with regulators such as these to underpin our

commitment to complementary working. While a number of regulators are primarily concerned with public services, we will also seek to strengthen our relations with regulators who have an impact on the private sector markets, and on private sector workers, particularly those who may be vulnerable.

Second, the Commission will continue to build on its existing relationships with bodies working in, and representative of, the private sector. The private sector employs around three-quarters of all UK workers and provides vital services, from utilities to medical care, on which we all rely. Its decisions and actions make an incalculable difference in people's everyday lives. Therefore the Commission will work with individual businesses, representative organisations and sectoral bodies, including trade unions acting in the private sector, to support them in protecting and promoting equality and human rights. We recognise the pressures on business in the current economic climate. While enforcement, compliance action or legal cases can provide some impetus for reform, we recognise that encouragement, support, advice and guidance are often a better method for achieving change. The Commission will encourage and enable businesses to share their experiences and successes with each other as the best means of embedding good practice.

Third, the Commission will seek to strengthen its ties with voluntary, charitable and citizens' organisations. We already have links with a wide range of non-governmental organisations (NGOs) and voluntary and community sector bodies with an interest in equality and human rights. We also work with trade unions and sectoral specialists (such as think tanks and research centres) and, through our strategic-funding programme, we will continue to support a wide range of third-sector organisations.

These links are vital and, in the coming year, we will provide individuals and organisations greater opportunities and encouragement to demand respect for equality and human rights. Transparency about the performance of organisations and professions is potentially a major lever of change. When employees can see that they or their colleagues have been treated unfairly, or when customers and shareholders can see that an organisation is acting unethically, they can demand improvements. Transparency and individual action have, for example, underpinned the remarkable rise in popularity of fairtrade products over recent years. Therefore we want those who use public services or private firms to be able to access clear and straightforward data about their performance on equality and human rights.

Finally, we will maintain a robust dialogue with legislators in Westminster, the Scottish Government and the Welsh Assembly Government to ensure that equality and human rights are fully considered as new legislation is developed.

Chapter 6 Developing a high-performing organisation

6.1 Building our organisational structure, improving operational efficiency and developing capability

The Commission recognises that, like any organisation, it must constantly seek to develop and adapt to changing circumstances. Two and a half years in, the time is right to examine whether the Commission is in the best possible shape to do its job effectively. We are carrying out a review to ensure that we have the right people with the right skills and the right structure to deliver our objectives.

This major organisational review will consider, among other points, what the Commission needs to do its job; how it can best develop and embed corporate values and behaviour; whether its internal processes and structures could be improved, and how and whether it has the right balance between permanent and interim staff to achieve its objectives and demonstrate value for public money.

The review will make recommendations which the Commission will begin to implement in this financial year. This should put the Commission in a position to meet its statutory obligations as a regulatory body more effectively, to improve its standards of corporate governance, and to more flexibly to changes in the wider environment.

6.2 A learning organisation

The Commission is proud of the talent and commitment of its staff. We are investing in them to enable them to further develop their skills, building an organisation that has the professional capability and strategic insight to make a real difference.

We encourage staff to take responsibility for their own training needs and we support them in many types of learning – including formal courses, internal secondments, job shadowing, mentoring and coaching. Where appropriate, we encourage staff to join relevant professional bodies and to pursue relevant professional qualifications.

We believe that the working environment of the Commission should represent what we want to see in public and private sector organisations across Britain: an environment where everyone is treated with fairness and respect, and where diversity is valued.

We have begun important conversations across the organisation about the corporate values and behaviours that we hold to, and which we should demonstrate in our dealings with each other and the public.

We have in place a number of voluntary staff networks, including an ethnic minority support group and a disability support group. These networks provide feedback on how the organisation can continue to improve its internal policies. It is an important principle that staff members are given the opportunity to be informed about and involved in strategic decisions about the Commission's work and direction. Staff from across the whole Commission played a vital role, for example, in drawing up the 2009-12 equality scheme and the 2009-12 strategic plan. Their views and participation will also be crucial in informing our organisational review.

6.3 A centre of excellence and intelligence on equality, human rights and good relations

The Commission's effectiveness as an organisation rests on the quality of the evidence it uses to inform regulatory interventions. We aim to be recognised and respected as the centre of expertise on equality, human rights and good relations in Britain.

Last year we undertook over 40 research projects. These included reports on ageing and inequality, on the provision of housing by local authorities for Gypsy and Traveller communities, on different methods for measuring levels of compliance with human rights legislation, and on how people from different backgrounds get involved in politics. We will continue to build and strengthen our evidence base and staff capability to enable us to lead an informed and forward-looking debate on equality, human rights and good relations. As part of this we are improving the ways in which we collect, share and use evidence, by making sure, for example, that insights from external stakeholders are captured and acted upon, and that the Commission's intelligence informs the choices we make about our work.

6.4 Managing our reputation

Understanding the Commission's reputation can help us understand where and how the Commission may need to improve. Equally, unfair or ill-founded criticism can hamper the Commission's ability to protect and promote equality, diversity and human rights. To better understand and improve the Commission's reputation we will implement a new reputation management strategy. We will rebut ill-informed criticism, undertake media tracking at national and regional levels to monitor the

perception of the Commission, and collate and analyse data on complaints against the Commission to improve our performance.

Chapter 7 Making efficient use of our resources

7.1 Funding and resource allocation

To achieve our priorities we have a number of resources on which we can draw. This includes the expertise and commitment of our staff and a budget for 2010/11 of £55 million. This includes £53 million revenue and £2 million capital. Figure 1 shows the overall resource allocation by expenditure type. Figure 2 shows the total resource allocation across the 2010/11 work programmes including staff costs. A full analysis of resource allocation across the work programmes is provided in Appendix 4.

Figure 1: Equality and Human Rights Commission resource expenditure 2010/11

	Total expenditure (£m)
Income	£-0.87m
Salaries	£26.09m
Programme costs	£17.98m
Premises and office costs	£3.94m
ICT infrastructure	£1.35m
Other costs	£1.46m
Depreciation	£1.86m
Travel and accommodation	£0.43m
Service costs	£0.76m
Total	£53.0m

Figure 2: 2010/11 programme expenditure breakdown

	External resource (£m)	Internal resource (£m)	Total resource (£m)
Strategic work programmes			
1. An effective legislative and regulatory framework	£2.60m	£5.35m	£7.95m
2. Create a fairer Britain	£0.78m	£4.28m	£5.06m
3. Build a society without prejudice	£0.57m	£2.0m	£2.57m
4. Promote understanding and awareness of rights and duties	£0.31m	£5.24m	£5.55m
5. Authoritative and responsive organisation	£1.16m	£2.98m	£4.14m
Sub total	£5.42m	£19.85m	£25.27m
Other programme expenditure			
Grant funding	£7.75m	-	£7.75m
Statutory Committees	£0.40m	-	£0.40m
Communications	£0.61m	-	£0.61m
Organisational review implementation	£3.80m	-	£3.80m
Sub total	£12.56m	-	£12.56m
Total	£17.98m	£19.85m	£37.83m

7.2 Delivering value for money

We have identified a number of efficiency targets within our value for money strategy developed in 2009/10:

- Integrating value for money principles into existing services and processes.
- Benchmarking our performance against other equality and human rights organisations, non-departmental public bodies (NDPBs) and similar service providers.
- Implementing a procurement strategy and framework to realise efficiency savings.
- Examining the potential of shared service agreements.

We need to demonstrate that the Commission is managing its business with due regard to economy, efficiency and effectiveness. It is also important that how well we achieve value for money is communicated to the public to ensure we maintain and enhance public confidence and understanding in how well we deliver our services to the quality and standard that they have a right to expect. Value for money now has an even greater emphasis in light of the financial pressures currently facing the public sector.

Chapter 8 Governance

8.1 Governance framework

The Commission's strategic and operational work is overseen and directed by the Board comprising the Chair, Deputy Chair and Commissioners.

In November 2009 the appointment of new Commissioners was announced. Between them, Board members have in-depth knowledge of the equality and human rights landscape and extensive experience of working for and with employers in the public and private sectors and with trade unions.

The newly appointed Board, following a review of operations, approved a new Committee structure to improve governance and enable closer scrutiny of the impact of the Commission's work.

The role and responsibilities of the Board are set out in the Commission's corporate code of practice which was approved in 2009/10. The Board meets regularly to review finance and performance and discuss policy issues. In the interests of public disclosure, transparency and accountable government, Board agendas, non-confidential papers and minutes will be available on the Commission's website. The Board intends that one meeting each year should be open to the public.

In March 2010 the Public Accounts Committee issued a report on the Commission's operations. This report made a number of recommendations on how the Commission should improve its internal processes and controls. We take these recommendations seriously and have improvement plans in place to act on them.

We have already, for example, taken steps to improve our procurement processes and issued new internal guidance and strengthened our financial management. The Audit and Risk Committee will monitor our procurement and financial improvement plan during the year.

The Commission produces an annual statement on internal control (SIC). The statement forms a key section of the annual report of the Board and is included in the Commission's financial statements.

8.2 Embedding risk management

In order to achieve its objectives, it is vital for the Commission to manage risk effectively. The Commission has sought to learn from the best practice of other organisations in developing its own approach to the identification, assessment and proportionate control of risk, and has developed a new risk management framework. In the coming year we will continue to ensure that effective risk management is embedded within our way of working, improving the risk assessment, monitoring and reporting structure as appropriate and ensuring that all staff are aware of the importance of risk management, receiving suitable training as necessary.

Chapter 9 Measuring our success

9.1 Performance reporting and evaluation

Performance reporting and evaluation is central to the successful delivery of our strategic plan outcomes and ensuring our work represents value for money. We have developed a performance-reporting framework which links the strategic priorities to outcome-focused programmes, performance measures and service standards.

Performance is reviewed regularly by our Senior Management Team, Resources Committee and Board to manage delivery of the strategic plan and business plan objectives and to focus our resources on our priorities.

This section sets out the key performance indicators by which we will measure progress towards delivery of the business plan and forms the basis of our performance reporting framework.

9.2 Key performance indicators

Strategic priority 1: secure and implement an effective legislative and regulatory framework for equality and human rights

- Evidence of the Commission's influence on key legislative developments including human rights legislation and the EU Article 19 Directive during 2010/11.
- Evidence of effective implementation of the various UN and Council of Europe treaties as measured by the Commission's work, including shadow reports on Britain's compliance in 2010, influencing the international bodies' assessments.
- Targeted use of our powers covering all areas of our equality and human rights remit with evidence of a high success rate as defined by positive legal outcomes and effective settlement terms. Undertake at least 100 new legal actions with a 70 per cent success rate.
- Evidence of effective provision of our Equalities Mediation Service with evidence of a high success rate resulting in positive outcomes as defined by full and final settlement between involved parties. With at least 75 cases and a 70 per cent success rate.
- Implementation of our human rights strategy with a communications campaign that raises understanding of the benefits of a human rights culture in Britain.
- Support organisations and individuals in understanding their rights and responsibilities under the new Equality Act through a series of accessible and easy to understand codes of practice and guidance.

Strategic priority 2: create a fairer Britain, with equal life chances and access to services for all

- Continue to work with major public service regulators and inspectorates to ensure that equality and human rights performance measures are embedded in inspection frameworks, entering into at least two memoranda of understanding or informal agreements in 2010/11.
- At least two major inquiries in 2010/11 and investigations progressed within set timeframes and budgets resulting in positive outcomes that effect change.
- Evidence of cooperation with bodies and individuals to encourage compliance with the law before remedial or preventative legal action.
- An increase in the number of employers publishing their gender pay gaps compared with the 2009/10 baseline report.

Strategic priority 3: build a society without prejudice – promoting good relations and fostering a vibrant equality and human rights culture

- Implement a strategic funding programme that progresses equality, human rights and good relations in Britain and delivers agreed strategic outcomes.
- Conduct an annual survey of our stakeholders' perception of our reputation and effectiveness and use this information for positive change.

Strategic priority 4: promote understanding and awareness of rights and duties – deliver timely and accurate advice and guidance to individuals and employers

- Deliver a helpline service that is considered authoritative and accessible, meets the needs of its users and achieves an 80 per cent satisfaction rate in a user survey.
- Deliver a website that is considered authoritative and accessible, meets the needs of its users and achieves an 80 per cent satisfaction rate in a user survey.
- Implement a legal strategic funding programme that builds a strong network for equality, human rights and good relations advice in Britain and delivers agreed strategic outcomes.

Strategic priority 5: build an authoritative and responsive organisation

- Efficient and effective response to all complaints and requests for information within agreed service standards.
- Ensure effective utilisation of our resources with expenditure kept within +/- 5 per cent of the agreed budget.
- Implement our value for money strategy and deliver identified savings in the second year of our three-year plan.
- Increased levels of assurance from internal audit completing 85 per cent of all actions on time.

- Implement our training and development strategy for 2010/11.
- Work to achieve BRE Environmental Assessment Method (BREEAM) environmental accreditation in two of our four major offices by the end of 2010/11 and the remainder in 2011/12.
- Continue to implement our new people policies and raise the levels of engagement among our colleagues.

Appendix 1: Our commissioners

Trevor Phillips OBE (Chair)

Baroness Margaret Prosser of Battersea OBE (Deputy Chair)

Kaliani Lyle

Stephen Alambritis

Ann Beynon OBE

Professor Geraldine Van Bueren

Kay Carberry CBE

Baroness Sally Greengross OBE

Baroness Meral Hussein Ece OBE

Dr Jean Irvine OBE

Angela Mason

Baroness Maeve Sherlock OBE

Michael Smith

Simon Woolley

Appendix 2: Our statutory powers

The Equality Act empowers the Commission to carry out a number of functions and to enforce the law. The general powers conferred on the Commission are to provide information and advice, undertake research and provide education and training.

The Commission can also issue codes of practice to help others interpret and abide by laws relating to discrimination and human rights (Sex Discrimination Act 1975, Race Relations Act 1976, Disability Discrimination Act 1995, Employment Equality [Sexual Orientation] Regulations 2003, and Employment Equality [Religion or Belief] Regulations 2003).

Under the general powers granted by the Act, the Commission may also carry out inquiries into any matters relating to its statutory duties or give grants or legal assistance in order to take cases forward.

The Commission is able to enforce the law by carrying out investigations. If an investigation is set to find that an unlawful act has taken place the Commission can require an organisation to carry out an action plan to remedy the situation. This requirement can be backed up through a county court (in England and Wales) or a sheriff court (in Scotland).

Our powers allow us to enter into agreements with those we suspect may have committed an unlawful act, so that we can work together to resolve any problems. We may also apply to courts to prevent a likely unlawful act or restrain advertising, instructions or pressure to discriminate against any group under the main anti-discrimination acts.

The Commission can arrange conciliation for disputes arising from any action relating to the relevant acts and may provide legal assistance to a person who has been discriminated against.

The Commission is also empowered to institute or intervene in legal proceedings for judicial review if the proceedings relate to our functions.

The Commission will also assess compliance with public sector duties to ensure public authorities comply with the duties to eliminate discrimination under the main anti-discrimination acts.

Appendix 3: Our 2010/11 programme of work

Programme 1 – Securing, implementing and promoting legislative change

	Delivery Date	Owner
To support the development of a robust framework of domestic equality law and ensure the Equality Act 2010 is commenced in an appropriate and timely manner and influence secondary legislation working with the Government Equalities Office, the Welsh Assembly Government and the Scottish Government.		Group Director, Legal
1. Age provisions influenced into statutory instrument and contribution to the GEO's consultation 'Equality Bill: Making it work – Ending age discrimination in services and public functions' submitted.	30th June 2010	Director, Legal Policy
2. Public Sector Equality Duty (PSED) influenced into statutory instrument and contributions to the GEO, the Welsh Assembly Government and the Scottish Government consultations submitted.	30th Sept 2010	
To support the implementation of the Equality Act 2010, raising awareness and understanding of the law amongst those with rights and responsibilities under the Equality Act 2010 and building the capability of employers and service providers and public authorities to deliver compliance.		
3. Tranche 1 statutory codes of practice on employment and occupation in relation to goods, facilities, services and equal pay consulted on and published.	30st July 2010	Group Director, Legal
4. Tranche 1 non statutory guidance on employment and occupation in relation to goods, facilities, services and equal pay consulted on and published.	30th Sept 2010	
5. Tranche 2 statutory codes of practice on education and the public sector equality duty consulted on and published.	31st March 2011	
6. Research and audience mapping undertaken to identify priority audiences and tailored 'quick start' guidance to support implementation of the Equality Act 2010 developed and disseminated.	30th Sept 2010	

7. Interactive Guidance Centre for non-statutory guidance launched on our website and collaborative partnerships in place with Business Link, Direct Gov, ACAS and Citizens Advice.	31st March 2011	
8. Perception research commissioned to examine awareness and understanding of the Equality Act 2010.	31st March 2011	
9. New public sector equality duty guidance produced for public authorities and a toolkit developed for the voluntary and community sector on how to use the new duty to achieve change.	31st March 2011	
To raise public awareness and foster a more accurate and positive discourse concerning human rights and the Human Rights Act, to work to ensure that any reform of domestic human rights law amounts to 'Human Rights Act plus' and to contribute to the restoration and protection of civil liberties.		
10. Communications strategy to foster a more positive and accurate public discourse on human rights and provide timely, authoritative advice and information on key human rights developments implemented.	2010/11	Director, Human Rights
11. Pilot completed with BIHR and EDF on the use of Human Rights in voluntary sector organisations to develop awareness and understanding.	31st July 2010	
12. Engage with the government on any potential reform of domestic human rights legislation.	Ongoing	Director, Legal Policy
13. Review completed on the impact of counter-terrorism legislation and policies on the human rights of ethnic minority groups and the Muslim community in particular.	31st Dec 2010	
14. Review completed exploring issues surrounding information privacy and human rights in the current social and political context.	30th Sept 2010	
15. Independent review initiated on the most effective approach to protect and promote economic, social and cultural rights in Britain.	31st March 2011	
To hold government, public bodies and institutions to account in relation to performance on promoting and protecting human rights; and to raise awareness of and compliance with the United Nations Human Rights Treaties.		

16.	'CEDAW: A Lever for Change' – practical guidance for women's organisations and the third-sector published to promote awareness UN Conventions on the Elimination of Discrimination against Women (UNCEDAW).	31st July 2010	Director, Human Rights
17.	'UNCRPD – What does it mean for you?' published to increase the awareness and understanding of the UNCRPD amongst disabled people; and a series of seminars held for disabled people's organisations.	31st July 2010	
18.	Assessment undertaken and interim report published into Britain's implementation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) to inform the independent shadow report for submission to the UN in early 2011/12.	31 st Dec 2010	
19.	Treaty Monitoring Scorecard developed and regularly updated to track the UK's compliance with its reporting commitments under all seven of the United Nations Human Rights Treaties.	30th Sept 2010	
20.	Independent shadow reports on the UN Convention Against Torture (UNCAT) and the UN Convention on the Elimination of all forms of Racial Discrimination (UNCERD) produced.	31st March 2011	
21.	Key stakeholders brought together to take forward the 'Rights of Way' report to ensure the UNCRPD convention principles are build in Welsh Assembly Government policy.	31st March 2011	National Director Wales
22.	Report published on our actions 'one-year on' from accreditation as a National Human Rights Institution (NHRI) and newly appointed UK parliamentarians engaged in International Human Rights work to support human rights developments at the European and international level.	30th Sept 2010	Director, Human Rights
23.	Development of a comprehensive framework of EU protection and anti-discrimination legislation supported by influencing Article 19 directive, working with Equinet and responding to opportunities presented by the Lisbon Treaty, Charter of Fundamental Rights and Europe 2020.	31st March 2011	
24.	Interventions made in legal cases which have the potential to clarify equality and human rights law.	Ongoing	Directors, Legal Casework & Enforcement

Programme 2 – Fairer public services for all

Influence and improve the performance of public services in relation to equality and human rights, identify and address structural causes of discrimination and inequality and take action to challenge human rights risks and violations, particularly in relation to health and social care, police and schools.	Delivery Date	Owner
1. Collaborative partnerships in place with public service inspectorates including Ofsted, the Audit Commission, the Care Quality Commission and Her Majesty's Inspectorate of Constabulary, and with similar bodies in Scotland and Wales, to protect and promote equality and human rights.	31st March 2011	Group Director, Regulation
2. Section 16 inquiry into the human rights of older people seeking or receiving home-based care and support in England launched and initial evidence gathering undertaken, with a view to report and publish the findings in 2011/12.	31st March 2011	Director, Public Policy
3. Assessment into Public Sector Duty (PSD) compliance of the Primary Care Trusts and Strategic Health Authorities in England completed.	31st Oct 2010	Director, Public Policy
4. Agreement in place with the Department of Health on a framework for action to improve compliance and performance against the public sector duties.	30th Sept 2010	Director, Public Policy
5. Recommendations of 'safety net to springboard' for personalised approach to care and support pursued.	30th Sept 2010	Director, Public Policy
6. Research completed on the extent to which advocacy services are provided for the protected groups.	30th Sept 2010	Director, Public Policy
7. Cost benefit analysis tool for the analysis of social care policies in Scotland developed and promoted.	30th Nov 2010	National Director, Scotland
8. Continued support to the management and policy direction of Independent Living in Scotland project provided.	31st March 2011	National Director, Scotland
9. Research examining the specific health and social care needs of older lesbian, gay and bisexual people completed.	30th Sept 2010	Director, Public Policy

10.	Project to address barriers for trans people in accessing health services developed.	30th Sept 2010	
11.	PSD monitoring and compliance action completed in relation to the use of 'stop and search' powers exercised by police forces to address disproportionate and potentially discriminatory practice.	31st March 2011	
12.	Research project into PSD compliance in primary and secondary schools in England and Wales completed and follow-up action identified to improve standards where necessary.	30th Sept 2010	
13.	Research into bullying in schools completed and follow-up action initiated where appropriate.	31st Oct 2010	
14.	Framework developed to assess the performance of public bodies and impact of the PSED.	31st March 2011	
15.	Observatory developed identifying and disseminating good practice in human rights based approaches across the public and voluntary sectors.	31st March 2011	Director, Human Rights
16.	Public sector leaders engaged and guidance provided to public authorities on the integration of equality and human rights principles into public spending decisions and the use of Equality Impact Assessments (EIAs) to mitigate any disproportionate impact of spending cuts on marginalised groups.	31st March 2011	Director, Public Policy
17.	Guidance provided to registered social landlords on the human rights obligations following the Weaver judgement.	31st March 2011	Director, Legal Policy
18.	'Counting the Cost' – a review of local authority funding decisions in Scotland in relation to the degree of consideration given to the race disability and gender duties when making funding decisions published and follow-up actions initiated.	31st Oct 2010	National Director, Scotland
19.	Findings of the section 31 assessment of how the Scottish Government's performance and practice is including equality issues in policy areas: housing, health and drugs policy development published.	31st Jan 2011	
20.	'Dignity Drive' – a simple interactive guide to the Human Rights Act launched and promoted in Wales.	30th Sept 2010	National Director, Wales

21. Events held with public authorities in Wales to promote the value of the PSED and taking a human rights approach in improving public service delivery to gather and share effective practice.	31st March 2011	
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Programme 3 – Advancing equality in employment with a focus on the private sector

Seek to achieve better economic opportunities for disadvantaged groups, more representative workforces, more flexible and inclusive work practices and closing of pay gaps across public, private, and voluntary and community sectors.	Delivery Date	Owner
1. Working group of leading financial services firms established to follow up the actions identified from the inquiry into gender discrimination in the financial services sector, and progress reported against the delivery of the inquiry recommendations.	31st March 2011	Group Director, Regulation Director, Private Policy.
2. Launch of the construction leadership diversity forum facilitated to provide clear direction on equality and diversity issues within the construction industry identified from the inquiry into race discrimination.	30th Sept 2010	
3. Task force established to follow up the actions identified from the inquiry into the treatment and experiences of agency and temporary workers in the meat and poultry processing sector in England and Wales.	31st March 2011	
4. Work to influence the implementation of the Welfare Reform Act, Pension Act, Child Poverty Act, Financial Services Act and other legislation aimed at addressing socio-economic disadvantage undertaken.	31st March 2011	
5. Joint project with the British Institute of Human Rights (BIHR) to promote the use of a human rights based approach to help groups experiencing poverty achieve policy change undertaken.	31st July 2010	
6. Work with the Office of Government Commerce (OGC), Government Equalities Office (GEO) and other key stakeholders to provide effective procurement guidance.	31st March 2011	

7. Forum to promote supplier diversity in the public and private sectors facilitated in partnership with Supplier Diversity Europe and Centre for Research in Ethnic Minority Entrepreneurship.	30th Sept 2010	
8. Transforming the workplace culture through building consensus for change, engaging with business representative bodies to set and deliver workplace improvement goals targeted on Europe 2020.	31st March 2011	
9. Benefits of flexible working to employers and policy-makers promoted through the Working Better initiative, report on ways of opening up work opportunities for disabled people published and the findings of our research into family leave and the needs of older workers promoted.	31st March 2011	
10. 'Power Survey' reports highlighting the number of women, disabled people and ethnic minorities in positions of power and influence published.	31st March 2011	
11. Guidance on gender pay gap reporting published, encouraging private and voluntary sector employers to readily report on their pay gaps,	31st Dec 2010	
12. Equality Exchange employer conference 'No problem too big, no solution too small' delivered to promote equality in challenging times.	30th June 2010	National Director, Wales
13. Section 20 investigation into equal value issues for teaching assistants in Glasgow city council completed.	30th June 2010	National Director, Scotland
14. 'Whole Life Costing' approach developed to promote good public procurement practice, in partnership with the Improvement and Development Agency for Local Government (IDeA).	30th Sept 2010	

Programme 4 and 5 – Building a culture of good relations and respect for human rights in Britain

To encourage a vision of a stable, tolerant and inclusive society working across the public, private, and voluntary and community sectors.	Delivery Date	Owner
	<ol style="list-style-type: none"> 1. 'Young Brits at Art' competition delivered to improve young peoples' access to knowledge about human rights, good relations and citizenship. 2. Range of resources developed to support teachers in the delivery of the Key Stage 3 citizenship agenda improving understanding of and respect for human rights among young people. 	<p>31st July 2010</p> <p>31st March 2011</p>
To examine root causes of prejudice, hate crime, segregation and exclusion, find solutions and take active steps to remedy.		
<ol style="list-style-type: none"> 3. Section 16 inquiry conducted into human trafficking in Scotland with a focus on trafficking for the purposes of commercial exploitation with clear recommendations developed for publication in 2011/12. 	<p>31st March 2011</p>	<p>National Director, Scotland</p>
<ol style="list-style-type: none"> 4. Section 16 inquiry conducted into disability related harassment in England, Scotland and Wales and how public authorities are protecting disabled people's human rights to live free from violence and abuse, ready to report and publish the findings in 2011/12. 	<p>31st March 2011</p>	<p>Director, Disability Programme</p>
<ol style="list-style-type: none"> 5. Evaluation of the level of need for support services of women and girls affected by violence launched. 	<p>30th Nov 2010</p>	
<ol style="list-style-type: none"> 6. Strategy developed to help tackle violence against women and girls. 	<p>31st March 2011</p>	
<ol style="list-style-type: none"> 7. Thematic review of the actions taken by public authorities to eliminate harassment and violence completed. 	<p>30th Sept 2010</p>	

8. Integrated targeted violence strategy incorporating learning from related projects developed.	31st March 2011	
9. Research published on the effectiveness of approaches to rehabilitating hate crime offenders.	31st Oct 2010	National Director for Scotland
To achieve attitudinal and behavioural change by overcoming tensions within society that lead to a deterioration of good relations.		Group Director, Communications
10. Work with target local authorities to develop new approaches enabling them to respond effectively to good relations challenges caused by migration.	31st March 2011	
11. Review completed into equality and human rights law in relation to religion and belief to improve public and private sector understanding of the law in this area and ensure individuals understand their legal rights.	31st March 2011	Director, Research
12. Key good relations challenges addressed through the publication of research to inform the public debate. This includes: - Pathways to Politics - Gypsy and Traveller Accommodation.	31st Oct 2010 31st March 2011	
13. New edition of 'Who Runs Wales?' published to measure the progress across Wales on the diversity of people in decision-making roles.	31st March 2011	National Director, Wales

Programme 6 – Delivering quality advice and guidance

Continue to improve the frontline services we provide through our helpline and website, benchmarking our services against the best in practice to deliver high quality, accessible advice and information tailored to individuals needs.	Delivery Date	Owner
1. Next stage of our helpline development plan delivered with service quality improved.	31st Oct 2010	Group Director, Communications
2. User satisfaction surveys conducted and benchmarking of our service against the Customer Contact Association standards completed.	31st Dec 2010	
3. Online guidance platform launched and partnership programme with other advice providers in place.	31st March 2011	
4. Campaign launched to support the implementation of the Equality Act 2010, delivering advice and guidance; and evaluated for its effectiveness to identify improvements.	31st March 2011	
5. Transfer of Expertise programme focused on supporting the implementation of the Equality Act and Human Rights issues and addressing advice gaps.	31st March 2011	
6. Partnership working with other advice providers in place with a national stakeholder panel of equality advice and guidance providers established and new service standards applied.	31st March 2011	

Programme 7 – Building a high performing organisation

Build a flexible and responsive Commission with the capability and operating structure to enable it to meet its strategic objectives, regulatory obligations, engage effectively with stakeholders and demonstrate value for money.	Delivery Date	Owner
1. Extensive review of the organisational design completed and the implementation commenced, ensuring the Commission is structured to achieve its aims and statutory obligations.	31st Sept 2010	Group Director, Corporate Management
2. Estates strategy implemented to provide improved working environments and meet the government's targets for space utilisation.	31st March 2011	Director, Facilities
3. New human resource policies and employee terms and conditions developed and implemented.	31st Dec 2010	Director, People
4. Competency framework designed and implemented to improve organisational capability.	31st Dec 2010	Director, People
5. Systematic approach to the evaluation of the effectiveness of the Commission's work developed.	31st March 2011	Director, Foresight
6. A clear and transparent 'end to end' regulatory decision-making process and principles in place.	31st March 2011	Group Director, Regulation
7. Objective understanding of current and desired reputation of the Commission developed through stakeholder surveys and improved stakeholder engagement.	31st Dec 2010	Group Director, Communications

Programme 8 – Building an authoritative, evidence-based organisation

	Delivery Date	Owner
Develop the Commission as an evidence-based and evidence-generating organisation that has significant influence with key stakeholders and sets agendas for policy and action.		Group Director, Regulation
1. First Triennial Review, assessing the current landscape of equality in Britain, completed and laid before Parliament.	30th Sept 2010	Director, Foresight
2. Indicators finalised for the good relations measurement framework and current human rights measurement framework.	31st Jan 2011	
3. Alignment of separate measurement frameworks completed and proposal to complete the human rights measurement framework for outstanding articles developed.	28th Feb 2011	
4. Scoping study completed to identify options for a web-based public user interface for the measurement framework database	31st March 2011	
5. Series of statistical briefings published in relation to equal pay, hate crime and religion and belief.	31st Dec 2010	Director, Research

Appendix 4: 2010/11 total resource allocation

Project / Work Area	2010/11 resource allocation			
	External resource £s	Staffing resource FTE ⁽¹⁾	Staffing resource £s	Total Expenditure
Income	-£868,387			-£868,387
Strategic priority 1				
Programme 1				
Supporting the implementation of the Equality Act	£1,506,998	41.2	£2,072,015	£3,579,013
Promoting human rights	£318,891	16.0	£804,666	£1,123,557
Strategic casework and interventions	£775,000	43.2	£2,172,598	£2,947,598
Communications support		6.0	£301,750	£301,750
	£2,600,889	106.4	£5,351,030	£7,951,919
Strategic priority 2				
Programme 2				
Protecting and promoting equality and human rights in health and social care, policing and schools	£168,856	8.0	£402,333	£571,189
Mitigating disproportionate impact of spending cuts on human rights, inequality and good relations	£86,522	3.5	£176,021	£262,543
Ensuring public bodies meet PSD obligations	£77,210	25.2	£1,267,349	£1,344,559
Developing good practice in human rights based approaches	£71,000	5.5	£276,604	£347,604
Communications support		6.0	£301,750	£301,750
	£403,588	48.2	£2,424,057	£2,827,645
Programme 3				
Narrowing the pay gaps	£90,000	9.5	£477,770	£567,770
Working Better	£152,500	7.2	£362,100	£514,600
Workplace Transformation	£39,000	8.4	£422,450	£461,450
Addressing socioeconomic disadvantage	£51,777	3.0	£150,875	£202,652
Sector specific initiatives	£43,000	2.9	£145,846	£188,846
Communications support		6.0	£301,750	£301,750
	£376,277	37.0	£1,860,790	£2,237,067

Strategic priority 3

Programme 4 and 5				
Promoting respect for human rights and good relations	£132,000	6.7	£336,954	£468,954
Promoting Safety and Security - targeting reductions in hate crime	£315,605	4.0	£201,167	£516,772
Good relations guidance, promotion and best practise	£42,784	11.5	£578,354	£621,138
Addressing good relation challenges	£81,825	11.6	£583,383	£665,208
Communications support		6.0	£301,750	£301,750
	£572,214	39.8	£2,001,607	£2,573,821

Strategic priority 4

Programme 6				
Developing excellence in advice and guidance	£103,000	68.2	£3,429,889	£3,532,889
Promotional campaign for advice and guidance		17.1	£859,987	£859,987
Delivering services in advice and guidance	£202,000	13.0	£653,791	£855,791
Communications support		6.0	£301,750	£301,750
	£305,000	104.3	£5,245,417	£5,550,417

Strategic priority 5

Programme 7				
Developing the Commission's regulatory approach	£80,000	1.2	£60,350	£140,350
Building effective and efficient corporate services	£40,000	6.0	£301,750	£341,750
Strengthening our Organisational capability	£80,000	4.5	£226,312	£306,312
Strengthening our Organisational design	£331,175	5.0	£251,458	£582,633
Embedding reputation management	£50,000			£50,000
Office relocation (costs of double running)	£50,000	3.0	£150,875	£200,875
Developing evaluation frameworks	£40,000	2.0	£100,583	£140,583
Communications support		6.0	£301,750	£301,750
	£671,175	27.7	£1,393,078	£2,064,253
Programme 8				
Measurement framework and evidence base	£195,042	21.1	£1,061,153	£1,256,195
Evidence-related influencing including The Triennial Review	£295,403	4.5	£226,312	£521,716
Communications support		6.0	£301,750	£301,750
	£490,445	31.6	£1,589,216	£2,079,661

Strategic Work Programme sub-total	£5,419,588	395.0	£19,865,194	£25,284,782
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Statutory Committees	£400,000			£400,000
	£400,000			£400,000
Strategic grant funding	£3,827,869			£3,827,869
Legal grant funding	£3,921,029			£3,921,029
	£7,748,898			£7,748,898
Corporate Communications	£609,900			£609,900
	£609,900			£609,900
MTOR implementation and restructuring	£3,800,000			£3,800,000
	£3,800,000			£3,800,000
	£17,976,586		£19,865,194	£37,841,780
Premises and office costs	£3,940,754	6.4	£321,866	£4,262,620
ICT	£1,346,362	20.0	£1,005,833	£2,352,195
Travel and accommodation	£430,000			£430,000
Other costs	£1,470,537			£1,470,537
Depreciation	£1,859,137			£1,859,137
Service costs	£758,742			£758,742
	£9,805,532	26.4	£1,327,699	£11,133,231
Corporate law, finance and planning		37.5	£1,885,936	£1,885,936
Information management		1.3	£65,379	£65,379
People		24.9	£1,252,262	£1,252,262
		63.7	£3,203,577	£3,203,577
Commissioners Office		15.0	£754,374	£754,374
SMT and support		14.0	£704,083	£704,083
Scotland and Wales support		4.6	£231,342	£231,342
		33.6	£1,689,799	£1,689,799
Resource costs subtotal	£9,803,732	518.7	£6,221,075	£16,024,807
Total resource costs	£26,913,731	518.7	£26,086,269	£53,000,000

Note: 1. Staffing resource FTE as at 31.04.2010

Contacts

England

Equality and Human Rights Commission Helpline
FREEPOST RRL- GHUX-CTR
Arndale House, Arndale Centre, Manchester M4 3AQ

Main number 0845 604 6610
Textphone 0845 604 6620
Fax 0845 604 6630

Scotland

Equality and Human Rights Commission Helpline
FREEPOST RSAB-YJEJ-EXUJ
The Optima Building, 58 Robertson Street, Glasgow G2 8DU

Main number 0845 604 5510
Textphone 0845 604 5520
Fax 0845 604 5530

Wales

Equality and Human Rights Commission Helpline
FREEPOST RRLR-UEYB-UYZL
3rd Floor, 3 Callaghan Square, Cardiff CF10 5BT

Main number 0845 604 8810
Textphone 0845 604 8820
Fax 0845 604 8830

Helpline opening times:

Monday to Friday: 8am – 6pm

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