

Business Plan 2009/10

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Foreword

The role of the Equality and Human Rights Commission is to break down inequality, build opportunity, and support a society underpinned by fairness, respect and the right of the individual to a life of dignity. It is an ambitious task which can only be achieved in partnership with others and with the support of all the people in Britain.

Since our formation we have made significant progress across the seven 'protected' grounds: age, disability, gender, race, religion and belief, sexual orientation, and gender reassignment. We have also started to develop an approach to good relations and human rights which helps everyone prosper, whatever their characteristics or background. The role of socio-economic status as a key driver of inequality and a lack of social mobility has also played a significant role.

Our overall objective last year was about bringing people together to narrow equality gaps, break down barriers between communities and tackle the root causes of prejudice and intolerance. Our aim was to bring people together from different backgrounds to create shared values and to begin to build a society with fairness at its core.

We achieved this in part by establishing new strategic case law including the Sharon Coleman case which established the right

of Britain's six million carers to protection against discrimination by employers. We helped extend and clarify people's rights, as well as supporting individuals through answering 75,000 calls to our helpline and taking 330 legal cases.

We have enforced the public sector duties, for example in the case of Southall Black Sisters where we successfully challenged the withdrawal of funding; and also through our Map of Gaps initiative we exposed the postcode lottery of local authority provision of services dealing with violence against women.

We awarded nearly £11m in grants to 285 groups nationwide to promote equality and diversity and good relations. We supported small businesses and the people who work for them with a guide to equality law during the recession. Through our Working Better initiative we examined how flexible working and modern workplaces can support different groups such as parents balancing work and life, disabled people, older people and those with caring responsibilities.

We launched our Human Rights Inquiry and published Ours to Own: a plain English guide to the Human Rights Act. We have also received United Nations accreditation as an 'A' status National Human Rights Institution which gives us international recognition and status as the

independent body charged with promoting human rights in Britain.

We are proud of our achievements to date while acknowledging the challenges ahead of us, and recognising the current economic pressures and evolving political and social environment.

Our priority for the year ahead, working closely with the Government Equality Office (GEO), will be to support the implementation of the new equality bill. The bill will promote equality, tackle disadvantage and discrimination in all its forms and introduce transparency in the workplace. It has the potential to change the equality and human rights landscape in Britain.

We will consult on and develop statutory codes of practice and practical and accessible non-statutory guidance. We will also work with business organisations and trades unions to develop a set of measures for reporting on the gender pay gap in the private sector to create greater transparency.

We will publish the findings of our Human Rights Inquiry and complete our formal inquiries into gender discrimination in the finance sector, race discrimination in the construction industry, and inequality of treatment of agency staff in the meat and poultry processing industry, identifying recommendations and follow-up actions.

We will start to assess the state of equality, human rights and good relations across Britain which will inform our triennial report in 2010/11.

We will continue to promote and enforce the public sector duties, and work with inspectorates and regulators to monitor compliance. We will provide services to the public and communities through casework, the helpline and grants.

We will contribute towards the delivery of public service agreements (PSAs), in particular PSA 15 on Equality in collaboration with central government, other non-departmental public bodies, and partners in local government and the voluntary and community sector.

We will inspire the younger generations to embrace the values of equality, human rights and good relations through our youth programme and initiatives such as Our Space and Croeso.

We recognise that our objectives cannot be achieved alone and look forward to working in the year ahead with partner organisations who share our aims and vision for a fairer Britain.

Chapter 1

Introduction

The Commission has published its first three-year strategic plan covering the period 2009–12 which clearly sets out how we will work towards achieving our vision of a better Britain built on the principles of fairness and respect.

The business plan 2009/10 clearly defines what we will achieve in the first year of the strategic plan and outlines the key programmes of work that we will undertake.

1.1 About the Commission

The Equality and Human Rights Commission is an independent statutory body established under the Equality Act 2006. Our sponsor is the Government Equalities Office (GEO).

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 interim director general, supported by the senior management team, is accountable to the Board for business delivery.

The Commission has three statutory committees which 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, as well as developing their own specific work programmes and taking a lead role in working with our stakeholders.

The Commission operates from offices in London, Manchester, Birmingham, Cardiff and Glasgow, and a number of smaller regional offices in Nottingham, Newcastle, Leeds, Guildford, Bristol and Cambridge, as well as Bangor and Edinburgh.

1.2 Our mission

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

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

We campaign for social change and justice, and use our influence and authority to ensure that equality and human rights remain at the top of the agenda for the

government, employers, service providers, policy makers, the media and society.

By acting directly and by fostering partnerships locally, regionally and nationally, we stimulate debate on equality and human rights. We give advice and guidance to businesses, the voluntary and public sectors, and individuals. By developing an evidence-based understanding of the causes and effects of inequality for people across Britain, we will be an authoritative voice for reform.

1.3 Our role

Our role is to create a strong vision, lead debate, and to transform culture and influencing thought; providing the definitive interpretation of how the human rights and equality laws are used; and acting on breaches of legislation with the range of our enforcement and other regulatory powers.

We will achieve this by:

- 1.** enforcing equality legislation and encouraging compliance with the Human Rights Act
- 2.** being an intelligence-driven and evidence-based organisation
- 3.** using our influence and authority to ensure that equality and human rights remains a top priority
- 4.** acting directly and by building partnerships locally, regionally and nationally, and
- 5.** providing advice and guidance to businesses, the public sector, the voluntary and community sector, and individuals.

Details of our statutory powers and duties can be found in Appendix 2.

The Commission as an accredited National Human Rights Institute has a defined role in terms of monitoring Britain's compliance with international human rights treaties, conventions and agreements. We also work closely with the Scottish Commission for Human Rights established by the Scottish parliament to work on human rights matters.

1.4 Our principles

In everything we do we will be:

Accessible

Accessibility is a fundamental part of who we are, what we say and what we do. It is only by being truly accessible that we can be inclusive. And it is only when we are accessible and inclusive that we can promote equality.

Authoritative

Through the quality of our work, our thinking, and by the examples we set, we are a leader in the field of equality and human rights. We are known and respected for our judgement and our guidance.

Ambitious

We want to make a difference. We want to be successful in bringing about change. To achieve this, we are bold and courageous in the decisions we make.

Accountable

We are responsible for the decisions we make and the actions we take.
We acknowledge our responsibilities.

Agile

We want to be able to respond quickly and effectively to rapidly changing events.

1.5 Our equality scheme

We are subject to legal duties to promote equality in everything we do. Our commitments to action under the race, disability and gender equality duties are contained in our equality scheme for 2009–12, along with commitments on age, gender reassignment, religion or belief, and sexual orientation.

1.6 The changing economic and social environment

The slowdown in the global economy is having a significant impact in relation to living standards, employment and public spending. We must ensure through our continued work that those most at risk from the effects of the economic downturn are protected.

We will try to ensure they benefit from the recovery, breaking down barriers which hold people back and widening access to opportunity. Recent figures from the UK Commission for Employment and Skills estimates that by 2017 there will be 2m new jobs in the British economy. We must ensure that everyone can share in the rising prosperity.

Social change and patterns of exclusion and discrimination have evolved considerably. In the last 30 years, important demographic changes have meant that Britain's population has become significantly more diverse:

- Britons are living longer and need more support as they age. Many are taking on significant caring responsibilities for parents, partners or spouses, relatives and friends.
- The proportion of ethnic minority Britons is rising and global migration leads to greater movement in and out of Britain.
- Within a decade, fewer than one in four of the working population is likely to be white, male, British-born and non-disabled.
- Women are entering higher education and the labour market in ever greater numbers, but continue to be disadvantaged in their pay and prospects.
- For many the model of the traditional family unit is no longer relevant, with increases in the number of single parents, stepfamilies and same-sex couples with children.
- People are increasingly confident in expressing and asserting their own identities.

Chapter 2

What we will deliver in 2009/10

This section of our business plan sets out the Commission's strategic priorities and key things it will deliver for 2009/10 and introduces some of the programmes of work we will undertake.

The programmes have been developed to reflect the integrated approach of the Commission's work across Britain. Some of the programmes contain separate projects to reflect the differences in the political, legal and social context in relation to England, Scotland and Wales, where required.

There are also separate programmes covering the work of the three statutory committees.

2.1 Our strategic priorities

Within our 2009–12 strategic plan five strategic priorities were identified which set the direction for and guides all of the Commission's work. They were developed through extensive consultation and involvement with over 1,000 stakeholders. Through our strategic priorities we aim to:

1. secure and implement an effective legislative and regulatory framework for equality and human rights
2. create a fairer Britain, with equal life chances and access to services for all
3. build a society based on good relations and foster a vibrant equality and human rights culture
4. promote understanding and awareness of rights and duties, and deliver timely and accurate advice and guidance to individuals and employers, and
5. build an authoritative, responsive organisation.

2.2 Key delivery targets for 2009/10

The 12 key delivery targets for the Commission in 2009/10 are:

Strategic priority 1: Secure and implement an effective legislative and regulatory framework

1. Produce statutory codes of practice and practical, accessible non-statutory **guidance** through wide consultation in support of the **equality bill**.

2. Publish the findings of the **Human Rights Inquiry** and consult on and develop a three-year strategy to establish human rights in all our work and support public service delivery through human rights approaches.

3. Pursue **strategic legal casework** and **interventions** targeting 100 legal actions with a 70 percent success rate.

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

4. Promote and **enforce the public sector duties**, working with inspectorates and regulators to monitor compliance.

5. Develop a set of metrics for **gender pay reporting** in consultation with business bodies and trade unions.

6. Conduct and publish the findings of inquiries:

- **financial services sector** inquiry on gender discrimination
- **construction industry** inquiry on race discrimination, and
- **meat and poultry processing industry** inquiry on inequality of the treatment of agency staff.

Consider launching an inquiry into the **UN Convention on the Rights of Persons with Disabilities (UNCPRD)**.

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

7. **Inspire the next generation** to embrace the values of equality, human rights and good relations, by developing **1,000** young equality leaders, building on our **youth camps** and **Young Brits at Art** projects and working with **schools** to develop teaching materials to promote equality, human rights and good relations.

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

8. Launch a **new strategic funding programme** for advocacy, good relations and legal advice focusing on projects which directly serve individuals and promote good relations in communities.

9. Build **new narratives for new audiences** through campaigns to promote the advice and guidance we offer – particularly helpline users and small businesses – and developing our digital channels, enriching them with new content, to engage the public with our mandate.

Strategic priority 5: Build an authoritative and responsive organisation

10. Develop our relationship with **stakeholders** with clear pathways for involvement in our work.

11. Finalise the **equality measurement framework** and prepare our first triennial review.

12. Build our **organisational capability** including improvements to our helpline service and our regulatory approach and function.

2.3 Our work programmes

To support delivery of the strategic priorities eight work programmes have been developed. These are summarised below with supporting details in Appendix 3.

Priority 1: Secure and implement an effective legislative and regulatory framework for equality and human rights

The present equality legislative framework is widely regarded as inconsistent, complex and fragmented across the different grounds of equality.

Throughout 2008/9 the Commission has been working with the government to influence the development of the new equality bill. The bill, introduced in parliament on 24 April 2009, should simplify and strengthen equality legislation.

In April 2008 we launched an inquiry to find out how human rights work in England and Wales and published our final report in spring 2009.

What we want to achieve in 2009/10:

Equality bill

- Lead the influencing of the equality bill content through its passage into law ensuring there is an emphasis on proactive prevention and that there is no regression from protection that currently exists.
- Provide briefings to parliamentarians and political parties in line with our equality bill engagement strategy.
- Establish an equality bill forum with the major equality umbrella groups to ensure support for the bill from key institutions, organisations and stakeholders.
- Produce and publish four statutory codes of practice and a suite of practical non-statutory guidance to support the implementation of the equality bill, through wide engagement and consultation.

Putting human rights at the heart of what we do

- Publish the findings of our Human Rights Inquiry and develop a three-year strategy for implementation of the recommendations.
- Respond to the government's green paper on the proposed bill of rights.

Monitoring UN human rights treaties

- Support the effective implementation of UN human rights treaties in Britain including the UN Convention for Elimination of Racial Discrimination (UNCERD) and the UNCRPD.

- Produce an independent shadow report on the UNCERD.
- Produce an independent shadow report on the Convention Against Torture.
- Consider launching an s16 inquiry into Britain's compliance with the UNCRPD.
- Produce an annual report of the Commission's actions and activities to promote, protect and monitor implementation of the UNCRPD.
- Promote awareness of the UNCRPD through production of accessible guidance and seminars for disabled people's organisations and non-governmental organisations.

Influencing EU legislation

- Ensure support for the Article 13 Anti-discrimination Directive, raising its profile and highlighting the benefits it would bring to government, parliament and stakeholders.

Strategic legal actions

- Undertake strategic litigation and enforcement action to influence the development of equality and human rights legislation and extend the rights of individuals.

Priority 2: Create a fairer Britain with equal life chances and access to services for all

We will address the structural inequalities which have an impact on the groups in our mandate. We will use the law and our powers to create social change. We will undertake formal investigations and inquiries where there is evidence of unlawful discrimination, conduct research to

understand the extent of pay gaps and gender discrimination, and identify effective levers for cultural change in organisations.

In 2008/9 we launched the Working Better initiative to promote innovative ideas on flexible working practice. We published *From Safety Net to Springboard*, which outlined our proposals for the future of social care and support.

We launched formal inquiries into the financial services and construction sectors and the treatment of workers in the meat processing industry.

We engaged with 175 public authorities on potential breaches of their obligations under the public sector duties, and assessed the secretary of state reports on the Disability Equality Duty.

What we want to achieve in 2009/10:

Promoting and enforcing the public sector duties

- Promote, monitor, report and enforce the implementation of the three existing public sector equality duties, and begin to support public bodies to prepare for the new single public sector duty by delivering practical guidance and promoting best practice.
- Produce and promote guidance to increase awareness of public bodies of their obligations under the duties, specifically focusing on equality impact assessments, involvement and revisions to the disability equality scheme and gender equality scheme.
- Establish at least five agreements with regulators and inspectorates to ensure equality performance measures are embedded in their inspection frameworks and practice.

- Put the equality duties at the heart of public service delivery through promotion and enforcement, in particular pre-action work, compliance notices and formal assessments into public authorities' functions, policies and practices.

Driving reform in health, social care and independent living

- Support the implementation of a sustainable infrastructure of care and support to ensure fair allocation of resources and ensure there is an effective advice and information framework.
- Implement the key proposals in our From Safety Net to Springboard report on social care reform, including research to map the availability and quality of independent advocacy, grant funding independent advocacy projects and commissioning a cost benefit analysis of independent living.
- Work closely with the health service to ensure they develop strategies to embed the different requirements of lesbians, gay people, bisexual people and transgender people to address the health inequalities they experience.
- Undertake a thematic review of age discrimination in the health and social care systems.
- Continue to support the Independent Living project which aims to strengthen the independent living movement in Scotland and to support the involvement of disabled people in shaping the Scottish government's approach.

Improving equality of civic and political participation

- Commission research to identify the barriers to civic and political participation and undertake pilot projects to influence practice in public appointments and political parties.
- Conduct a survey of MPs on their 'pathways to parliament' and make recommendations on how people from under-represented groups can break into politics in support of the speaker's conference.

Improving equality of local service provision

- Work in partnership with the Audit Commission and Improvement and Development Agency for local government to improve local services to meet community needs through the new comprehensive area assessment process and local area agreements.
- Produce guidance on how to prevent discrimination on the basis of gender identity in the provision of goods, facilities and services, such as housing services and leisure facilities.

Addressing discrimination and disproportionate effect in the criminal justice system

- Identify the critical improvements the criminal justice system needs to address systemic discrimination and disproportionate effect and promote respect for human rights.
- Work in partnership with the Ministry of Justice and the courts to ensure fair sentencing across all strands.

- Work in partnership with the National Policing Improvement Agency and Inspectorate of Constabulary to develop an equality standard for police services in England and Wales.
- Improve rehabilitation of offenders in prisons and probation.

Narrowing gaps in educational outcomes

- Through our Early Years, Life Chances and Equality review continue to advocate a fair start in life for every child through adequate preschool provision.
- Promote equality goals within the 'staying on' education agenda, and publish research and recommendations on agendas for equality issues for young people not in education, employment or training and other at risk or marginalised groups.

Promoting flexible working practices

- Build on our Working Better initiative to promote innovative and flexible working practices and extend our research to identify the benefits for disabled workers, older workers and carers.
- Produce and promote good practice guidance for employers on the benefits of flexible working practice.

Narrowing the pay gaps

- Develop a set of metrics for reporting on the gender pay gap to create greater transparency about pay in consultation with business bodies, trade unions and other key stakeholders.

- Complete and publish the findings of our inquiry into gender discrimination in the financial services sector, providing clear recommendations and follow-up actions.
- Continue to use our annual Sex and Power reports to monitor and highlight the number of women in positions of power and influence, and prepare to extend this to the other strands.
- Identify what proportion of private and voluntary sector organisations report on pay by gender through an annual survey.

Accelerating improvements in the workplace

- Work together with business to embed equality and diversity in practice in the private sector with a high-level business board and advisory group established and targeted research undertaken to build our evidence base in this area.
- Engage with regulatory bodies, professional, employer institutions and trade unions to improve employment policy and diversity.

Addressing the infrastructure of inequality

- Complete and publish the findings of our inquiry into race discrimination in the construction industry.
- Continue to engage with the Ministry of Defence to address sexism, homophobia and racism, to achieve culture change in the armed forces initially through a joint partnership agreement.

Promoting economic inclusion

- Complete our inquiry into the pay and conditions of agency and temporary workers in the meat and poultry processing industry.
- Analyse and report quarterly on the impact of the recession on the employment and prospects of equalities groups with the Department of Work and Pensions and the Government Equalities Office (GEO).

Equality in procurement and regeneration

- Support the GEO's work to develop a quality standard to help companies tendering for public sector contracts to meet equality requirements.

Priority 3: Build a society based on good relations and foster a vibrant equality and human rights culture in Britain

The Commission is working towards promoting a culture of equality, human rights and good relations in Britain. Our ambition over the long-term is to positively influence the younger generation so that they become ambassadors and supporters of our mandate.

There is evidence of a lack of shared understanding, tolerance and respect of diverse cultures, beliefs and lifestyles, and a sense of marginalisation in some communities. We will work to promote understanding and positive attitudes to difference and diversity, to address the underlying causes of tension.

What we want to achieve in 2009/10:

Identifying the influencers and triggers of prejudice

- Undertake research to understand what influences positive attitudes and triggers prejudice among young people, and use the findings to promote long-term cultural change.

Developing young equality leaders

- Continue to develop young equality leaders through our youth engagement programme and working with schools to develop teaching material to promote equality, human rights and good relations.

Good relations guidance, promotion and best practice

- Help local authorities engage with their good relations duties by spreading best practice on good relations in action.
- Complete a review of the extent to which the public sector uses the duties to prevent harassment faced by disabled people.

Promoting good relations in Britain

- Continue to develop our 'good relations barometer' to understand the causes of hostility towards different groups and how these vary between local populations.
- Host a series of workshops on religion or belief in civic life and hold enquiry hearings on the relationship between faith and secular communities in Britain.

- Produce guidance for public authorities who have employees who may be members of extremist organisations.

Migration, diversity and citizenship

- Influence the public debate around migration and citizenship, increasing recognition of the complexity and benefits of a diverse society, and publish the findings of our research examining the allocation of social housing in England.

Promoting safety and security and reductions in targeted hate crime and harassment

- Further develop our work on homophobic, transphobic and disability-related hate crime.
- Complete a review of the extent to which the public sector uses the duties to prevent harassment faced by disabled people.
- Follow-up on our Map of Gaps 2 assessment of local authorities who appear to have failed to provide adequate services for women who experience violence.
- Develop a national standard on the provision of adequate services for women who experience violence.
- Review and evaluate current work on personal change programmes for the rehabilitation of offenders convicted of hate/targeted crimes to identify good practice and outline recommendations for a national programme.

Priority 4: Promote understanding and awareness of rights and duties; deliver timely and accurate advice and guidance to individuals and employers

The Commission has to ensure that every organisation does what is required of it in law, and that their duties are fulfilled in relation to equality legislation and the Human Rights Act. Our role is to provide timely, accessible and authoritative guidance on the law, while encouraging the exchange and development of best practice.

What we want to achieve in 2009/10:

Capacity and capability in the advice sector

- Effective collaboration with the advice sector to ensure that there is a high-quality infrastructure of advice and access to justice in relation to equality and human rights legislation.

Information and guidance to employers and organisations

- Continue to provide information and guidance to employers to ensure a greater understanding of equality legislation and best practice in employment across the public and private sectors particularly small-to-medium enterprises (SMEs).
- Ensure that SMEs are equipped to understand changes in the legislative context and conduct a baseline survey on the number of SMEs seeking advice and guidance on equality issues.

Provision of advice and guidance to individuals

- Continue to improve the quality of advice and guidance to individuals provided through the Commission's website and helpline.

Priority 5: Build an authoritative and responsive organisation

The first four strategic priorities require the Commission to fulfil a complex remit, while coping with a range of economic and political challenges.

We will continue to build our authoritative measurement framework and evidence base. At the same time we will continue to build our organisational resilience and capability to provide the framework of support teams we need to deliver.

We will develop our end-to-end regulatory approach to ensure it is proportionate, accountable, consistent and transparent to all, adopting a risk-based approach to our work.

What we want to achieve in 2009/10:

Systematic measurement frameworks

- Finalise the equalities measurement framework and prepare a landmark triennial review for delivery in June 2010.
- Introduce a good relations measurement framework to assess the state of good relations across Britain.

Build our evidence base on the equality strands

- Continue to lobby for a question on sexual orientation to be included in the 2011 census.

- Publish our review of the research that exists on transgender inequalities to map the gaps in our knowledge.
- Publicise the experiences and needs of lesbians, gay people and bisexual people and communities through publishing our research.

Build a high-performing organisation

- Review and refine the Commission's operating model to ensure it supports the delivery of the strategic priorities and meets its obligations as a regulatory body.
- Continue to implement the organisational development plan to strengthen governance, embed project-based working, improve internal communications and develop the intelligence gathering and analysis function.
- Strengthen our organisational, leadership and management capability with the implementation of our learning and development strategy.

2.4 Strategic funding programme

In 2009/10 we will launch a new strategic grant programme moving towards a model of longer-term funding relationships. We will fund activity which helps support and promote the aims of the Commission's three-year strategic plan and which directly serves and involves individuals and local communities.

It will provide funding for community and voluntary sector organisations for guidance, advice and advocacy services, capacity building, good relations and legal casework.

Chapter 3

How we will deliver

In this section we set out how we will engage and work with others to achieve our priorities.

3.1 Our role as a regulator

The Commission is a statutory public body with regulatory powers and is subject to the statutory code of practice for regulators.

Under the terms of the Equality Act 2006 the Commission has extensive powers to take legal action on behalf of individuals, particularly when cases offer the chance to clarify or improve the law. We also give funding to external organisations which provide legal help and advice.

We have significant powers to hold inquiries and formal investigations into discrimination and we also have special legal powers to make sure that public authorities comply with their duties to promote race, disability and gender equality.

We have the power to hold formal inquiries or to 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.

We will often use legal powers and powers under statute (duties) to do our work but we will also use the power of voice, influencing and campaigning as well as authoritative

evidence to make our case. We will also act as a broker, bringing judgement and legal authority to difficult debates.

As a modern regulator we will use all the tools at our disposal in a smart way, at the right time, to achieve maximum impact.

Over the next year we will further develop our regulatory approach to ensure it is outcome-focused, risk-based and transparent to stakeholders. We will continue to build our capability to ensure that our work and actions are guided by intelligence and evidence.

What we want to achieve in 2009/10:

- Update our intelligence-gathering systems to ensure effective and efficient delivery of our functions.
- Develop measures which enable the Commission to work effectively with other regulators and inspectorates.
- Develop effective solutions to long-term challenges through targeted regulatory interventions.
- Ensure that our interventions are evidence-based, proportionate, consistent, accountable and transparent in both deliberation and outcome.

3.2 Our ways of engaging and working with others

The Commission has a wide and challenging remit with ambitious aims. We will only be successful if we work in partnership throughout the public sector, businesses, trade unions, and the voluntary and community sector. We recognise that they are often best placed to provide credibility and reach for our work.

We will continue to work with regulators and inspectorates including the Office for Standards in Education (Ofsted), the Audit Commission, the new Care Quality Commission, the Prisons' Inspectorate, and similar bodies in Scotland and Wales. We are developing links through memoranda of understanding.

We will work with the public and private sector, business bodies and trade unions to encourage wider behavioural change through the promotion of best practice through peer-to-peer learning.

Through our strategic funding programme we will support a wide range of third sector organisations to deliver activities to extend or improve the provision of guidance, advice and advocacy, and to promote good relations.

We will ensure a joined-up approach to the provision of legal advice through working with advice organisations such as the Citizens Advice Bureau to promote understanding and awareness of rights.

We will build strong relationships with the government, the Scottish government and the Welsh Assembly Government to ensure that equality and human rights are fully considered as new legislation is developed.

We have already begun to build networks of stakeholders across Britain. We recognise it is important that we improve our communication with stakeholders and involve them more closely in our work. For example, a number of our programmes will have advisory boards made up of external experts and Commissioners to help guide the work we do.

We have already taken a number of steps to strengthen relationships with stakeholders. In February we held strand-based round tables on the new equality bill, and have developed the e-bulletin and website to provide more tailored information for different groups.

We also have a network of nine offices across the English regions that work closely with regional and local government offices, as well as private, voluntary and community sector groups. This enables us to link local concerns and contexts into our work programmes and helps us to build a more accurate picture of the state of equality, good relations and human rights.

During 2009/10 we will:

- develop and implement a stakeholder strategy in support of the 2009–12 strategic plan to improve how stakeholders are engaged and involved in our work
- undertake an audit to provide robust data on current stakeholder views of the Commission against which we can measure progress
- establish a forum with the major equality umbrella groups to coordinate briefing and lobbying on the equality bill

- convene a stakeholder advisory forum to act in an advisory capacity for major projects to ensure stakeholders views are included in our policy development work, and
- host a series of single-cause (strand) and single-theme (for example, education and health) conferences, each led by a stakeholder group and a major cross-strand conference to launch our triennial review.

3.3 Our services

Information, advice and guidance

We run national helplines in England, Scotland and Wales to provide advice and information to people who want to know more about their rights.

Our helpline advisors are specially trained to deal with a variety of calls, from responding to requests for particular documents or information to providing specialist legal advice on individual cases. We want to ensure that everyone who contacts us gets a positive service as a customer.

During 2009/10 we will:

- reorganise our helpline to extend its opening hours, strengthen our frontline service and specialist advice, and improve the advice and information to the public
- launch a promotional campaign for the helpline in autumn 2009 and an online advice centre in December 2009, and
- provide help and expert advice on human rights and increase the expertise of our staff to deal with human rights questions by end of March 2010.

Disability conciliation

We offer a free and confidential disability conciliation service as an effective potential alternative to taking a case of disability discrimination to court under the Disability Discrimination Act.

Air handling complaints service

We are responsible for dealing with complaints about UK airlines and airports in England, Scotland and Wales, and our helpline provides advice on rights in travel.

Digital strategy

We have ambitious plans for promoting our work through different channels to reach wider audiences. Our digital strategy includes setting up an interactive video channel as well as using social networking to raise our profile.

Our website is the first way many people engage with our organisation. As well as providing information and advice about legal rights and responsibilities, it is our main vehicle for informing people about us and our work. We will use the site to encourage people to influence what we do either through consultation and involvement or more general debate. We will be developing our site over the next 12 months to ensure it is accessible, informative, exciting and engaging.

During 2009/10 we will:

- deliver a wide-reaching communications framework, including updating our website and increasing our use of social media, and
- develop a digital strategy to support the delivery of the Commission's strategic plan and programmes.

3.4 Our people

We value our staff and we are investing in them to build an organisation that is strategically focused and professionally capable, and which enables each and every one of our staff to develop their full potential free from prejudice or discrimination.

We see the working environment of the Commission as representing what we want to see in public and private sector organisations across Britain: an environment where diversity is promoted and where everyone is treated with fairness and respect.

Our staff are actively involved in shaping our strategy and developing our work programmes. Their experience, expertise and commitment are at the heart of the Commission, and through recent involvement and consultation we have been able to develop and publish a 2009–12 equality scheme and 2009–12 strategic plan.

In 2009/10 we will:

- continue to support our staff with relevant training through a learning and development programme which includes a new leadership and management programme, open and bite-size training programmes and induction courses
- introduce a new staff performance management framework and competency framework, and develop a new pay and reward strategy
- respond to the challenges outlined by our 2008/9 staff survey, take action on the key points, improve staff engagement and undertake our second employee survey
- improve our internal communications and information flows to support our staff in doing their job and to inform and engage them further in our strategy, and
- improve our people and finance information systems and controls on staffing.

Chapter 4

Our organisation and resources

4.1 Our resources

To achieve our priorities we have a number of resources on which we can draw. This includes the expertise and commitment of our staff (525 full-time equivalents) and a provisional budget of £70m.

4.2 Our resource allocation

The Commission has a provisional budget for 2009/10 of £70m, which is still subject to final confirmation by the Government Equalities Office (GEO) and HM Treasury. This includes £63m revenue and £7m capital. Figure 1 shows the overall resource allocation by expenditure type.

Figure 1: The Equality and Human Rights Commission resource expenditure – £70.0m

Administration	£39.4m
Programme activity	£23.6m
Total revenue expenditure	£63.0m
Capital expenditure	£7.0m
Total	£70.0m

Figure 2 provides an analysis of the £39.4m administration expenditure.

Figure 2: The Equality and Human Rights Commission administration expenditure – £39.4m

Salaries	£25.5m
Accommodation and IT	£6.2m
Staff development	£1.0m
Travel and subsistence	£1.0m
Recruitment, staff welfare and corporate support systems	£0.8m
Service delivery, media and marketing	£0.8m
Commissioners' fees	£0.2m
Other expenditure	£1.3m
Depreciation	£2.6m
Total	£39.4m

The expenditure on staff of £25.5m at 40 percent of revenue compares favourably when measured against other similar non-departmental public bodies. The costs in relation to travel and subsistence reflect efficiency savings of £0.15m compared to 2008/9.

Figure 3: Programme expenditure breakdown – £23.6m

Work programmes	£13.9m
Grants programme (expenditure in 2009/10)	£7.4m
Provision for relocation	£1.7m
Statutory committees work plans	£0.6m
Total	£23.6m

We are investing £13.9m of our programme expenditure on work which underpins delivery of the strategic priorities.

The grants programme expenditure comprises of £5.1m relating to the first six months (October 2009 to March 2010) of the new strategic funding programme, and £1.6m provided for legal casework grants (April 2009 to October 2009) and £750,000 for capacity development (April 2009 to March 2010).

The lease on the Birmingham and Manchester offices are due for review in mid 2010 and a provision has been identified of £1.7m to reflect the potential costs of relocation. The size of provision needed will be confirmed once a review of our estates and accommodation requirements has been done.

The planned expenditure for each of the three statutory committees work plans remains at the level set in 2008/9.

The breakdown of total revenue expenditure of £63m by strategic priority is provided in Figure 4. This includes staff, service delivery and programme costs.

Figure 5 shows the planned programme expenditure against each of the work programmes. The expenditure reflects the initial estimates which total £17.2m. These are being refined as each of the projects and programmes are prioritised and developed and will be capped at £13.9m.

Figure 4: Revenue expenditure by strategic priority – £63.0m

Strategic priority	
1. Secure and implement an effective legislative and regulatory framework for equality and human rights	£8.2m
2. Create a fairer Britain, with equal life chances and access to services for all	£10.1m
3. Build a society based on good relations and foster a vibrant equality and human rights culture	£12.6m
4. Promote understanding and awareness of rights and duties, and deliver timely and accurate advice and guidance to individuals and employers	£18.3m
5. Build an authoritative, responsive organisation	£5.6m
Supporting all strategic priorities	£8.2m
Total	£63.0m

Figure 5: Work programme bids – £17.2m

Programme	
1. Securing, implementing and promoting legislative changes	£2.5m
2. Fairer public services for all and improving equality of civic participation	£1.9m
3. Advancing equality in employment with a focus on the private sector	£2.7m
4. Generation without prejudice	£1.0m
5. Promoting good relations throughout Britain	£1.2m
6. Deliver quality information, advice and guidance on rights	£0.9m
7. Building a high-performing organisation	£3.3m
8. Building an authoritative, evidence-based organisation	£0.7m
Communications: campaigns and publications	£3.0m
Subtotal	£17.2m
Prioritisation reduction	(£3.3m)
Total	£13.9m

The Commission is committed to delivering improved value for money and is developing a strategy and plan which will set out where we target efficiencies and how we will report on progress.

It will draw together and build on initiatives such as our procurement strategy, estates review and helpline reorganisation.

Priority areas identified include increasing the efficiency of our procurement practices, reducing our estate and recruitment cost as well as benchmarking our service delivery costs. We will continue to work closely with the GEO and to satisfactorily evidence value for money to the Treasury.

In 2009/10 we will:

- develop and agree a value-for-money plan with the GEO by the September 2009
- deliver £0.3m of cost savings in relation to travel, expenses and procurement
- review our governance and decision-making frameworks including the controls for resource allocation, and
- establish a rigorous control environment and strengthen our risk management, and financial and performance reporting.

Chapter 5

Measuring our success

This section sets out the key performance indicators and service standards which will form the basis of a balanced scorecard by which we will measure progress towards delivery of the business plan.

1. Financially controlled

Maintaining financial integrity and probity

Objective	Measure	Target
To manage expenditure in line with phased budget	Revenue expenditure	+/- 5% of phased budget
	Capital expenditure	
	Programme expenditure	
To demonstrate value for money (VFM) and ensure planned efficiency savings are delivered	Develop and agree VFM plan with the Government Equality Office (GEO)	Sep-09
	Benefits realised tracked	£0.3m
To evidence high levels of significant audit actions completed on time	Number of significant audit actions completed on time	95%
To demonstrate effective financial management of systems and processes	Number of days for close-down of accounts	10 days
	Number of days for accounts payable turnaround	30 days

2. Disciplined delivery

Delivery of high-impact evidence based interventions

Objective	Measure	Target
To deliver grant funding programmes aligned to the strategic priorities	Strategic Funding Programme implementation	Oct-09
	Legal Funding Programme implementation	
To influence policy and case law; to maximise compliance with and enforce the law	Targeted use of our strategic legal powers on new legal actions	>100 actions
	Success rate in our enforcement actions	70%
	Recommendations from formal inquiries accepted and implemented	High
To deliver the programme portfolio	% of programme funding allocated and committed by July 2009	90%

3. Raising awareness and effective service delivery

Delivering service excellence in advice, guidance and information

Objective	Measure	Target
To build awareness and make the case for equality through effective campaigns	Campaigns completed and evaluated for impact and effectiveness	100%
To ensure the effectiveness of our helpline service and increase customer satisfaction	Increase in call volume	20%
	% of calls answered within 10 seconds	90%
	% of total calls to helpline answered	95%
	Helpline reorganisation completed	Oct-09

Objective	Measure	Target
To ensure effective and efficient response to complaints	% of complaints acknowledged within five working days	90%
	% of complaints responded to within 20 working days	90%
	% of complaints upheld	5%
To ensure effective provision of conciliation services.	% of cases concluding in full and final settlement	70%
To respond to requests for information, publications, guidance and advice promptly and comprehensively	% of freedom of information requests acknowledged within five working days	100%
	% of freedom of information requests responded to within 20 working days	100%
	% Data Protection Act acknowledged within five working days	100%
	% Data Protection Act responded to within 40 calendar days	100%
	% parliamentary questions responded to within agreed GEO deadline	100%
	% of request for publications dispatched within agreed service standards	95%
To ensure the effectiveness of the website, including high accessibility standards, and the development of digital media to reach audiences effectively	Implementation of the digital media strategy with new website in place	
	Website effectiveness, accessibility and reach:	
	Website analytics tools and monthly monitoring of measures in place	Q3 2009/10
	Benchmarking of website and user experience report complete.	Q4 2009/10
To ensure effective stakeholder engagement and responsiveness	Implementation of the stakeholder strategy	Feb-10
	Increase in the number of stakeholders on database	>1,000 by 2012

4. Authoritative and responsive organisation

High-performing organisation

Objective	Measure	Target
To ensure equality is at the heart of all we do	Delivery of all equality scheme improvement actions to deadlines	100%
To embed a performance-driven culture	Implementation of new performance management framework for all staff	Dec-09
To enhance the skills and knowledge of all employees	Learning and development: % of all managers who have attended new leadership course	100%
	Learning and development: % staff attendance on open training programme	95%
	100% of staff with an audit skills review completed	Feb-10
To maximise and sustain employee engagement	% of response rate to the annual employee survey in November 2009	>90%
	Increase in employee engagement from 2008/9 baseline of 55%	>70%
To develop the organisational capability to be a modern regulator	Successful implementation of the short term organisational development plan	100%

Appendix 1

Board of Commissioners

The Board of Commissioners sets the strategic direction for the Commission.

Trevor Phillips OBE

Baroness Margaret Prosser OBE

Morag Alexander OBE

Kay Allen

Baroness Jane Campbell DBE*

Kay Carberry CBE

Jeannie Drake CBE

Rev. Joel Edwards

Baroness Sally Greengross OBE

Professor Francesca Klug OBE*

Sir Bert Massie CBE*

Professor Ziauddin Sardar

Maeve Sherlock OBE

Ben Summerskill OBE

Dr Neil Wooding

(*up to July 2009)

Appendix 2

Our statutory duties and powers

Our statutory duties

The Commission's statutory duties, set out in the Equality Act 2006, 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
- encourage good practice in relation to human rights
- promote awareness, understanding and protection of human rights
- promote good relations among and between groups and others, where groups include a group or class of persons who share a common attribute in respect of any of the protected grounds
- monitor the effectiveness of laws relating to equality and human rights, and monitor and report progress towards identified desired outcomes, and
- encourage public authorities to comply with section 6 of the Human Rights Act 1998 (compliance with convention rights).

We also work closely with our colleagues in the Scottish Commission for Human Rights which has been established by the Scottish parliament to work on human rights matters specific to Scotland.

Our statutory powers

The Commission's statutory powers under the Equality Act 2006 include the following powers relevant to its legal work:

- To advise the government about the effectiveness of any of the equality and human rights enactments and to recommend amendment, repeal, consolidation, etc of any of the equality and human rights enactments.
- To advise central or devolved government about the effect of an enactment and the likely effect of a proposed change of law.

- To issue or revise a code of practice in connection with a matter addressed in the equality enactments.
- To give advice or guidance (about the effect or operation of an enactment or otherwise).
- To publish or otherwise disseminate ideas or information.
- To undertake research.
- To cooperate with persons interested in human rights within the UK or elsewhere.
- To make, cooperate with, or assist in arrangements for monitoring crime affecting certain groups.

Actions by the Commission in its own name

- To conduct an inquiry into any matter related to equality and diversity, human rights or good relations between protected groups and report on its findings.
- To conduct an investigation where it suspects that the person has committed an act that is unlawful under one of the equality enactments, and to serve an unlawful act notice.
- To enter into an enforceable agreement to stop acts of discrimination or breach of public sector equality duty in lieu of an investigation, unlawful act notice or compliance notice.
- To conduct an assessment of compliance with public sector equality duties.
- To serve a compliance notice for breach of public sector equality duties (for breach of general duties only after an assessment).

- For the purposes of an inquiry, investigation or assessment, to require any person to provide information, produce documents or give oral evidence.
- To apply for an injunction to restrain/interdict to prohibit commission of an unlawful act.
- To bring proceedings in relation to discriminatory advertisements, instructions or pressure to discriminate.
- To bring own-name proceedings, including judicial review proceedings, and/or to intervene in proceedings relevant to its equality or human rights functions.

Action to assist victims of discrimination

- To assist an individual in proceedings that relate wholly or partly to an alleged breach of one of the equality enactments, where the individual alleges that they have been the victim of the alleged breach, including providing legal advice, legal representation, facilities for settlement or any other form of assistance.
- To assist an individual in proceedings concerning a landlord's refusal to consent to an improvement in a dwelling to facilitate the enjoyment of the premises by a disabled tenant or other lawful occupier.
- To make arrangements for the provision of conciliation services for disputes which could otherwise be litigated under one of the equality enactments.

Appendix 3

Work programmes

Priority 1: Secure and implement an effective legislative and regulatory framework for equality and human rights

Specific aim: Secure and implement an effective legislative and regulatory framework for equality and human rights.

Programme 1 – Securing, implementing and promoting legislative change

Equality bill

Key deliverables and milestones	Delivery date
Influence the content of the equality bill throughout its passage into law to ensure there is an emphasis on the proactive prevention and promotion of equality:	
<ul style="list-style-type: none"> ■ Work collaboratively with the Government Equalities Office (GEO) to refine key legislative proposals. 	Q1 and Q2 2009/10
<ul style="list-style-type: none"> ■ Provide briefings to parliamentarians and political parties. 	Q1 and Q2 2009/10
<ul style="list-style-type: none"> ■ Develop a stakeholder engagement plan and establish a forum with the major equality umbrella groups to ensure support for the bill from key institutions within the public, private and voluntary sectors and trade unions. 	Q1 2009/10
Produce statutory codes of practice and practical non-statutory guidance to support the implementation of the bill, through consultation:	
<ul style="list-style-type: none"> ■ Hold consultative meetings with key stakeholders including strand specific groups, business bodies (EEF and FSB) and trade unions on the proposals for the development of the non-statutory guidance. 	Q1 2009/10
<ul style="list-style-type: none"> ■ Draft non-statutory practical, accessible guidance. 	Q3 2009/10
<ul style="list-style-type: none"> ■ Draft statutory codes of practice on employment, goods, facilities and services, transport and premises, education, and public sector equality duties. 	Q3 2009/10

Key deliverables and milestones	Delivery date
■ Publish the statutory codes of practice and a suite of practical, accessible non-statutory guidance.	Q4 2009/10
■ Engagement with Welsh Assembly Government and Scottish government consultations on specific duties in Wales and Scotland.	Q2 and Q3 2009/10
■ Work closely with other public agencies to disseminate guidance and best practice.	Q4 2009/10

Putting human rights at the heart of what we do

Key deliverables and milestones	Delivery date
■ Publish and promote the findings of the Human Rights Inquiry for England and Wales.	Q1 2009/10
■ Develop a three-year strategy to implement the recommendations and actions published in the Human Rights Inquiry and mainstream human rights across the Commission's work.	Q2 2009/10
■ Publish the Commission's response to the government's bill of rights green paper to ensure any future bill of rights strengthens human rights protection.	Q2 2009/10
■ In partnership with Public Services Management Wales host a human rights summit and hold human rights conversations across Wales to promote a human rights-based approach to public service improvement.	Q2 2009/10
■ Promote the benefits of a human rights approach to service providers providing guidance and examples of best practice.	Q3 2009/10
■ Commission research to examine the rights of looked-after children.	Q2 2009/10

Monitoring UN human rights treaties

Key deliverables and milestones	Delivery date
Ensure effective implementation of UN human rights treaties in Britain:	
■ Produce a shadow report on the UN Convention Against Torture and engage with and brief stakeholders including the UN committee members.	Q2 2009/10

Key deliverables and milestones	Delivery date
<ul style="list-style-type: none"> ■ Produce a shadow report on Britain's compliance with the UN Convention for Elimination of Racial Discrimination and engage with and brief stakeholders including the UN committee members. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Consider launching an s16 inquiry into Britain's compliance with and progress towards implementation of the UN Convention of Rights for Disabled People (UNCRPD). 	Q3 2009/10
<ul style="list-style-type: none"> ■ Promote awareness of the UNCRPD through production of accessible guidance and seminars for disabled people's organisations and non-governmental organisations. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Produce an annual report of the Commission's actions and activities to promote, protect and monitor implementation of UNCRPD. 	Q4 2009/10

Influencing EU legislation

Key deliverables and milestones	Delivery date
Support, influence and ensure the effective implementation of EU legislation on equality and human rights:	
<ul style="list-style-type: none"> ■ Prepare a response to the UK government consultation on the Article 13 anti-discrimination directive informed by wide consultation. 	Q2 2009/10
<ul style="list-style-type: none"> ■ Engage and support stakeholders in developing their responses. 	Q1 and Q2 2009/10
<ul style="list-style-type: none"> ■ Develop briefing material which outlines the benefits of the directive. 	Q1 2009/10
<ul style="list-style-type: none"> ■ Engage government departments, ministers, UK and EU parliamentarians, and other equality bodies and member states. 	Q2 2009/10 and ongoing
<ul style="list-style-type: none"> ■ Host a welcome reception in the European parliament for new MEPs as part of our advocacy role. 	Q3 2009/10

Strategic legal actions

Key deliverables and milestones	Delivery date
Undertake strategic litigation and enforcement actions, focusing on those cases and interventions which influence the development of equality and human rights legislation and extend the rights of individuals.	2009/10

Priority 2: Create a fairer Britain

Create a fairer Britain with equal life chances and access to services for all.

Programme 2 – Fairer public services for all and improving equality of civic and political participation

Promoting and enforcing the public sector duties

Key deliverables and milestones	Delivery date
Promote and enforce the three existing duties and begin to support public bodies to prepare for the introduction of the new single public sector duty:	
■ Put the equality duties at the heart of public service delivery through enforcement including pre-action, issuing compliance notices, and formal assessments into public authorities' functions and policies.	2009/10
■ Produce and publish specific guidance on completing equality impact assessments, revisions to disability equality schemes and gender equality schemes, and involvement identifying relevant best practice.	Q3 2009/10
■ Complete an s31 assessment into the extent to which the Scottish government complies with the public sector duties.	Q4 2009/10
■ Complete an assessment of the level of compliance with public sector duties of key health sector organisations including the strategic health authorities and a selection of primary care trusts in England, and report findings.	Q4 2009/10
■ Establish at least five memoranda of understanding or informal agreements with public sector regulators and inspectorates to embed equality and human rights within their inspection frameworks.	Q4 2009/10
■ Seminars to promote effective practice held in Scotland and Wales.	Q3 and Q4 2009/10

Driving reform in health, social care and independent living

Key deliverables and milestones	Delivery date
<ul style="list-style-type: none"> ■ Continue to influence the forthcoming green paper on care and support. 	Q2 2009/10
<ul style="list-style-type: none"> ■ Support the implementation of a sustainable infrastructure of care and support, with seminars held on regulating social care markets, a review undertaken on implications of commercialisation and an equality guide produced on procurement in health and social care. 	Q3 and Q4 2009/10
<ul style="list-style-type: none"> ■ Ensure effective advice and information framework is in place to support personalisation, with a guide to the equalities duties for health and social care users produced, personalisation projects supported by grant funding, and research commissioned to map the availability and quality of independent advocacy services. 	Q3 and Q4 2009/10
<ul style="list-style-type: none"> ■ Work collaboratively with the Care Quality Commission and other regulatory bodies to help build an equality and human rights culture across the care sector, with a memorandum of understanding in place to cover joint work on developing equality and human rights indicators for inspection frameworks. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Launch the Equality Caring project to continue to influence the health and social care reform agenda to ensure equality of access to healthcare, and secure agreement from the Department of Health and the Care Quality Commission on an approach to embed equality and human rights in care pathways. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Identify and challenge the discriminatory aspects of the present social care system in relation to age. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Continue to support the Independent Living in Scotland project which aims to strengthen the independent living movement in Scotland and support the involvement of disabled people in shaping the Scottish government's policy. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Commission a cost benefit analysis of independent living in Scotland to influence the development of the government's policy. 	Q4 2009/10

Equality of civic and political participation

Key deliverables and milestones	Delivery date
Achieve greater voice, access and participation in decision making for marginalised and excluded groups by identifying barriers to civic and political participation:	
■ Complete the 'pathways to politics' review which examines the pathways to politics followed by current members of parliament and report on phase one to the speaker's conference.	Q2 to Q4 2009/10
■ Use research findings to influence practice in public appointments and political parties.	Q4 2009/09
■ Launch and complete the Diversity Delivers project in partnership with the Office of the Commissioner for Public Appointments in Scotland which will pilot the delivery of the 'Get on Board' course designed to promote greater participation of mandate groups in the public appointment system within Scotland.	Q3 2009/10
■ Launch an outreach programme using the Commission's regional networks to encourage greater civic participation.	2009/10
■ Engage with the main political parties in Wales to promote the selection of candidates from underrepresented groups.	Q3 2009/10

Equality of local service provision

Key deliverables and milestones	Delivery date
■ Work with the Audit Commission and Improvement and Development Agency for local government to improve local services to meet community needs through the new comprehensive area assessment process and local area agreements.	2009/10
■ Work with the Wales Audit Office to influence new local government measures.	2009/10

Criminal justice system

Key deliverables and milestones	Delivery date
Secure improvement in the criminal justice system to address systemic discrimination and disproportionate effect, and promote respect for human rights:	
<ul style="list-style-type: none"> ■ Ensure criminal justice agencies have the information they need to deliver equality across all seven strands when the new single public sector duty is introduced in 2011. 	2009/10
Work with the National Policing Improvement Agency and HM Inspectorate of Constabulary to develop an equality standard in the police service in England and Wales.	Q4 2009/10
Ensure the courts have fair sentencing procedures across all the equality strands:	
<ul style="list-style-type: none"> ■ Work towards a protocol with the Ministry of Justice to ensure that court sentencing is monitored across all seven equality strands; the protocol for race monitoring has already been agreed. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Monitor court sentencing data to identify areas of disproportionate effect. 	Q4 2009/10
Ensure greater respect for equality and human rights in the prison system and improve the rehabilitation of offenders in prison and probation:	
<ul style="list-style-type: none"> ■ Put in place a memorandum of understanding with HM Prisons and establish a collaborative approach to working through a series of thematic reviews. 	2009/10
<ul style="list-style-type: none"> ■ Conduct research on the rehabilitation of targeted hate crime offenders in Scotland to inform a Britain-wide approach. 	Q3 2009/10
<ul style="list-style-type: none"> ■ Monitor and scrutinise national offender management service performance against its obligations under equalities legislation through a ministerial scrutiny panel and work on commissioning. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Improve the human rights of Muslim prisoners and reduce discrimination by following up the study undertaken by the national offender management service in the treatment of Muslim prisoners. 	Q4 2009/10

Narrowing gaps in educational outcomes

Key deliverables and milestones	Delivery date
<p>Promote equality goals to increase ‘staying on’ rates in education and secure improved participation and attainment:</p>	
<ul style="list-style-type: none"> ■ Publish the findings and recommendations of our ‘staying on’ initiative which explored the education and aspirations of young people and examined whether staying on in education to age 18 achieves better outcomes for equality groups. 	<p>Q1 2009/10</p>
<hr/>	
<p>Continue to advocate for a fair start in life for every child and for greater social mobility regardless of background:</p>	
<ul style="list-style-type: none"> ■ Consider commissioning a review into ‘early years, life chances and equality’, looking at the adequacy of preschool provision for equality groups, particularly where English is a second language. 	<p>Q4 2009/10</p>
<hr/>	
<p>Input into the review of the special educational needs and disability policy led by the Department for Children, Families and Schools.</p>	<p>Q3 2009/10</p>
<hr/>	
<p>Work in partnership with education inspectorates and regulators, including Ofsted and the Higher Education Funding Council for England to address inequality in educational outcomes:</p>	
<ul style="list-style-type: none"> ■ Guidance produced on how the public duties can help schools and educational institutions to tackle inequalities in educational outcomes. 	<p>2009/10</p>
<ul style="list-style-type: none"> ■ Work strategically with public bodies in the education and training sector to identify and address the root causes of occupational segregation including careers advice and training provision. 	<p>Q3 and Q4 2009/10</p>

Programme 3 – Advancing equality in employment with a focus on the private sector

Working Better – promoting fairness at work through modern ways of working

Key deliverables and milestones	Delivery date
■ Develop and launch new employer guidance on approaches to providing reasonable adjustments.	Q4 2009/10
■ Work collaboratively with key partners to promote the benefits of the ‘right to request’ flexible working supported by practical guidance.	2009/10
■ Conduct an annual Sex and Power survey to monitor and highlight the number of women in positions of power and influence.	2009/10

Narrowing the pay gaps – securing radical and sustainable reform

Key deliverables and milestones	Delivery date
Narrow the gender pay gap through promotion of a proactive and systematic approach to tackling pay discrimination:	
■ Work in partnership with the CBI, the TUC and others to develop a set of metrics for reporting on the gender pay gap in the private and voluntary sector to create greater transparency and produce employer guidance.	Q2 2009/10
■ Research and detailed statistical analyses commissioned to produce a baseline report to the government on pay transparency.	Q3 2009/10
■ Complete the s16 inquiry into gender discrimination in the financial services sector:	
– Publish the findings of phase two: the formal evidence-gathering phase of the inquiry.	Q2 2009/10
– Undertake the third and final phase of the inquiry to identify solutions and clear recommendations and follow-up actions.	Q4 2009/10

Key deliverables and milestones	Delivery date
<ul style="list-style-type: none"> ■ Scope the root and branch review of the legislative framework for equal pay and commission research into the outcomes of claims and factors which prevent equal pay. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Conduct an annual review into how many organisations report on gender pay to continue to build evidence on their effectiveness and promote their role to businesses and employers. 	2009/10
<ul style="list-style-type: none"> ■ Conclude the s20 investigation into equal pay in Glasgow city council. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Work in partnership on the Close the Pay Gap campaigns in Wales and Scotland. 	2009/10
<ul style="list-style-type: none"> ■ Contribute to the Women in Work Commission to address the structural causes of unequal pay. 	2009/10

Accelerating improvements in the workplace

Key deliverables and milestones	Delivery date
Working together with businesses to embed equality and diversity in practice in the private sector:	
<ul style="list-style-type: none"> ■ Publish research finding on integration in the workplace. 	Q2 2009/10
<ul style="list-style-type: none"> ■ High-level business summit and advisory board established. 	Q3 2009/10
<ul style="list-style-type: none"> ■ A series of themed ‘dialogue with business’ events held across English regions, Scotland and Wales. 	six-monthly
<ul style="list-style-type: none"> ■ Targeted research in collaboration with business to build our evidence base and inform our work on the relationship between diversity and economic success. 	Q4 2009/10
Engage with regulatory bodies, professionals, employer institutions and trade unions improving employment policy and increasing workforce diversity:	
<ul style="list-style-type: none"> ■ Annual review of the progress of the Equally Professional Network and publication of the results. 	Q3 2009/10 to 2011/12
<ul style="list-style-type: none"> ■ Conduct mapping work to enhance the involvement of regulatory bodies on the equalities agenda to establish an engagement strategy. 	Q4 2009/10

Key deliverables and milestones	Delivery date
<ul style="list-style-type: none"> ■ Work with business schools to develop their role in promoting equality, diversity and inclusion within their curricula and identify areas for research. 	Q4 2009/10
<hr/> Develop and implement a change programme, including measurement framework:	
<ul style="list-style-type: none"> ■ Develop the Commission's knowledge and evidence base on the private sector and labour markets working with the Department for Business Innovation and Skills, Department for Work and Pensions (DWP), regional development agencies and business organisations in Wales. 	Q4 2009/10
<ul style="list-style-type: none"> ■ Wales equality exchange annual conference. 	Q1 2009/10
<ul style="list-style-type: none"> ■ Engage with the public sector workforce forum in Wales on improving employment policy and increasing workforce diversity. 	2009/10
<hr/> Infrastructure of equality	
Key deliverables and milestones	Delivery date
Identify interventions to address the systematic causes of discrimination:	
<ul style="list-style-type: none"> ■ Complete a formal inquiry and publish findings into race discrimination in the construction industry and identify clear actions to deliver wider employment participation. 	Q2 2009/10
<ul style="list-style-type: none"> ■ Undertake a joint review with the Ministry of Defence which identifies effective levers for organisational change. 	Q3 2009/10
<hr/> Influence the improvement of the terms and conditions of migrant and agency workers and the recruitment practices associated with 'atypical' workers:	
<ul style="list-style-type: none"> ■ Conduct an inquiry and publish findings into the treatment and experience of agency and other temporary workers in the meat processing sector in England and Wales. 	Q1 to Q4 2009/10

Promoting economic inclusion

Key deliverables and milestones	Delivery date
Identify the impact of the recession on vulnerable groups and identify potential areas for intervention:	
■ With the DWP and GEO publish Path of Recession research reports on the impact on employment and prospects among our mandate groups.	Quarterly 2009/10
■ Conduct research on how the interaction of the tax-benefit system and the labour market in the current recession impacts on equalities groups.	Q1 2009/10
■ Launch findings of a review into how assets are distributed in terms of ethnicity.	Q3 2009/10
■ Publish a final report on the linkages between grandparents and child poverty working in partnership with Grandparents Plus.	Q3 2009/10
■ Work in partnership with the British Institute of Human Rights and Oxfam to conduct a pilot project looking at how to use a human rights-based approach to alleviating poverty.	Q4 2009/10
■ Work in partnership with Age Concern and Help the Aged on 'Just Ageing', an initiative to investigate and develop an understanding of equality over the life course and identify solutions	2009/10

Equality in procurement and regeneration

Key deliverables and milestones	Delivery date
<p>Improve workforce diversity and fairness in the labour markets by influencing major regeneration programmes:</p> <ul style="list-style-type: none"> ■ Publish an ‘olympic charter’ which will set out best practice in procurement to address supplier diversity strategies and access to employment opportunities. ■ Identify ‘lesson learnt’ and ‘best practice’ in relation to procurement practices for the Olympics are identified for the Commonwealth Games and the Cross Rail construction project. ■ Work with the GEO to develop a proposed model for a quality standard for business to demonstrate that companies tendering for public sector contracts meet equality objectives. ■ Promote enterprise and entrepreneurship ensuring businesses run by disadvantaged groups have equal access to publically funded services and finance. 	<p>Q3 2009/10</p> <p>Q4 2009/10</p> <p>Q4 2009/10</p> <p>Q4 2009/10</p>

Priority 3: Build a society based on good relations and foster a vibrant equality and human rights culture in Britain

Specific aim: Build a society without prejudice; promoting good relations and fostering a vibrant equality and human rights culture in Britain

Programme 4 – Build a generation without prejudice

Influencers and triggers of prejudice

Key deliverables and milestones	Delivery date
<p>Understand what influences and triggers prejudice and use the findings to promote long-term cultural change:</p> <ul style="list-style-type: none"> ■ Undertake attitudinal research to understand what influencers shape young people’s attitudes. 	<p>Q4 2009/10</p>

Developing young equality leaders

Key deliverables and milestones	Delivery date
Implement our youth programme to identify effective models of intervention that can be implemented in partnership with youth sector organisations:	
■ Host the Our Space summer camp bringing together 14 and 15 year olds to provide them with the skills and confidence to become young equality leaders.	Q2 2009/10
■ Continue our Croeso project aimed at promoting diversity and understanding between different communities in Wales.	Q1 and Q2 2009/10
■ Young Brits at Art competition held for 11–19 year olds exploring how they feel about living in Britain.	Q2 2009/10
■ Promote Black History Month in Wales, supporting the Paul Robson exhibition, teacher and youth work training and workshops.	Q3 2009/10
■ Young equality leaders in Scotland programme established.	Q4 2009/10

Working with young people at school

Key deliverables and milestones	Delivery date
Improve awareness and understanding of young people so they can relate to equality, citizenship and human rights in their daily lives:	
■ Develop a range of resources to support teachers in the delivery of the citizenship agenda to young people, including a citizenship guide.	Q4 2009/10

Putting generation without prejudice on the map

Key deliverables and milestones	Delivery date
Raise awareness of the Commission's ambition to reduce prejudice across society with a national campaign launched aimed at making prejudice history in 2012:	
■ Develop a youth-led campaign through engagement with a panel of 1,000 young people.	Q3 2009/10
■ Youth conference held for panel of 1,000.	Q4 2009/10

Programme 5 – Promoting good relations throughout Britain

Good relations guidance, promotion and best practice

Key deliverables and milestones	Delivery date
<p>Increase awareness and sharing of good practice among public authorities in relation to their statutory obligations with respect to good relations:</p>	
<ul style="list-style-type: none"> ■ Raise awareness and promote the public sector duties in relations to good relations supported by codes of practice and guidance. 	<p>Q4 2009/10</p>
<ul style="list-style-type: none"> ■ Understand the impact of the current duties to promote good relations to promote communication cohesion by benchmarking public authorities' awareness. 	<p>Q4 2009/10</p>
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<p>Increase regulatory action on good relations by improving the quality of local and national data on the state of good relations.</p>	
<p>Ensure public authorities have access to the guidance they need to fulfil their duties:</p>	
<ul style="list-style-type: none"> ■ Publish practical guidance, case studies and signpost existing good practice. 	<p>Q4 2009/10</p>
<ul style="list-style-type: none"> ■ Establish practitioner networks in partnership with the Improvement and Development Agency, Local Government Information Unit, and Scottish and Welsh equivalents. 	<p>2009/10</p>

Actively promote good relations in Britain

Key deliverables and milestones	Delivery date
<p>Foster positive attitudes to difference and diversity within local communities:</p>	
<ul style="list-style-type: none"> ■ Regional teams will continue to engage stakeholders on local and regional good relations initiatives and to intervene in strategic cases where appropriate. 	<p>Q1 2009/10 and ongoing</p>
<p>Work with faith and secular communities to promote shared understanding, tolerance and respect:</p>	
<ul style="list-style-type: none"> ■ Define the Commission's role in addressing conflict and tension between religion, faith, and community and position as a recognised facilitator of resolution through engagement. 	<p>2009/10</p>
<ul style="list-style-type: none"> ■ Hold enquiry seminars on the relationship between faith and secular communities in Britain and undertake research to inform the discussions. 	<p>Q4 2009/10 and ongoing</p>
<ul style="list-style-type: none"> ■ Publish the findings of the 'Religion and Civic Life' project. 	<p>Q2 2009/10</p>
<ul style="list-style-type: none"> ■ Provide grant funding for good relations pilot projects which advance tolerance and community cohesion. 	<p>Q3 2009/10</p>
<p>Understand the causes of hostility towards different groups and how these vary between local populations:</p>	
<ul style="list-style-type: none"> ■ Continue to develop the 'good relations barometer' to monitor and assess tensions to understand the context of good relations. 	<p>Q2 2009/10</p>
<ul style="list-style-type: none"> ■ Complete analysis of the relationship between intolerance and community cohesion. 	<p>Q2 2009/10</p>
<ul style="list-style-type: none"> ■ Produce guidance for public authorities on how to manage employees who may be members of extremist groups. 	<p>Q3 2009/10</p>
<ul style="list-style-type: none"> ■ Engage with communities in Wales to challenge stereotypes, bust myths and promote good relations. 	<p>Q3 2009/10</p>
<ul style="list-style-type: none"> ■ Commission research to understand better the impact of discrimination and prejudice in Wales. 	<p>2009/10</p>

Migration, diversity and citizenship

Key deliverables and milestones	Delivery date
<p>Influence the public debate around migration and citizenship, increasing recognition of the complexity and benefits of a diverse society:</p>	
<ul style="list-style-type: none"> ■ Publish research examining the allocation of social housing in England to see whether some groups have unfair access to address the public concern on the impact of migration on social housing. 	<p>Q2 2009/10</p>
<ul style="list-style-type: none"> ■ Produce key papers on the effects of migration following the ‘migration summit’. 	<p>Q3 2009/10</p>
<ul style="list-style-type: none"> ■ Publish research on social mobility of second generation migrants and pathways to employment, identifying clear actions. 	<p>Q4 2009/10</p>

Promoting safety and security, and targeting reductions in hate crime and harassment

Key deliverables and milestones	Delivery date
<p>Ensure there is an effective strategy in place to address the underlying causes of hate crime and violence:</p>	
<ul style="list-style-type: none"> ■ Follow up on the Map of Gaps 2 report and complete an assessment of local authorities who appear not to meet their statutory obligations in relation to the provision of specialised services for women who experience violence. 	<p>Q3 2009/10</p>
<ul style="list-style-type: none"> ■ Develop a service standard on the provision of adequate services for women who experience violence. 	<p>Q4 2009/10</p>
<ul style="list-style-type: none"> ■ Build on our recent research to develop and implement an approach for promoting the safety and security of disabled people, and conduct a thematic review of actions taken by public authorities to eliminate harassment and hostility towards disabled people. 	<p>Q4 2009/10</p>
<ul style="list-style-type: none"> ■ Enable a more effective legislative framework to address hate crime in Scotland and support the passage of ‘crimes motivated by prejudice or ill will’ bill through the Scottish parliament. 	<p>2009/10</p>

Priority 4: Promote understanding and awareness of rights and duties

Specific aim: Promote understanding and awareness of rights and duties through the delivery of timely and accurate advice and guidance to individuals and employers

Programme 6 – Delivering high-quality information, advice and guidance on rights

Build equality and human rights capacity and capability in the advice sector.

Key deliverables and milestones	Delivery date
Ensure there is a high-quality infrastructure of advice and access to justice:	
■ Map the current availability of legal advice services on equality and human rights issues in Great Britain to identify gaps.	Q1 2009/10
■ Implement a strategic approach to legal funding of the voluntary advice sector working in partnership with Citizens Advice Bureaux and community law centres.	Q3 2009/10
Improve the provision of casework advisory support and expertise:	
■ Launch of pilot study with partner organisations to improve the quality standard for casework.	Q2 2009/10
Ensure that the resources invested in the advice sector are used effectively in a joined-up way to maximise impact and reach:	
■ Build joint funding initiatives with central and local government to improve the availability of advice, guidance and casework services.	Q4 2009/10
Increase the capacity and quality in the advice sector:	
■ Build on the model used in the ‘Know your Rights’ campaign to raise understanding and awareness of rights among particular communities.	Q4 2009/10
■ Extend the Commission’s transfer of expertise and specialist training programmes, working with the advice sector and training agencies, including extending the tribunal skills course to England and Scotland.	Q4 2009/10

Provide information and guidance to employers and organisations

Key deliverables and milestones	Delivery date
<p>Support the adoption of best practice in employment practices across the public and private sector to ensure that employers understand their statutory responsibilities and act on changes to the legal framework.</p>	
<p>Ensure public sector bodies understand their requirements in respect of the public sector duties:</p>	
<ul style="list-style-type: none"> ■ Provide regular updates to employers on legislative developments, case law and enforcement action including best practice advice and guidance. 	<p>Q1 2009/10 and ongoing</p>
<ul style="list-style-type: none"> ■ Develop collaborative arrangements with business organisations and the advice sector to encourage exchange of guidance and best practice. 	<p>Q4 2009/10</p>
<ul style="list-style-type: none"> ■ Develop and promote sector specific guidance focusing on areas where disadvantaged groups are likely to be represented. 	<p>Q1 2009/10 and ongoing</p>
<ul style="list-style-type: none"> ■ Provide employer guidance to small-to-medium enterprises (SMEs), brokering partnerships with the Federation of Small Businesses and British Chamber of Commerce. 	<p>Q1 2009/10 and ongoing</p>

Continue to improve the quality of advice and guidance provided through our helpline and website

Key deliverables and milestones	Delivery date
<p>Improve the customer-focused service of our online web and telephone-based helpline to deliver high quality, accessible advice and information tailored to individuals needs:</p>	
<ul style="list-style-type: none"> ■ Reorganise the helpline to provide an integrated gateway service and improve the service provision. 	<p>Q3 2009/10</p>
<ul style="list-style-type: none"> ■ Raise awareness of the helpline through targeted campaigns to enable individuals and organisations to access the service. 	<p>Q3 2009/10</p>
<p>Ensure private sector employers have access to effective advice and guidance:</p>	
<ul style="list-style-type: none"> ■ Put arrangements in place for effective advice including referral arrangements with specialist business advice providers. 	<p>Q3 2009/10</p>

Priority 5: Build an authoritative and responsive organisation

Specific aim: Build an authoritative and responsive organisation which can support the delivery of our ambitious agenda.

Programme 7 – Building a high-performing organisation

Review the Commission's operating model

Key deliverables and milestones	Delivery date
Review, refine and deliver the Commission's operating model to ensure that it supports the delivery of the strategic priorities, including ways of working, processes and systems.	Q4 2009/10

Developing the Commission's regulatory approach

Key deliverables and milestones	Delivery date
■ Design and implement a new outcome-focused end-to-end regulatory approach, which has clear criteria and transparent decision-making processes for action.	Q4 2009/10
■ Develop a strategic intelligence capability to inform our activities and interventions with intelligence needs defined and new functions and processes implemented.	Q4 2009/10

Strengthening our organisational capability

Key deliverables and milestones	Delivery date
Strengthen our organisational leadership and management capabilities and skills:	
■ Leadership and management development programmes delivered.	Q1 2009/10 onwards
■ Open training and bite-size training programmes in place.	Q1 2009/10 onwards
New performance management framework in place:	
■ New objective setting and performance management framework fully implemented.	Q3 2009/10
■ Competency framework developed and skills audit and gap analysis undertaken.	Q4 2009/10

Building a flexible and responsive organisation

Key deliverables and milestones	Delivery date
Engage effectively with stakeholders ensuring that the Commission's work is relevant, and in the public interest:	
<ul style="list-style-type: none"> ■ Consult on, publish and implement our first stakeholder strategy, with sector specific advisory boards established and strand specific conferences held. 	Q3 2009/10
<ul style="list-style-type: none"> ■ Conduct mapping work to enhance the involvement of stakeholder networks in all equality strand and subject areas. 	Q1 2009/10
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Build a flexible, delivery-focused organisation:	
<ul style="list-style-type: none"> ■ A new approach to project-based working implemented across the Commission. 	Q3 2009/10
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Improve the transparency, consistency and speed of decision-making and governance:	
<ul style="list-style-type: none"> ■ A new framework for decision making has been put in place based on clear principles and the governance handbook has been published. 	Q1 2009/10
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Support delivery of the Commission's work through improving information systems:	
<ul style="list-style-type: none"> ■ Implement key ICT solutions including SharePoint, further customer relationship management system development to improve stakeholder communications and case management and upgrade the financial and reporting systems. 	Q4 2009/10

Programme 8 – Building an authoritative, evidence-based organisation

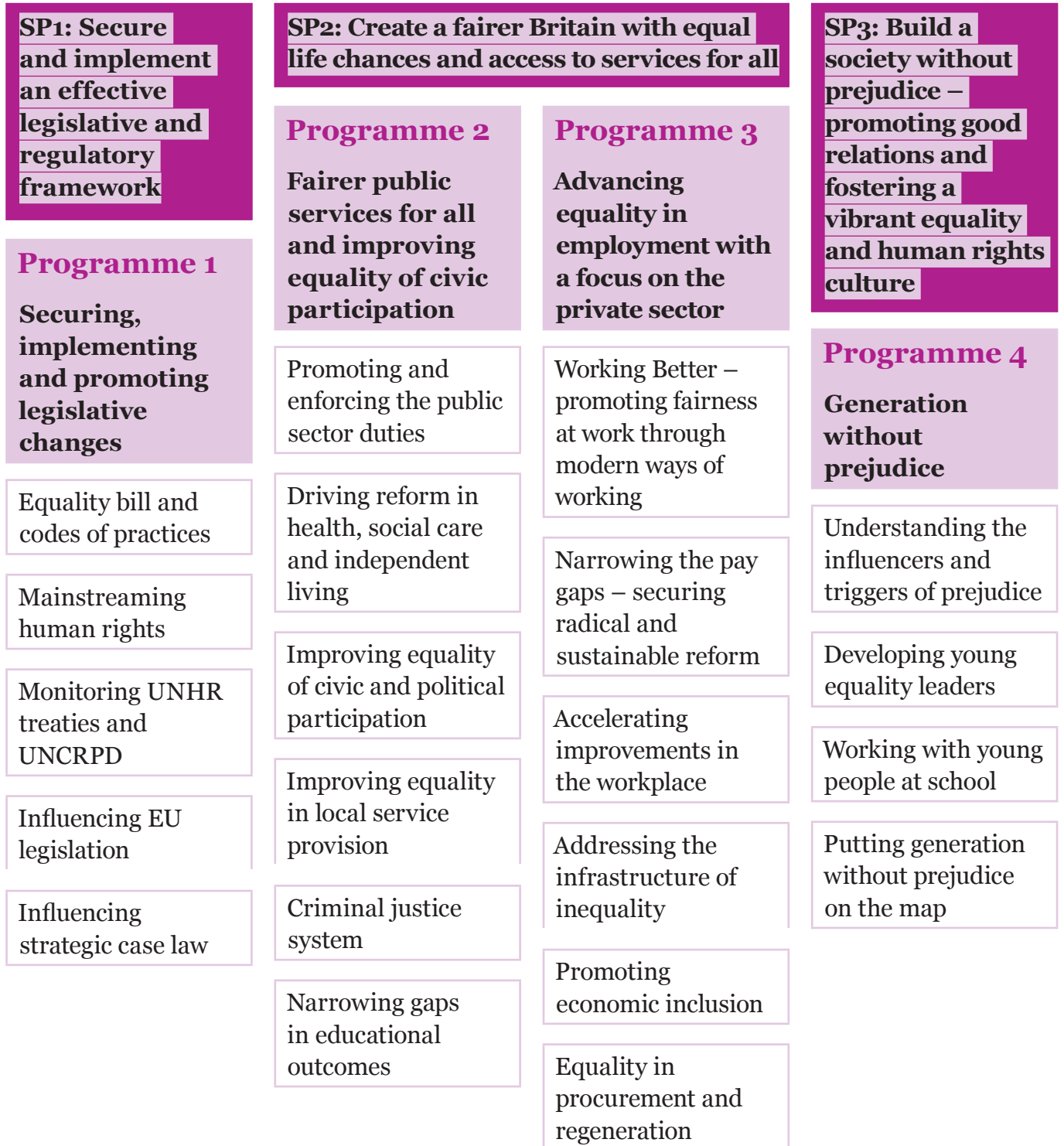
Building an authoritative evidence base

Key deliverables and milestones	Delivery date
Become a centre of excellence in research on equality and human rights:	
■ Develop partnerships with stakeholders and research institutions to broaden development and use of the Commission's evidence base.	Q2 2009/10
■ Conduct a full scale review of the research which exists on transgender inequalities and publish findings.	Q2 2009/10
■ Undertake research on the experiences and needs of lesbians, gay people, bisexual people, transgender people and communities.	Q3 2009/10
■ Hold a series of policy debates and produce summary reports to distribute to parliamentarians, policy stakeholders and the media.	Quarterly from Q2 2009/10

Developing and implementing a systematic approach to measurement

Key deliverables and milestones	Delivery date
Fulfil the statutory duties in relation to monitoring the implementation of equality legislation and the statutory duties:	
■ Finalise the equality measurement framework incorporating new indicators of autonomy and adapted for use in Wales and Scotland.	Q1 2009/10
■ Develop a good relations measurement framework to describe the state of good relations, trends and areas of concern using robust indicators.	Q3 2009/10
■ Draft a report of the triennial review setting out the state of inequality and human rights in Britain.	Q4 2009/10

Our strategic priorities and work programmes



SP3: Build a society without prejudice – promoting good relations and fostering a vibrant equality and human rights culture

Programme 5

Promoting good relations throughout Britain

Good relations guidance, promotion and best practice

Actively promoting good relations in Britain

Migration, diversity and citizenship

Promoting safety and security, and targeting reductions in hate crime and harassment

SP4: Promote understanding and awareness of rights and duties, and deliver timely and accurate advice and guidance to individuals and employers

Programme 6

Deliver quality information, advice and guidance on rights

Building equality and human rights capacity and capability in the advice sector

Providing information and guidance to employers and organisations

Continuing to improve the quality of advice and guidance provided through our helpline and website

SP5: Build an authoritative and responsive organisation

Programme 7

Building a high-performing organisation

Review of the Commission's operating model

Developing the Commission's regulatory approach

Strengthening our organisational capability

Building a flexible and responsive organisation

Programme 8

Building an authoritative, evidence-based organisation

Building an authoritative evidence base

Developing and implementing a systematic approach to measurement

- EMF and triennial review
- Good relations measurement framework

Communications

Grants funding programme

www.equalityhumanrights.com