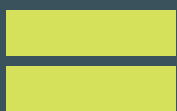


Our strategic plan

2009–2012



**Equality and
Human Rights**
Commission

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Our **job** is to break down **inequality**, build **opportunity** and support a **civic society** where **fairness** and the **right** of the individual to a life of **dignity** and **respect** is not merely an **ideal** but a **fact**.

The Equality and Human Rights Commission is charged by law with a vital **mandate**: to **protect** individuals against **discrimination**, to enforce the laws on equality and to **promote fairness** and human rights for **everyone**.

Foreword

For the first time, a statutory body has the responsibility to protect, enforce and promote equality across the seven ‘protected’ grounds – age, disability, gender, race, religion and belief, sexual orientation, and gender reassignment. So this, our first three year strategic plan, encompasses all the protected grounds. It also prepares us for the radically changed landscape that will grow from the proposed new equality legislation, taking into account, for example, pregnancy and socio-economic status as causes of systemic inequality.

The plan summarises our priorities and sets out a series of programmes and projects that we believe will help to make Britain a fairer, more equal place, with fewer of us likely to face discrimination and more of us able to realise our potential to the full. In particular, this plan addresses the question of how the Commission will support the implementation of the Equality Bill, a measure which we believe has the potential to change the equality and human rights landscape for the better. We also explain in concrete terms how we will work authoritatively and with increased capacity across the whole of our mandate.

We describe how we intend to take forward the mission of our predecessor bodies, as well as how the Commission will use the new powers it has been granted by Parliament to protect the individual against discrimination, enforce the law and promote equality, good relations and human rights. The plan makes clear that we intend to focus our resources in accordance with the evidence of greatest need. In some cases this will mean concentrating on specific kinds of discrimination; in others it will mean concentrating on inequality that stretches across the protected grounds; in others it will mean tackling inequality on completely new grounds such as caring status.

But at the heart of our mission, our integrated mandate means that we will act across all the areas for which we are responsible, promoting fairness through structural change that benefits the 60 million people in Britain. We will always be ready to tackle the specific issues of discrimination, inequality and human rights failings that matter to each of the protected groups we are concerned with.

There can be no fair society if age, disability, gender, race, religion and belief, sexual orientation, and gender reassignment remain as markers of disadvantage; and there can be no lasting or deep-rooted progress for disadvantaged groups unless we make a robust case for fairness which involves everyone.

In establishing how we will meet these ambitions, we sought to identify – together with everyone involved in the consultation – the challenges that we have to focus on. The process of creating strategy is centrally about choice, and taking decisions about where to direct resources.

Those choices led to the development of the five strategic priorities that sit at the heart of this plan:

- 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 without prejudice, promote good relations and foster a vibrant equality and human rights culture

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

5: Build an authoritative and responsive organisation.

In delivering this plan we will not be working alone. We already have many dozens of partner organisations who share our dedication to equality, good relations and human rights, and we consider it vital to work in close collaboration with them – for example, the developing relationship with our fellow Non-Departmental Public Body, the Women’s National Commission, also sponsored by the Government Equalities Office. In developing this plan we have started as we mean to go on.

I would like to thank all of the people who took part in our consultation and offered us their insights, evidence, experience and ideas. We received over 400 contributions to the online consultation and welcomed more than 780 participants to events across England, Wales and Scotland. Without those contributions we simply would not have been able to develop a plan which was directed at the right targets or which could possibly work in the real world.

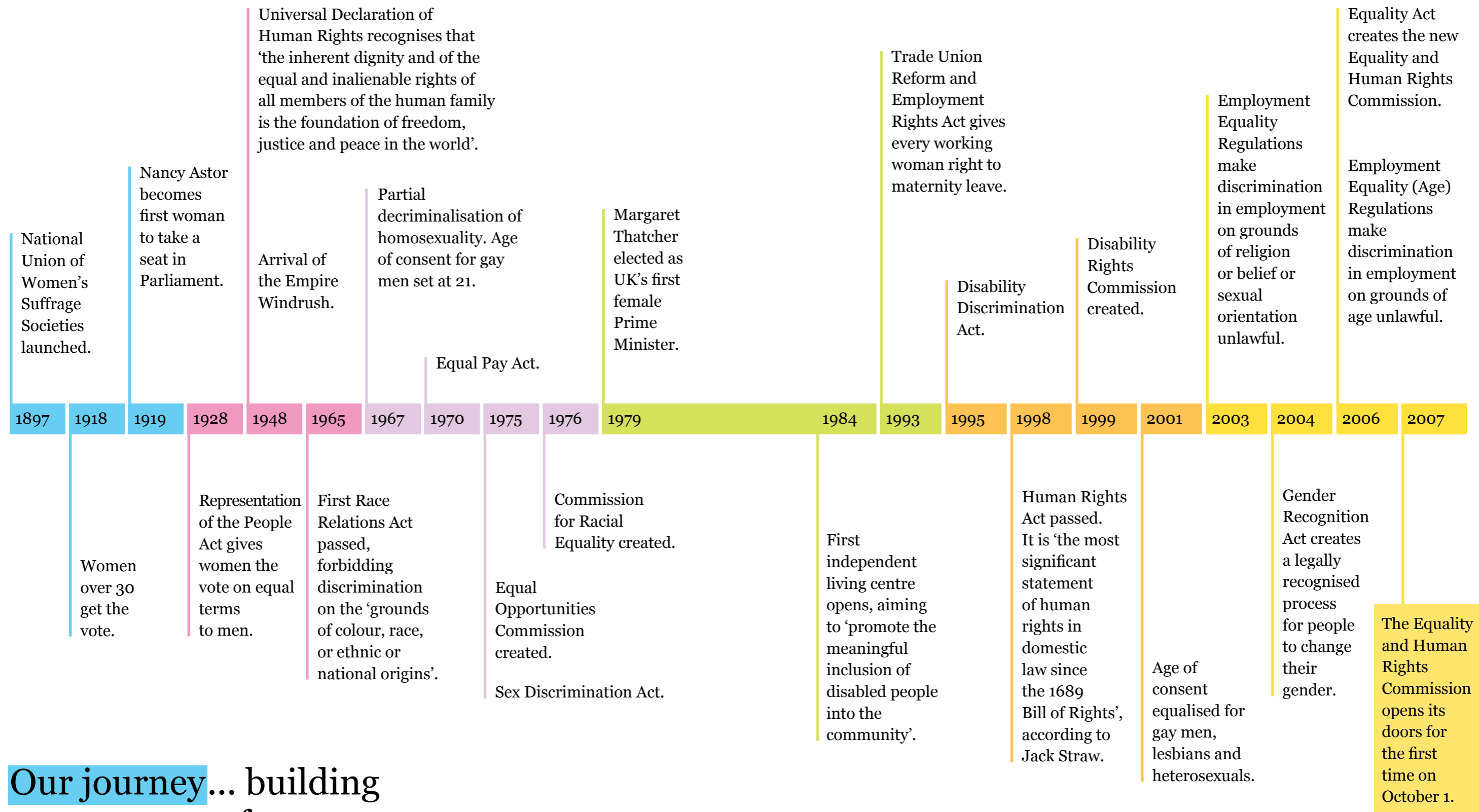
The people who were involved in this process came from a variety of backgrounds – business, public service, the voluntary and community sector, trade unions, academia – and they represented the interests and concerns of the full diversity of British society. Most were engaged in the day-to-day work of advancing equality and human rights. I cannot overstate the debt the Commission owes to those working on the frontline – both for that daily work and for bringing their expertise to bear on the development of our strategy.

In the delivery of this plan over the next three years we know that we will need to build new relationships and to invest in mobilising our stakeholders. We know we will be tested on results for real people, not lots of warm words. We intend to strengthen the architecture for the involvement of our existing partners, and to expand our stakeholder universe to help us achieve that. We know that the task of making Britain fairer and more equal is not one that we can achieve by ourselves.

In the coming three years we intend to capitalise on the relationships we have been building with people and organisations who have an interest in the Commission’s work, and we will find more ways to secure the expert advice of many in our projects and our decision-making. The hard work of delivering this strategy can only succeed with the involvement and goodwill of the widest possible coalition. I hope and believe that our plans match that ambition.



Trevor Phillips
Chair,
Equality and Human
Rights Commission



Our journey... building on a century of progress

What we do

Our mandate derives from an approach to equality and opportunity which builds on a history of progress by our legacy commissions and many others. We are a modern regulator charged with upholding fair treatment and addressing inequality.

We are here for the 60 million people of Britain, to ensure everyone is treated with dignity and respect. We believe no one should have to deal with the pernicious effects of discrimination and that prejudice has no place in a modern, open society.

Parliament has set us the tasks of promoting equality, enforcing the law, protecting the human rights of all and ensuring good relations in society. They are ambitious aims that can only be achieved in partnership with our stakeholders and with the

support of the public. We are living through rapidly changing times, both economically and socially. We believe that there is a ‘diversity dividend’; that the more inclusive we are the more benefits we will reap. By ensuring that we draw upon the skills of everyone we will be better as a country.

To help us fulfil our objectives we have unique powers. We can take legal cases on behalf of individuals to test and extend the right to equality and human rights; set up inquiries to investigate the behaviour of institutions; enforce the public sector equality duties; use our influence and our authority to lead new debates, building our arguments from the evidence we collect and publish. We are an independent publicly funded body.



Working better

Our Working Better report, published in March 2009, drew on examples of flexible working like the bakery at Sainsbury's in Camden Town, pictured. The report set out detailed plans for reforming parental leave and promoting greater flexibility in the workplace.

‘I think we’ve gone as far as we can with the **single identity** group. We need to bring others along with us. If we create a **bigger voice**, the Government is going to **respond** to it.’

Baroness Jane Campbell
Commissioner,
Equality and Human
Rights Commission



Sharon and Oliver Coleman

The Commission took the case of Sharon Coleman, pictured with her disabled son Oliver, to the European Court of Justice. The case established new rights for the millions of carers across the UK, protecting them against discrimination by employers.

What we believe

We are a public body

charged with helping create a society where people can live their lives to the full, whatever their background or identity. Our evidence shows that there are often common roots of inequality and that with a joined-up approach across our mandate we can achieve real, systemic change. By working together with a wide range of groups our voice and the voices of those we speak for will be amplified.

We believe in empowering the individual. By putting the power in the hands of those who need it we can move away from centralised control. We believe in communities: communities of place and communities of interests.

People want services that are tailored to them and want barriers taken out of their way. They want organisations in the public and private sector to be transparent about how they behave.

They want businesses to understand that reputation matters as much as the bottom line. They want public bodies that are efficient and spend the public's money wisely.

Nobody wants assumptions made about them because of their background or make-up, be they a white man looking to retrain, a black woman who needs support for her business, a gay undergraduate, a young child from a run-down estate, a mother who wants to work or a disabled person looking for the right support. There are seven specific pillars to our mandate, the seven strands where we will tackle discrimination and use the law to create greater equality – they are: gender, race, disability, sexual orientation, religion or belief, age and gender reassignment.



Farmida Bi, Sabina Iqbal and Salma Yaqoob

The Commission's Muslim Women Power List celebrated the achievements of professional Muslim women such as Bi, from the law firm Norton Rose, Iqbal, from Deaf Parenting UK, and Yaqoob, a Birmingham Councillor, pictured.

A new story

The pursuit of equality

has, historically, been one of fighting discrimination against individuals. It has been geared towards redress for offences that have already been committed. Essential as that approach is, we cannot only rely on people taking their cases through the legal system. We must also focus on working for systemic change and culture change, as our predecessors did, as well as individual justice. This is where fairness and equality intersect and support one another – fairness is about a culture of equality, an instinctive reaction against discrimination and prejudice, a celebration of difference where all talents can flourish. Equality is about the set of principles we hold dear and ensuring, with the law if necessary, that they are upheld.

It is not enough for us to identify problems: we must find solutions. We want to enable people and organisations to act fairly, rather than simply punish them if they step out of line. We will work with those who do well, help those who want to improve, and act against those who do not.

Our work must engage people's emotions. We tell people's stories – and we learn from them. We listen and we deal with the world as it is, rather than as we would like it to be. We act as a broker, bringing judgement and legal authority to difficult, fractured debates. We will often need legislation to do our work but we will also need the power of voice, argument and authoritative evidence to make our case.



Jack Thomas

Our legal work allowed Jack Thomas, 14, pictured, from Swansea to compete in the UK Schools Games. Learning disabled athletes had been excluded from the Games and the Paralympics as a result of cheating at the Paralympics in 2002.

It is not enough for us to identify problems: we must **find solutions**. We want to **enable** people and organisations to **act fairly**, rather than simply punish them if they step out of line.



Gloria Buckley

We make sure that public authorities are fulfilling their legal duties to promote equality and good relations. We have investigated local authorities' provision of authorised Gypsy and Traveller sites, like the three managed by Gloria Buckley, pictured.

Our key message

We want all to **flourish**, not some at the expense of others. Nobody wants **assumptions** made about them because of their background or identity. We believe this is the **modern consensus**.

We will...

Work to bring about a **landmark Equality Act** that eradicates unjustified discrimination and releases talent through a simpler legislative framework.

Ensure that the law **works for individuals**, breaking through injustice, making strategic interventions and supporting individual cases. We will also work with others to increase the availability of legal representation.

Deliver a **grants programme** that helps to widen the reach of the voluntary and community sector, fulfilling our mandate to strengthen good relations and bring people together.

Work with the **public and private** sector to provide high-quality advice and guidance on the law and ensure that the law is enforced.

Prepare public authorities for the next generation of the public duty, delivering practical guidance and promoting best practice focused on achieving results, namely better outcomes for disadvantaged groups.

Inspire the next generation to **embrace the values of equality and human rights**.

Protect and promote the human rights of all, implementing the recommendations of our Human Rights Inquiry to ensure a culture of dignity and respect in public services, and safeguarding our civil liberties.

Build the capabilities of our organisation to act as a **modern regulatory body** ensuring that breaches of the law are dealt with swiftly, proportionately and efficiently.

Communicate directly with the public, developing new platforms and tools through the Commission's digital strategy, and **give people information** so they are empowered to seek redress.

Publish an agenda-setting triennial review to assess the state of equality and human rights across Britain, and make concrete recommendations for reform.

Create **meaningful partnerships** with our stakeholders to advance equality and human rights across Britain.

Chapter 1

Our strategic approach

Our strategy is driven by our vision of a better Britain built on principles of fairness and respect, our statutory duty to eradicate discrimination, and the needs of the society in which we operate.

1.1 This three-year strategic plan sets out the Commission's strategic direction: our priorities and work programmes from April 2009 to March 2012. It shows how we intend to fulfil our statutory obligations as the independent advocate for equality and human rights in Britain efficiently and effectively. We will use our unique powers to create change, and to empower and enable others to work with us.

Our role is to create a strong vision, to transform culture and influence thought, to provide the definitive interpretation of how the human rights and equality laws are used, and to act on breaches of legislation with the range of our enforcement and regulatory powers.

We will empower others by guaranteeing a trusted way through the system for those in need; by providing authoritative advice and support for those faced with discrimination and inequality; and by working alongside other regulators, inspectorates and authorities to create effective tools for action. We will lead by ensuring that our stakeholders' voices are heard; or, where it is right, speaking out independently; we will be partners and advocates for those who will benefit from the backing of our reputation and authority.

1.2 The Commission will continue to deliver efficiency and value for public money. We have brought together three separate equality commissions: the Commission for Racial Equality (CRE), the Disability Rights Commission (DRC) and the Equal Opportunities Commission (EOC).

The benefits of creating one equality and human rights organisation are that our approach is consistent across the different areas of our remit. We will continue to make a tangible difference to the public who fund our work.

1.3 This plan sets out the most effective ways in which we can work to improve people's life chances and reduce discrimination.

We define our regulatory approach as using our unique powers, alongside the existing equality and human rights legislation, to achieve our objective: a fairer, more equal Britain. We will tackle discrimination, reform institutions and balance competing interests as the regulator of principles set out in Britain's equality, human rights and good relations enactments. We will protect and promote the provisions in the Human Rights Act. This approach to our remit will have the following benefits:

(a) Building public and stakeholder confidence: we will intervene only where there is objective evidence of harm and where it is clear that such an intervention would be justified and proportionate.

(b) Safeguarding our independence: the Commission differs from government in that we work at arm's length from ministers. This will help to ensure that the Commission is trusted by stakeholders and the public alike. Our evidence and what we say is independent and objective.

(c) Making faster progress in increasing equality and respect for human rights: we will consistently and efficiently confront issues where progress has either stalled or gone into reverse.

1.4 In adopting this regulatory approach, we will focus our resources where the impact is likely to be greatest:

(a) We will take into account evidence of both the extent and severity of systemic discrimination before deciding how to respond. Our analysis is based not on a presumption about particular groups, but hard evidence. We will look at a wide range of objective evidence to ensure that harm or detriment does not go undetected.

(b) We will adopt a targeted approach to private sector organisations, complementing our existing engagement with the public sector. We will act to prevent unlawful discrimination, not only to prevent individual abuses but also to send a broader message about the type of Britain we aspire to.

(c) We will encourage a culture of higher expectation in the private sector, enabling those not in the vanguard ('willing but nervous') to learn from the experience of those committed to equality ('leaders'). We will use our powers, where appropriate, to highlight the failings of those who are in breach ('laggards'). We will support those who are willing to change by producing clear, relevant and accessible guidance.

1.5 We will work with others to maximise impact:

(a) We will work alongside key government departments, including our sponsor, the Government Equalities Office (GEO), as well as the Ministry of Justice (MOJ), the Department of Local Government and Communities (DCLG), the Department for Work and Pensions (DWP) and the Office for Disability Issues (ODI). We will work closely with the devolved Government for Scotland and the Welsh Assembly Government which are responsible for most issues that affect people's daily lives in Scotland and Wales. The aim is to deliver a joined-up approach to equality and human rights.

(b) We will work with and through existing regulators and inspectorates, encouraging them to make greater use of their powers in relation to equality and human rights outcomes.

(c) We will work through bodies in the private, public, voluntary and community sectors to build a network of advice, guidance and advocacy that can help individuals to understand and use their rights. We will use our grants programme to help build capacity through this network.

(d) We will sustain our links with Non-Governmental Organisations (NGOs) and the Voluntary and Community Sector (VCS) in order to fully understand the extent and character of discrimination and disadvantage.

1.6 We have a well-defined role in helping individuals to understand their rights, supporting them where appropriate:

(a) We will upgrade our helpline service to ensure that the information it provides is customer-focused and linked to a broader infrastructure of advice and support. The Commission's helpline cannot directly serve 60 million people across Britain, so we will invest in the capacities of others and support the development of a wider infrastructure of advice and advocacy.

(b) We will develop our website to ensure it is seamlessly integrated with the helpline, and that together they offer a clear route for individuals to access the resources we provide.

(c) We will be clear about the legal cases we pursue and support on behalf of individuals, ensuring that these are focused on cases that will offer the greatest benefits consistent with our mandate.

1.7 We will be an effective and efficient public body, with clear goals that deliver real outcomes:

(a) We will follow the five principles of good regulation: proportionality, accountability, consistency, transparency and targeting and adopt best practice among regulators.

(b) We will create a cohesive framework across England, Scotland and Wales to reflect distinctive national and regional contexts.

Our work programmes demonstrate how we will put this approach into practice to achieve our objectives:

1.8 The work programmes define where we will focus our resources, and how we will work with others. Our work over the next three years will include:

- Preparing public authorities and private sector employers for new equalities legislation that will harmonise and simplify the law, by producing practical guidance and promoting best practice.
- Ensuring compliance among public bodies with their existing statutory human rights obligations and the equality duties, by monitoring and enforcing compliance with the current legislative framework including the Human Rights Act. In Scotland, we will work in partnership with the Scottish Human Rights Commission to achieve this.
- Carrying out three Formal Inquiries into the financial services sector, the construction industry, and the meat and poultry processing sectors, and in other sectors where there is evidence of unlawful discrimination and where the Commission is likely to make a systemic impact.
- Publishing an agenda-setting, landmark triennial review assessing the state of inequality and human rights across Britain, and making recommendations for action. Closely monitoring the impact of the economic downturn on disadvantaged groups.

- Building the capabilities of our organisation to act as a modern regulator by consolidating our intelligence gathering, monitoring, compliance, and enforcement functions.
- Working alongside government departments and agencies to reduce inequality on key measures in employment, criminal justice, local government, education, and participation in civic life. We will carry out thematic reviews and inquiries and use relevant legislation such as the public duties.
- Making the law work better for individuals where their rights have been breached, taking strategic legal interventions that help to establish points of law and that can be used to set legal precedents.
- Delivering our new grants programme to ensure close alignment between the grants we award and our strategic priorities, from improving capacity in the advice and guidance sector to strengthening good relations and a culture of respect for human rights.
- Using our influence and authority to help set the terms of public debate, winning hearts and minds by helping to establish new narratives about human rights and equality, and how the Commission's values can help to create a better society.
- Communicating directly with the public by developing new platforms and tools including the Commission's digital strategy and its work with young people.

Chapter 2

Our mission

The Commission has a set of statutory obligations that it must fulfil in advancing equality, human rights and good relations across Britain.

2.1 The Commission is required to encourage and support the development of a society in which:

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

2.2 The Commission shall undertake the following tasks:

- Equality and diversity: promote understanding, encourage good practice, and promote equality of opportunity; promote awareness and understanding of rights; work towards the elimination of unlawful discrimination and harassment.
- Human rights: promote understanding of the importance of human rights; encourage good practice; promote awareness, understanding and protection; encourage public authorities to comply fully with the Human Rights Act in England and Wales.
- Good relations: promote understanding of the importance of good relations; encourage good practice; work towards the elimination of prejudice, hatred and hostility; work towards enabling participation.

- Monitoring the law: monitor the effectiveness of existing statutes.
- Monitoring progress: identify relevant changes in society; define results at which to aim and indicators of progress; consult and involve the public and take account of representations; monitor progress and publish a report on progress to Parliament.
- Planning: prepare and publish a plan of activities, priorities and principles; review and revise the plan as necessary.

The seven protected grounds under anti-discrimination legislation in the Commission's remit are gender, race, disability, gender reassignment, age, sexual orientation, and religion or belief. We will continue to focus on those grounds that were previously excluded from anti-discrimination protection, namely age, sexual orientation, religion or belief, and gender reassignment, as well as embracing other groups experiencing disadvantage such as carers, migrants and Gypsy and Traveller communities. We will report on our performance by strand in the Commission's Annual Report.

2.3 The major legislation from which the Commission derives its duties and powers are:

- the Equal Pay Act (1970)
- the Sex Discrimination Act (1975)
- the Disability Discrimination Act (1995)

- the Human Rights Act (1998)
- the Race Relations (Amendment) Act (2000)
- the Special Educational Needs and Disability Act (2001)
- the Employment Equality (Sexual Orientation) Regulations (2003)
- the Employment Equality (Religion or Belief) Regulations (2003)
- the Disability Discrimination Act (2005)
- the Employment Equality (Age) Regulations (2006), and
- the Equality Act (2006).

Further equality legislation and constitutional reform will assist the Commission in meeting its statutory duties. We welcome the Government's determination to harmonise the law into a single statute, ensuring positive steps towards equality for all. The implementation of the Equality Bill is at the core of our plan for the next three years.

2.4 In pursuit of its duties the Commission may use various powers and undertake a range of activities:

- The use of evidence-gathering powers to carry out an Inquiry or an Investigation.
- The provision of education and training.
- The issuing of Codes of Practice and statutory guidance.
- The ability to award grants.

- The provision of assistance to those taking legal proceedings if one of the equality enactments is engaged.
- The ability to undertake a formal assessment of a public body.
- The issuing of a Compliance Notice where the public duties may have been breached.
- The issuing of an injunction where it is likely that an unlawful act will be committed.
- The use of court action to restrain unlawful advertising.
- The ability to intervene in litigation involving equality or human rights issues.
- The ability to take judicial review proceedings in the High Court.

The duties and powers on the Commission are designed to be mutually reinforcing. We are a public funded body with a statutory guarantee of independence.

2.5 Our predecessor bodies focused on their role as influencers, campaigners and caseworkers. The legislation secured over the last ten years gave them additional powers, notably ensuring public bodies took positive steps to promote equality.

2.6 This Commission faces new demands and challenges. We have the potential to reshape the environment in which we work. Our evidence-base and research capability will transform how society thinks about equality and human rights. Our ability to undertake informal mediation and binding agreements will change how organisations

behave. Our capacity to work on the ground will give us a powerful role in promoting community cohesion. Our legal powers will mean we take judicial proceedings in the higher courts and equality cases under the Human Rights Act. Our leadership role will enable us to challenge discrimination and promote the Britain we all aspire to.

We are able to address areas that fall outside or between our formal mandate such as social and economic disadvantage, and to reconcile areas of conflict that may arise between mandates. Equality and human rights standards are becoming embedded as an overarching framework for public policy.

2.7 We need to advance a robust public interest case for the work we do. We believe that the impact of unlawful discrimination is not limited to those who are directly discriminated against. If left unchecked, it will weaken trust in public institutions and foster resentment, creating an alienated minority which it is impossible to integrate. This would be damaging for the whole of society.

The Commission will continue to make the positive case: equality and diversity bring discernible benefits to communities, organisations and businesses, releasing talent and encouraging social mobility. Promoting equality and human rights must be part of the solution to the challenges we face as a society from globalisation to demographic change. The Commission's role is to highlight the 'diversity dividend': what we all gain from greater equality, tolerance and respect for human rights.

Chapter 3

Our environment

We are required to publish a strategic plan setting out clearly how the Commission will fulfil its statutory remit taking account of the legislative and social context.

3.1 The Commission has a statutory responsibility to consult on and produce a three-year plan setting out how we will fulfil our various functions.

3.2 This plan has been produced in four successive stages:

- First, gathering a comprehensive evidence-base of the impact of discrimination and disadvantage and agreeing the core requirements of the Commission's remit.
- Second, formulating clear strategic priorities and testing these against the available evidence while specifying desired outcomes.

- Third, undertaking extensive consultation and involvement with stakeholders and the public.
- Fourth, finalising the plan by putting in place resources, infrastructure and performance measures to ensure delivery and value for money.

3.3 We recognise that a new approach is needed because there is still a lot of outdated legislation in Britain; the character of disadvantage and discrimination is ever changing; labour markets and service providers are also adapting to changes in the global economy; and we have to take account of the transformed economic situation. We must deliver our functions in the context of major changes in society and the economy.

The legislative context

3.4 The current body of anti-discrimination legislation in Britain was created over the last forty years. In deciding upon our strategic approach we paid particular attention to the changing legislative context:

- Anti-discrimination provisions in UK law led to the emergence of a complaints based model, in which redress was reliant on individuals pursuing retrospective litigation in the Tribunal and Courts system.
- This began to change with the advent of the Disability Discrimination Act (1995), the Human Rights Act (1998), the Race Relations Amendment Act (2000), the Special Educational Needs and Disability Act (2001), and subsequent legislation to create duties on the grounds of disability (2005) and gender (2006). These statutes place an obligation on public authorities to promote equality in carrying out their responsibilities, focusing on the systems and processes that public institutions use to achieve their objectives.
- The legislation shifted the emphasis from the individual complainant and the need to seek redress, to the responsibility of the public authority concerned to facilitate the achievement of equality for disadvantaged groups. The onus moved from one of retrospective remedy to proactive prevention and promotion.

- Despite recent developments and the promise of new legislation, the law is still criticised for being outdated, fragmented, inconsistent, inadequate and incomprehensible.
- We have to recognise the role of EU law, and the impact of proceedings brought by the European Commission with the potential for a new Article 13 Directive to further strengthen UK anti-discrimination legislation. Changes such as the proposal for a Bill of Rights will also have significant implications for equality and human rights.
- The introduction of the Human Rights Act has increased our ability to challenge injustices that may fall outside the scope of current anti-discrimination legislation, as well as creating the potential for a culture that respects human rights.

The Commission's strategic plan, along with forthcoming legislation, has to address the challenges to the present statutory framework: tackling confusion and inconsistency across different anti-discrimination regimes; addressing domestic and international pressures to extend the grounds of unlawful discrimination; ensuring that the civil and political rights contained in the Human Rights Act are not undermined in any future Bill of Rights; maximising the potential of the positive duties placed on public authorities; and keeping Britain in line with EU law while dealing with the pressures from devolved legislatures.

The changing face of discrimination

3.5 These legislative developments have to be set alongside wider social changes that have occurred since the 1980s. The pattern of disadvantage and discrimination has changed considerably:

- As Britain's population ages, issues concerning discrimination against older people will become increasingly prominent. For the first time in 2007 the number of people at or above the state pension age exceeded the proportion of those aged 16 or below (ONS, 2008). The Black and Asian ethnic minority population has a much younger age structure than the population as a whole. For example, 38 per cent of the Bangladeshi community were aged 16 or under compared to only 19 per cent of the white population at the time of the last census. Overall there will be fewer young people leaving education and entering the labour market, and a greater proportion of these young people will be from ethnic minorities.
- The social status of women has changed. Traditional family models dependent on the male breadwinner have declined, and family structures are more complex: marriage rates in 2007 had dropped to their lowest level since 1862, while divorce rates over the last thirty years have nearly doubled. Girls now out-perform boys in education with nearly two-thirds of girls in England gaining five or more GCSE passes in 2006 compared to just over half of boys

(DCSF, 2006). The majority of those now gaining first degrees are women, but their educational performance is not consistently translating into equivalent rewards in the workplace and there remain persistent problems with the gender pay gap, occupational segregation and the impact of their caring responsibilities. Women's equality and human rights are also significantly held back by the persistence and prevalence of all forms of violence against women. In some areas, boys perform so poorly in compulsory schooling that they risk being permanently marginalised from the labour market.

- Nearly nine per cent of the UK's population are from 'non-white' ethnic groups. Black and Asian ethnic minorities are no longer 'newcomers' or a 'small minority', and Britain is an increasingly diverse and multi-ethnic society with a plurality of groups, communities and identities. Some ethnic minorities such as those from Indian and Chinese backgrounds outperform whites in education, while others such as black Caribbean people continue to suffer a significant employment and education disadvantage (DfES, 2005). In this context there is a need for a dialogue about shared values such as mutual respect, dignity, human rights and equality that can help to bind people and communities together.

- The ageing society and developments in medicine are likely to significantly increase the proportion of disabled people in the population over the next twenty years. People with severe impairments are able to lead long and satisfying lives. But the evidence suggests that outcomes for disabled people in areas such as education, employment, transport and housing have barely improved over the last twenty years, and any reduction in negative attitudes has not been accompanied by discernable improvements in life-chances.
- Lesbian, gay and bisexual people continue to suffer a disproportionately higher incidence of hate crime and violence, alongside discriminatory treatment in employment and in access to goods, facilities and services. Despite changing social attitudes since the 1970s, Britain has long way to go in fully embracing diversity: 22 per cent of respondents to the 2005 National Survey of Prejudice in England and Wales expressed negative attitudes to lesbian, gay and bisexual people. Indeed, 10 per cent of LGB respondents reported experiencing prejudice over the previous twelve months.
- Religion or belief can itself be a source of discriminatory treatment in employment, as well as in access to goods and services. In the National Survey of Prejudice, 19 per cent of respondents reported negative attitudes towards Muslims while many religious communities fear that public authorities will discriminate against them in the provision of services locally. At the same time, some faith communities express deep unease about the consequences of a secular framework for public policy, and believe that faith groups can help to improve the reach and impact of public services. Secular organisations are similarly concerned that the growth of faith-based provision will undermine the rights of the non-religious.
- People of transgender status still suffer markedly high levels of intolerance and abuse, much of it the result of fear and ignorance. Their treatment in publicly provided services such as the National Health Service is a continuing source of concern. According to a recent survey, almost half of all transgender people did not use social or public services for fear of discrimination. In a recent survey, 73 per cent of transgender respondents reported threatening behaviour, and physical and verbal abuse in public spaces.

Changing labour markets and service providers

These changes will continue to have a significant impact on disadvantage. In particular, expectations have grown and those who experience discrimination will increasingly challenge public rhetoric and demand results. There are two significant and complex sectors – the labour market and the provision of goods, facilities and services – that will need to remain at the forefront of the Commission’s strategic approach:

- The structure and nature of the labour market has changed profoundly over the last two decades. While overall economic activity rates have remained stable since 1971, there are many more women, disabled and ethnic minority workers. There are also significant barriers to equality through ongoing occupational segregation, uneven access to educational qualifications, and lower rates of economic activity, as well as evidence of polarisation in wages and incomes. For example, 44 per cent of disabled men were employed in 2005/6, compared to 84 per cent of non disabled men. Only 23 per cent of women of Pakistani and Bangladeshi heritage were in paid work compared to 69 per cent of white women.

- There is the continuing problem of lack of sensitivity and awareness of the needs of others in the provision of services. Disabled people, for example, face physical barriers as well as stereotyping about their skills and capabilities. The Commission has to pay attention to particular market failures that arise in areas such as financial services, insurance and telecommunications, and work with existing regulatory bodies where it is efficient and timely to do so.

There is little evidence that the problems of fair participation and access to employment have been resolved. Women continue to experience high levels of discrimination on the grounds of pregnancy. A recent survey suggested that 46 per cent of people had experienced discrimination. Yet many organisations urgently need diverse skills and talents if they are to compete in the global economy.

The changing economic climate

3.6 The economic downturn will impose additional pressures, but there are opportunities for as well as threats to fairness. The last ten years have seen high levels of economic growth and public spending. Britain has absorbed the largest inward migration in its history, and generally remains a very diverse and tolerant society.

3.7 The downturn will have unpredictable consequences, including potential reductions in public services. We will be closely monitoring the equalities, human rights and good relations impacts of the recession in areas such as household income, employment, savings, pensions and public expenditure.

3.8 The recession will have a differential impact on particular groups and communities. As a result the nature of public debates on migration and asylum may change, with greater stress on the perceived impacts on local job availability in some areas or reduced pressures on public services in others. This could lead to rising tensions in some communities and to the possibility of discrimination and violence against certain groups. It is important to recognise that the drivers of change in a global economy and the wider landscape of good relations are not limited to what happens in Britain: they are affected by events across the world.

3.9 The impact of the downturn may also be to strengthen the public's commitment to fairness in our society. It is vital that we plan and prepare Britain for the recovery, breaking down barriers that hold people back and widening access to opportunity. The UK Commission for Employment and Skills estimates that by 2017, there will be two million new jobs in the British economy. We have to ensure that everyone can share in recovery and rising prosperity.

Chapter 4

Our principles and priorities

In a demanding environment, we will work to tackle and eliminate disadvantage and human rights abuses experienced by the groups that fall within our mandate.

4.1 The focus of the Commission's work is tackling and eliminating disadvantage in terms of 'unexplained penalties' for those that fall within our mandate. Penalties are estimates of the disadvantage experienced by an individual in comparison with the general population. This includes pay gaps and lower labour market participation, hate crime, violence and unequal political representation. It is important to emphasise that disadvantage is not necessarily caused by discrimination. Neither is it always experienced by small minorities: employment policies may disadvantage parents regardless of income and occupational status, for example.

4.2 The Commission has involved and consulted a wide range of public and private sector bodies, the voluntary and community sector as well as individual stakeholders, to identify its key objectives.

In the Equality Measurement Framework – drawing on the Equalities Review and the human rights-based approach – we set out ten fundamental 'freedoms'. These are rights to which we believe every individual should be entitled:

- to be alive
- to live in physical security
- to be healthy
- to be knowledgeable, to understand and reason, and to have the skills to participate in society
- to enjoy a comfortable standard of living, with independence and security
- to engage in productive and valued activities
- to enjoy individual, family and social life

- to participate in decision-making, and to have a voice and influence
- to be entitled to self-expression and self-respect, and
- to be protected and treated fairly by the law.

4.3 Our analysis suggests that groups and individuals who are deprived of these rights experience disadvantage: this is the concept of ‘capability deprivation’. We recognise the significance of socio-economic disadvantage, and its inter-generational transmission. The Commission’s role should be to erode and eliminate those penalties wherever possible. The evidence, analysis and recommendations from the Human Rights Inquiry will provide a further resource for the Commission’s work over the next three years.

4.4 We have identified five strategic priorities which will help us to work towards a fairer, more equal society. The rationale for each is set out below:

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

Rationale:

- The present legislative framework is widely regarded as inconsistent, incomprehensible and fragmented across different grounds of equality. At the same time, key drivers of inequality are worsening and a more

effective legal framework is required. The need for simplified but robust legislation that takes into account constitutional change – proposals for a Bill of Rights and devolution – is more compelling than ever.

- The Commission will ensure that the new legislation is successfully implemented, and will help public and private sector organisations to plan and prepare for the Equality Bill. We will ensure that the proposed Bill of Rights protects and promotes the principles set out in the Human Rights Act. This legislation will assist the Commission in meeting its statutory duties.
- This will require the Commission to develop new organisational capabilities and functions internally, while continuing to promote the current legislative framework.

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

Rationale:

- Our analysis of the changing face of disadvantage and discrimination in Britain, the changing labour market, the delivery of public services, and the immediate impact of the economic downturn, all point towards the need for concerted action by the Commission in tackling structural inequalities that impact on the groups in our mandate.

- We will address the structural causes of discrimination – for example the impact of occupational segregation on the gender pay gap – as well as the broader role of socio-economic disadvantage and income poverty in exacerbating discrimination and inequality.
- The Commission’s work in England will contribute towards the delivery of Public Service Agreement (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. In Scotland we will work within the framework of National Performance Outcomes, and in Wales our priorities will take account of those of the Welsh Assembly.
- We must use the legislation and powers currently at our disposal – such as the public duties and the Human Rights Act – in order to create social change. The Commission will examine the culture of respect for human rights within Britain’s public services.
- That will also require the Commission to assess the impact of particular forms of disadvantage using the Equality Measurement Framework, accepting that particular challenges may be invisible and therefore poorly understood within the official equality statistics.

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

Rationale:

- The evidence suggests that structural discrimination and disadvantage are exacerbated by subtle processes that involve negative stereotyping, hostility and hatred towards particular groups, and deep-set prejudicial attitudes which themselves trigger harmful behaviours. Our ambition over the long-term is to change the attitudes of a generation. We will work towards this through research, an alliance with government and NGOs, and a range of activities undertaken beyond the Commission. We will also build our links with cultural institutions to promote equality and human rights.
- There is evidence of heightened segregation and a lack of shared understanding, tolerance and respect of diverse cultures, beliefs and lifestyles, as well as a sense of powerlessness and marginalisation in some communities.

- The Commission will seek to reduce the general levels of prejudice in society, building on progress in some areas. For example, racism appears to be less prevalent among younger generations in Britain, though it is far from absent. There are also pressing challenges such as tackling hatred and violence directed at disabled people, lesbian, gay and bisexual communities, and transgender people.
- There is sound evidence that discrimination is fuelled by prejudice, segregation and lack of awareness. Unless we address the root causes of unlawful discrimination, the Commission will find the demand for retrospective interventions ‘to right past wrongs’ is unsustainable. Our strategic approach is about tackling the systemic causes and effects of discrimination.
- The Commission has a statutory duty to ensure that public bodies adequately address their good relations duties, yet there is currently considerable confusion and uncertainty around the legislative framework on community cohesion.
- The Commission will often work through intermediary institutions such as the strategic public bodies that set policies for schools and universities. These bodies may have greater insight into grassroots barriers and opportunities. We will also develop direct channels through which we can communicate with the public.

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

Rationale:

- 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. The Commission is the custodian of Britain’s equality and human rights enactments – along with the Scottish Human Rights Commission in Scotland – and our role is to provide timely, accessible and authoritative guidance on the law, while encouraging the exchange and development of best practice in areas such as involvement and consultation.
- At the same time, we need to work with organisations and communities, not set ourselves against them. We recognise that the culture of public and private sector organisations is ever-changing. As organisations become more flexible and adaptive, we will need a different approach to equality and diversity.

- The Commission’s approach will be to reward excellence among equality ‘leaders’, incentivise the ‘willing but nervous’ to improve, and take appropriate and proportionate action against ‘laggards’ who breach their statutory duties. It is important that the Commission provides regular, accessible updates on legislative developments, case law and enforcement action through a variety of channels so that it can be readily put into practice, particularly among Small and Medium-Sized Enterprises. This will include a significant body of statutory and non statutory guidance in relation to the new Equality Act.
- We will work with others including key partners such as ACAS, the trade unions, and business organisations such as the Confederation of British Industry, and the various trade associations covering the professions, manufacturing and service industries. All public and private sector organisations must carry out their duties under the law.
- The individual’s right to redress remains paramount. However, the Commission believes that advice and guidance are often best provided through intermediaries such as the Citizens Advice Bureau and community law centres, and that our role is to provide effective oversight to ensure an adequate infrastructure of advice and access to justice across Britain.

4.9 Strategic priority 5: build an authoritative and responsive organisation

Rationale:

- The tasks set out across the four strategic priorities above 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. That will require the Commission to invest in people while developing effective approaches to project-based working. The Commission is continuing to build a lean and efficient corporate centre, while strengthening its financial management capability.
- An organisation that is strategically focused and professionally capable will also have the confidence to work with, and where necessary, lead those stakeholders that are committed to the human rights and equalities agenda in creating lasting social change. The Commission will maintain a reactive capability given the likelihood of unexpected events, crises and societal ‘shocks’.

4.10 Our work programmes

The work programmes define both where we will focus our resources and how we will work with others. All of our programmes are linked to the Key Performance Indicators in Chapter 7.

Chapter 5

Our tools – the modern regulatory approach

We will use all of the tools and powers encapsulated by our regulatory approach to deliver positive outcomes in a demanding environment.

5.1 To achieve such outcomes through our work programmes, the Commission must develop the tools to do our job well. That means acting as an efficient and effective regulatory body, leading others by example and promoting our vision of the good society guided by the principles set out in the Human Rights Act: Fairness, Respect, Equality, Dignity, and Autonomy. To support this, we need to build on the organisation we have today – and develop new ways of operating. The components of this new ‘operating model’ are:

- A set of principles, driven by the outcomes we want to achieve, which guide what we do and how we do it.
- Bringing together teams to focus on key issues and using the full range of our powers.
- Modernising our functions – based on a clear understanding of the products and services we deliver and those we commission others to deliver. We will build the capability of the teams responsible for these functions and align them effectively within the organisation.
- Building effective relationships with the public sector – ensuring we have the capability to invest in building long term partnerships with other regulators, inspectorates, complaints-handling bodies and government departments.
- Building effective relationships with the private sector – ensuring we have the capability to engage with business, focusing limited resources effectively.
- Strengthening our capabilities by focusing on areas in which we have development needs, while empowering the organisation to get on and deliver.

- Focusing our resources – building in the flexibility required to deliver our objectives in a rapidly changing landscape, and making evidence-based decisions about where and how to act.
- Ensuring that we have the right products and services, including our helpline, grants and regional network.
- Developing our culture – working to a clear set of public interest principles and the human rights-based approach – ensuring that the approach in Scotland and Wales responds to different contexts and requirements.
- Evolving new ways of working – putting project-based working into practice across a programme portfolio to ensure the Commission is flexible and agile, and aligning this to the way in which we engage with our stakeholders.

We will manage our organisation in a way that enables us to deliver this strategic plan day-to-day, as well as building our capability to continually improve our performance.

How we use our powers – the guiding principles of our statutory approach:

5.2 Understanding our regulatory role

The Commission is defined as a regulatory body in the Legislative and Regulatory Reform Act, and is subject to the statutory Code of Practice for regulators.

5.3 Understanding our regulatory approach

The development of the Commission’s regulatory role has four main components:

- Improving our systems to ensure effective delivery of our functions, including communication and accountability across Directorates with the aim of ensuring greater synergy and collective expertise and strength. We will track and alter our allocation of resources across the Commission. We will use baseline reviews in the public, private and third sectors to agree the case for, and scale of change, that is needed.
- Developing metrics that enable the Commission to work effectively with other regulators and inspectorates, and assess which interventions are most likely to produce better outcomes.
- Formulating effective solutions to long-term challenges through smarter regulatory interventions. We will use appropriate tools to address the causes of inequality and disadvantage, and ensure effective oversight in how our powers are used.
- Shaping the environment in which we operate, understanding key audiences and influencing public opinion are integral to our regulatory approach. We will tackle the root causes of discrimination and injustice by working in communities from the bottom up.

5.4 The Commission's regulatory principles

We will undertake further consultation on the principles that will inform the Commission's regulatory approach in reviewing the strategic plan over the next three years.

These nascent principles draw on the approach of other public service regulators:

- The Commission will use its powers through a clearly articulated and publicly reviewed annual plan, with stated strategic priorities.
- The Commission will initiate regulatory interventions only where there is a specific statutory duty.
- The Commission will never use its enforcement or litigation powers as the first option, but will intervene firmly, promptly and effectively where required.
- The Commission will ensure that its interventions are evidence-based, proportionate, consistent, accountable and transparent in both deliberation and outcome.
- The Commission will seek the least intrusive regulatory mechanism to achieve desired outcomes.
- The Commission will remain at the forefront of understanding new challenges in equality and human rights.

The Commission is a statutory public body with regulatory powers and we must ensure accountability and transparency in how we work:

5.5 Our position as a Non-Departmental Public Body with a unique mandate

The Commission is an independent Non-Departmental Public Body with powers given to it by Parliament. We have also been accredited as a Category A United Nations National Human Rights Institution, in line with the Paris Principles. The Commission is accountable to the Government Equalities Office (GEO), our sponsor department in Whitehall. Any actions undertaken by the Commission must promote the general and specific duties outlined in the Equality Act and the positive obligations contained in the Human Rights Act.

5.6 The devolved context: Scotland and Wales

The Commission's work must reflect the devolution of executive decision-making authority and responsibility for primary legislation in Scotland and Wales. Devolution is an opportunity for the Commission to ensure that our work represents the social and geographical diversity of Britain. The Commission has statutory committees that ensure that the overall work of the Commission takes into account the needs and priorities of Scotland and Wales, as well as enabling those national offices to develop their own specific work programmes and to take a lead role in working with stakeholders.

We also have a standard working practice throughout the Commission called 'asking the statutory question'. This is to help ensure that when developing new policies or programmes of work, we consider from the beginning any specific requirements relating to the particular contexts of Scotland and Wales. Each Committee is chaired by one of our Commissioners and supported by a lead officer. Morag Alexander chairs our Scotland Committee, supported by the National Director for Scotland. Neil Wooding chairs our Wales Committee, supported by the National Director for Wales.

5.7 The Disability Committee

To ensure that we adequately reflect the needs and priorities of disabled people and involve them proactively in our work, there is a statutory Disability Committee which also develops its own work programme and plays a lead role in working with stakeholders.

Alun Davies chairs our Disability Committee, supported by the Disability Programme Director.

Chapter 6

Our ways of working with others

We will work with others to maximise the Commission's impact and reach.

6.1 Why it is important that we work with others

The Commission has limited resources, but an immensely wide and challenging remit. Other bodies throughout the public sector, business, trade unions, and the voluntary and community sector can help to give our work credibility and reach.

We can also learn more about the nature of disadvantage and discrimination, and how it impacts on the most vulnerable groups. Our approach will emphasise 'co-production': achieving outcomes by working in partnership with other organisations and communities.

6.2 Enabling us to achieve more by reaching broadly and deeply into organisations

The Commission aims to bring about culture change and to reform institutions. We will work with other bodies, both through formal written agreements, Memorandums of Understanding, and other less formal channels. Our instinct will be to work in partnership wherever possible. This is integral to our strategic approach given the demands of the current environment and our desire to ensure that change is made with people, not done to them. We define partnership working as a coalition of organisations who agree to work together for a common aim, sharing resources and responsibilities. Our approach to effective partnership is based on:

- Clear shared objectives with a realistic plan and timetable.
- A coherent vision and focus on key outcomes.
- Targets to support outcomes.
- A clear framework of responsibilities and accountability with terms of reference.
- Engagement through being able to share power and influence with others.

The partnership needs to develop a sense of shared purpose through:

- A high level of trust between partners based on agreed and shared principles of co-operation and confidentiality.
- A willingness to work together and consult with the widest possible network of communities and service users.
- A commitment to share information where this does not conflict with the regulatory remit of the Commission.
- A flexible approach and an openness to new ways of thinking.

6.3 Who we need to work with and how

The Commission will work alongside others because they may have more relevant powers, and the changing nature of discrimination and exclusion means that redress and prevention can only be achieved through stronger co-ordination.

Our work with regulators

The Commission wants to work with other regulators to pursue equality and human rights objectives. We have begun to establish relationships with a range of public service inspectorates including Ofsted, the Audit Commission, the new Care Quality Commission and the HM Inspectorate of Prisons, and with analogous bodies in Scotland and Wales through which we will work to amplify our remit. We are developing these links through Memorandums of Understanding. We will formalise our partnership with regulators who impact on markets and the private sector. The Commission will work alongside those bodies that provide protection for vulnerable workers such as the Low Pay Commission and the Fair Employment Enforcement Board, as well as the trade unions.

Our work with the public sector

Public services, both publicly funded and provided services and those outsourced to external providers, are crucial to achieving greater fairness and more equal outcomes. Central to the Commission's work are the duties the public sector has to promote equality. We want those who use public services to be able to scrutinise performance on equality and human rights through the availability of accessible data. The Commission recognises that future years may see tight public spending settlements in the public sector, and the need to recognise this in how we go about our work.

Our work with the private sector

The private sector is hugely important for the Commission's agenda given its role as an employer and service provider. The Commission will work with business, encouraging wider behavioural change.

It will promote and promulgate best practice, and encourage new solutions such as the use of technology in enabling access to work for disadvantaged groups, as well as more agile working.

We recognise the particular pressures on business in the current climate. The Commission will encourage peer-to-peer learning as the best means of embedding good practice. It will work through representative organisations and sectoral bodies, as well as providing timely and accessible advice and guidance directly to all of Britain's eight million private sector employers.

Transparency about the performance of organisations and professions is potentially a major lever of change, and we want to ensure that data is available to employees, customers and shareholders. The Commission is also committed to ensuring that markets work better and more efficiently in the interests of disadvantaged consumers.

Our work with NGOs and the third sector

We have links with a wide range of NGOs and Voluntary and Community Sector bodies across equality and human rights. We also work with trade unions, sectoral specialists such as think-tanks and research centres, and through our grants programme we will support a wide range of third sector organisations. We have already started to build networks of stakeholders across Britain and over the next three years we will develop these as part of our strategic approach to involving others.

Our work with individuals

We will continue to promote understanding and awareness of rights, and ensure that rights can be meaningfully exercised. The Commission will work to ensure a joined-up approach to legal advice through organisations such as the Citizens Advice Bureau, enabling the Commission's resources to be focused on high impact strategic interventions and system-wide change.

Chapter 7

Our organisation and the resources we have available

To achieve our strategic priorities, we will align our services and resources to have maximum impact.

7.1 The attributes and core functions of the Commission:

In order to achieve our priorities and in using our levers and powers effectively, we have a number of resources on which we can draw:

- A single equality and human rights body covering England, Scotland and Wales with a dedicated staff, a budget of £70 million, and a deep understanding of the issues that underpin discrimination and disadvantage.
- A network of relationships with others who share our goals – both bodies within government that have regulatory functions and non-governmental organisations that are actively engaged in the pursuit of equalities and human rights.

- A growing understanding of the needs of employers, the challenges they face and how we can work with organisations to promote attitudinal and behavioural change.

7.2 The resources we have available

Financial resources

We have a provisional budget for 2009/10 and 2010/11 of £70 million, subject to revision by the Government. This is split as follows:

- £63 million – Revenue
- £7 million – Capital

The projected salary and staffing costs for 2009/10 are £25.5 million. The salary and staffing costs together with the day to day running costs and estate costs are £39.4 million.

£m	
39.4	Administration costs including salary, estate and day-to-day running expenditure
23.6	Programme activity
63.0	Total Revenue budget

The Commission expenditure on staffing in 2009/10 is assumed at 40 per cent of our revenue budget, which compares favourably with other Non-Departmental Public Bodies.

The Commission will seek to contain inflationary pressures within the 2009/10 budget envelope for our administration budget, and maintain the level of funds allocated to programme activity in order to deliver the strategic priorities. In 2009/10, the Commission will review its ways of working and how it delivers services to drive cost efficiency, releasing further resources for programme and project activity.

7.3 Risk management

We have a robust management framework in place to identify the potential risks associated with our strategic and business plan, and any actions we can take to mitigate them. Every month our Risk Appraisal Group, chaired by our Chief

Executive, reviews the risks we face and the Audit and Risk committee also looks at them each quarter. The Senior Management Team and the Board consider and discuss individual risks in turn.

7.4 Our principles as a Commission

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.

7.5 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, religion or belief, gender reassignment and sexual orientation. The document is closely linked to our strategic plan and is available at: www.equalityhumanrights.com/equalityscheme

7.6 Our key tools are:

Digital strategy

Using online resources effectively will be vital if we are to achieve our aims. We have ambitious plans for promoting our work online in different ways and to different audiences. Our digital strategy includes setting up an interactive video channel as well as using social networking to raise our profile. For many people, our website will be the way they first come across 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.

Our regional network in England

In order to act as a trusted local source of information on equality and human rights, we will maintain a strong regional presence. To help us achieve this we have a network of nine small offices across the English regions, co-located with Government Offices. We will work closely with regional and local government offices as well as private, voluntary and community sector groups to develop relevant work plans for different areas. Our focus is leading and influencing other strategic public bodies to drive change, as well as encouraging bottom-up solutions through local communities. This allows us to link local concerns and contexts into our overall national strategy and work programme and helps us to build up a more accurate picture of the state of equality and human rights across Britain.

Grant-making

Under section 17 of the Equality Act 2006 we have the right to give financial assistance to organisations promoting equality and diversity, good relations and human rights. We are providing a capacity development programme to help organisations improve the services they provide. The future programme will focus particularly on the newer equality areas in our remit – age, gender reassignment, religion or belief, and sexual orientation – as well as human rights.

We have consulted on new strategic objectives to underpin our next grants programme, ensuring a closer alignment of the grants function to the Commission's overall strategic plan, and developing a fit-for-purpose grants model.

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 that helps us to achieve the outcomes that flow from our core remit and our strategic approach. That means the advice and information we provide must be accessible and practical, ensuring a good customer experience, as well as assisting the Commission in carrying out its intelligence-gathering, compliance and enforcement functions. The Commission wants to provide a cutting edge service making full use of digital technology, delivering a high-quality service while ensuring value for money. A particular focus will involve investigating how digital technology can improve access for disabled people. We will also refer particular cases or complaints to partner bodies in the advice and advocacy sectors.

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. We will measure our success and impact by using a balanced scorecard approach:

7.7 How we will measure success

The Commission has developed a set of Key Performance Indicators (KPIs) to help measure our progress over the next three years. The triennial review, due to be published in 2010, will set out further outcome measures against which the Commission's performance can be assessed.

The Commission will also demonstrate how its performance contributes towards the delivery of government Public Service Agreements (PSAs), in particular PSA 15 on Equality, the Scottish Government's national performance outcomes, and relevant targets set by the Welsh Assembly Government. The KPIs that make up the balanced scorecard provide a clear outline of what needs to be done and how the outcome will be assessed:

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

Key Performance Indicators:

- Evidence of the Commission's influence on key legislative and policy developments including the new Equality Bill, the proposed Bill of Rights and the EU Article 13 Directive that will help to strengthen domestic legal protection.
- Evidence of effective implementation of the various UN and Council of Europe Human Rights Treaties as measured by the Commission's work, including shadow reports on Britain's compliance in 2010, influencing the international bodies' assessments.
- Targeted use of our powers covering all the areas in our equality and human rights remit: at least 100 strategic legal actions and mediation cases each year and a 70 per cent success rate as defined by positive legal outcomes and effective settlement terms.
- At least seven Formal Inquiries and Investigations progressed over three years within set time-frames and budgets resulting in positive outcomes that effect change.

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

Key Performance Indicators:

- At least five Memorandums of Understanding agreed with major public service regulators and inspectorates, and equality performance measures embedded in their inspection frameworks, within three years.
- A high and consistent level of awareness among public bodies targeted by the Commission of their obligations under the current public sector equality duties as measured by a baseline survey established in 2009/10, and a five per cent improvement year-on-year thereafter.
- A rise in the proportion of private sector employers receiving material from the Commission who believe they understand equality legislation as measured by a baseline survey established in 2009/10.
- An increase in the proportion of private sector employers conducting pay audits to 35 per cent from the current baseline of 23 per cent.
- Improved equality outcomes in relation to procurement and diversity, the criminal justice system, education and local government performance. We will publish these detailed outcome measures in the triennial review in 2010.

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

Key Performance Indicators:

- An increase in awareness of the Commission and its work among the public by five per cent from the October 2007 baseline.
- An attitudinal shift on general measures of prejudice among target audiences, for example participants in youth programmes supported by the Commission.
- Three major national campaigns completed, evaluated and providing evidence of impact and cost effectiveness. The Commission will establish objectives for each campaign around awareness-raising, and attitudinal and behavioural change.
- In addition to campaign-specific evaluation, we will also establish standardised metrics to build a picture of our impact. This will include a specific exercise to measure our brand equity among target audiences. The Commission will also measure media coverage by volume and message penetration, including digital platforms. This baseline will be established by the third quarter 2009/10.

- Three nationwide involvement exercises completed: average rates of 50 per cent attendance and a 20 per cent rate of first time attendees at all involvement and consultation events.

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

Key Performance Indicators:

- Codes of Practice and guidance published that meet best practice guidelines and improve employer, policy-maker and service delivery awareness of statutory responsibilities as measured by an annual survey with baseline established in 2009/10.
- A 50 per cent increase in the number of Small and Medium-Sized Enterprises that seek information and advice from the Commission and its partners, establishing a baseline in 2009/10.
- Attain a 20 per cent increase in overall user satisfaction with the Commission's services through a baseline survey carried out in the first year of the plan: evidence that over 90 per cent of requests for information and advice in accessible formats are responded to promptly and effectively.

- A Commission website and helpline service that meets the highest standards of public accessibility. Our user satisfaction survey will establish a baseline from which to assess whether the Commission's website and helpline are viewed as authoritative, and we will regularly monitor speed of response and target call volumes.
- An advice sector that is supported and mobilised to provide direct help and support to individuals: at least three grants per region will build the capacity of the advice and advocacy sector across England, with further resources for Scotland and Wales.
- A stakeholder survey to measure perceptions of the quality and reach of advice and advocacy services across Britain, aiming to increase stakeholder confidence in the overall provision of services by 20 per cent over the life of the plan.

**Strategic priority 5:
build an authoritative and
responsive organisation**

Key Performance Indicators:

- An enhanced pool of engaged EHRC stakeholders, demonstrated by an increased range of organisations represented at Commission conferences and events: we will increase by 30 per cent the number of stakeholder organisations which contribute to the next strategic plan consultation over the 2008/9 baseline.
- Ensuring effective utilisation of our resources with expenditure kept within +/- 5 per cent of agreed budget, and developing and delivering on our value for money plan.
- Increased levels of assurance from internal and external audit including unqualified NAO approved annual report and accounts.
- New equality and human rights performance indicators consulted on and in place for the triennial review by June 2010.
- Employee index tracking levels of engagement among our staff will increase to 70 per cent by December 2009 – from a baseline of 55 per cent – with further improvements thereafter.
- The actions set out in our three-year equality scheme delivered by March 2012.

Chapter 8

Our promise – what we will deliver

The external environment requires a Commission that can effect system-level change, working with others to combat disadvantage and discrimination. In the next three years we will:

Work to bring about a **landmark Equality Act** that eradicates unjustified discrimination and releases talent through a simpler legislative framework.

Ensure that the law **works for individuals**, breaking through injustice, making strategic interventions and supporting individual cases. We will also work with others to increase the availability of legal representation.

Deliver a **grants programme** that helps to widen the reach of the voluntary and community sector, fulfilling our mandate to strengthen good relations and bring people together.

Work with the **public and private** sector to provide high-quality advice and guidance on the law and ensure that the law is enforced.

Prepare public authorities for the next generation of the public duty, delivering practical guidance and promoting best practice focused on achieving results, namely better outcomes for disadvantaged groups.

Inspire the next generation to embrace **the values of equality and human rights**.

Protect and promote the human rights of all, implementing the recommendations of our Human Rights Inquiry to ensure a culture of dignity and respect in public services, and safeguarding our civil liberties.

Build the capabilities of our organisation to act as a **modern regulatory body** ensuring that breaches of the law are dealt with swiftly, proportionately and efficiently.

Communicate directly with the public, developing new platforms and tools through the Commission's digital strategy, and **give people information** so they are empowered to seek redress.

Publish an agenda-setting triennial review to assess the state of equality and human rights across Britain, and make concrete recommendations for reform.

Create **meaningful partnerships** with our stakeholders to advance equality and human rights across Britain.

Work programmes 2009–2012

The following work programmes set out in detail how we will achieve the aims under our five strategic priorities.

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

Programme 1: securing, implementing and promoting legislative change

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Equality Bill</p> <p>Influencing the Equality Bill content throughout its passage into law</p>	<p>An Equality Bill that places an emphasis on proactive prevention and promotion of equality with demonstrable results.</p> <p>To gain support for the legislation from key institutions, including business, trade unions and stakeholders.</p> <p>To widen the reach of the public duty to new equality grounds and promote outcome-focused delivery of the duties.</p>	<p>The new equality statute successfully delivered.</p> <p>Continue to influence the drafting of the Equality Bill, working collaboratively with the GEO to refine key legislative proposals: the new equality duty, procurement and transparency, data collection and indicators, positive action and the model of a new socio-economic duty.</p> <p>Public service duties extended to age, sexual orientation, religion or belief, and gender reassignment, and focused on the delivery of positive equality outcomes through better measurement and guidance.</p>	<p>2009/10</p> <p>2009/10</p> <p>2010/11</p>

<p>Develop Guidance and Codes of Practice to support the Equality Bill and related legislation</p>	<p>To ensure that authoritative Codes of Practice and guidance are produced to support the implementation of the forthcoming Equality Bill.</p>	<p>Consultation held with key stakeholders on the requirements for guidance to support the Equality Bill by Q2 2009/10.</p> <p>Relevant Codes of Practice and non-statutory guidance published within three months of the Bill becoming law to meet the needs of employers and service providers.</p>	<p>2009/10</p>
<p>2009/10</p>	<p>First tranche of Statutory Codes of Practice covering employment, goods, facilities and services, education and public sector equality duties drafted by Q2 2009/10, consulted on and published by Q4 2009/10.</p>	<p>2009/10</p>	<p>2009/10</p>
<p>2010/11</p>	<p>Second tranche of Codes of Practice drafted by Q2 2010/11, consulted on and published by Q4 2010/11.</p>	<p>2010/11</p>	<p>2010/11</p>
<p>Promoting the Equality Bill: mainstream equality and human rights among employers and service providers</p>	<p>To gain support for the new legislation from key institutions, organisations and stakeholders to help drive successful implementation and enable organisations to deliver demonstrable improvements in equality outcomes for disadvantaged groups.</p>	<p>Broad coalition of support for the Bill established with the public, private and voluntary sectors.</p>	<p>2009/10</p>
<p>To promote awareness of the new equality legislation among ‘amplifier’ strategic bodies in the public and private sectors encouraging others to disseminate guidance and best practice.</p>	<p>Key target organisations identified based on who are major employers, service providers and service commissioners, and arrangements for joint working in place.</p>	<p>2009/10</p>	<p>2009/10</p>
<p>2 Protecting, promoting and mainstreaming human rights</p>	<p>To promote and protect the provisions of the Human Rights Act and ensure they are applied across government and public services, implementing the findings of the Human Rights Inquiry.</p>	<p>Findings of the Human Rights Inquiry (HRI) for England and Wales published in Q1 2009/10. Implementation of the HRI recommendations and promotion of awareness and understanding of human rights working with inspectorates, public bodies, and service users.</p>	<p>2009/10</p>

<p>To understand how the proposed Bill of Rights can strengthen support for the protection and promotion of human rights.</p>	<p>Response to the Government's Bill of Rights Green Paper published in Q2 2009/10. Coalition of support built for a Bill of Rights to strengthen and promote equality and human rights.</p>	<p>2009/10</p>
<p>To promote, protect and monitor the implementation of relevant UN human rights treaties including the UN Convention on the Rights of Persons with Disabilities (UNCRPD). In Scotland, the responsibility is shared with the SHRC.</p>	<p>Independent assessment of Britain's compliance with the UNCRPD articles completed during 2009/10 and proposed action published by Q1 2010/11.</p>	<p>2009/10 – 2010/11</p>

<p>3 EU Legislation</p> <p>To support, influence and ensure effective implementation of EU equality legislation including the Article 13 anti-discrimination directive.</p>	<p>Continue to monitor and influence the progress of the EU Directive into UK law.</p>	<p>2009/10 – 2011/12</p>
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<p>4 Strategic casework</p> <p>To further reinforce and seek extension of the reach of the protected grounds through strategic casework and enforcement.</p>	<p>We will undertake at least 100 legal actions across our remit, and as part of this we will support and intervene in at least 70 cases annually, where the protection of individuals on equality and human rights grounds is likely to be strengthened or widened in line with the Commission's strategic approach to legal work.</p>	<p>2009/10 – 2011/12</p>
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Strategic priority 2: 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 participation

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Driving reform in health, social care and independent living</p>	<p>Care and support grounded in a human rights framework and sustainable infrastructure of care and support in place.</p>	<p>Work collaboratively with the Care Quality Commission to help build a human rights culture across the care sector with a Memorandum of Understanding and a series of joint thematic reviews underway.</p>	<p>2009/10 – 2011/12</p>
<p>Explore principles to ensure the fair allocation of resources across public services given future fiscal constraints and demographic pressures.</p>	<p>This work will be led by our Board of Commissioners.</p>		<p>2009/10</p>
<p>To ensure there is an effective advice and information framework with independent advocacy to support the individual payments care and support model.</p>	<p>Grant funding of independent advocacy projects by Q3 2009/10. Availability and quality of independent advocacy mapped across the country, and evaluated and innovative approaches to delivering advocacy supported by Q4 2009/10.</p>		<p>2009/10</p>

	<p>To identify and challenge the discriminatory aspects of the present social care system, particularly in relation to age.</p>	<p>Thematic review conducted to identify the incidence of ageism across the health and social care system with key findings published in Q2 2010/11. Plan of action for reform developed and implemented with government, key departments and delivery partners, and using the Commission's legal powers to take strategic cases where appropriate.</p>	<p>2009/10 – 2010/11</p>
	<p>To influence the implementation of a 'portability duty' with local authorities to enable people to move care packages around the country.</p>	<p>Identify and tackle policy and practice that directly undermines freedom of movement. Seek to influence the forthcoming Green Paper on Social Care reform.</p>	<p>2009/10</p>
	<p>To identify and communicate the benefits of care and support to society countering the perception of a growing burden.</p>	<p>Work with key partners to undertake cost-benefit analysis into the social and economic impact of different options for reform and investment in care and support. Key results published by Q1 2010/11.</p>	<p>2009/10 – 2010/11</p>
	<p>To support disabled people to represent their views about the future of independent living in Scotland to determine future policy.</p>	<p>Implementation of the Independent Living work plan.</p>	<p>2009/10 – 2010/11</p>
<p>2</p>	<p>Improving equality of civic and political participation</p> <p>To achieve greater voice, access and participation in decision making for marginalised and excluded groups and improve representation in civic life and politics.</p> <p>To identify and address barriers to participation in civic life and use research and pilot projects to influence practice in public appointments and political parties.</p>	<p>'Pathways to politics' report published identifying enablers and barriers to civic and political participation in Q1 2009/10 and follow-up work undertaken to influence 'gatekeeper' organisations. Outreach programme launched through regional networks to encourage greater civic participation.</p>	<p>2009/10</p>
<p>3</p>	<p>Improving equality of local service provision</p> <p>To improve local services to meet community needs through the new Comprehensive Area Assessment process and Local Area Agreements. This includes Gypsy and Traveller accommodation, managing the impacts of migration and addressing violence against equality groups.</p>	<p>Partnership working with Audit Commission to integrate equality, human rights and good relations judgements into inspection and rating frameworks.</p> <p>Monitor of service provision and promotion of best practice.</p>	<p>2009/10</p>

<p>4 Securing improvement in the criminal justice system to remove systemic discrimination and promote respect for human rights</p>	<p>To ensure criminal justice agencies have the information they need to deliver equality across all seven strands when the new duty is introduced in 2011.</p>	<p>Review completed of sentencing data by equality strand to identify disproportionate sentencing against particular groups by Q4 2009/10.</p>	<p>2009/10 – 2011/12</p>
<p>To ensure the courts ensure fair sentencing procedures across the equality strands.</p>	<p>Protocol in place with the Home Office with agreement for courts to monitor sentencing by race from Q2 2009/10, data benchmarked in 2011 and extended to all other strands by end of 2011/12.</p>	<p>2009/10 – 2011/12</p>	
<p>To ensure equality strands are dealt with fairly in anti-social behaviour policies.</p>	<p>Review completed of ASBOs issued to particular groups by Q3 2010/11. Action plan to address any disproportionate sentencing identified and agreed with relevant agencies and monitoring arrangements established.</p>	<p>2009/10 – 2011/12</p>	
<p>To ensure the police are making clear progress towards delivering race equality in their employment practice. The approach to workforce diversity should make the police more reflective of society as a whole.</p>	<p>Guidance published on the use of positive action to encourage more ethnic minorities to join the police. Memorandum of Understanding in place with the HMI Constabulary to encourage police forces to provide comprehensive workforce data and action plans as well as transparent monitoring and complaints procedures.</p>	<p>2009/10</p>	
<p>To ensure there is a greater respect for equality and human rights in the prison system.</p>	<p>Memorandum of Understanding in place with HMI Prisons and a collaborative approach established through a series of thematic reviews.</p>	<p>2009/10 – 2011/12</p>	
<p>To make probation services effective in the provision of rehabilitation services to all groups.</p>	<p>Review of probation services effectiveness commissioned and MOU agreed with National Offender Management Service by Q3 2010/11.</p>	<p>2010/11</p>	
<p>To ensure that persons convicted of hate crimes are offered opportunities to address the motivations for their offending behaviour, contributing to better community relations.</p>	<p>Best practice in police community partnerships for hate crime offenders identified Q3 2009/10. Recommendations for a structured programme of interventions where applicable developed by Q4 2009/10 and proposals piloted and evaluated by Q4 2010/11.</p>	<p>2010/11</p>	

<p>5 Narrowing persistent gaps in educational outcomes and enhance the human capital of the most disadvantaged groups</p>	<p>To ensure a fair start in life for every child and greater social mobility regardless of background with adequate pre-school provision particularly where English is a second language.</p> <p>To secure improved participation, attainment and outcomes for NEET and 'at risk' groups across all pathways: Sixth Form, Further Education and apprenticeships.</p> <p>To encourage public bodies to improve the educational outcomes for different groups.</p>	<p>Scoping review into early years, life chances and equality by Q4 2009/10.</p> <p>Findings of research into the education and aspirations of young people and whether staying on in education to 18 achieves better outcomes published in Q1 2009/10. Action plan, building on findings, developed by Q3 2009/10.</p> <p>Guidance produced on how the public duties can help schools and educational institutions to tackle inequalities in educational outcomes.</p> <p>Partnership work with education inspectorates and regulators including Ofsted and Higher Education Funding Council for England to build on monitoring and compliance of the duties during 2009/10 to 2010/11. Joint review undertaken of impact of a new single equality duty on inspection frameworks to develop and embed proactive approach to equality inspection and reporting in 2011/12.</p>	<p>2009/10</p> <p>2009/10</p> <p>2009/10 – 2011/12</p>
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Programme 3: advancing equality in employment with a focus on the private sector

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Working Better – promoting fairness at work through modern ways of working</p>	<p>To promote new forms of flexible and agile working that meet the challenges of the 21st century and in particular the needs of older workers and people with disabilities as well as working parents.</p>	<p>Build on the first phase of the Working Better initiative and promote finding. Review scoped into the needs of older workers and people with disabilities and survey and focus groups completed by Q3 2009/10.</p> <p>Develop and launch new employer guidance on approaches to providing reasonable adjustments, which include innovative time and location flexibilities by Q4 2009/10.</p> <p>Work collaboratively with key partners to promote the benefits of the 'right to request' flexible working supported by practical guidance.</p>	<p>2009/10 – 2011/12</p> <p>2009/10</p>
<p>2 Narrowing pay gaps – securing radical and sustainable reform</p>	<p>To narrow the gender pay gap through promotion of a proactive and systematic approach to tackling pay discrimination.</p>	<p>Continue to influence the new Equality Bill to maximise its effectiveness and promote radical 'root and branch reform' of current legislation to put in place sustainable solutions to equal pay and encourage employers to take active steps to manage pay systems fairly.</p>	<p>2009/10</p>

<p>To widen understanding of the potential contribution of pay audits to tackling the gender pay gap.</p>	<p>Continue to build evidence base of the effectiveness of pay audits and promote their role to businesses and employers through publication of research and guidance.</p>	<p>2009/10</p>
<p>To act with government to tackle the structural causes of unequal pay, and to increase private sector transparency on pay gaps through regular publication of data.</p>	<p>Contribute to the Women and Work Commission and develop measurement indicators to ensure greater private sector transparency on pay.</p>	<p>2009/10</p>
<p>To tackle the underlying causes of the gender pay gap such as occupational segregation.</p>	<p>Publish and promote the findings of review into earnings and equalities.</p> <p>Work strategically with public bodies in the education and training sector to identify and tackle the root causes of occupational segregation including careers advice and training provision.</p>	<p>2009/10 – 2011/12</p>
<p>3 Accelerating improvements in the workplace</p> <p>To promote best practice in tackling employment discrimination.</p>	<p>Commission's vision of a modern workplace developed and promoted through engagement with regulatory bodies, professional and employer institutions.</p>	<p>2009/10</p>
<p>To improve private sector business practices by strengthening the reach of public sector procurement.</p>	<p>In partnership with the GEO continue to model a voluntary equality certification scheme for the private sector.</p>	<p>2009/10</p>
<p>To increase understanding of the relevance of equality in the labour market through a segmented approach to the private sector.</p>	<p>Develop the Commission's knowledge and evidence base on the private sector and labour markets working with Department for Business, Enterprise and Regulatory Reform, DWP and Regional Development Agencies.</p>	<p>2009/10 – 2010/11</p>
<p>4 Infrastructure of equality</p> <p>To tackle the structural causes of discrimination through conducting formal investigations in sectors where there is evidence of unlawful discrimination.</p>	<p>At least three formal inquiries conducted.</p>	<p>2009/10</p>
<p>To understand the extent of pay gaps and gender discrimination in the financial services sector and to develop a clear rationale for using investigatory powers with specific companies where there is strong evidence of unlawful discrimination.</p>	<p>Complete the formal inquiry and publish findings into gender discrimination in the financial services sector. Research and inquiry hearings completed by Q1 2009/10 and inquiry completed by Q2 2009/10.</p>	<p>2009/10</p>
<p>To identify successful interventions to tackle under-representation of ethnic minority workers in the construction industry and deliver wider employment participation.</p>	<p>Complete formal inquiry and publish findings into race discrimination in the construction industry by Q2 2009/10.</p>	<p>2009/10</p>

	To identify effective levers for cultural change in organisations.	Build on the Infrastructure of Inequality work with the MoD undertaking a joint review completed identifying effective levers for organisational change by Q3 2009/10.	2009/10
5 Promoting economic inclusion	To understand the impact of the recession on the most vulnerable groups and determine the Commission's role in protecting them ensuring everyone benefits when the recovery begins.	Work with DWP and the GEO to publish 'path of recession' research report on the impact of the recession on employment impacts and prospects among our mandate groups. Identify potential areas for government intervention.	2009/10
	To ensure that the benefits system works to support the most disadvantaged groups finding routes into work.	Conduct research into how the interaction of the tax-benefit system and the labour market in the current recession impacts on equalities groups with particular relationships to employment, such as second earners.	2009/10
	To build the Commission's evidence base on economic inclusion in particular the link between social-economic disadvantage and discrimination.	Publish an initial position paper on poverty and income inequality reviewing the relationship between socio-economic disadvantage and the seven protected grounds and identifying potential interventions.	2010/11
	To ensure that the most vulnerable groups in the labour market are adequately protected from exploitation.	Establish partnership with the Fair Employment Protection Board and Low Pay Commission to protect vulnerable workers through regulatory intervention.	2009/10 – 2011/12
	To improve the terms and conditions of migrant and agency workers and recruitment practices of 'atypical' workers.	Conduct an investigation and publish findings into the treatment and experience of agency and other temporary workers in the meat processing sector in England and Wales by Q4 2009/10.	2009/10
6 Equality in procurement and regeneration	To improve workforce diversity and fairness in the labour markets through influencing major regeneration programmes.	Olympic Charter developed outlining best practice for best practice procurement and community relations.	2009/10
		Follow-up reviews on Procurement and Supplier Diversity report.	2010/11
		Transfer lessons learnt for the Commonwealth games in Glasgow and Thames Gateway programme.	2010/11

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

Programme 4: building a generation without prejudice

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Scoping work to underpin future projects creating a generation without prejudice</p>	<p>To understand what influencers shape and trigger prejudice promoting long-term cultural change through research and analysis.</p>	<p>Attitudinal research completed to understand what influencers shape young people’s attitudes to prejudice and the drivers behind it.</p>	<p>2009/10</p>
<p>Create effective partnerships with government departments, NGOs and the creative industries</p>	<p>To develop the right partnerships and build alliances to help support delivery of our youth programme.</p>	<p>Partnerships in place with national players in the youth sector.</p>	<p>2009/10</p>
<p>2 Developing young equality leaders</p>	<p>To challenge intolerance and prejudice, improving young people’s access to knowledge about equality and human rights, and limiting the impact of segregation through greater inter-community contact.</p>	<p>Continue our youth programmes to identify effective models of intervention that can be implemented in partnership with key players in the youth sector. For example, building on the Our Space and Croeso projects amplifying their reach and impact on greater numbers of young people.</p>	<p>2009/10 – 2011/12</p>
<p>3 Working with young people at school</p>	<p>To improve awareness and understanding of young people so they can relate to equality, citizenship and human rights in their daily lives.</p>	<p>A range of resources developed to support teachers in the delivery of the citizenship agenda to young people, particularly Key Stage 3 (11-14 year olds) by Q4 2009/10.</p>	<p>2009/10</p>
<p>Support educators to spread best practice</p>	<p>To ensure that those who teach young people have access to the right materials and resources.</p>	<p>Programme of teacher and educator engagement and training to share best practice in delivering the citizenship curriculum in schools and Sixth Form colleges.</p>	<p>2010/11</p>
<p>Build greater contact between schools and equality and human rights stakeholders</p>	<p>To develop new partnerships between schools and equality and human rights organisations.</p>	<p>Network of excellence established bringing together educators and the equality and human rights sector.</p>	<p>2010/11</p>
<p>4 Putting Generation without Prejudice on the map</p>	<p>To raise awareness of the Commission’s ambition to reduce prejudice across society.</p>	<p>High-impact national campaign launched to ‘make prejudice history’.</p>	<p>2011/12</p>

Programme 5: promoting good relations throughout Britain

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Good relations guidance, promotion and best practice</p>	<p>To increase the awareness, confidence and sharing of good practice among public authorities in relation to their statutory obligations to promote good relations between groups.</p>	<p>Undertake general promotional and awareness-raising activity supported by Codes of Practice and guidance.</p>	<p>2010/11</p>
<p>To increase regulatory activity on good relations by improving the quality and precision of national and local data on good relations.</p>	<p>Authoritative evidence base and analysis of what supports good relations developed.</p>	<p>2009/10</p>	<p>2009/10</p>
<p>To understand the impact of the current duty to promote community cohesion on public authorities.</p>	<p>Benchmarking of public relations best awareness of good relations best practice alongside consultation on Codes of Practice completed by Q3 2009/10.</p>	<p>2009/10</p>	<p>2009/10</p>
<p>To ensure public authorities have access to the guidance they need to fulfil their duties.</p>	<p>Initial practical guidance, case studies and signposting issued by the Commission, drawing on and expanding existing good practice published by Q4 2009/10.</p>	<p>2010/11</p>	<p>2010/11</p>
<p>To create networks that will promote excellence and best practice on good relations.</p>	<p>Practitioner networks and communities of practice set up in partnership with the IDeA, LGIU and Scottish and Welsh equivalents among others.</p>	<p>2011/12</p>	<p>2011/12</p>
<p>To fulfil the statutory duty of the Commission to produce and disseminate effective Codes of Practice and guidance.</p>	<p>Guidance updated and validated with signposting service in place in preparation for implementation of new duty in late 2011.</p>	<p>2 Actively promoting good relations in Britain</p>	<p>Work with faith and secular communities to promote shared understanding, tolerance and respect and develop best practice guides on how to promote cross-community understanding. Develop approach to addressing root causes of religious extremism and Islam-phobia.</p>
<p>To define the role of the Commission in addressing conflict and tension between religion, faith, and community. To position the Commission as a recognised facilitator of resolution through engagement with others.</p>	<p>Hold inquiry hearings on the relationship between faith and secular communities in Britain and undertake preparatory scoping and research to inform those discussions.</p>	<p>2009/10</p>	<p>2009/10</p>

	<p>To ensure equal participation in community life and greater community cohesion.</p> <p>To understand the causes of hostility towards different groups and how these vary between local populations.</p>	<p>Grant fund good relations projects that advance tolerance and community cohesion, in particular promoting greater understanding and acceptance of migrant groups.</p> <p>Complete analysis of the rise of far right political parties and the impact on levels of racism and community cohesion. Produce guidance for public authorities on how to manage employees who may be members of far right parties.</p>	<p>2009/10 – 2011/12</p>
<p>3 Migration, diversity and citizenship</p>	<p>To influence the public debate around migration and citizenship, increasing recognition of the complexity and benefits of a diverse society.</p>	<p>Undertake research and analysis on social mobility of second generation migrants and pathways to employment, identifying areas for reform of education and training with follow up influencing. Publication Q4 2009/10.</p>	<p>2009/10</p>
<p>4 Promoting safety and security and targeting reductions in hate crime, harassment and abuse</p>	<p>To improve safety and security for key groups experiencing targeted violence, harassment and bullying including disabled people, women, LGB and transgender communities.</p>	<p>Thematic review of extent to which the public sector uses the duties to prevent harassment faced by particular groups.</p>	<p>2010/11</p>
	<p>To ensure that there is an effective strategy in place within the criminal justice system to tackle the underlying causes of hate crime and violence.</p>	<p>Build on our recent research work to develop and implement an approach for promoting the safety and security of disabled people.</p>	<p>2009/10</p>
	<p>To monitor the availability of services for women who suffer violence and ensure that public authorities meet their statutory obligations.</p>	<p>Production of annual Map of Gaps of service provision for women who have experienced violence.</p>	<p>2009/10 – 2011/12</p>
	<p>To understand the present context of good relations across England and Wales.</p>	<p>Continued development of the ‘Good Relations Barometer’ to monitor and assess tensions. Findings published by Q2 2011/12.</p>	<p>2009/10 – 2011/12</p>
	<p>To understand and address the root causes of sectarianism in Scottish society and their adverse impact on equality and human rights.</p>	<p>Produce research report on transmission of sectarian attitudes between Generations in Scotland. Publication Q3 2009/10.</p>	<p>2009/10</p>
	<p>To enact a more effective legislative framework to tackle hate crime in Scotland.</p>	<p>Support the passage of ‘crimes motivated by prejudice or ill will’ Bill through Scottish Parliament.</p>	

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

Programme 6: delivering high-quality information, advice and guidance on rights

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
1 Effective collaboration with the advice sector building equality and human rights advice capability	To ensure that there is a high-quality infrastructure of advice and access to justice in relation to equality and human rights legislation in Great Britain.	Legal casework grant funding framework developed and implemented including identification of clear assessment criteria and approval processes.	2009/10
	To improve the provision of casework advisory support and expertise in relation to equality and human rights and improve Casework Quality Standards in England and Wales.	Current legal advice provision in Great Britain on equality and human rights issues mapped to identify gaps in service provision across localities by Q1 2009/10.	2009/10
	To support the advice sector, in particular the Citizens Advice Bureau and community law centres, enabling them to provide timely and accessible advice and guidance to individuals.	Strategic approach to funding of the voluntary advice sector to target the service gaps developed in partnership with key organisations including the Legal Services Commission.	2009/10
	To ensure 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 delivery of advice and guidance.	2009/10
	To improve understanding and awareness of rights in the general population.	Build on the model used in the ‘Know your Rights’ campaign and raise awareness among particular communities.	2009/10
	To promote support for individual rights and ensure that the law can genuinely empower citizens to exercise their rights.	Promotional campaign including roadshows on equality issues and the Equality Bill.	2010/11
	To ensure that employers understand and act on changes in the legal framework.	Continue to provide updates on legislative developments, case law and enforcement action including best practice advice and guidance and promote through a variety of channels.	2009/10
	To increase capacity and quality in the advice sector through challenge and support.	Extend Commission’s transfer of expertise and specialist training programmes working with Advice Sector organisations and training agencies; including the Employment Tribunal Skills Course to England and Scotland.	2009/10
2 Providing information and guidance to employers	To ensure best practice in employment practices is adopted across the public and private sector and that employers understand their statutory responsibilities.	Develop collaborative arrangements with business organisations and the advice sector to encourage exchange of guidance and best practice.	2009/10 – 2011/12

<p>To ensure that best practice on equality and diversity is embedded in key sectors that impact disproportionately on the achievement of better equality outcomes.</p>	<p>Continue to develop and promote practical sectoral guidance focusing on sectors where disadvantaged groups are likely to be represented.</p>	<p>2009/10</p>
<p>To ensure that Small and Medium-Sized Enterprises (SMEs) are equipped to understand changes in the legislative context.</p>	<p>Build on our guidance to SME employers to cover the new employment regulations on age and promote best practice with partner organisations.</p>	<p>2010/11</p>
<p>3 Continue to improve the quality of advice and guidance provided through our helpline and website</p>	<p>Helpline and information management functions combined to provide an integrated gateway service, with new ways of working introduced to increase service level provision.</p>	<p>2009/10</p>
<p>To raise awareness of the helpline among the general population.</p>	<p>Active promotion of the helpline through targeted campaigns to enable individuals and organisations to access the service.</p>	<p>2009/10</p>
<p>To ensure private sector employers have access to effective advice and guidance particularly targeted at the 'willing but nervous'.</p>	<p>Arrangements in place to provide effective advice for the private sector, including referral arrangements with specialist business advice providers.</p>	<p>2010/11</p>

Strategic priority 5: build an authoritative and responsive organisation

Programme 7: building a high performing organisation

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Review and refine the Commission's operating model</p>	<p>To ensure that the Commission's operating model, including ways of working, processes and systems, support the delivery of the strategic priorities.</p>	<p>Review, refine and deliver the operating model.</p>	<p>2009/10 – 2010/11</p>
<p>2 Developing the Commission's regulatory approach</p>	<p>To ensure that the Commission meets its obligations as a regulatory body and is proportionate, accountable, consistent and transparent in its work.</p>	<p>To review and incorporate lessons learned from other regulators in developing the Commission's regulatory approach.</p>	<p>2009/10 – 2010/11</p>
<p>To ensure that the Commission's actions are guided by intelligence and evidence.</p>	<p>New outcome-focused regulatory approach designed and implemented, with clear criteria and transparent decision-making processes in place.</p>	<p>2009/10</p>	<p>2009/10</p>
<p>Strategic intelligence capability developed to inform our activities and interventions, with intelligence needs defined and new functions and processes implemented.</p>	<p>2009/10</p>	<p>2009/10</p>	<p>2009/10</p>

<p>3 Strengthening our organisational capability</p>	<p>To strengthen our leadership and management capability and skills.</p>	<p>Leadership strategy developed and implemented. New series of leadership and management programme delivered including 'Expert managers – exceptional leaders' to all senior managers.</p>	<p>2009/10</p>
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<p>Competency Framework designed and rolled out, with a skills audit and gap analysis undertaken against the competency framework.</p>			
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<p>New performance management framework fully implemented.</p>			
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<p>4 Building a flexible and responsive organisation</p>	<p>To engage effectively with stakeholders ensuring that the Commission's work is relevant, and in the public interest.</p>	<p>First stakeholder strategy consulted on, published and implemented, new sector specific stakeholder advisory boards established. Mapping work carried out to enhance stakeholder networks in all equality strand and subject areas. Series of subject specific conferences and events held.</p>	<p>2009/10</p>
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<p>To build a flexible, delivery-focused organisation.</p>			
<p>New approach to project-based working developed and implemented.</p>			
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<p>To improve the transparency, consistency and speed of decision-making and governance.</p>			
<p>New framework for decision-making in place based on clear principles and a Governance Handbook published and implemented.</p>			
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<p>To support delivery of the Commission's work through efficient corporate services and enabling ICT systems.</p>			
<p>Implementation of key ICT solutions including SharePoint collaboration, further CRM system development to improve stakeholder communications and case management and upgrades to the financial and reporting systems.</p>			
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Programme 8: building an authoritative, evidence-based organisation

Projects and work areas	Objectives	Key deliverables and milestones	Delivery date
<p>1 Building an authoritative evidence base</p>	<p>To build the Commission’s evidence base through research and intelligence.</p>	<p>Comprehensive evidence base achieved across all the equality strands, human rights and good relations.</p>	<p>2010/11</p>
<p>To become a centre of excellence in research on equality and human rights.</p>	<p>Developing partnerships with stakeholders and research institutions to broaden development and use of the evidence base by Q2 2009/10.</p>	<p>2009/10</p>	
<p>2 Develop and implement systematic approach to measurement</p>	<p>To fulfil the statutory duties in relation to monitoring the implementation of equality legislation and the statutory duties using the Equality Measurement Framework.</p>	<p>Equality measurement framework finalised incorporating new indicators of autonomy and populated with data by Q2 2009/10.</p>	<p>2009/10</p>
<p>To deliver a landmark triennial review.</p>	<p>Deliver the first triennial review setting out the state of inequality and human rights in Britain using the Equality Measurement Framework developed in conjunction with the GEO and government departments by Q1 2010/11.</p>	<p>2010/11</p>	
<p>3 Introduce a good relations measurement framework</p>	<p>To create a new measurement framework to assess the state of good relations across Britain.</p>	<p>The Good Relations Measurement framework and indicators developed incorporating feedback from stakeholder engagement and consultation.</p>	<p>2009/10</p>

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