

Equality and Human Rights Commission

# Strategic plan

2012–15

# **Equality and Human Rights Commission Strategic plan 2012–15**

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## Foreword

Looking forward to the next three years, the Commission needs to try to understand the issues for the economy, society and the countries of Great Britain, and set out how we can best contribute to challenging discrimination, upholding equality, and promoting human rights.

We are committed to our vision of a modern Britain where everyone is treated with dignity and respect, and we all have an equal chance to succeed. But the Commission faces a particular set of uncertainties in planning this future.

During 2012, we will see the Government's conclusions to their consultation on reform of the Commission, including possible legislative changes to our powers and functions, the appointment of a new Chair, and possible other changes to the Board.

With all this in mind, the Board concluded this document must do two things: First it must set out a clear and robust strategic sense of direction so our staff, partners and stakeholders – including the Government – know what to expect from us. Second, it should allow us the flexibility to respond to the decisions that will be taken over the next 12 months, and provide space for the Commission's new leadership to return to the strategy and complete the picture.

That means this document has a tighter focus than our last strategic plan, and needs to be read alongside our Business Plan for 2012-13, in particular the extensive change programme that will be implemented this year to prepare us for the future.

Mark Hammond

Chief Executive

Equality and Human Rights Commission

## Introduction

1. Parliament has given the Commission the mandate to challenge discrimination, and protect and promote equality and human rights. We are committed to our vision of a modern Britain where everyone is treated with dignity and respect, and we all have an equal chance to succeed.
2. We have the responsibility to report progress to Parliament and the United Nations (UN). Our Triennial Reviews on equality and human rights: 'How fair is Britain?' show that, in many ways, Britain has become a fairer place. However, our analysis also identifies the gaps between our shared ambitions for the future and the reality of a Britain where too many of us are still disadvantaged by the accidents of our birth, and too many people's human rights are not fully promoted and protected.
3. Our 'How fair is Britain?' reviews set out the gaps that we and many others need to work to close. Although our focus in this strategic plan is on the short term, and on the issues we can reasonably tackle today, we must not lose sight of the bigger picture. We will continue to develop an evidence-based understanding of 'what works' to drive change and improvement, and a better understanding of how we can measure progress in closing these gaps. This will also help governments and others design effective policies and programmes for the future.
4. Though much remains to be done, the Commission has already achieved a good deal. Our strategy will consolidate our achievements, which include:
  - helping to bring about the Equality Act 2010
  - our 'How fair is Britain?' reviews on equality and human rights which painted a picture of how life in Britain actually matches up to the aims of equality and human rights
  - our section 31 assessment of HM Treasury which will explore the practicalities of compliance with the public sector equality duty
  - our support for ground breaking legal cases which have helped to test and clarify the law

- our inquiries which have brought equality and human rights issues to the attention of the public and those in positions of power
- the extensive reforms we have already made to our own organisation which have helped us deliver better value for money.

## Designing the strategy

5. Our vision for equality and human rights in Britain would be ambitious in good times, let alone a period of austerity and radical change. We must temper our aspirations for the next three years with our judgement of what can be achieved in a period of shrinking resources.
6. Our budget has fallen from £70million when we opened our doors in 2007 to £26.8million by the end of 2015. Much of this reduction will need to be accommodated in the significant change programme we will deliver in the first year of this strategy. The reduction also reflects the UK Government's decision to deliver some of the services the Commission provided in its first four years through other means, including our Helpline, Strategic Grants Programme and Legal Grants Programme. To maximise the impact of our remaining budget, we must work better with others to avoid duplication and join forces wherever we can over the next three years.
7. We will need to continue to be proportionate in the way we deal with business, particularly small and medium sized enterprises. We must ensure equality and human rights are understood as key enablers of the economic recovery, rather than being seen as unnecessary 'red tape'.
8. As our resources fall, we have taken the time to understand where the Commission can add most value through the use of our unique powers and functions, and which roles we must fulfil to deliver our duties effectively. We also need a rigorous understanding of the key challenges and opportunities Britain is facing so we can focus our roles on those issues where we can make the most difference

in the next three years. This analysis of our roles and priorities provides the framework for the design of our strategy.

9. We have consulted widely on this framework, discussing our roles and priorities with our colleagues, partners and the wider public. Their intelligence and insights have been invaluable in addressing the tough choices we have needed to make. Our conclusions have received broad support, and we are grateful for the time our stakeholders have dedicated to this endeavour.

## **The context for the strategy**

### **The state of the economy**

10. Slow growth, a budget deficit and rising unemployment will be key challenges to prosperity and fairness in Britain. Governments in London, Edinburgh and Cardiff will be taking crucial decisions on the distribution of benefits and the priorities for public spending. Radical reforms to the welfare state and the Legal Aid systems in England and Wales and to the employment tribunal system will affect the household incomes of many of our protected groups, and may constrain people's ability to access justice to fight discrimination.
11. Governments are taking action to tackle the issues facing the economy, including access to employment programmes and investment in skills and training, particularly for younger people. As the public sector contracts there will be a need to support businesses and entrepreneurs to provide employment for the future. The benefits of greater diversity in the boardroom, senior management and among new business people will help deliver the growth that society and the economy need.
12. The Commission's contribution will be to ensure these key decisions are taken fairly, and take full account of equality and human rights. We will strive for a level playing field for publicly funded skills and employment schemes so they are accessible to those that need them most. We need more diversity in the boardroom and in top management in all sectors, not just for fairness but for the better decisions which will result. As we enter

an economic recovery, it must be fair, with access to finance, jobs, and promotion better reflecting our diverse society.

## **The state of the law**

13. The Human Rights Act 1998, and the Equality Acts of 2006 and 2010, including the new public sector equality duty, have given us one of the strongest frameworks of protection for equality and human rights in the world. We must expect the next three years to be a period of consolidation, not expansion in the role of law and regulation.
14. It is a clear priority for the UK Government to reduce regulatory burdens where there are better ways of ensuring organisations 'do the right thing'. We welcome the focus on better outcomes. We see our regulatory role as helping organisations achieve what they should, not trying to catch them out if they fall short. It will always be necessary to identify and take action against those who are not even trying to comply. But legal action is our last resort, when nudge, persuasion and advice have not proved effective.
15. We believe strongly that the current equality and human rights legal framework is important and necessary to protect individuals and groups from discrimination and abuse. For example, we would not support any reductions in the level of protections for older people receiving care, disabled people in employment, or for immigrants who face inhumane treatment – or worse – if they are deported. We have reached a legislative settlement that is responsive to contemporary challenges; we believe this settlement, including the Human Rights Act, should be built on, and not degraded.
16. There are debates ahead on other changes to the law, which will have important impacts on society, and potentially differential ones on the protected groups. We will look carefully at Legal Aid reforms in England and Wales and their impacts on access to justice as a key human rights concern. The changes to welfare provision are likely to affect some of the protected groups more than others. As our section 31 Assessment of HM Treasury has shown, we will need to closely monitor governments' work to consider and mitigate any disproportionate impacts. Developing our expertise in analysing the impacts of these kinds of decisions

on equality and human rights will be an important part of our work in the next three years.

## **Change in the public sector**

17. A key challenge across Britain will be to ensure fair access to our public services and that human rights standards are consistently improving as public services are reformed. The changes in England in particular will see the private and voluntary sector playing an even bigger role in delivering the fundamental public services that enable people to live productive and autonomous lives for longer. We need to identify the best ways of targeting services, and promote good practice so that we deliver more personal, better value services to those that need them most.
18. One of the major challenges across Britain is how to fairly meet the demands of an ageing society – with increasingly complex and diverse needs – within shrinking budgets. The new equality duty, though requiring different things in England, Scotland and Wales, will put more information in the hands of the public than ever before. Transparency in the way public bodies do business can help local people across Britain scrutinise public bodies and hold them directly to account for how they are achieving equality and human rights standards.
19. When the needs of the majority are grabbing the headlines, the experiences of those in the most vulnerable settings, such as children caught up in the immigration system, can increasingly be hidden from view. The safeguards in the Human Rights Act will ensure equal treatment never amounts to equally bad treatment, and everyone is treated with dignity and respect.
20. The Commission's contribution must be to ensure that fairness, dignity and respect are at the heart of designing and delivering effective public services. Our work with governments and strategic partners will ensure good practice shapes reforms, for example procurement and commissioning frameworks. Our practical guidance will ensure public bodies use the equality duty and human rights-based approaches to make fairer decisions and deliver better services in the future.

21. The Commission also has the advantage of working in England, Scotland and Wales with differing approaches to public service changes, and the equality duty offers us the chance to look at different solutions and initiatives and see what works best. Over the next three years we will learn from the experiences of the three countries. Those differences in approach will be fully reflected in the business plans for Scotland and Wales which complement the Commission's corporate business plan for the year ahead.

## **The relationship between the state and its citizens**

22. There are many legitimate and important roles for the state where it acts to constrain our behaviour or our liberty. These areas include the obvious ones of policing, crime and punishment, but also cover the restraint of some individuals within the health system, the role of schools in regulating children's behaviour, and the role of local authorities in relation to older people.
23. It is essential that in all those cases the state acts with the utmost respect for individual's human rights and is held to account for meeting those standards. In some cases, such as stop and search, we are still seeing disproportionate impacts on some groups; in others, such as health settings, there is still too little respect for people's dignity and autonomy.
24. The state has an important responsibility to safeguard individuals, groups and communities from harassment and violence in all forms. Identity-based crime, whether it be by race, sexual orientation or any other characteristic, has been recognised much more widely in recent times as needing particular attention. Our own inquiry into disability harassment highlighted the shortcomings in the system in safeguarding just one of the protected groups. Our inquiry into human trafficking in Scotland highlighted the practice of modern slavery. New technologies also mean cyber-bullying has taken name-calling and harassment from the playground to the internet.
25. The Commission's contribution must be to ensure human rights provide a framework to shape how the state relates to its citizens, and when it justifiably constrains our fundamental rights and freedoms. We need to press for greater recognition of the positive

duties on public bodies to prevent harm, as well as avoid inflicting it themselves.

## **The contribution of the Commission**

### **A catalyst for change and improvement**

26. The Commission will most effectively contribute to progress on equality and human rights as a catalyst for change and improvement. We will make a shift from the direct services we have provided through our Helpline and Grants functions in our first four years, to a more enabling role: using our expertise and influence to support the development of policies and services that promote equality of opportunity and safeguard our fundamental human rights.
27. This approach makes good use of the powers given to us by Parliament to help us deliver our mandate. These include:
  - undertaking formal inquiries, and investigations
  - undertaking assessments and agreements to ensure compliance with the public sector equality duty
  - publishing research, ideas and information
  - funding discrimination cases in the courts, taking cases in our own name, or intervening in other legal proceedings.
28. It is also consistent with the UN's requirements on us as a National Human Rights Institution, the independent adjudicator of Britain's equality and human rights performance in the world. These include:
  - making recommendations to governments, parliaments and the courts about the effectiveness of the law
  - monitoring and reporting on Britain's progress and compliance with international conventions
  - educating and promoting understanding and protection of human rights and efforts to combat discrimination

- co-operating with others dedicated to promoting equality and human rights, including on an international level.
29. We are not the only body with a statutory duty to promote and protect equality and human rights. There is a range of regulatory bodies with powers in their own sectors, whose influence could encourage sustainable behavioural change. We will work with these bodies to help them fulfil their own obligations and to achieve shared goals. This collaborative approach will cut out duplication, provide certainty for those we regulate, and build confidence and credibility in the regulatory system as a whole.

### **One mandate: four roles**

30. We believe our contribution as a catalyst for change and improvement will be best achieved if we focus our work over the next three years in the following four roles:
- 1) Outcomes-focused strategic regulator:** our strategic use of our unique legal powers and expertise will ensure the legislation is effective on paper and in practice. We want the Equality Act 2010 and the Human Rights Act 1998 to be understood and applied. This should give individuals and organisations the guidance to ‘do the right thing’, rather than only telling people what they cannot do. We will use our legal powers only where other approaches are not effective, and normally in support of cases with broader strategic objectives with wider impacts.
  - 2) Promoter of standards and good practice:** while legislation and enforcement can improve behaviour, sustainable change depends on more than just compliance with the law. Our main concern for the next three years will be to provide practical guidance and assistance on what the law requires individuals and organisations to do. Our alliances with regulators, employers and other scrutiny bodies will ensure the benefits of equality and human rights approaches are consistently understood and used simply and economically to deliver better outcomes for people in England, Scotland and Wales.
  - 3) Authoritative centre of intelligence and innovation:** we must continue to build our evidence base to understand how people’s outcomes, experiences and attitudes cumulatively shape our lives. We must harness the power of transparency and sharper analysis to understand why the fortunes of some groups have changed, while the lives of others have not improved as fast as

they should. We must ensure people understand the impact of disadvantage, not just on individuals, but on our country; and therefore the rationale for tackling it at the root – going with the grain of a human nature that is instinctively fair. In a period of change, one of our most powerful tools will be ‘holding the mirror up’ to governments and others, to help them understand the likely consequences of their decisions and – ultimately – to drive change and improvement.

- 4) Trusted partner:** partnership is implicit in being a catalyst, and integral in achieving our aims. It is also a key performance indicator of the Commission’s success in fulfilling our first three roles. We can only effect substantial change and improvement if we work well with central and local government, others in the public sector, with business, trade unions and the voluntary and community sectors. To empower individuals and communities to contribute to our vision, we must help them understand their rights and responsibilities and provide them with the tools to use them.

## **Our partnership approach**

31. The public are an integral part of our work. We have a duty to engage with the nine protected groups in the Equality Act 2010. We also work with groups experiencing chronic disadvantage, such as carers, asylum seekers and Gypsies and Travellers. In short, we have to be open and inclusive to everyone. Our strategic approach will be to engage with the advocates of the protected groups and, for the most part, this will be designed around our three strategic priorities, drawing in expertise from stakeholders in the public, private and voluntary sectors to inform and improve our work.
32. We will retain engagement with specific protected groups and their advocates to support our reports to the UN. We will also engage with those who find it harder to coalesce, such as transgender people; and will occasionally bring two or more strands together to help resolve issues, for example some religion and belief, and lesbian, gay and bisexual groups.

## **Governments**

33. Building productive relationships with a range of government bodies across England, Scotland and Wales is a priority for the Commission. Our engagement will be on the basis of a more

structured agenda, which reflects the Commission's position as adviser, partner and regulator. This will include:

- advising governments on the effectiveness of their legislation and the likely and actual impact of policy decisions
- working together to achieve shared equality and human rights goals
- regulating governments' compliance with the law and reporting progress to parliaments and the UN
- adopting an open and collegiate style of working with governments across Britain, while maintaining our independence.

### **The private sector**

34. The Commission's progress with the private sector has been mixed. We have listened to business' views about where the Commission's work has helped them act more fairly. We intend to consolidate our successes and give businesses more of what they want from us. This will include:

- producing practical guidance that enable employers to act fairly. We will focus on small and medium sized enterprises, where confidence and knowledge of the law is lowest and our support can have the greatest impact
- working increasingly with professional bodies to identify good practice in different sectors. This will ensure the good practice examples in our guidance are tailored and targeted to tackle the day-to-day challenges private sector organisations face
- using our collaborative model to follow-up our inquiries, and enable the private sector to set effective standards and track its own progress.

35. With 77 per cent of the British workforce employed by the private sector— approximately 12 million of whom are employed by small and medium sized enterprises – our engagement must improve.

### **Scrutiny bodies**

36. We have built important partnerships with other scrutiny bodies, which we must maintain. We understand the time and effort

- chairing the Human Rights Forum of Regulators, Inspectorates and Ombudsmen
  - forging formal and informal partnerships with statutory bodies in England, Scotland and Wales, in line with our strategic priorities
  - working more closely with other equality and human rights commissions in Scotland, Wales and Northern Ireland, and speaking with ‘one voice’ at the UN.
37. This collaborative approach will cut out duplication, provide certainty for those we regulate, and build confidence and credibility in the regulatory system as a whole.

### **The public sector**

38. The Commission’s powers are weighted towards the public sector. The equality duty is one of our most powerful tools for driving change and improvement in all three countries. Effective public bodies are those that meet the needs of communities, and safeguard the individuals in their care. Our work with public bodies will help them to use equality and human rights principles to enable responsive and targeted service delivery:
- providing evidence, guidance and practical examples of how the new equality duty and human rights approaches can deliver better outcomes in different settings. We will provide simple guidance about how equality and human rights law can be complied with; and set out our expectations of good practice
  - using formal assessments and agreements to provide direct support to public bodies in key sectors where our evidence shows poor practice and non-compliance is having an immediate and detrimental impact on people’s lives
  - with over 40,000 public bodies, it makes sense to work with umbrella groups to ensure our expectations are consistently understood.

### **The voluntary and community sector**

39. While the UK Government’s expectations of the voluntary and community sector increase, their income streams are decreasing.

This reduction includes the Commission's grants programmes, which we will no longer be able to fund. The closure of our regional offices means our relationship with grassroots organisations will need to change.

40. We are conscious of the difference even a small contribution from the Commission can make to the initiatives of our partners, particularly in a time of shrinking budgets. While we seek to strengthen our regulatory role, we will support the distinctive role representative groups and trade unions play in achieving our vision. This will include:
- supporting civil society to contribute to UN processes
  - building the capacity of voluntary and community organisations to improve their own performance on equality and human rights
  - using our statutory committees and alliances with regional networks to gather and share intelligence about grassroots issues.

#### **How we prioritise what we do**

41. The Commission's broad mandate means there is a very long potential list of issues we could take an interest in. Our 'How fair is Britain?' reviews took into account a series of factors in identifying the key challenges for the country. For example we considered how many people an issue affects, and how it impacts on their life chances. A disadvantage may be rare, but its impact so severe that it needs to be tackled, if only for a small number of people.
42. In a rapidly changing environment, the Commission will also need to be responsive to risks and threats we may not have planned for. To ensure we remain focused on the issues where we can make a difference, our decisions to respond to emerging threats will be based on an objective analysis of the evidence, the application of our public benefit tool, consultation with our partners, and the agreement of our Board of Commissioners.
43. We have a range of powers and tools at our disposal. We will always choose the ones that will best fulfil our duties and effect change in a particular circumstance, only resorting to our enforcement powers as the last resort. We have developed our own regulatory principles to guide our work:

- we aim to lead society's understanding of equality and human rights, being mindful of the day-to-day challenges organisations – in particular small and medium sized enterprises – face
- we are committed to openness, transparency and accountability
- we help people comply with the law and aspire to best practice
- we ensure our actions are evidence-based, proportionate and consistent
- we use our resources in the most efficient and effective way, targeting them where they are most likely to have the greatest impact.

## **Our strategic priorities for 2012-15**

44. Learning from the past, we have not sought to be 'all things to all people' in this strategy. Inevitably, this may mean some people feel disappointed with issues we have not chosen to prioritise. Our decision to focus on doing fewer things well will mean we should increase our impact and deliver better value for money.
45. Our guiding purpose over the next three years is to build on the progress Britain has made towards becoming a fairer society, while focusing on the contemporary challenges our country faces to ensure momentum does not stall. While the reality of austerity may be harsh for some, our human rights-based approach means we will prioritise challenging any regression from fundamental standards, and seek sustainable improvements where we can.
46. Over the next period we expect our work to concentrate on the three strategic priorities we have identified. These are outlined below, along with indications of the kind of programmes and projects we will undertake. More details will be set out in our Business Plan for 2012/13 and our plans for the following years.
47. We will need to manage our work and the scope of our ambition with much reduced resources. This means we will need to focus on where we can add value; where our issues make a particular contribution and where other organisations are not better placed to act.
48. For example the Children's Commissioners in England, Scotland and Wales are clearly well equipped to cover many issues affecting children. Our role should be to work in support of them where we can, not to duplicate. There are many organisations who work to build social capability, develop policy responses, and lobby for change. It is not our role to cover this ground, though our work will inevitably support those who do. We should not and cannot contribute to every issue of social concern or potential impact on equality and human rights.

## **Our strategic priorities**

### **1: To promote fairness and equality of opportunity in Britain's future economy**

49. Employment and progress within the labour market are liberating factors in people's lives. In periods of economic constraint, progress on issues like the pay gap can stall or regress as structural causes of inequality, such as pregnancy discrimination or occupational segregation, become entrenched. The challenges which occupy people's daily lives, such as managing mental health or coping with caring responsibilities, can become more acute as change and uncertainty put us under pressure and limits our choices.
50. Even in tough times, fairness, dignity and respect are values employers – in all sectors – cannot afford to ignore if they are to create and retain the talented, productive workforce their business performance relies on, and their consumers expect.
51. We will focus our contributions where we can add value, for example on the publicly funded services which are essential to support the economy and on encouraging small and medium sized enterprises to increase opportunities for the protected groups. We will continue to support strategic legal cases, to clarify the anti-discrimination protections available to individuals and groups in the workplace.

We will develop programmes to:

- tackle the structural causes of the pay gaps for women, ethnic and religious minority groups, and disabled people, and ensure – as a minimum – there is no regression on the October 2010 baseline. This will be tracked annually and reported in our next Triennial Review
- assess the impact of the changing economy on different groups, and ensure there is no regression on the employment gap for ethnic and religious minorities, and disabled people, from the October 2010 baseline. This will be tracked quarterly and reported in our next Triennial Review
- work in partnership with Government to implement the recommendations of our section 31 assessment of HM Treasury, helping ensure governments make fair decisions through the age of austerity.

## **2: To promote fair access to public services, and autonomy and dignity in service delivery**

52. Britain is far more diverse than it was a generation ago. One child in every 10 in Britain is growing up in a mixed race household, and the number of older and disabled people in our country continues to grow. As public sector budgets decrease, these demographic changes are putting our fundamental public services under enormous pressure – the housing, education, health and social care that enable us all to live safe, independent and fulfilling lives.
53. Transformational reform of our public services is likely to affect different groups in different ways. It is the essence of fair decision-making that both those who make the decisions and those affected will know what the consequences will be. That is why data, transparency and engagement are so important. It is also why we need far greater diversity in public life. In all areas, we need representation that better reflects modern Britain and our diverse communities.
54. With over 40,000 public bodies in Britain, we will need to focus our contributions where we can add value. For example by working with governments and strategic bodies to embed good practice in commissioning and procurement frameworks, which will cascade fairness down the supply chain, and by making equality and human rights drivers of change and improvement in our public services.
55. We will develop programmes to:
  - ensure the specific public sector equality duties are understood and used to deliver better policies, improved service delivery and, ultimately, better outcomes and experiences for people in England, Scotland and Wales. Equality information will be captured in our duty measurement framework. We will contribute to the Government's review of the English-specific duties in 2013, and review the effectiveness of the English, Scottish and Welsh duties in 2015
  - promote dignity and autonomy in the delivery of social care services by the range of providers in England. The implementation of our Home Care Inquiry recommendations will be tracked annually and reported on in a review in 2014
  - encourage, monitor and report on Britain's progress and compliance with international equality and human rights

conventions. The Commission will submit its shadow reports to the UN on CEDAW, CPRD and CAT in 2013 and the CRC in 2014.

- build the capacity of the voluntary sector to improve equality and human rights performance across all their functions. The Equality and Human Rights Framework for the voluntary sector will be published in 2012. Take up and impact will be monitored annually and evaluated in 2015.

### **3: To promote dignity and respect, and safeguard people's safety**

56. Prevention is always better – and cheaper – than cure, so public bodies have a vested interest in promoting positive behaviour and preventing harm to the people that make up diverse Britain. This applies in our schools, where bullying impacts on people's ability to learn and progress, and shapes attitudes that last a lifetime; and on our workplaces where the interests of some groups can seem to compete with others. It also applies to local authorities, and those in the criminal justice and immigration systems, who protect our safety and security
57. The state must fulfil its positive duties to safeguard the public's safety, paying particular attention to those who can be ignored or left behind. There are still far too many cases where people's identity leads to them suffering abuse, bullying, or worse. Our public authorities need to do more to protect everyone. Critically, the state also needs to take effective steps to safeguard the individuals who are in its care – in prison, hospital, or wherever.
58. We will focus our contributions where we can add value, for example by continuing our successful work to reduce the adverse and unfair impacts of stop and search and challenging public authorities to improve their human rights records in constraining and detaining individuals.

We will also develop programmes to:

- reduce the incidence of homophobic, transphobic, disability-related and religiously or race-related (including Gypsy and Traveller) bullying in schools and workplaces from the October 2010 baseline. Progress will be reported on in our next Triennial Review
- reduce the incidence of hate crimes on all protected grounds and increase conviction rates. The implementation of our

Disability Harassment Inquiry recommendations – including their application to the other protected groups – will be tracked annually and reported in a progress review in 2015

- increase transparency of equality and human rights issues in the criminal justice and immigration system. Progress will be tracked regularly and reported on in our next Triennial Review in 2013
- tackle the causes of human trafficking in Scotland, and improve the treatment of victims. The implementation of our Human Trafficking Inquiry recommendations – including those for the UK Government – will be tracked annually and reported on in a progress review in 2014.

## **An exemplar modern public service organisation**

59. Like most in the public sector, the Commission faces a significant budget reduction. We need to change the way we work to deliver value for money and higher impact in everything we do. Our aim is to become an exemplar modern public service organisation, building on our successful work to turn the Commission's performance around over the past two years.
60. Like all public bodies, the Commission's work will be under scrutiny over the next three years. Our performance will be reviewed by:
  - the UK Parliament, with the Joint Committee on Human Rights and the Home Affairs Select Committee taking the lead
  - the UN, who will review our 'A' status accreditation as a National Human Rights Institution
  - the Better Regulation Executive, which assesses our conformity with the Hampton Code of Practice for regulators
  - the National Audit Office, which reviews our compliance with HM Treasury's 'Managing Public Money'
  - the media and the public, including Freedom of Information Act requests.
61. We will need to demonstrate that everything we do is:

- **Agile:** Adopting modern, flexible working practices with low overhead costs and high sustainability standards. Responding effectively and proportionately to rapidly changing events.
- **Authoritative:** Acting consistently on the basis of objective evidence. Increasing the skills and knowledge of our staff. Working collegiately with a united sense of purpose. Consolidating our reputation with the public as the leading expert on equality and human rights in Britain.
- **Ambitious:** Being resolute in our decisions and actions. Having the courage of our convictions and staying the course, even in a challenging environment. Following through to achieve maximum impact.
- **Accessible:** Working with partners on the basis of trust and respect. Valuing diverse perspectives. Listening and learning from our stakeholders so we can be responsive and nuanced, ensuring a distinct presence in England, Scotland and Wales.
- **Accountable:** Being transparent about our decisions and how we make them as an independent statutory body. Being outcomes-focused and responsible for how we use our resources.

## **Contact us**

### **England**

FREEPOST RRLG-GHUX-CTR

Arndale House

Arndale Centre

Manchester

M4 3AQ

### **Helpline:**

Telephone: 0845 604 6610

Textphone: 0845 604 6620

Fax: 0845 604 6630

Email: [englandhelpline@equalityhumanrights.com](mailto:englandhelpline@equalityhumanrights.com)

### **Scotland**

FREEPOST RRLG-GYLB-UJTA

The Optima Building

58 Robertson Street

Glasgow

G2 8DU

### **Helpline:**

Telephone: 0845 604 5510

Textphone: 0845 604 5520

Fax: 0845 604 5530

Email: [scotlandhelpline@equalityhumanrights.com](mailto:scotlandhelpline@equalityhumanrights.com)

## **Wales**

FREEPOST RRLR-UEYB-UYZL

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3 Callaghan Square

Cardiff

CF10 5BT

### **Helpline:**

Telephone: 0845 604 8810

Textphone: 0845 604 8820

Fax: 0845 604 8830

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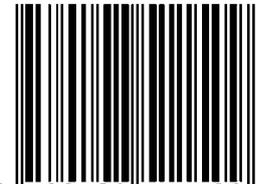
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