

# SHRC

Scottish  
Human Rights  
Commission



## Operational Plan

2025-26

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# About the Scottish Human Rights Commission

The Scottish Human Rights Commission (the Commission) is Scotland's human rights watchdog. We are an independent, expert body that works with and for the people of Scotland; we monitor, listen, speak up for all of our rights and respond when things go wrong.

The Commission is a public body created by the Scottish Commission for Human Rights Act 2006 to protect and promote the human rights of all people in Scotland.

“The Commission's general duty is, through the exercise of its functions under this Act, to promote human rights and, in particular, to encourage best practice in relation to human rights.” Scottish Commission for Human Rights Act 2006, section 2(1)

The Commission is also part of the international human rights system. We are internationally accredited as a National Human Rights Institution (NHRI), trusted to provide impartial evidence to the United Nations (UN) on the enjoyment of human rights in Scotland

As an NHRI, we also comply with a set of standards called the UN Paris Principles, ensuring our pluralism, independence and effectiveness.

The Commission is independent of government and accountable to the people of Scotland via the Scottish Parliament. We receive our annual core funding through the Scottish Parliamentary Corporate Body (SPCB). The Commission ensures efficient and effective use of public funds and works with an independently chaired Audit and Risk Committee, which meets quarterly.

There are currently three members of the Commission (a part-time Chair and two part-time members) appointed by the Scottish Parliament. As a group, these members form the Commission and meet up to nine times a year.

Chair: Professor Angela O'Hagan

Members: Shelley Gray, Dr Claire Methven O'Brien

# Foreword

This plan outlines the work the SHRC will deliver in the second year of its Strategic Plan 2024-28, as laid before the Scottish Parliament in April 2024. The Strategic Plan outlines the direction and vision of the members of the Commission to fulfil the statutory mandate of the SHRC to promote human rights in Scotland.

This Operational Plan outlines the work that the SHRC staff team will deliver in 2025-26 to progress the objectives of that Strategic Plan; namely through focus on its purpose as an NHRI; its role in engaging directly with people to understand and examine their experiences of human rights; and its role in monitoring Scotland's performance in meeting its human rights obligations.

As this plan has been prepared, the SHRC is operating in a challenging external environment, both for the organisation itself and for the promotion of human rights for all.

A UK General Election on 4th July 2024 returned a Labour government to Westminster for the first time in 14 years, and the impact of a new UK Government on the human rights framework in Scotland and the rest of the UK is still emerging. Recent Supreme Court rulings have clarified the competence of the Scottish Parliament to legislate on key matters impacting on human rights in Scotland, and looking ahead, there will be a Scottish Parliament election in May 2026.

The Scottish Government has confirmed that its planned legislation to incorporate human rights treaties into Scots Law will not be brought forward in this session of the Scottish Parliament; and has now published a document outlining the intended approach. It will be a matter for the next Scottish Government to prioritise and progress.

The 2025 SPCB Supported Bodies Landscape Review Committee Inquiry has provided a helpful opportunity to clarify the purpose of an NHRI in supporting the Scottish Parliament in its role as the guarantor of human rights for everyone in Scotland. At the time of writing, it has recommended that there is a case for reviewing the mandate and resource of the SHRC, and the Committee's findings will be subject to a debate in the Scottish Parliament in September 2025. The SHRC will continue to provide advice to the Scottish and UK Parliaments on where the Scottish Commission for Human

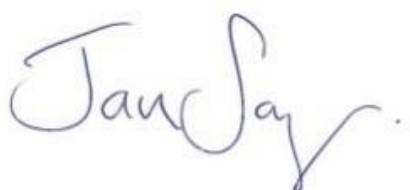
Rights Act 2006 may usefully be amended to enhance human rights protections in Scotland.

2025-26 will also see the SHRC go through the robust assessment of the Sub-Committee on Accreditation (SCA) of the Global Alliance of National Human Rights Institutions to retain its A-Status. In its last assessment in 2021, the SCA expressed concern over the funding available to the SHRC and encouraged additional funding to ensure it can effectively carry out the full breadth of its mandate.

To ensure the SHRC utilises the limited resources that it does have to best serve its existing mandate, the SHRC's small, skilled and dedicated workforce has delivered a huge amount of work in the last 12 months to focus the SHRC's outputs on the human rights priorities of the people of Scotland and to strengthen the governance of the SHRC as a public body. This has included recruitment of new members of the Senior Management team, and a new solicitor tasked with developing the SHRC's approach to its new powers resulting from the UNCRC (Incorporation) (Scotland) Act 2024. This programme of strengthening the organisation will continue in 2025-26.

We look forward to welcoming two new members of the Commission in the summer of 2025. They will join our Chair and existing two members to provide leadership and guide the SHRC's work to strengthen human rights protections for all as we navigate the challenges and opportunities of the current operating environment. This includes consideration of strategic use of the SHRC's enabling powers, and to assist our members in this endeavour, we will recruit and build a new Legal Advisory Committee to the Commission.

The SHRC's skilled team will deliver the work outlined in this Operational Plan for 2025-26, pursuing the most efficient and effective use of public funds and its mandate to maximise its impact and insight on the action required to promote human rights in Scotland.



# Our Purpose, Vision, Mission and Values

## Our Purpose

We are Scotland's human rights watchdog. Our job is to work with people and communities to understand their experiences, hold public bodies to account where human rights are not upheld, and help them to do better.

## Our Vision

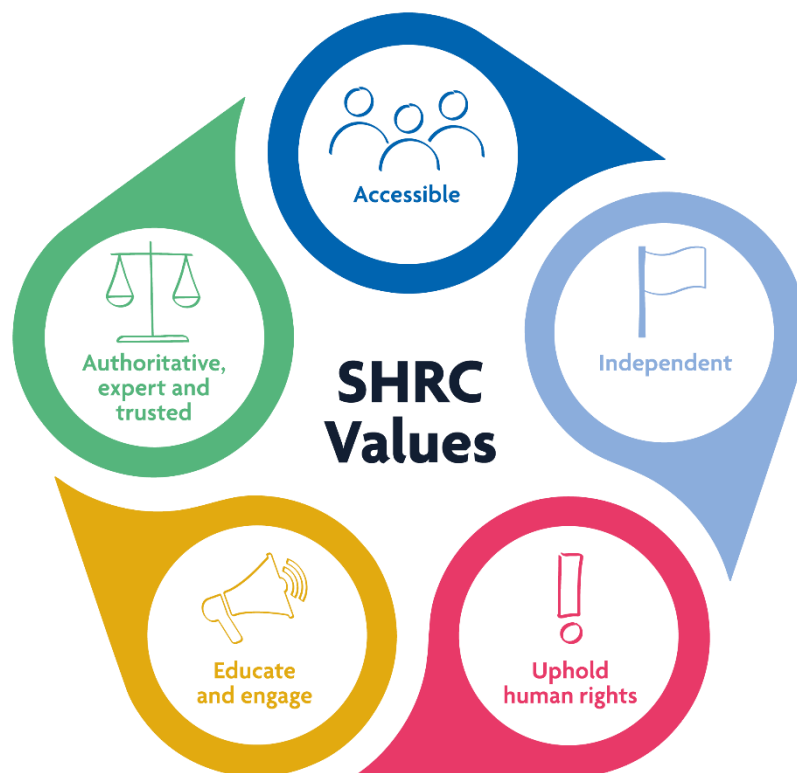
A fairer Scotland where human rights are respected, understood, and where there is justice when things go wrong.

## Our Mission

To be a strong, independent authority that works collaboratively to uphold everyone's human rights in Scotland.



## Our Values



### We are accessible

We involve people in the work of the Commission on issues that affect their rights, and ensure our work is understood by all.

### We are independent

We hold duty bearers to account by monitoring human rights standards in Scotland, the system of accountability, and using our mandate to take action where required. We are accountable to the people of Scotland.

## We uphold everyone's human rights

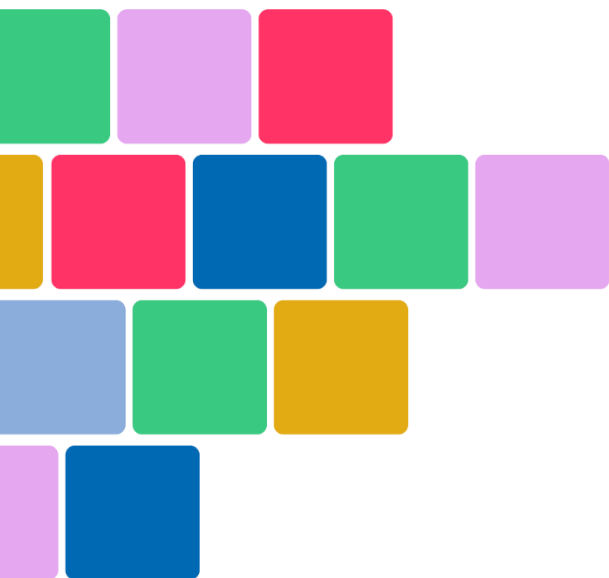
Human rights belong to everyone. We recognise where bias, discrimination and power dynamics have an impact on human rights violations, and we take action on rights and groups most at risk.

## We educate and engage

We help everyone to understand their human rights and make sure that decision makers are fully supported to develop policy and practice which affect people's rights.

## We are authoritative, expert and trusted

We keep watch over national and international human rights law to help duty bearers understand the impact of their plans and actions on their human rights obligations, ensuring that this is rooted in rule of law, and easily understood.





# Our Strategic Objectives 2024-28

## Purpose, People, Performance



### Purpose

We will deliver and extend our mandate to improve accountability for human rights in Scotland; and inform the Scottish Parliament on the human rights implications of proposed legislation.



### People

We will ensure that the Commission is informed by, and works alongside, people and communities throughout Scotland who have direct knowledge of how human rights are being experienced; and use our mandate to focus on poverty, places of detention; access to justice; and the rights of at risk specially-protected groups.



### Performance

We will monitor and report on how human rights are being experienced in Scotland and play our part in embedding a stronger human rights culture.

# Our 2025-2026 Operational Plan

This 2025-26 Operational Plan outlines how we will deliver against our three strategic priorities, including our new thematic monitoring work programme, and our work to strengthen the Commission operationally.

It provides detail of how we are planning to use our budget to deliver this work, and information about how the Commission decides on its priorities. Each priority is informed by evidence and public interest, and where we believe our work will contribute a significant impact in upholding the human rights of people in Scotland.

This includes:

- the impact of poverty on human rights,
- human rights in places of detention,
- access to justice, and
- the human rights most at risk of particular groups of people.

We will ensure that we have capacity to continue to provide advice to the Scottish Parliament on its work to scrutinise proposed legislation through a human rights legal framework.



## Strategic Objective 1 – Purpose

We will advise the Scottish Parliament on the human rights implications and opportunities posed by legislation.

Given the small scale of the Commission's expert team, we will manage this as follows:

Screen all legislation introduced to the Scottish Parliament and provide advice on issues which the Commission considers relevant to our mandate, or upon request as the Commission deems appropriate.

Priority will be given to those issues which align with the Commission's 2024-28 Strategic Priorities.

Noting the 2025-6 Programme for Government, we will inform Parliament's consideration on key Bills that have relevance for human rights, as well as non-Government sponsored legislation which is currently in the Parliamentary process. This may include:

- Victims and Witnesses Bill
- Assisted Dying Bill
- Budget Bill
- Disability Commissioner Bill
- UEFA European Championship (Scotland) Bill

We will publish a toolkit containing all SHRC assessment tools to inform duty bearers to take a human rights budgeting approach and engage directly with Committee Conveners and Clerks to inform a human rights based approach to their Budget scrutiny in 2025-26.

We will monitor significant emerging national and international developments in law and policy and respond as appropriate where we consider them to impact on rights in Scotland.

We will screen consultation exercises issued by the Scottish Government on policy proposals which have significant human rights implications; but given our resource constraints we have limited capacity to deliver this, and will focus on Parliament

We will however allocate time to consider the detail of the forthcoming publication of a discussion paper outlining the approach that the Scottish Government is proposing to bring forward in the next session of the Scottish Parliament for a Human Rights Bill, subject to the outcome of the Scottish Parliamentary elections in May 2026.

Given their relevance to our mandate, the SHRC will continue to participate as independent NHRI observers to provide advice and guidance on the following Scottish Government and other statutory working groups only:

- Equality and Human Rights Budget Advisory Group (EHRBAG);
- UNCRC Act Strategic Implementation Board;
- Human Rights Strategic Implementation Board
- National Oversight Mechanism on Deaths in Custody
- SNAP2 Leadership Panel
- Scottish Biometrics Commission Advisory Board

As a consequence of the UNCRC (Incorporation) (Scotland) Act 2024, we will prioritise our role as a statutory consultee to respond to draft guidance resulting from this Act and following the successful recruitment of our Legal and Policy Coordinator (UNCRC) we will progress to agree a new Memorandum of Understanding with the office of the Children and Young People's Commissioner Scotland to explore effective ways of working together.

We will adopt a new Strategic Framework Agreement with our colleagues at the Equality and Human Rights Commission (EHRC) Scotland to confirm our mandates in Scotland on human rights matters, and we will explore the adoption of an updated

agreement with both organisations and the Northern Ireland Human Rights Commission (NIHRC) to clarify the operating model of the 3 National Human Rights Institutions upholding human rights obligations across Scotland, England, Wales and Northern Ireland.

We will increase capacity in our team of human rights experts to monitor court judgements, and civil proceedings through the Scottish legal system which may have wider human rights implications for the people of Scotland.

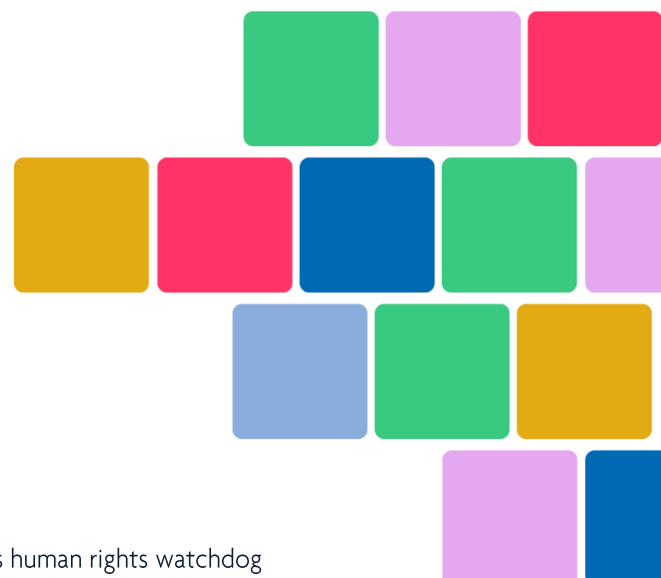
We will explore opportunities to utilise the powers of the Commission in respect of its new strategic litigation route via the CRC Act, and via the SCHR Act 2006 to intervene in legal proceedings (s14) or scope the use of our Inquiry power (s8).

These will be subject to available resources and will be guided by work which aligns with our strategic priorities, evidence which we are generating via our thematic spotlight work and engagement with communities, or by exception on issues which the Commission considers appropriate.

We will establish a new Legal Advisory Committee to the Commission to support our use of legal powers, and a list of approved Counsel. Opportunities to participate in both will be advertised widely and appointment will be transparent. Standing Orders for the Committee will be added to the SHRC Code of Governance.

We will provide a briefing to the Scottish Parliament ahead of its debate on the recommendations from the final report of the SPCB Supported Bodies Inquiry Committee in the Autumn of 2025.

We will engage with the United Nations and Council of Europe treaty examination processes and the United Nations Human Rights Council.



We will:

- Promote the baseline assessment of Scotland's compliance with the Istanbul Convention
- Run workshops for duty bearers and regulators to promote awareness of the concluding observations of the United Nations Committee on the Elimination of Racial Discrimination examination of the UK and the United Nations Committee on Economic, Social and Cultural Rights to inform its examination of the UK
- Prepare for the Universal Periodic Review (UPR) midterm review
- Engage with the United Nations Human Rights Council on issues relevant to Scotland, in conjunction with the other United Kingdom NHRIs.

We will promote compliance with international reporting obligations by the Scottish Government, by monitoring recommendations and sharing those which are specific to Scotland with the relevant departments and with the Equalities, Human Rights and Civil Justice Committee of the Scottish Parliament.

We will undertake the significant process of reaccreditation of the SHRC as an A status Human Rights Institution (NHRI) to ensure that Scotland remains an A status NHRI.

We will hold an event to mark Human Rights Day to promote debate and discussion on the role of human rights in Scotland today, and we will introduce an annual human rights day lecture.

Finally, we will explore and inform all opportunities through the Scottish Parliament to review the mandate of the Commission to strengthen its ability to uphold and promote the human rights of the people of Scotland as the country's NHRI. We will publish an updated paper outlining how the Scottish Commission for Human Rights Act 2006 may be amended to achieve this aim.



## Strategic Objective 2 – People

We will undertake research and produce reports on issues that the Commission considers necessary or expedient, that fulfil our mandate and align to the priorities outlined in our Strategic Plan 2024-28. The Commission's decision making framework is provided as Annex A.

In 2025-26, we will publish research reports on:

- Poverty and Human Rights in Scotland: An evidence-based examination of poverty in Scotland through the lens of the human rights legal framework
- An examination of the routes to access justice and remedy for people who are in custody, and the barriers faced.
- An examination of the routes to access justice and remedy for people who are experiencing difficulties with their right to access social care and the barriers faced.

On human rights in places of detention, we will produce:

- An examination of the human rights implications of the Order of Lifelong Restriction (OLR) sentence in Scotland
- A briefing note on the process of investigations into Deaths in Mental Health Detention settings
- A report arising from a family listening day for families affected by the deaths of a loved one in state custody to inform the independent Fatal Accident Inquiry review.
- Denial of the rights of the Gypsy Traveller community to cultural identity - an evidence-based human rights analysis grounded in the circumstances of the Tinker Experiment in the 1950s and the impact of this on the rights to cultural identify and other human rights to this date.

We will deliver these reports to the committees of the Scottish Parliament to inform their own roles in upholding the human rights of the people of Scotland and explore how we may work together to promote progress and accountability.

We will scope Access to Justice Year 3 Spotlight on Redress and continued focus areas on poverty.

We will support duty bearers to progress with the recommendations of our Year 1 spotlight reports on human rights in places of detention and progress towards delivering Article 19 of the UNCRPD.

In line with our Participation Strategy, we will continue to work with civil society organisations to ensure that the voices of lived experience are informing our research and our input to the UN and Council of Europe treaty examination processes, and we will consider ways to share the findings and outcomes of these processes with the rights holders most impacted.

The Members of the Commission will visit and engage with groups and individuals across the country, promoting our work widely and listening to the human rights concerns of local people and duty bearers, with a particular focus on our strategic priorities.

We will produce and publish up to four papers examining the human rights framework around issues which arise from our community and civil society engagements to educate duty bearers and rights holders, and to be utilised by human rights defenders as helpful in their advocacy.

We will scope out a programme of work to understand how we might build and support Scotland's networks of human rights defenders.

We will use our social media channels to communicate with people about the work of their Commission and seek media coverage of our research findings to promote awareness and understanding of human rights issues in Scotland.

Finally, we will issue a stakeholder survey to help us understand levels of awareness of the SHRC among civil society what people's in 2025.





## Strategic Objective 3 – Performance

We will monitor and report on law and practice that impacts upon the protection of human rights in Scotland. This will include the production of the Commission's second annual 'State of the Nation' report to the Scottish Parliament in December 2025.

Building on our learning in Year 1, we will develop a monitoring strategy for the SHRC to outline the human rights monitoring methodologies and recording systems we use to assess the status of human rights enjoyment in Scotland. This will include internal work to create a tracker process to trace recommendations of international human rights bodies per treaty.

We will place a focus on spending time in communities to understand how human rights are being experienced in people's lives, and we will report on this.

In 2025, we will:

- Undertake work to monitor the status of economic, social and cultural rights enjoyment across the South of Scotland. (and publish the report in early 2026-27)
- Identify a third region of Scotland to explore the status of economic, social and cultural rights in 2026-27.

Subject to resource, it is expected that this will inform a four-year baseline of ESC rights enjoyment in Scotland to inform future monitoring of ICESCR the impact of the forthcoming Human Rights Bill.

To help promote understanding of how public sector bodies understand and work with human rights, we will commission further research on attitudes to human rights amongst duty bearers, building on our published series examining attitudes to human rights across the general population.

We will review and consolidate the SHRC's materials on a human rights based approach and consider how best to package these for duty bearers to use.

We will make a submission to the European Network of National Human Rights Institutions (ENNHRI) annual State of the Rule of Law in Europe monitor, reporting on developments in new and proposed legislation as it impacts on the human rights legal framework in Scotland.

We will promote compliance with international reporting obligations by Scottish Government departments. We will work in partnership with the Northern Ireland Human Rights Commission and the Equality and Human Rights Commission to deliver under the mandate of the designated Independent Mechanism (UKIM) under Article 33 of the United Nations Convention on the Rights of Persons with Disabilities. Our focus will be on issues that affect the promotion and protection of the rights of disabled people in Scotland.

We will continue our active membership of the National Preventive Mechanism (NPM), including via the Scotland Sub Group, which will continue to be Chaired by the Chair of the SHRC. The NPM is an independent monitoring system established in the United Kingdom in March 2009, after the UK ratified the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) in 2003. Its primary goal is to prevent ill-treatment and torture by monitoring places of detention. The NPM consists of 21 members, representing inspectorates and monitors from England, Northern Ireland, Scotland, and Wales, who collaborate to focus attention on practices in detention that could amount to ill-treatment.

We will participate in discussions around the development of an independent National Oversight Mechanism to monitor deaths in state custody in Scotland, and action to reduce the rising trend of this human rights concern.

We will produce our Theory of Change Year 1 baseline data and finalise our Year 2-4 approach to support staff to capture evidence of impact, utilising our new software.

In compliance with s15 of the SCHR Act 2006, we will publish our Annual Report of the performance and impact of the Commission's activities in 2024-25 to deliver its general duty and lay this before the Equalities, Human Rights and Civil Justice Committee to inform Parliament's scrutiny of the impact of the Commission's work programme against its mandate.

# Strengthening our Organisation

We will conclude the work to deliver the recommendations of the 2023 Independent Governance Review, namely by:

- Producing a new Employee Handbook
- Recruiting to full capacity, including building the Senior Leadership Team
- Implementing a new support and supervision programme for staff in the Commission, aligned to the Strategic Plan 2024-28 objectives, and identifying training opportunities for skills and competency development
- Delivering a full induction programme for the new members of the Commission

We will continue to ensure that employee voices are respected through fulfilment of our relationship with the Commission's recognised Trade Union partner, PCS.

In collaboration with the staff team, we will continue delivery of Phase 2 of our People and Culture strategy for the Commission, focused on making the Commission a great place to work.

We will deliver a second all staff survey and continue to deliver on emergent priorities through a staff wellbeing committee. We will invest in a programme of work focused on developing a high performing team culture within the SHRC.

Aligned to the objectives of the Strategic Plan 2024-28, and with resources secured to support this in 2024-25, we will implement a review of role profiles, competencies and contracts to align and provide consistency and clarity across the Commission.

We will produce a new style and tone of voice guidance as part of our ongoing brand work

We will scope the cost and model of a new website for the SHRC and streamline the content on the website currently.

We will scope the development of intersectional equity and diversity policies, including a Gender Mainstreaming and an anti-racist Strategy for the SHRC

We will maximise continuous professional development for our staff by facilitating a training and development programme, which will include:

- Report writing
- Unconscious and conscious bias
- Enabling shared knowledge and understanding of the Code of Governance between staff and members of the Commission
- Research methodologies and ethics

For senior managers in the SHRC, we will prioritise ongoing training and development in

- People, Project and Financial management
- Trauma informed practice

We will work to a global work plan across the Commission, which aligns and maximises the limited staff resources, with defined project leadership.

We will continue to co-operate with the UN and any other organisations in the United Nations system, the regional institutions and the NHRIs of other countries which align with the objectives and organisational status of the Commission and its priorities.

This will include, in particular, engagement with the Global Alliance of National Human Rights Institutions (GANHRI), the European Network of National Human Rights Institutions (ENNHRI), and the Commonwealth Forum of National Human Rights Institutions .

We will prioritise attendance and participation at ENNHRI General Assembly and GANHRI General Assembly meetings to ensure that the Commission continues to fulfil its obligations as an accredited NHRI within the UN human rights system.

We will maintain membership of ENNHRI working groups including the Expert Group on NHRI Standards; Communications Working Group; the Legal Working Group; Economic, Social and Cultural Rights Working Group; Business and Human Rights Working Group; and Convention on the Rights of Persons with Disabilities Working Group.

We will host a Council of Europe Platform Meeting and the OHCHR to Scotland to share best practice on monitoring of ESC rights.

We will continue to promote efficient use of public funds through our Shared Services Agreement with the Scottish Public Services Ombudsman, providing the Commission with high quality financial transaction support, payroll, HR, and core training and development.

We will implement a new Data Governance plan for the Commission and complete the transfer of our files to a new cloud based ERDM system, with training for all staff and members of the Commission.

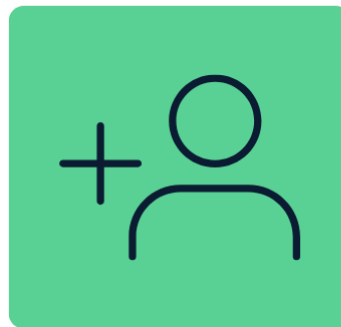
To comply with our obligations as a National Human Rights Institution and as a Scottish Parliamentary Supported Public Body, the Commission will:

- Produce and publish our Annual Accounts and Audit including the financial statements for the year ending 31 March 2024, completed by our external audit partner Audit Scotland.
- In pursuit of our commitment to continuous improvement, continue to work with the Commission's internal auditors Wyllie Bisset, and follow up on any recommendations made as a result of their audit visits and findings.
- Continue to respond to requests under the Freedom of Information Act within 20 working days.
- Continue to deliver against our BSL Plan for 2024-2030, delivering an annual report outlining the steps that the Commission has taken to promote the inclusion of BSL users in our work and in our workplace.
- Meet our target of paying 90% of undisputed invoices within five working days.

## Find out more

For more information on the Commission's Operational Plan 2025-26, please contact us by email at [\*\*hello@scottishhumanrights.com\*\*](mailto:hello@scottishhumanrights.com).

Follow us on [\*\*LinkedIn\*\*](#), [\*\*Instagram\*\*](#), [\*\*X\*\*](#), [\*\*Facebook\*\*](#) and [\*\*YouTube\*\*](#) for up to date news from the Commission.



# Annex A: How we decide our priorities

## Scottish Human Rights Commission 2025-26 Decision Making Framework

Pre-screening: Mandate and Strategic Plan – if these cannot be answered yes, we would not apply the following criteria

Criteria	Yes / No	Comments
Is the issue within our mandate?	Yes	
Is the issue within one of the priorities identified in our Strategic Plan?	Yes	

### Capacity

Criteria	Maximum score	Score	Comments
Do we have the staffing capacity needed?	10		
Do we have any existing work on the issue?	5		
Do we have the experience/technical capacity within the staff team? Or can it be acquired?	10		

## Evidence and rights analysis

Criteria	Maximum score	Score	Comments
Is there a credible evidence base available? E.g. civil society evidence, outcome of a robust participatory process, reports of other public bodies, SHRC evidence-gathering, SNAP	10		
Is the issue highlighted by a human rights body e.g. CPT, treaty body recommendations, UPR?	10		
Is there a clear link to the human rights framework and standards?	10		
What is the gravity of the issue i.e. severity of issue (e.g. absolute, limited/ qualified rights, rights subject to progressive realisation) balanced against number of people affected?	10		
Does the issue impact on those whose rights are not sufficiently promoted?	5		

## Added value and non-duplication

Criteria	Maximum score	Score	Comments
Is the Commission making a unique contribution? (the human rights lens should be very clear in articulating what it adds to the debate and how it can be transformative)	10		



Criteria	Maximum score	Score	Comments
Is there a clear overlap with the mandate of another body?	5		
Would we be duplicating the work of other actors?	10		

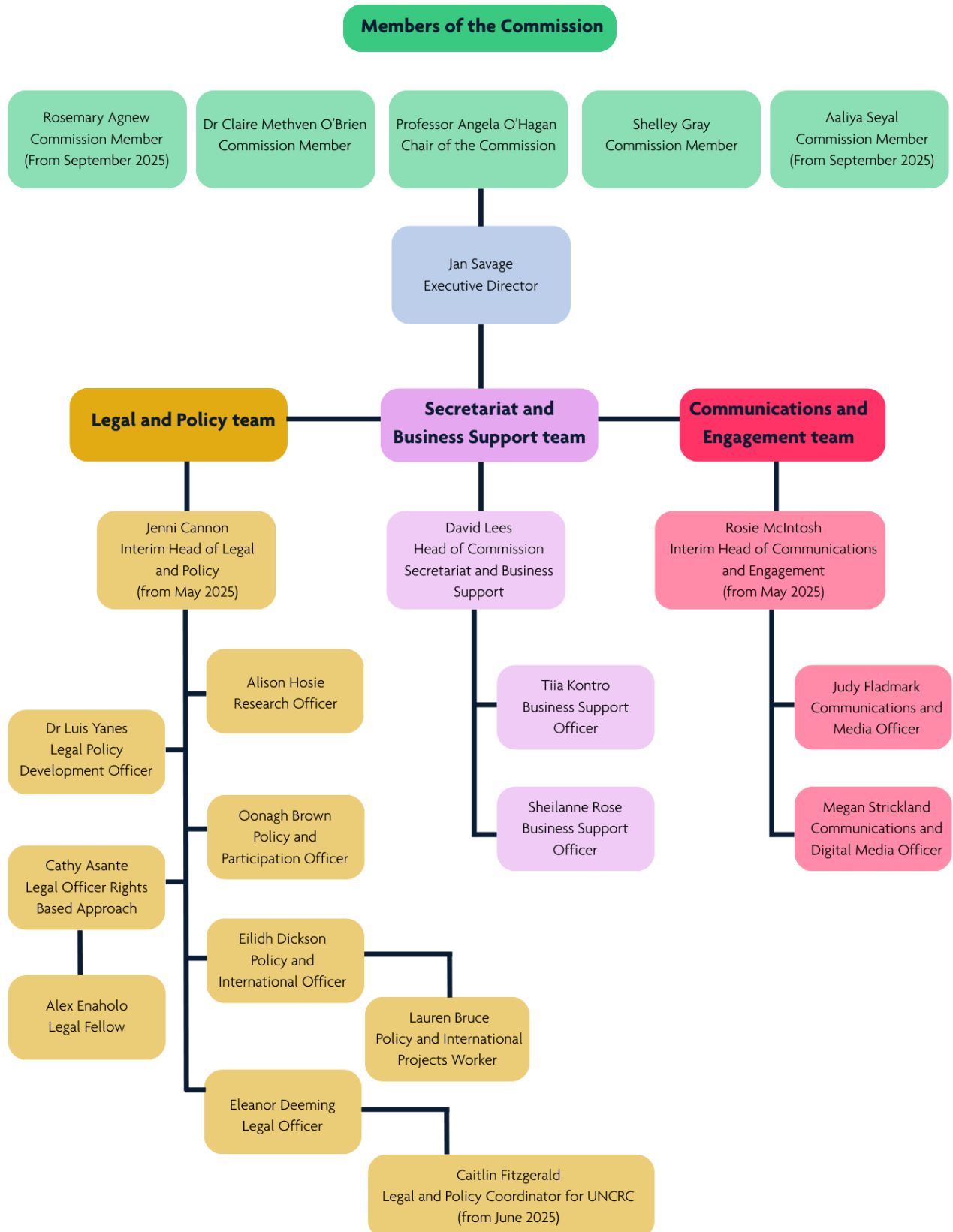
## Opportunities to influence

Criteria	Maximum score	Score	Comments
Is the proposed activity within the Commission's gift to deliver e.g. do we have relevant influence or relationships to make it happen?	10		
Is there an identifiable proposed action which is likely to deliver change?	10		
What levers are there to influence change domestically? E.g. is there an alignment with the work of parliamentary committees or the legislative agenda?	5		

## Total scoring

Criteria	Maximum score	Score
Capacity	25	
Evidence and rights analysis	45	
Added value and non-duplication	25	
Opportunities to influence	25	
Total	120	

# Annex B: Our People



## Annex C: Budget 2025-26

The Commission received confirmation from SPCB on 28 February that our submission from November 2024 for an annual funding budget of £1,557k had been approved. This includes £62k to fund an additional 1.3 fte staff; a new 1.0 fte Grade 4 and increased hours for two existing members of staff, 0.1 fte of a Grade 5 and 0.2fte of a Grade 3, from July 2025 as a result of new functions under the UNCRC. Any UNCRC requirements before July 2025 are being funded through the original allocation from Scottish Government, which was for 12 months from July 2024.

The core budget allocation also includes funding to increase the hours of a Grade 2 Business Support officer from 0.5fte to 1.0fte, on a permanent basis.

The approved core budget is broken down in the table below.

Cost type	Amount
Total Staffing Costs, including Chair and members of the Commission	£1,248,000
Programme Costs	£208,000
General Running Costs	£101,000
<b>Total</b>	<b>£1,557,000</b>

In addition to the core budget SPCB has again approved annual contingency funding of £44k for a Legal Fellow over a 12-month term to support the Scottish Human Rights Fellowship scheme. Up to a further £106k of contingency funding has also been made available by SPCB to implement the final recommendations of the governance review, which includes the appointment of a Head of Legal and Policy and a People and Culture Manager