

SHRC

Scottish
Human Rights
Commission



Operational Plan

2026-27

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About the Scottish Human Rights Commission

The Scottish Human Rights Commission (the SHRC) 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 SHRC 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 SHRC 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 SHRC 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 SHRC ensures efficient and effective use of public funds and works with an independently chaired Audit and Risk Committee, which meets quarterly.

There are currently five members of the Commission (a part-time Chair and four 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, Rosemary Agnew, Aaliya Seyal

Foreword

The SHRC's skilled team will deliver the work outlined in this Operational Plan for 2026-27, pursuing our mandate to maximise our impact and insight on the action required to promote human rights in Scotland.



This plan outlines the work the SHRC will deliver in the third 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 2026-27 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 has built on two years of work to strengthen the organisation, increase its monitoring of human rights in Scotland, use its legal powers, and is now operating with a full membership of the Commission. The external environment, both for the organisation itself and for the promotion of human rights for all, continues to evolve.

The UK Government is engaging in negotiations around the interpretation of the ECHR, and issues of human rights protections and the integrity of the human rights legal framework are featuring as election issues. Internationally, the UN system is experiencing a liquidity crisis, which is resulting in reduced frequency of treaty monitoring cycles, meaning a stronger role for independent NHRI monitoring domestically.

The sixth session of the Scottish Parliament has just concluded, with 42 out of 129 (just under 1/3) of sitting MSPs standing down prior to the Scottish Parliament election on 7 May 2026. The elections have returned a minority Government, and a new political

spectrum in the Scottish Parliament. The impact of these changes on the human rights landscape are as yet unknown.

Planned legislation to incorporate human rights treaties into Scots Law will now be a matter for the next Scottish Government to prioritise and progress.

The 2025 SPCB Supported Bodies Landscape Review Committee Inquiry provided a helpful opportunity to clarify the purpose of an NHRI in promoting human rights for everyone in Scotland, and has recommended that there is a case for reviewing the mandate and resource of the SHRC. The Scottish Parliament has accepted this recommendation, and the Equalities, Human Rights and Civil Justice Committee have included in their legacy report to inform the Committee in Session 7. 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.

Building on the preparatory work throughout 2025-26, May 2026 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, as well as a review of its mandate.

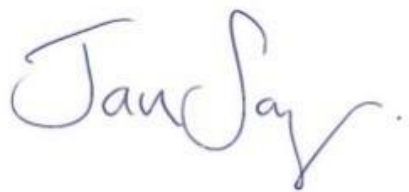
To ensure the SHRC utilises the limited resources that it does have to best serve its existing mandate, the SHRC's small and dedicated workforce has delivered a huge amount of work in the last 12 months to focus the SHRC's outputs on the human rights priorities of the people of Scotland and to strengthen the governance of the SHRC as a public body. This has included the completion of an internal culture review and a full review of all employee policies. The SHRC begins Year 3 of its Strategic Plan having delivered on the majority of recommendations of the 2023 Independent Governance Review that are in the gift of the SHRC, with a small number of actions to conclude in Q1 of 2026-27. This programme of strengthening the organisation will continue in 2026-27 as we shape the SHRC to best utilise our resources in pursuit of outcomes in the public interest through our monitoring and legal powers mandate.

We also welcomed two new members of the Commission in the summer of 2025. We start 2026-27 therefore with a full membership of the Commission 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.

This did not progress in 2025-26 as the SHRC instead made a decision to pursue use of its s.14 powers of intervention at the Court of Session, providing an opportunity for the SHRC and its current Members to develop and demonstrate this capacity in action. This Operational Plan includes the decision making framework the SHRC utilises when considering use of its legal powers, and the Legal Advisory Committee will progress in 2026-27, as will the development of an SHRC panel of Counsel.

The SHRC's skilled team will deliver the work outlined in this Operational Plan for 2026-27, pursuing the most efficient and effective use of public funds and our mandate to maximise our impact and insight on the action required to promote human rights in Scotland.



Jan Savage
Executive Director



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

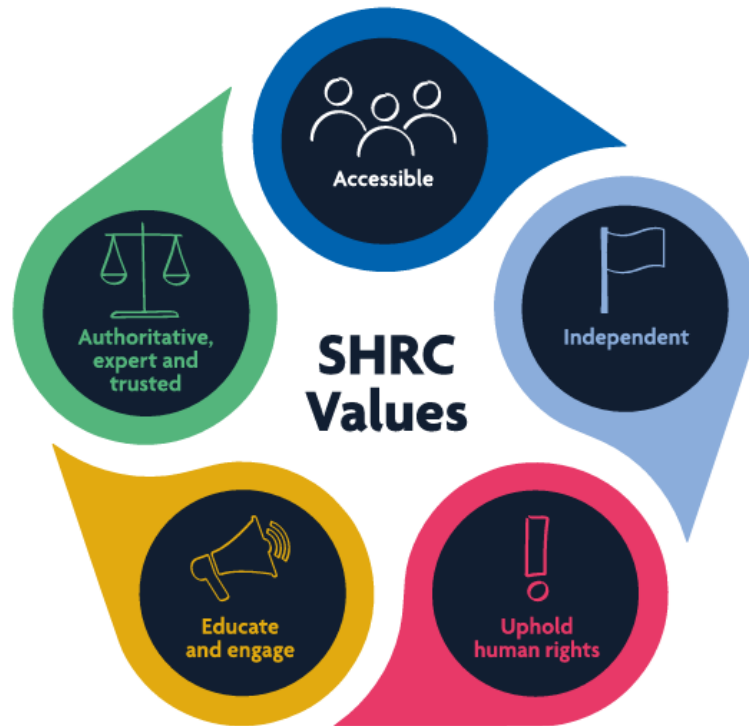
A fairer Scotland where human rights are respected, understood, and where there is justice when things go wrong.

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 Operational Plan 2026-27

This 2026-27 Operational Plan outlines how we will deliver against the three strategic priorities in the 2024-28 Strategic Plan, including the continuation of our new thematic monitoring work programme, and our work to strengthen the SHRC operationally. Delivery of this plan is owned by the Executive Director and the Senior Leadership Team within the SHRC; Members of the Commission have oversight responsibilities around performance and impact.

It is approved by the Commission at the start of the operational year to inform SLT and staff objectives and work plans for the year ahead.

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 and assurance to support the work of the Scottish Parliament in scrutinising proposed legislation.

The SHRC operates within an often fast paced environment, and with a small staff team, and it is not possible to plan for every eventuality. Where there are unexpected issues – such as staff sickness – or where opportunities for strategic litigation present for example, the content of this plan may be reprioritised, and timelines may change.



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. At the time of writing, post the elections on 7 May 2026, we await detail of the incoming Scottish Government's Programme for Government, and we will inform Parliament's consideration on key bills that have relevance for human rights, as well as non-Government sponsored legislation which emerges in the Parliamentary process. This may include proposals for a Human Rights Bill, subject to the priorities of the incoming Scottish Government,

We will support the induction programme for new MSPs, both to raise their awareness of their human rights obligations, and the role of the SHRC. We will be in contact with all MSPs within the first month of the new Scottish Parliament.

We will pursue discussions with incoming MSPs about the recommendations of the final report of the SPCB Supported Bodies Inquiry Committee 2025 as it impacts on the SHRC.

In support of mainstreaming human rights across public sector decision making and scrutiny, 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 2026-27.

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 and UK Governments on policy proposals which have significant human rights implications for people in Scotland; but given our resource constraints we have limited capacity to deliver this, and will focus on Parliament.

Given their relevance to our mandate, and subject to the priorities of the incoming Scottish Government, 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:

- 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
- Adults with Incapacity Reform Ministerial Oversight 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 (UNCRC), and 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 publish and implement a new Strategic Framework Agreement with our colleagues at the Equality and Human Rights Commission (EHRC) 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 SHRC 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 publish Terms of Reference and recruit for a new Legal Advisory Committee to the SHRC 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 engage with the United Nations and Council of Europe treaty examination processes and the United Nations Human Rights Council.

We will:

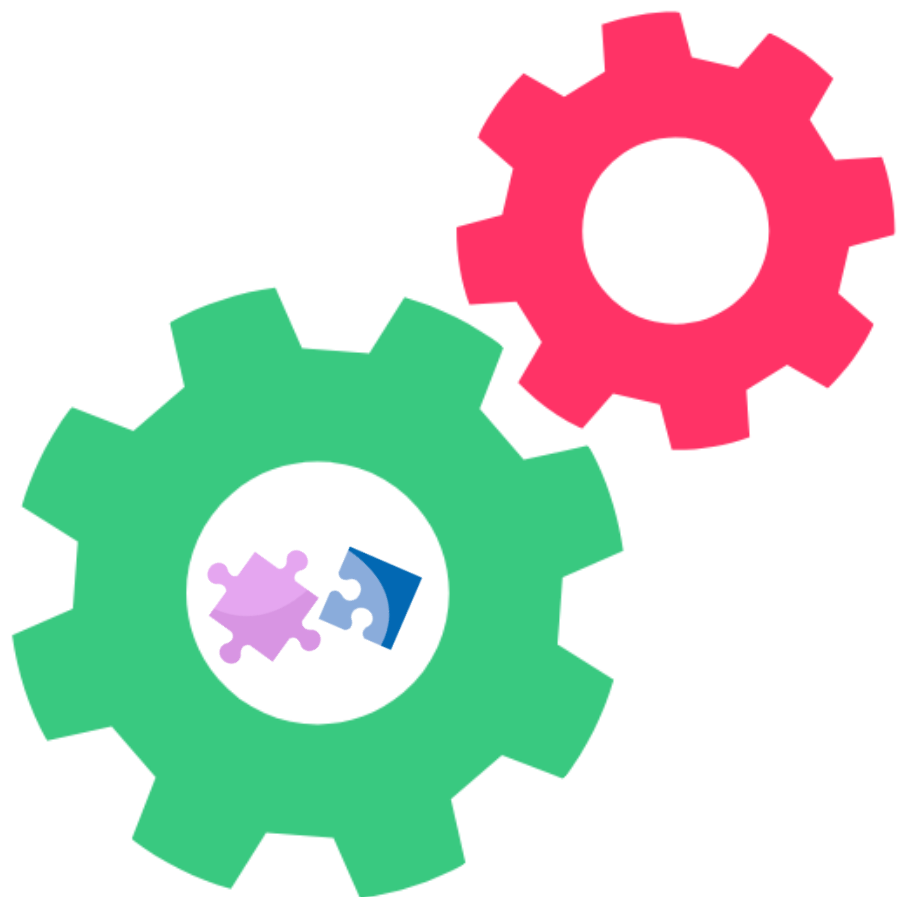
- Engage with the UK's pre-session on the Convention on the Elimination of Discrimination Against Women (CEDAW)
- Publish our response to the UPR mid-term review
- Prepare for the 5th cycle of the UK's Universal Periodic Review
- Engage with the United Nations Human Rights Council on issues relevant to Scotland, in conjunction with the other United Kingdom NHRIs.
- 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 conclude 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 new 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, in line with the SPCB Supported Bodies Landscape Review recommendations, accepted by Parliament in September 2025, and the clear recommendation of the EHRCJ committee.

We will publish an updated paper outlining how the Scottish Commission for Human Rights Act 2006 may be amended to achieve this aim early in the new session of Parliament.





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 2026-27, 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

We will supplement this with guidance notes 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.

In 2026-27 these will form part of our spotlight on poverty as follows:

1. An examination of rough sleeping as a human rights issue
2. An examination of food poverty as a human rights issue
3. A Human Rights Budgeting Toolkit for duty bearers

We will undertake a spotlight examination of the routes to access justice and remedy for individuals 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:

- A briefing note on the process of investigations into deaths in mental health detention settings
- An examination of the human rights implications of the use of restrictive practice in mental health settings

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 the Year 4 access to justice spotlight on redress.

We will publish update reports holding duty bearers to account for the implementation of recommendations made by the NHRI through our spotlight reports and international treaty monitoring bodies.

In line with our Participation Strategy, we will continue to work with civil society organisations and human rights defenders 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.

Our Members 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 scope out a programme of work to understand how we might amplify and empower 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 monitoring and research findings to promote awareness and understanding of human rights issues in Scotland.



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 third annual 'State of the Nation' report to the Scottish Parliament in December 2026. The focus will be on the rights of women, disabled people and racialised groups as set out in the group protection treaties – CERD, CEDAW and CRPD.

Building on our learning in Year 1 & 2, we will deliver a monitoring plan for the Commission to adopt as standard practice to guide how it monitors the status of human rights enjoyment in Scotland. Our Monitoring Plan will outline the human rights monitoring methodologies and recording systems adopted by the Commission to deliver the outputs of this Strategic Plan cycle, including a tracker process to trace recommendations of international human rights bodies per treaty, and to map progress on the implementation of recommendations made by the SHRC through our spotlight work.

We will continue to 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 2026, we will:

- Publish a report outlining the status of economic, social and cultural (ESC) rights enjoyment across the South of Scotland
- Develop plans to complete the SHRC's monitoring cycle over the course of this Strategic Plan on the enjoyment of ESC rights across four regions of Scotland
- Identify a final, fourth region of Scotland to explore the status of economic, social and cultural rights in 2027-28

Subject to resource, this will inform a four-year baseline of ESC rights enjoyment in Scotland by the end of the Strategic Plan 2024-28 cycle, to inform future monitoring, reporting to the ICESCR Committee and to hold the Scottish Government and Scottish Parliament to account for protecting and promoting these rights.

To help promote understanding of how public sector bodies understand and work with human rights, we will undertake 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. 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 continue to evolve the use of our Theory of Change in order to ensure that progress against and impact of our 4-year Strategic Plan is fully evaluated and informs the development of the SHRC's 2028-32 Strategic Plan.

In line with s15 of the SCHR Act 2006, we will publish our Annual Report of the performance and impact of the Commission's activities in 2025-26 to deliver its general duty and lay this before the successor to the Equalities, Human Rights and Civil Justice Committee to inform Parliament's scrutiny of the impact of the SHRC's work programme against its mandate.



Strengthening our Organisation

In early 2026-27, we will complete the recommendations of the 2023 Independent Governance Review of the SHRC, namely by:

- Publishing a new Employee Handbook
- Implementing all updated Employee Policies, following a full review in 2025-26
- Delivering a regular programme for staff and members of the Commission to come together and review strategy, performance, and updates on the wider external environment impacting on the SHRC.

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

In collaboration with the staff team, we will conclude delivery of our People and Culture programme, focused on making the SHRC 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. Building on the outcomes from the 2025-26 programme of work focused on developing a high performing team culture within the SHRC, we will provide clarity on process by implementing a Standard Operating Manual and associated training sessions for staff. This will include the SHRC Information Governance Manual.

Aligned to the objectives of the Strategic Plan 2024-28, the learning from our Culture programme in 2025-26, and with resources secured to support this in 2026-27, we will implement a review of role profiles, competencies and contracts to align and provide consistency and clarity across the operating structure of the SHRC.

We will develop an ongoing development programme for the members of the Commission, building on the induction materials developed in 2024-26.

We will roll out our style and tone of voice guidance.

We will scope the cost and model of a new website for the SHRC to develop in 2027-28 and streamline the content on the website currently.

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

- Report writing and SHRC style guide
- Information Governance

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

- People, project and financial management
- Change 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 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 Information Governance Handbook, and plan for the transfer of our files to a new cloud based ERDM system in 2027-28, 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 2025, 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
- Participate in the final stage of the SCA Reaccreditation Process with the Global Alliance of National Human Rights Institutions in April 2026 to retain A status
- 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 2026-27, please contact us by email at 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		

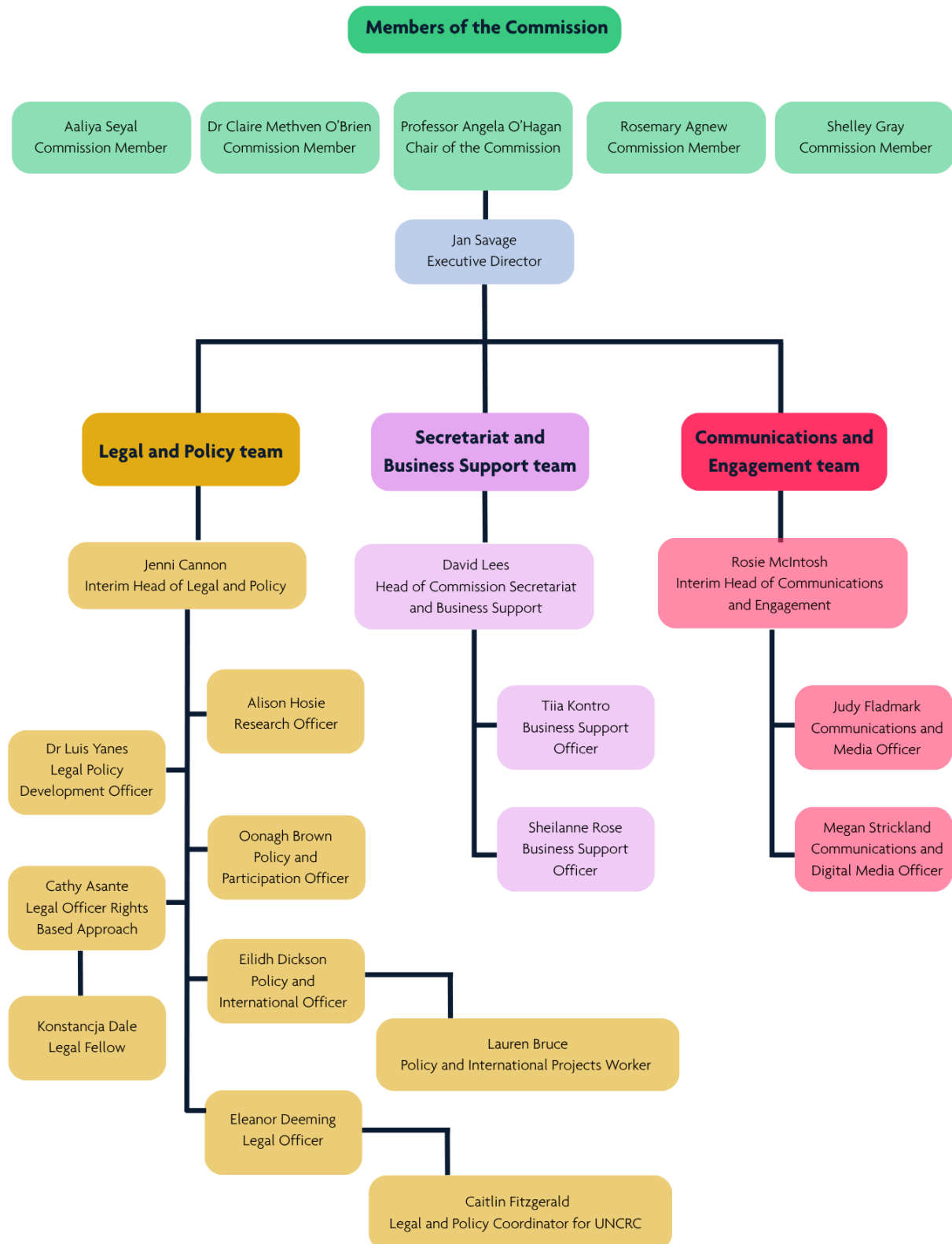
Opportunities to influence

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 2026-27

The Commission received confirmation from SPCB on 26 February that our submission from November 2025 for an annual funding budget of £1,695k had been approved.

This budget included the consolidated annual funding for the additional 1.3 FTE approved in 2025 to implement SHRC's newly mandated functions under the UNCRC.

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

Cost type	Amount
Total staffing costs, including Chair and Members of the Commission	£1,373,000
Programme costs	£219,000
General running costs	£103,000
Total	£1,695,000

In addition to the core budget SPCB has approved contingency funding of up to £139k for implementation of the final recommendations from the governance review. This funding covers the costs of the interim Head of Legal and Policy post until end March 2027 and the support for the People and Culture programme.

The contingency funding, previously allocated on an annual basis by SPCB to support the Legal Fellow programme, has not been continued in 2026-27.



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