



# Charity Commission for England and Wales

## 2005 Departmental Report

*Presented to Parliament by the Secretary of State for  
the Home Department and the Chief Secretary to the Treasury  
by Command of Her Majesty June 2005*

This is part of a series of Departmental Reports (Cm 6521 to 6548) which, along with the Main Estimates, the document *Public Expenditure: Statistical Analyses 2005*, and the Supply Estimates 2005-06: Supplementary Budgetary Information, present the Government's expenditure plans for 2005-2008.

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## Introduction

The Charity Commission is the independent regulator for charitable activity in England and Wales. It seeks to enable charities to maximise their impact, ensure compliance with legal requirements, encourage innovation and effectiveness, and champion the work of the charitable sector.

At the end of March 2005 there were around 166,000 “main” charities listed on the Commission’s Central Register of Charities, together with over 27,000 subsidiary charities. The gross annual income of the main charities exceeded £36 billion and they had assets of over £70 billion.

Charities make a vital contribution to the social and economic life of the country. They must operate for the public benefit and independently of government or

commercial interests. To be effective they must command the confidence of their stakeholders, beneficiaries and the public. The Charity Commission’s role as their regulator is to help them achieve this, by working closely with charities to ensure that they are accountable, well run and meet their legal obligations.

This report sets out the Commission’s aim, functions and structure together with its performance and use of resources in 2004-05 and its priorities and targets for the coming year. A full review of the Charity Commission’s activities and achievements in 2004-05 will be covered in its formal Annual Report to the Home Secretary and Parliament, due to be published in July 2005.

## Aim, Objectives and Priorities

### Aim

The Commission's aim is to provide the best possible regulation of charities in England and Wales in order to increase charities' efficiency and effectiveness and public confidence and trust. Following a strategic review of its activities in the latter part of 2004-05, the Commission has published and proposed a new set of vision and mission statements which will

determine its future strategy for service delivery and improvement. These are summarised later in this report.

### Objectives and Key Activities

The objectives set out below form the basis of targets contained in the Commission's current Service Delivery agreement.

Objectives	Key activities
1. Enabling charities to maximise their potential within an effective legal, accounting and governance framework, keeping pace with developments in society, the economy and the law	<ul style="list-style-type: none"> <li>• Determining the charitable status of organisations</li> <li>• Taking legal decisions in order to empower transactions or change governing provisions, where doing so will improve the administration of charities or allow their resources to be used more effectively</li> <li>• Working with charities, umbrella bodies and the rest of Government to develop the legal and accounting framework within which charities operate, and to develop and promote appropriate standards</li> <li>• Undertaking a programme of review visits to larger charities</li> </ul>
2. Promoting sound governance, better working and accountability	<ul style="list-style-type: none"> <li>• Promoting efficiency, good trusteeship and effective administration by providing trustees and others with information in the form of leaflets, presentations and - increasingly - by electronic means</li> <li>• Providing guidance and advice to trustees and others on matters affecting the efficiency and proper administration of particular charities, and charities in general</li> <li>• Keeping the Register of Charities up-to-date and accurate, and providing public access</li> <li>• Requiring the submission of annual accounts and returns; monitoring, and pursuing the issues arising</li> <li>• Publishing and monitoring compliance with regulatory reports on best practice and accountability within the sector</li> </ul>
3. Securing compliance with charity law and dealing with abuse and poor practice.	<ul style="list-style-type: none"> <li>• Evaluating, and where appropriate investigating, allegations and suspicions of maladministration or abuse</li> <li>• Enforcing the submission of late annual returns and accounts</li> <li>• Working in partnership with other regulators and cooperating with prosecuting authorities</li> <li>• Protecting charity assets through the use of statutory powers</li> <li>• Developing intelligence systems</li> </ul>

## **Strategic Priorities**

The Commission's strategic priorities are set in the context of a number of significant drivers and developments. These include:

- a continuing debate about the independence of charities, their rich diversity and unique role in society;
- Government recognition of the crucial role that charities play in delivering public services, and an expectation that this role will grow;
- the blurring of the boundaries between charitable endeavour and broader beyond-profit activity, including the increase in social enterprise and introduction of Community Interest Companies;
- continuing technological developments, which potentially provide charities, their users and the public with greater access to information and choice of services.

During 2004-05, the Commission has done a significant amount of work to address these issues and challenges and prepare the ground for further consolidation and enhancement of its regulatory role and approach. In particular, it has worked to improve its responsiveness to the needs of both charities and the public by:

- introducing principles of good regulation and focusing activities more clearly on areas of risk and opportunity;

- using the law in more modern ways to enable new types of charity to be registered and to flourish;
- developing a popular web site, [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk), which attracted 20 million hits last year;
- improving transparency by publishing working procedures, decisions and reports and opening Board meetings to the public.

The Commission is committed to achieving further improvement and change in the way it manages and delivers its services. In this context, it has completed a strategic review of its activities, taking account of the views of external stakeholders, the recommendations of the Cabinet Office Strategy Unit report 'Private Action – Public Benefit', the underlying themes of the Charities Bill and the advice of the Better Regulation Task Force.

Emerging from this process, a new vision and mission have been created which go beyond the role of the Commission itself and focus on the charity sector as a whole and the contribution that charitable activity makes to society.



<b>vision</b>	Charity working at the heart of society			
<b>mission</b>	The Charity Commission is the independent regulator for charitable activity			
	enabling charities to maximise their impact	ensuring compliance with legal obligations	encouraging innovation and effectiveness	championing the work of the sector
	to promote the public's trust and confidence			
<b>values</b>	Effective   Expert   Fair   Innovative   Responsive			

Giving practical effect to the priorities outlined in the mission, the following strategic outcomes will be delivered by 2008:

- **Continually improving services, assisting charities to deliver** – by creating a single Charity Services Division, with a central ‘reception’ unit that will immediately direct new cases to the right part of the Commission.
- **Proportionate regulation** – engaging with charities in a way which will make most difference to them and those who benefit from them. Actions will be proportionate, fair and reasonable, taking account of the issue, the risk involved to the charity and its beneficiaries and the capacity of the charity to comply. Accordingly, the regulatory burden for smaller charities will be reduced and the Commission’s compliance energies will be focussed where the risk is greatest.
- **Guiding charities in complying with their legal obligations** – continuing to place considerable emphasis on enforcement, ensuring that charities comply with their legal obligations, but giving clear guidance to charities about what they ‘must do’ according to legal requirements from what they ‘should do’ to meet best practice.
- **Sharing knowledge and working together across the sector** – encouraging charities to improve their performance by creating a Charity Effectiveness Division which will help to define best practice and capture such knowledge from case work.
- **Enhancing trustees’ knowledge and understanding** – enhancing the online service so that it becomes an instant and powerful resource to communicate with all trustees and stakeholders, and working in partnership with others to improve the induction of new trustees and raise standards of governance in the sector.
- **Increasing public understanding and support for charities** – helping the public make better-informed choices about how they engage with charities.

The final report of the Strategic review will be published in July 2005 and will result in a delivery plan for the period to March 2008.

# Departmental Structure

## Governance and Management Structure

In January 2004, the Home Office and the Charity Commission announced changes to the senior management structure of the Commission, in response to recommendations in the Strategy Unit report. Two new senior posts were created, replacing that of the Chief Commissioner. A non-executive Chair of the Charity Commission (Geraldine Peacock) was appointed by the Home Secretary, and a full time Chief Executive (Andrew Hind) was appointed by the Commission, who is also the Accounting Officer.

The Charity Commission is a non-ministerial department. The Charity Commissioners are appointed by the Home Secretary. In addition to the Chair of the Charity Commission, there are four non-executive Commissioners, two of whom are legally qualified. Following the enactment of the Charities Bill, the number of non-executive Commissioners is likely to be increased.

The Board, which sets the strategy and future direction of the Commission, comprises all five Commissioners, who are legally responsible for the organisation and hold the executive to account.

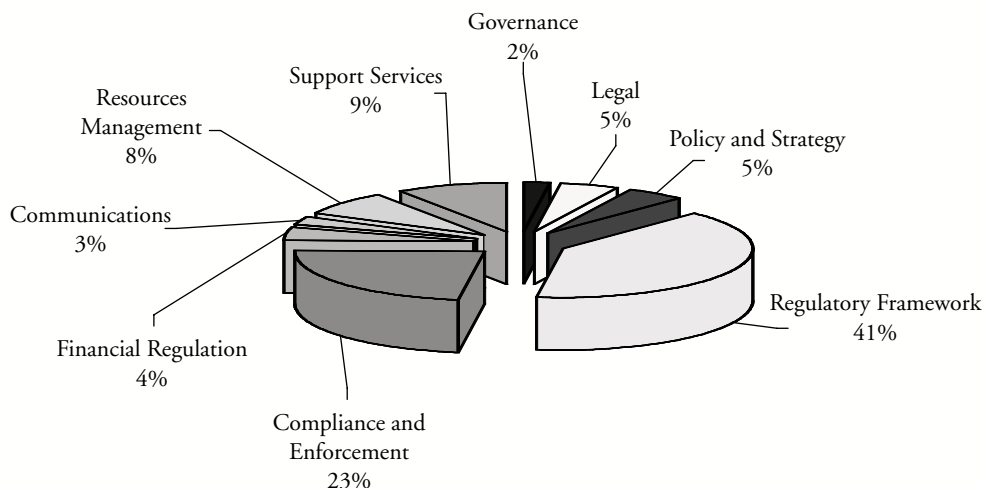
The Chief Executive and three Directors make corporate decisions affecting the day to day operations of the Commission and implement the programmes and policies arising from the Board. They are supported by an Executive Group which sets operational plans and monitors progress in achieving them.

The high level management structure of the Commission as at March 2005 is shown in Appendix 1.

## Use of Resources

The Commission employs some 600 staff at its London, Liverpool, Newport and Taunton offices. In the year 2004-05 the allocation and deployment of staff resources was as follows.

### Staff deployment by activity



## Reporting Against Targets

### Service Delivery Agreement

The Commission's Service Delivery Agreement (SDA) sets out in broad terms how:

- its high-level objectives will be achieved
- performance will be improved
- it will focus on the needs of customers
- human and IT resources will be managed to achieve improvement

### Performance against targets in 2004-05

Table A shows the Commission's performance against its objectives and SDA targets to 31 March 2005. The indicators show the Commission's effectiveness in meeting its objectives in terms of timeliness and outcomes.

<b>Table A: Departmental objectives and SDA targets – position at 31 March 2005</b>				
<b>Objective 1: enabling charities to maximise their potential within an effective legal, accounting and governance framework, keeping pace with developments in society, the economy and the law</b>				
<b>SDA target or other measure</b>	<b>Performance indicator</b>	<b>Target outturn</b>	<b>Target date</b>	<b>Achievement to 31/3/05</b>
1. Process a successful application within an average of 87 days of receipt.	Turnaround time (working days) for determining charitable status.	87 days	31/3/05	44 days
2. Increase the effectiveness of the legal framework by undertaking at least 3,500 cases where the Commission exercises its legal authority.	Number of cases where legal authority is exercised.	3,500	31/3/05	5,129

**Table A: Departmental objectives and SDA targets – position at 31 March 2005**

**Objective 1: enabling charities to maximise their potential within an effective legal, accounting and governance framework, keeping pace with developments in society, the economy and the law**

<b>SDA target or other measure</b>	<b>Performance indicator</b>	<b>Target outturn</b>	<b>Target date</b>	<b>Achievement to 31/3/05</b>
3. Increase the percentage of cases where legal authority is exercised at the Commission's instigation.	Number of cases where legal authority is exercised at the Commission's instigation.	368	31/3/05	942
4. Improve the framework within which charities operate for their proper purposes by delivering at least three authoritative regulatory reports on issues affecting the charitable sector, and ensuring compliance with their recommendations among the appropriate charities.	Deliver three authoritative regulatory reports.	3	31/3/05	3

**Table A: Departmental objectives and SDA targets – position at 31 March 2005**
**Objective 2: promoting sound governance, better working and accountability**

<b>SDA target or other measure</b>	<b>Performance indicator</b>	<b>Target outturn</b>	<b>Target date</b>	<b>Achievement to 31/3/05</b>
1. Improve the effectiveness of charities' operations by undertaking 24,750 cases annually where the Commission gives substantive advice on governance or administration.	Number of cases where substantive guidance on governance and administration is given.	24,750	31/3/05	27,054
2. Initiate giving substantive guidance on governance and administration in 10% of all guidance cases.	Number of instances of guidance being given at the Commission's instigation.	2,475	31/3/05	3,775
3. Monitor the target groups of charities (charities with an annual income over £10k).	% of charities' accounts and annual reports received: £250k+ £100k-£250k £10k-£100k	97.6% 95.5% 88%	31/3/05 31/3/05 31/3/05	98.1% 96.5% 89.1%
4. Maintain an accurate Register by obtaining and accurately processing register check forms.	% of database entries complete and accurate (verified by independent audit).	96%	31/3/05	97.6%
5. Undertake at least 600 visits to charities having a total combined income of at least £562.5 million per year.	Number of visits conducted.  Total income of charities visited.	600  £562.5 million	31/3/05  31/3/05	603  £4,028.20 million

<b>Table A: Departmental objectives and SDA targets – position at 31 March 2005</b>				
<b>Objective 3: securing compliance with charity law and dealing with abuse and poor practice</b>				
<b>SDA target or other measure</b>	<b>Performance indicator</b>	<b>Target outturn</b>	<b>Target date</b>	<b>Achievement to 31/3/05</b>
1. Increase the cost effectiveness of the use of the Commission's investigative resources so that at least 90% of all investigations undertaken lead to concerns being substantiated and rectified.	Number of investigation cases where irregularity corrected as a percentage of all investigations carried out.	90%	31/3/05	91%
2. Increase the number of investigations undertaken to 315 annually from 2002-03.	Number of investigations undertaken.	315	31/3/05	325
3. Increase sums protected by investigations to £29.3m.	Sums protected by investigations.	£29.3m	31/3/05	£34.2m
4. Show the effectiveness of review visits by identifying the need for the Commission's legal authority to be exercised.	% of charities receiving a review visit that require the exercise of legal authority as a consequence of the visit.	6%	31/3/05	6%
	% of such legal authorities exercised within 12 months of the final report of the visit.	90%	31/3/05	78%

The Commission has adopted one impact measure for each of its first two objectives and two for the third objective. The fourth measure was adopted at the beginning of 2004-05. These are designed to monitor the Commission's impact over a number of years, whether up or down. They are set out in Table B. The Commission anticipates that the first measure should increase gradually to around £600m and that the second measure will fall within the range 8.5-9% by 2005-06. The third measure may reduce to around 630 over the same period as a consequence of an increased commitment by the Commission to initiating work itself.

<b>Table B: Impact measures – position at 31 March 2005</b>			
<b>Objective</b>	<b>Impact Measure</b>	<b>Benchmark 2004-05</b>	<b>Achievement to 31/3/05</b>
To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework.	Resources made available for charitable use as a result of the Commission exercising its legal authority.	£587.5 million	£607.7m
To improve the governance, accountability, effectiveness and efficiency of charities.	% of charities deriving benefit as a result of guidance given.	8.85%	14.2%
To identify and deal with abuse and poor practice.	Number of reports of abuse or poor practice.	645	515
	Number of trustee eligibility checks carried out annually.	5,000	1,500

The Commission's principal customer service target is expressed through its Service First indicator for the turnaround time for correspondence. As shown in Table C, performance to March 2005 of 9.6 working days is well within the target of an average of 15 working days per item. Overall, 93.5% of items were responded to within 15 days, above the target of 90%.

<b>Table C: Service First standard for correspondence – position at 31 March 2005</b>					
<b>Objective</b>	<b>SDA target or other measure</b>	<b>Performance indicator</b>	<b>Target outturn</b>	<b>Target date</b>	<b>Achievement</b>
Departmental commitment to Service First.	Respond to correspondence within an average of 15 working days.	15 days average to answer action items.	15 days	31/03/05	9.6 working days

Progress against other SDA targets is set out in Table D.

<b>Table D: Other SDA targets</b>	
<b>SDA target or other measure</b>	<b>Progress to 31 March 2005</b>
Plan to meet electronic government needs in line with Government targets (electronic records by end of 2004; access to services by end of 2005).	Interim targets achieved.
Ensure real efficiency gains of at least 2.5% per year.	Efficiency gains of around 3% have been achieved.
Take forward the departmental Better Quality Service (BQS) programme in accordance with plan.	BQS programme completed. Rolling programme of internal strategic reviews underway.
Reduce sickness absence to an annual average of 7.3 days per person by December 2003.	Average of 8.85 days per person. Although the target has not been achieved, absence management and health promotion measures now in place have reduced absence levels during the year.



## Service Delivery Agreement for 2004-06

### Key performance targets

Table E: Departmental objectives and SDA targets for 2004-06
<b>Objective 1: enabling charities to maximise their potential within an effective legal, accounting and governance framework, keeping pace with developments in society, the economy and the law</b>
<b>Targets</b>
1a Process a successful application for registration within an average of 86 days of receipt in 2005-06.
1b Increase the effectiveness of the legal framework by undertaking 3,500 cases where the Commission exercises its legal authority in each year. Of these, 385 will be initiated by the Commission in 2005-06.
1c Improve the framework within which charities operate by producing at least three authoritative regulatory reports per year on issues affecting the charitable sector, monitoring compliance with their recommendations among the appropriate charities.
<b>Impact measure:</b> charity resources made available for more effective deployment as a result of the Commission exercising its legal authority.

**Objective 2: promoting sound governance, better working and accountability**

**Targets**

2a Improve the effectiveness of charities' operations by undertaking 25,000 cases in 2005-06 where the Commission gives substantive guidance on governance and administration. Of these, 10% will be initiated by the Commission.

2b Obtain the accounts and annual reports of the following percentages of charities and ensure that all causes for concern are identified and resolved:

	<b>Annual income of charity</b>		
	<b>Over £250,000</b>	<b>£100,000 – £250,000</b>	<b>Over £10,000 and less than £100,000</b>
In 2005-06	97.7%	96%	89%

2c Percentage of database entries complete and accurate (verified by independent audit): 97% in 2005-06.

2d Undertake at least 400 visits to charities per year. In 2005-06, the combined income of the charities visited will be £2 billion.

**Impact measure:** percentage of charities deriving benefit as a result of guidance given.

**Objective 3: securing compliance with charity law and dealing with abuse and poor practice**

**Targets**

- 3a Increase the cost effectiveness of the use of the Commission's investigative resources by ensuring that at least 90% of all investigations undertaken lead to concerns being substantiated and rectified.
- 3b Sums protected by investigations will rise to £30 million in 2005-06, including those that arise at the instigation of the Commission rising to £5m by 2005-06.
- 3c Exercise the Commission's legal authority in 6% of charities receiving a review visit as a consequence of that visit and ensure that 95% of such legal authorities are exercised within 12 months of the final report of the visit.

**Impact measure:** number of cases of abuse or poor practice found

**Impact measure:** number of cases of abuse or poor practice found

**Measuring performance**

The key performance targets are embedded within the Commission's corporate and business plans which are monitored internally on a monthly basis and reported to the Board quarterly. Additional assurance of the integrity of performance information is obtained through:

- the department's Resource Management and Audit Unit;
- internal audit reviews (by independent auditors appointed by the Commission);
- internal and external consultation with stakeholders on quality and delivery of results;
- annual reviews of performance measures and targets;
- the use of internal performance indicators within the business plans to underpin key performance targets and inform on the distribution of resources.

**Strategies for improving performance**

All performance improvement projects are specified in the department's corporate and business plans and are monitored quarterly. The key priorities of the Commission's improvement programme include:

- the consolidation and development of approaches to managing change, project based working and knowledge management;
- a review of the wider application of the Business Excellence Model;
- a rolling programme of internal strategic reviews of functions and divisions of the department;
- continuing a comprehensive management development programme to provide stronger leadership;
- monitoring activity costs, to reflect efficiency gains made by the department.

## Efficiency Programme

As part of the Spending Review 2004, the Charity Commission agreed a target of at least £4.2m in efficiency savings by 2007-08. This follows the recommendations of the Independent Review of Public Sector Efficiency, led by Sir Peter Gershon.

Efficiency gains are not intended to lead to a reduction in performance or front line services. They are intended to improve the effectiveness of corporate services (which includes Finance, Information Services, Human Resources and Facilities Management), to reprioritise current activities, and absorb additional work and responsibilities arising from the new Charities Bill. Performance measures will be in place to ensure that performance and service levels are maintained.

The Charity Commission will realise total efficiency gains of at least £4.2m by 2007-08. The baseline against which these efficiencies will be measured is the Commission's Departmental Expenditure Limit (DEL) for 2004-05. At least half the total savings will be recycled into front-line services.

The Charity Commission's efficiency savings are divided into five workstreams:

- **Capital** – maintain capital spending at current level in cash terms. Capital spending will have reduced in real terms to save £0.109m by 2007-08.
- **Staffing** – reduce the total number of staff (full time equivalents) by 50. The number of posts will reduce by 25 by March 2006, and a further 25 by March 2007 to save £2.28m by 2007-08.

- **Corporate services** – reduction in corporate services, including IS/IT, records management, HR, Finance, running costs of the procurement function, and Facilities Management to save £0.88m by 2007-08.
- **Productive time** – an annual 3% reallocation of funds to new priorities and initiatives through the use of proportionality in allocation of resources and improvements in absence management. Measures will enable staff to produce more from existing resources, or to maintain existing levels of performance and service from less resource, to save £1.24m by 2007-08.
- **Procurement** – improved procurement of goods and services, Facilities Management, and IS, particularly by minimising procurement overheads whilst delivering savings on contracts through improved negotiating and tendering techniques to save £0.61m by 2007-08.

The Commission is undertaking a Strategic Review of its activities, priorities, and commitments to equip it to fulfil its future role and new priorities, including those arising from the new Charities Bill. The Strategic Review is due to report in July 2005 and will result in a delivery plan for the period to March 2008. Each efficiency workstream will become an integral part of the Charity Commission's internal planning and resource allocation procedures. The Chief Executive reporting to the Board, is responsible for the coordination and delivery the Charity Commission's efficiency target.

### **Regulatory Reform Action Plan (RRAP) and Regulatory Reform Orders (RROs)**

The Charity Commission is a non-ministerial Government department and the Home Office is responsible for all primary and nearly all secondary charity legislation in England and Wales (including RROs). The Commission's role is to enforce the legislation where it is required to do so.

The Commission has submitted a range of proposals to the Home Office intended to reduce the administrative burden on charities, either for inclusion in the Charities Bill currently before Parliament, or a RRO.

### **Compliance with the Regulatory Impact Assessment (RIA) process**

As the Commission enforces rather than makes regulation it is rare for it to have to use the RIA process and no RIA's were published during the year. However, a significant input was made into the RIA the Home Office has prepared on the Charities Bill.

### **Alternatives to classic regulation**

Apart from enforcing charity legislation the Commission's work typically centres on identifying best practice for charities and, working within the framework of charity law, taking a constructive and imaginative approach to adapting the concept of charity to meet constantly evolving social needs and new ideas through which to meet those needs.

The Strategy Unit review of the voluntary

sector, 'Private Action – Public Benefit', made a number of recommendations that do not require legislation to be implemented. During 2004/5 recommendations implemented by the Commission included:

- publishing revised guidance on campaigning and political activities by charities to encourage them to play an advocacy and campaigning role, identifying the benefits this brings to the community;
- publishing a new Statement of Recommended Practice (SORP) for the preparation of charities' annual accounts and reports. Recognised by the Accounting Standards Board, the new SORP further hones charity reporting within existing principles. It aims to help charities explain what they do, how they go about it and what they achieve, merging narrative and financial reporting into a coherent outcome-focused package, improving their transparency and accountability.

Apart from Strategy Unit review recommendations other changes included:

- The launch of a new fast track system for authorising trustees to be paid for goods and services they have provided. Also the need for trustees to seek consent altogether in most cases involving total payments of less than £1000 a year has been waived, provided they follow certain rules.
- A review of the law concerning charities providing services that a government authority is under a

statutory duty to provide. This issue is becoming more important as, with Government encouragement, more charities are entering into agreements with authorities for the delivery of public services. The review resulted in a change in the interpretation of the law and a relaxation of approach, enabling charities to provide these services, provided they maintain their independence from the authority concerned and the activity is in the interests of the charity's beneficiaries.

## **Consultation**

All consultations complied with the Government's Code of Practice on Consultation. Six full consultations were carried out, all of which were for a minimum of twelve weeks. No limited consultations were carried out.

One of the consultations concerned guidance on the promotion of human rights as a charitable purpose. As a result of the responses received, some minor amendments and one major change were made to the text and there was one unexpected outcome.

The major change was that the consultation paper stated that a human rights charity can work to eliminate the abuse of basic human rights (genocide, slavery, torture, extra-judicial execution and disappearance, arbitrary detention). The statement was based on the fact that such abuse is usually contrary to a country's domestic law and promoting law enforcement is a charitable purpose.

One response indicated that the guidance implied that it is not charitable to try and eliminate human rights abuse that is not contrary to a country's domestic law. Consequently the guidance was amended to make it clear that a human rights charity can try to eliminate the infringement of any human right. The significance of whether or not the abuse is against the law of the country concerned is simply that, if a charity campaigns to change the law, it must comply with our guidelines on campaigning and political activities.

During the consultation period, contact was also made by two human rights organisations from Northern Ireland who asked why they had not been consulted. As the Commission's jurisdiction only extends to England and Wales, it was thought that the organisations most likely to be interested in the guidance had been identified. However, the guidance will have an impact in Northern Ireland because Inland Revenue applies decisions on charitable status in English law to organisations claiming charitable tax relief in the whole of the UK. As a result, the consultation period was extended to allow these organisations to respond and, in future, the possible interest in such consultations of charities in the rest of the UK will be considered.

## **Transparency of implementation plans for European legislation**

There is no planned European legislation that will be specific to UK charities.

## Other Information

### **Diversity**

The Commission's Equality and Diversity Action Plan continues to provide a robust framework for service delivery and management practice. Diversity objectives are included in all job plans and training on valuing diversity has been extended to all staff. The Commission has also published its Race Equality as required under the Race Relations (Amendment) Act 2000, which was prepared in consultation with a variety of stakeholders.

### **Recruitment Practice**

The Commission maintains its commitment to open and transparent appointment systems. Recruitment is carried out on the basis of fair and open competition and selection on merit in accordance with the code laid down by the Civil Service Commissioners' Recruitment Code.

Table 5, shows the use of permitted exceptions to fair and open competition in 2004-05.

### **Senior Civil Service Staff**

The Commission has 7 full time SCS staff plus five part time non-executive Commissioners. There are no salaries that are determined by the Permanent Secretaries' Remuneration Committee.

### **Health and Safety**

The Commission promotes a consultative approach to health and safety in line with the HSE strategy for corporate responsibility and managed health and safety functions. The Commission has established a health and safety committee and a definable strategy to meet legislative requirements. A series of focus groups has been convened to address a range of hazards and risks. This will lead to the production of model risk assessments and safe systems of work.

## Core Tables

**Table 1: Total Public Spending for the Charity Commission (£ millions)**

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn Estimated	2005-06 Plans	2006-07 Plans	2007-08 Plans
<b>Consumption of resources:</b>									
Delivering a service that gives the public confidence in the integrity of charity	20	21	23	25	26	29	30	30	30
<b>Total Resource Budget</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>24</b>	<b>26</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>30</b>
<i>of which:</i>									
Resource DEL	20	21	22	24	26	29	30	30	30
<b>Capital Spending:</b>									
Delivering a service that gives the public confidence in the integrity of charity	#	1	1	2	1	2	1	1	1
<b>Total Capital Budget</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>of which:</i>									
Capital DEL	#	1	1	2	1	2	1	1	1
<b>Total Public Spending<sup>(1)</sup></b>	<b>20</b>	<b>21</b>	<b>23</b>	<b>26</b>	<b>27</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>

(1) Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation

# Cash amounts below £0.5 million



**Table 2: Administration Costs for the Charity Commission (£ millions)**

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
	Outturn	Outturn	Outturn	Outturn	Outturn	Outturn Estimate	Plans	Plans	Plans
<b>Administration Expenditure</b>									
Paybill	12	12	14	15	15	16	17	17	17
Other	8	9	9	10	11	14	14	13	13
<b>Total Administration Expenditure</b>	<b>21</b>	<b>21</b>	<b>23</b>	<b>25</b>	<b>26</b>	<b>30</b>	<b>31</b>	<b>30</b>	<b>30</b>
Administration income	-#	-#	-#	-#	-#	-#	-#		-#
<b>Total Administration Budget</b>	<b>21</b>	<b>21</b>	<b>23</b>	<b>25</b>	<b>26</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Analysis by Activity:</b>									
Developing a service that gives the public confidence in the integrity of charity	21	21	23	25	26	29	30	30	30
<b>Total Administration Budget</b>	<b>21</b>	<b>21</b>	<b>23</b>	<b>25</b>	<b>26</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>30</b>

# Cash amounts below £0.5 million

**Table 3: Capital Employed (£ millions)**

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
	Outturn	Outturn	Outturn	Outturn	Outturn	Forecast Outturn	Plans	Plans	Plans
<b>Assets on balance sheet at end of year:</b>									
Fixed assets	1	1	1	2	5	5	5	5	5
Intangible	—	#	#	—	—	—	—	—	—
Tangible	1	1	1	2	5	5	5	5	5
<i>of which:</i>									
Plant and machinery	1	1	1	2	5	5	5	5	5
Current assets	2	2	2	1	4	4	4	4	4
Creditors (<1 year)	-1	-1	-1	-1	-4	-4	-4	-4	-4
Creditors (>1 year):									
Provisions	-1	-#	-#	-#	-#	-#	-#	-#	-#
<b>Capital employed within department</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

# Cash amounts below £0.5 million

**Table 4: Staff Numbers**

	2000-01 Actual	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Outturn	2005-06 Projected	2006-07 Projected
CS FTEs	501	520	570	594	593	560	525
Overtime	7	5	3	2	2	2	2
Casuals	24	30	10	3	3	3	3
<b>Total</b>	<b>532</b>	<b>555</b>	<b>583</b>	<b>599</b>	<b>598</b>	<b>565</b>	<b>530</b>

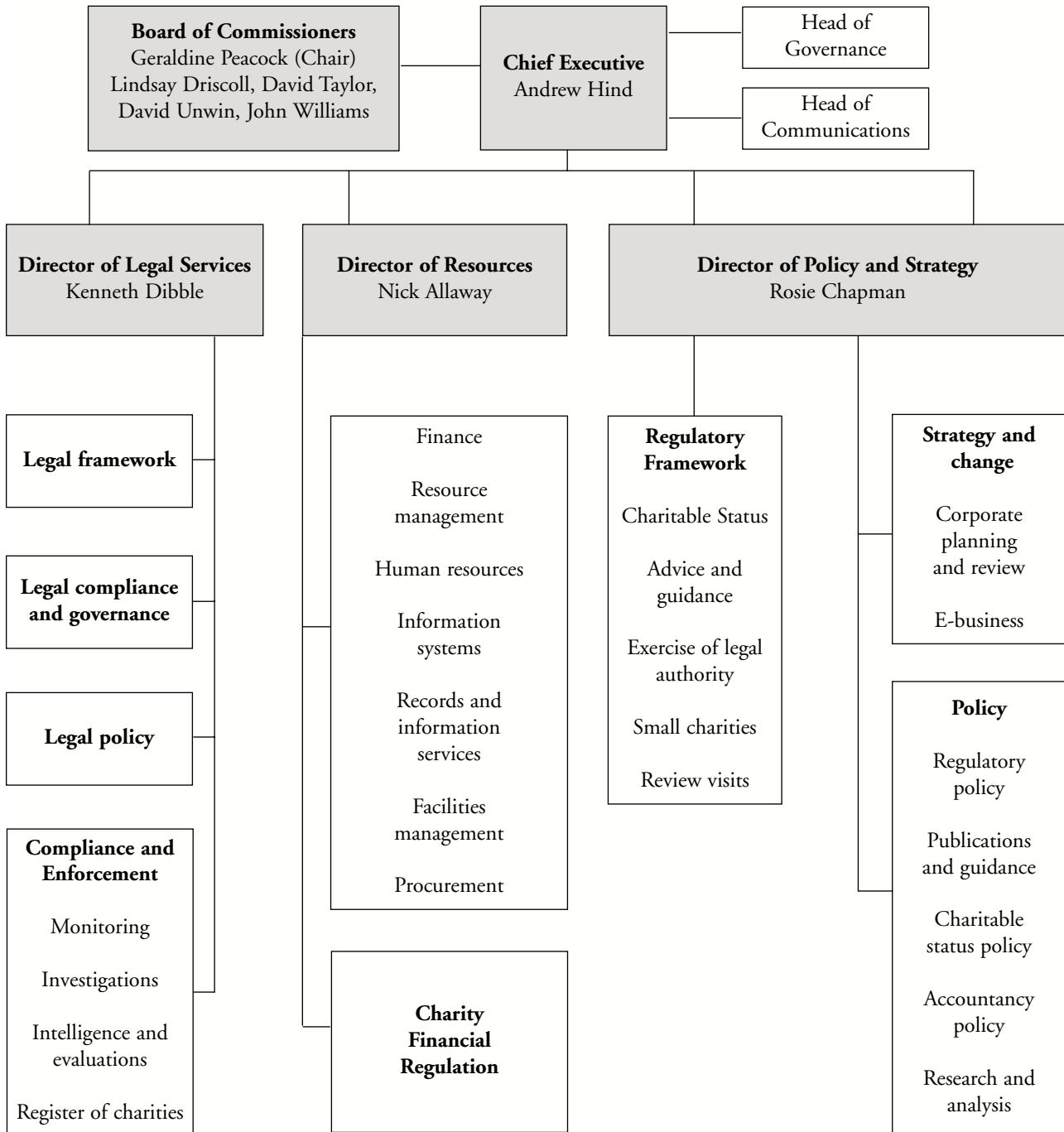
**Table 5: Recruitment**

Pay band	Total number of appointments	Permitted exceptions to fair and open competition*	Number of female staff	Staff of ethnic minority origin	Staff with disability
1	27	18	18	6	0
2	23	3	14	2	0
3	30	3	23	2	1
4	4	0	3	0	1
5	4	2	1	0	0
6a	1	1	1	0	0
6b	1	0	0	0	0
SCS	1	0	0	0	1
<b>Total</b>	<b>91</b>	<b>27</b>	<b>60</b>	<b>10</b>	<b>3</b>

\*All exceptions relate to casual appointments including recruitment from the New Deal scheme and urgent or specialist appointments to meet short term needs.

# Appendix 1

## Organisational structure and functions 31 March 2005







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