

**An independent review of Equality 2025
(Advisory Non Departmental
Public Body)
For the Department for Work and
Pensions**

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Introduction and purpose of the review

The Coalition Programme for Government¹ included a commitment to “reduce the number and cost of quangos”. In October 2010, the Cabinet Officer Minister, Francis Maude MP, outlined plans to reform a large number of Public Bodies across government².

In April 2011, the Cabinet Office announced that all non-departmental public bodies (NDPBs) still in existence following the reforms will have to undergo a substantive review at least once every three years.

The review will follow two stages:

- **Stage 1** is designed to challenge whether the functions the NDPB performs are still required and, if so, what the most appropriate delivery model is.
- Where Stage 1 of a Triennial Review determines that a particular body should remain as an NDPB, **Stage 2** then examines whether the NDPB’s control and governance arrangements are in accordance with the recognised principles of good corporate governance.

The review will need to consider if the body is required to meet at least one of the following three tests:

- **to perform a technical function** (which needs external expertise to deliver);
- **to provide political impartiality** (such as certain regulatory or funding functions); or
- **to perform a function to act independently to establish facts** (such as to establish facts and/or figures with integrity).

Equality 2025 is a non-statutory Advisory NDPB. It was last reviewed in autumn 2009.

¹ http://www.cabinetoffice.gov.uk/sites/default/files/resources/coalition_programme_for_government.pdf

² <http://www.number10.gov.uk/news/public-body-review-published/>

1. Executive Summary

Stage 1

Equality 2025 is a non-statutory Advisory Non-Departmental Public Body (NDPB), sponsored by the Office for Disability Issues within the Department for Work and Pensions. Its purpose is to provide strategic confidential advice to Ministers and senior officials across Government that will support the journey towards equality between disabled people and non-disabled people. Equality 2025 does not represent disabled people's views to government.

Overall conclusion and summary of main recommendations

The first stage of the review identified and examined the key functions of Equality 2025 as an NDPB.

There is a continuing need for timely, independent, strategic, confidential, expert advice to Ministers and senior officials across all government departments.

How this expert advice is delivered needs to be considered, as the existing group cannot provide strategic expert advice in all subject areas. After considering all the evidence and applying the three tests it is recommended that Equality 2025 should not continue as an advisory NDPB.

In addition, the review noted that there is a need to incorporate more lived experience expertise in policy development which is currently not being delivered by the NDPB.

The main recommendations are as follows:

- That the existing advisory NDPB is abolished and that the strategic advice function is delivered by a method that will provide expertise supplemented by lived experience.
- To deliver strategic advice two delivery models are recommended:
 1. Strategic partnerships with disability organisations; or
 2. An expert ad hoc advisory group.

Both these models would demonstrate government's commitment to involve Stakeholders in early policy development and strengthen working relationships with the disability sector.

Stage two – corporate governance

Since Stage 1 recommends that the purpose and functions of Equality 2025 no longer require a non-statutory Advisory NDPB to deliver them, the review has not examined whether the NDPB's control and governance arrangements follow recognised principles of good corporate governance.

2. Key principles of the review

Guidance on the principles and processes by which Triennial Reviews should be undertaken was published by the Cabinet Office in June 2011. This guidance captures 5 key principles for Triennial Reviews, which are identified and discussed for the Equality 2025 review below.

- Proportionality

The Cabinet Office requires that a review should not be overly bureaucratic and should be appropriate for the size and nature of the NDPB in question. Equality 2025 is a small body with a maximum of 10 members and an allocation of up to £400,000. In the light of these factors, an independent reviewer with knowledge and experience of disability has carried out the review of Equality 2025.

- Timely

The review was announced by a Written Ministerial Statement³ on 22 October 2012 and the field work and draft report were completed within three months, with subsequent work undertaken to finalise the report with the Office for Disability Issues and Cabinet Office to ensure conformance with the Terms of Reference and guidance on triennial reviews.

- Challenging

The review has considered relevant evidence of the need for Equality 2025's functions to continue, and whether the confidential, strategic advice it provides could be achieved more effectively by examining a range of alternative delivery options.

- Inclusive

Meetings were held with senior officials within the Office for Disability Issues. Input has also been provided by other officials within DWP and other government departments and agencies. All available members of Equality 2025 have been interviewed. Annex A contains a list of all requests for input to this review and responses received.

- Transparent

The review was announced via a Written Ministerial Statement. The findings of the review will be published on the Office for Disability Issues website and a copy placed in the Libraries of both Houses. A paper copy of this document can be obtained from:

Making a Difference Team, DWP, Ground Floor, Caxton House
Tothill Street,
London
SW1H 9HN odi.businessperformance@dwp.gsi.gov.uk

- Value for money

The cost of the review was met from within existing resources.

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<http://www.publications.parliament.uk/pa/cm201213/cmhansrd/cm121022/wmstext/121022m0001.htm#1210224000036>

3. Equality 2025

Equality 2025⁴ is a non-statutory Advisory Non-Departmental Public Body (NDPB), sponsored by the Office for Disability Issues (ODI) within the Department for Work and Pensions (DWP).

Equality 2025 was launched in December 2006 in response to the “Improving Life Chances of Disabled People” report of January 2005. Equality 2025 at that time comprised of a maximum of 25 members and had two functions:

- 1) To act as a “conduit” for disabled people’s views and feed them into government
- 2) To advise on how emerging policy developments might impact on disabled people, with the aim of promoting disability equality.

The first Triennial review of Equality 2025 took place in the autumn 2009. The main conclusions and recommendations of the review were that:

- That there was still a need to provide independent advice to Government
- Equality 2025 is not disbanded
- Equality 2025 is re-focused to provide confidential strategic advice to Government and act as an ‘expert group’ rather than a ‘conduit’.

As a result of the review recommendations Equality 2025’s membership was reduced to a maximum of 10 members, including the Chair. Information on current Members is provided in Annex B.

The Chair and members are not employees of DWP. To carry out their function, the Chair receives an allocation of 100 days per year and receives remuneration of £40,000. To deliver their role members receive an allocation of up to 3 days per month at a daily rate of £193. In addition to this reasonable travel, expenses and access costs are met.

Equality 2025’s Terms of Reference (ToR) capture how it fulfils its purpose and associated requirements. The ToR are reflected in summary below.

The key purpose of Equality 2025 has been to provide strategic advice to Ministers and senior officials across the Westminster Government that will support the journey towards equality between disabled people and non-disabled people.

Since 2009 Equality 2025 has provided confidential strategic advice to Ministers and senior officials across the Westminster Government. It has achieved this by providing the following:

- Formal Written Advice Notes
- Informal and formal meetings. This includes quarterly Equality 2025 member meetings and an Annual Summit in 2010, which enabled members to meet with a variety of stakeholders.

All advice provided is confidential

⁴ <http://odi.dwp.gov.uk/equality-2025/index.php>

4. Stage one – key functions

This stage of the review is designed to challenge whether the functions the NDPB performs are still needed and, if so, whether it is still appropriate for them to be delivered in the same way. It does so through addressing in turn the questions highlighted in the Terms of Reference for this review.

The Terms of Reference for this review are at Annex C.

How does Equality 2025 contribute to the purpose of the sponsor department?

Equality 2025 fulfils its role by providing confidential, strategic advice to Ministers and senior officials on issues that affect the journey towards equality between disabled and non-disabled people.

Type and range of advice

Equality 2025 has provided strategic advice in a variety of ways, including 69 formal Advice Notes and membership of 6 dedicated working groups. It has provided 11 government departments or agencies with advice, and has attended 9 formal meetings to provide strategic input to emerging or existing government policy. For example, Equality 2025 has provided advice on Fulfilling Potential, issues regarding transitions for disabled children and young people, and considering ways of improving the portrayal of disabled people in the media.

Building links with Ministers and officials

Equality 2025 has built links with Minister and officials within the Office for Disability Issues and DWP. The Chair and Deputy Chair have attended regular meetings with DWP Ministers⁵ and senior officials across most key policy areas.

However, Equality 2025's links with other government departments (OGDs) in general have been patchy. One of the key measures of success for Equality 2025 is whether the group has been engaged by OGDs as Equality 2025 usually only provides advice if it is asked.

Many OGDs have not engaged with Equality 2025, which has affected Equality 2025's ability to be effective across Government.

Where engagement with OGDs does happen, it tends to be based on personal relationships and the reputation of individual Equality 2025 members, especially the Chair, rather than profile of Equality 2025 itself.

This patchy engagement is reflected in two key statistics. The review requested responses from 24 individuals (plus 6 in ODI) in a range of government departments, but just 11 responses were received, which equates to a response rate of 46% (Annex A).

⁵ No response was received by the review team from the Minister for Disabled People who held this post until the Cabinet reshuffle of September 2012. The current Minister for Disabled People was not approached for the purposes of this review because it began so soon after their appointment.

Expertise

The 2009 review of Equality 2025 highlighted that the group should focus on providing “expert” advice to Government.

What is meant by “expert” isn’t always clear. There were a number of reflections that Equality 2025 is currently a hybrid of both expert “strategic” advice (defined as, advice based on expertise and strategic understanding of issues in a given policy area, coupled with an understanding of the ways in which government works) and of expert, “lived experience” advice (by which is meant advice based on an individual’s experiences of being a disabled person).

Since 2009 Equality 2025 has provided confidential advice and contributed to the work of the ODI, DWP and OGDs. There are clear instances in which Equality 2025, based on its current expertise mix, has provided valuable confidential insight and advice.

However, on balance, the general view was that there isn’t sufficient strategic expertise across Equality 2025 to fulfil this role in all policy areas. This view particularly comes from, but isn’t exclusive to, civil servants. As a result, advice is sometimes provided that is occasionally perceived as generic and/or not adding value.

Equality 2025 was not designed to be a one-stop shop for confidential technical or experiential expert advice. Therefore to bridge the gap and ensure the appropriate expert advice is incorporated, Government has needed to bring together additional ad hoc expert groups for specific pieces of work, for example, the Access to Work expert group, the Personal Independence Payment Assessment Criteria Group and the Analytical Advisory Group. The need for additional advice has resulted in extra expenditure.

Some of the most effective contributions of Equality 2025 members have been as members of these types of groups.

It is important to note that Equality 2025 members, Ministers and civil servants recognise Equality 2025 is not there to represent disabled people’s views. Stakeholder engagement is achieved in other, more relevant ways (such as consultation, or co-production).

Overall: “In order to be viable and provide a useful insight for government [Equality 2025] needs more *strategic* expertise going forward” and more subject specific expert knowledge.

Lived experience expertise obviously can and does contribute to this however lived experience expertise can and should be formally sought in other ways⁶.

⁶ The Life Opportunities Survey is an excellent example of how lived experience is currently used. See: <http://odi.dwp.gov.uk/disability-statistics-and-research/life-opportunities-survey.php>

Are the functions currently undertaken by Equality 2025 to deliver its purposes still appropriate, adequate and effective?

The Role of Equality 2025 Chair

The role of the Chair of Equality 2025 has been effective and it has brought focus and a solution-orientated approach. The Chair has been an effective champion for Equality 2025 and for disabled people's equality.

Formal Equality 2025 meetings

Equality 2025's Terms of Reference highlight that the group will meet approximately every three months. The group met formally less often than was envisaged - 9 times since April 2010.

Members of Equality 2025 have expressed different views on the usefulness of these meetings. Some found them to be a good way to keep in touch with each other, and preferred to have face-to-face meetings. Other members found the meetings too passive and suggested that they did not add value to the work of Equality 2025.

The views of civil servants who attended the meetings were also varied with some finding the advice helpful, but overall the general feedback was that the meetings did not fully meet their requirements.

The importance of providing advice at short notice, as policies develop quickly, suggests formal quarterly meetings have not provided the flexibility required. For example, one attendee noted they were "lucky they [Equality 2025] happened to have a meeting at a time that was helpful for us to engage with them".

Advice Notes

Though Advice Notes have been the primary outputs produced by Equality 2025 and are a formal record of the work completed, they were mentioned rarely as a means by which Equality 2025 fulfils its purpose.

Annual Summit

Equality 2025's Terms of Reference states that the group will hold an Annual Summit to "meet with a variety of stakeholders to provide an update on the progress of Equality 2025... and invite the audience to contribute their views and ideas."

One Annual Summit has been held since April 2010. Overall, it was felt that the Annual Summit was a legacy from the previous 'conduit' role of Equality 2025 rather than a useful means in its own right.

It was generally felt these meetings did not represent good value for money, and the information on lived experience could be gathered in other more flexible ways.

Secretariat

The Secretariat has played an important role in supporting Equality 2025 to be effective. Pre January 2012 the Secretariat supporting Equality 2025 consisted of 3 full time members of staff, following DWP transformation exercise this was reduced to 1.5. For Equality 2025 to continue to be effective Equality 2025 members generally felt that there

was an increased need for additional resource to carry out horizon scanning to create demand and to constructively promote the function that Equality 2025 provides.

Summary

Overall, Equality 2025 has an important function, but could have been more effective in delivering its functions. The role of Chair of Equality 2025 has been effective and valued by all who had direct engagement with her, but engagement with the group as a whole has been patchy.

The timeliness of advice has been an issue. Advice is only useful if it is provided when it is needed. It is therefore vital that this is an explicit requirement of advice provided in the future.

It was generally agreed that Equality 2025's formal meetings were not fully effective in delivering the required outcomes. The primary benefits of these formal meetings have been for members themselves, rather than having an impact on the quality of advice.

The number of Advice Notes produced is an effective measure of EQ2025 outputs, but these were more effective when followed-up by an informal or formal meeting.

The Annual Summit is a legacy from the previous 'conduit' role of Equality 2025 and this meeting was not considered beneficial.

Are the purposes for which Equality 2025 were established still necessary?

Yes.

There is still a need to provide independent, strategic advice to Ministers and senior officials, which may need to be in confidence.

There is currently no single independent source of timely, confidential advice as other formal mechanisms have either been removed (for example, Disability Employment Advisory Committee was closed in November 2010) or have a quite specific remit (for example the Disabled Persons' Transport Advisory Committee). This advice function is most often currently being delivered via subject driven advice groups that have been established to provide specific advice on a particular subject.

This suggests there is still a need for an independent advice function capable of providing expert advice on a range of subjects⁷.

In looking to the future, there are 2 considerable drivers influencing the role of future advice.

Firstly, there is a need for clarity on the type of expertise reflected in any independent, strategic and confidential advice needed. Equality 2025 has been a hybrid of both strategic advice and lived experience. Though these aren't mutually exclusive, the lack of clarity over which role Equality 2025 fulfils in practice means it isn't always as effective. This review has identified a need to focus more strongly on strategic expertise, supplemented by lived experience.

⁷ It is useful to note that the Disability Action Alliance – introduced in Fulfilling Potential: Next Steps – is clearly understood and considered to have a different purpose to Equality 2025: "DAA is more of a 'doing' group, where Equality 2025 provides advice".

Secondly, the Civil Service Reform Plan introduces an action to establish a clear model of open policy making. In doing so, it is noted that Whitehall has a “virtual monopoly on policy development”, but that the Civil Service and Ministers use a variety of mechanisms to involve external experts or the general public in the development of policy advice. It is therefore important that (where possible) expert advice is more transparent to support the principles of open policy making.

Summary

There is a continuing need for timely, independent, strategic, confidential, expert advice to Ministers and senior officials across all government departments.

How this expert advice is delivered needs to be considered, as the existing group cannot provide strategic expert advice in all subject areas.

Lived experience expertise can and should be sought in other ways at all stages of policy making.

How can these functions best be delivered? Delivery options for providing timely, independent, strategic, confidential, expert advice to government

Cabinet Office guidance requires the review to consider the possibility, and impact, of dispensing with, or extending, Equality 2025’s remit and services; and the potential for managing, administering and organising them in different ways. This includes evaluation of the options for change to the current arrangements and recommendations.

The review team has considered the following delivery options:

Current status – a non-statutory Advisory NDPB

Equality 2025 is a non-statutory, Advisory NDPB. The Cabinet Office guidance on how Triennial Reviews should be undertaken notes that, for a purpose and functions to continue to be delivered by an NDPB, the body needs to pass at least one of the Government’s “three tests”:

- 1) Is this a technical function (which needs external expertise to deliver)?
- 2) Is this a function which needs to be, and be seen to be, delivered with absolute political impartiality (such as certain regulatory or funding functions)?
- 3) Is this a function which needs to be delivered independently of Ministers to establish facts and/or figures with integrity?

The tests are open to interpretation, but it is judged that for Equality 2025 the answer to each of these questions is no.

- **Test 1**, Equality 2025 members have personal experience of disability and have a range of policy and delivery related experience and expertise. However, Equality 2025 is not constituted to provide specific technical expertise to Government and therefore does not perform a technical function.
- **Test 2**, Equality 2025 provides advice based on the key issues for disabled people, and the lived experience of disability. Political impartiality is not a key consideration. Equality 2025 provides no regulatory function or funding function.

- **Test 3**, Equality 2025 advises on what the key issues are for disabled people and on the potential impact of emerging policy developments, but its purpose and functions do not require it to independently establish specific facts and/or figures with integrity.

So there is no requirement to deliver the function of Equality 2025 via the NDPB model. Equality 2025's purpose and functions can be delivered without requiring the formal machinery of being a confidential, non-statutory, Advisory NDPB.

The review has therefore considered alternative delivery options

Delivering strategic advice with stakeholders

Expanding the stakeholder role in the delivery of strategic advice to Government would demonstrate Government's commitment to involve disabled people in early policy development.

There are two delivery models which can deliver this approach:

1. Strategic partnerships with disability organisations; or
2. An expert ad hoc advisory group.

1. Strategic Partnerships

The Strategic Partnership model offers a new way of working and provides an opportunity for the disability sectors to work collaboratively with the ODI to deliver the specific policy objective of providing strategic advice to Government. Disabled People's User Led Organisations (DPULO) and or Voluntary Sector Organisations (VSO) would be able to apply to the ODI to become a strategic partner to deliver the business objective.

Developing strategic partnerships would enable the ODI to establish formalised relationships with the disability sector and provide a two way communication channel for the sector to share ideas and concerns with Government, as well as helping Government communicate directly with the disability sector.

To ensure transparency in the selection of partners DPULO and VSO would be invited to apply to provide advice on early policy development by completing a written application form. Applications would be assessed against a partnership framework criteria and role description and to address confidentiality issues, successful partner/s would be required to complete a confidentiality agreement.

To prevent partners becoming too reliant on ODI funding, funding agreements would be restricted to a maximum of 25% of the partner's total yearly income. Effective monitoring measures and reviews would be built into the partnership agreement to ensure partners deliver value for money, agreed outcomes and that advice is fit for purpose.

The partnership model would provide a more cost effective method of delivering strategic advice to Government. Partnership working would produce ODI resource efficiencies, funding agreements would be based on government's requirements and agreed at the beginning of the partnership. Partners would be expected to live within the agreed funding.

This approach builds on the principles of open transparent Government and has already been adopted by several Government departments to build relationships with stakeholders and out source delivery of departmental objectives. For example the Office for Civil Society (OCS) has developed a strategic partner programme to take forward an agenda which mirrors the ODI.

2. Ad hoc expert advisory group

An independent ad hoc expert advisory group consisting of representatives from disability sector and academics could be formed to provide expert, strategic advice to Government. This expert group would be fluid in membership as experts/organisations with the relevant expertise would only be brought together on an ad hoc basis to provide advice on their area of expertise.

To oversee and coordinate the ad hoc expert advisory advice, as well as to provide it with visibility within the sponsor department, a Lead Role would be needed to provide:

- A link with the Minister for Disabled People;
- Assurance that the right individuals are brought together to provide strategic expert advice; and
- Co-ordination of the advice

An ad hoc expert group would improve the depth and quality of advice, and enhance the credibility of the functions currently provided.

The pool of experts/organisations would be recruited through an open and transparent process and engaged on a “call-off contract” basis which will enable confidentiality issues to be addressed. The experts/organisations would be used to deliver advice in their area(s) of strategic expertise. This could be done in many ways, including:

- As an ad hoc sub-group of the overall group
- As individuals participating in groups established by Government departments
- As individuals.

They would also be expected to have appropriate networks with relevant stakeholders.

Individuals or members of DPULOs and VSOs would be able to apply to be a member of the ad hoc group. The individuals would need to satisfy the set criteria and sign a confidentiality agreement. If the individual is successful their name and expertise would be noted on a framework, the individual would only be used and paid if their expertise is needed.

The pool of experts would be used to deliver advice in their area(s) of strategic expertise. The experts would also be expected to have appropriate networks with relevant stakeholders and use their positions to contribute to advice.

This expert pool would also be in a better position to provide expert strategic advice to areas previously covered by Disability Employment Advisory Committee and the Disability Living Allowance / Attendance Allowance Advisory Board. This flexible approach would enable experts with the relevant expertise in these areas to join the pool.

Reflecting the value added by strategic expertise, which is supplemented by lived experience expertise, the experts would not have to be exclusively disabled people, but a disabled person would need to be engaged to perform the lead role functions. The group as a whole should be required to reflect at least the model of DPULO governance, i.e. that at least 75% of the group should be disabled people.

This flexible model would provide value for money, as Ministerial appointments would not be made and costs will be on a par with the current spending of the existing NDPB. The lead role would be engaged on a permanent basis, the other members would be engaged on a call-off contract basis and the lead role is likely to require admin support.

These are both viable options for delivering strategic advice with Stakeholders.

Moving the function “in house”

To ensure Government can deliver effective policy for disabled people, it is essential to have timely independent, strategic, (confidential), expert advice from individuals who have the relevant strategic expertise, supplemented by lived experience.

The Department does not have the relevant disability expertise to perform the function needed. Policy developed in house without robust stakeholder involvement would be heavily criticised by disabled people and open to legal challenge.

This is not a viable option.

Direct engagement with disabled people

There are over 11 million disabled people in the UK: it would not be possible to directly engage with all of them. It would however be possible to engage a cross section of disabled people, but confidentiality would be an issue. There is a risk that people would share their opinions and advice with others, especially if their views and ideas are not taken forward. This would have a negative impact on policy makers as they would be reluctant to engage on sensitive policy issues if there was a risk confidential policy ideas would be made public and result in embarrassment for the government.

This is not a viable option.

Delivery by the private sector

The private sector is very unlikely to contain the necessary expertise to deliver the functions.

Private sector organisations need to generate a profit. There is no guaranteed income for providing the required functions: delivery of the functions is subject to fluctuation and this will impact on the organisation’s ability to make a profit. In order to deliver the functions a private sector organisation would need to engage stakeholders. Any form of wider engagement would have the confidentiality risks identified above, and would take time to collect, which would delay policy development. Such engagement is also likely to be costly, and so impact on the organisation’s ability to generate profits.

This is not a viable option

Merge with another body

Though there are various groups across Government that provide expert advice on an ad hoc basis, there is no standing group that Equality 2025 could merge with.

The Disability Committee of the Equality and Human Rights Commission, is currently being independently reviewed as part of the 2007 founding legislation (a requirement to reconsider the role of the body after 5 years of operation). Amongst other things, the Disability Committee is empowered to publish ideas or information and to give advice in relation to matters regarding disability equality. The current remit of the EHRC Disability Committee does not include a function to provide timely, independent, strategic, confidential, expert advice to Government.

This is not a viable option.

5. Stage 1 – Conclusions and recommendations

There is a need for independent, strategic, confidential expert advice to senior officials and Ministers across Government.

The main recommendation is:

- That the existing NDPB is replaced by an advice function delivered through a method that will provide expertise supplemented by lived experience.

Recommendation for replacement options are:

Recommendation 1: That the existing advisory NDPB is replaced by a strategic advice function, delivered through a method that will provide expertise supplemented by lived experience.

The future focus should be on providing strategic expertise, supplemented by lived experience and able to encompass the move towards more inclusive policy making. Therefore the NDPB should be abolished before moving on to establishing the new arrangements.

Recommendation 2: The new arrangements should focus on strategic expertise, supplemented by lived experience.

Recommendation 3: That the effectiveness of existing mechanisms for utilising lived experience expertise in all stages of the policy-making process are reviewed and developed by ODI, DWP and any other government departments as appropriate.

Recommendation 4: That the new arrangements for delivering strategic advice does not include holding formal quarterly meetings or an Annual Summit.

Recommendation 5: Both formal and informal processes are put in place to ensure the new arrangements can be used as much as possible by Ministers and senior officials across Government.

Recommendation 6: The new arrangements should include horizon scanning. The functions of the new arrangements should be promoted to Ministers and senior officials across Government.

Recommendation 7: That a detailed proposal for the new arrangements is drawn up, defining:

- A detailed analysis of the job description and member specifications are drawn up
- A clear understanding of the approach taken to ensure strategic expertise is available
- A clear transparent process for the selection and engagement of strategic experts and those who will provide lived experience.
- Details of how the new model will operate in practice will need to be refined and include a clear transparent selection process for engaging partners and experts. The final design of the group will be agreed with the Cabinet Office.

The importance of the strategic expert advice has been reaffirmed by this review.

6. Stage two – corporate governance

Where Stage 1 of a Triennial Review determines that a particular body should remain as an NDPB, Stage 2 then examines whether the NDPB's control and governance arrangements are in accordance with the recognised principles of good corporate governance.

Since Stage 1 recommends that the purpose and functions of Equality 2025 no longer require a non-statutory Advisory NDPB to deliver them, the review has not examined whether the NDPB's control and governance arrangements follow recognised principles of good corporate governance.

Annex A – Evaluation of responses asked for and received

Interviews in person / telephone

Interview(s) requested	Interview(s) completed
(Previous) Minister for Disabled People	Unavailable
Equality 2025 – Chair x1	1
Equality 2025 Members x9	8
Director, Office for Disability Issues / Disability Directorate x1	1
Deputy Directors x3	3
Equality 2025 Secretariat x1	1
Total	14

Written responses

Based on ODI, DWP and Other Government Departments advised in 2011 and 2012

Response requested	Response received
Office for Disability Issues x6	6
Cabinet Office x3	2
Department of Culture, Media and Sport x2	2
Department for Education x2	0
Department of Health x4	2
Department for Transport x1	0
Department for Work and Pensions x7	4
Government Equalities Office x1	0
Home Office x2	0
Ofqual x1	0
UK Border Control x1	1
Also advised: HMRC, Social Security Advisory Committee	Unavailable to respond
Total requested: 30	Total received (incl ODI): 17

Annex B – Details of Equality 2025 members⁸

Equality 2025 includes nine members and a chair. The current members were appointed on 1 April 2010 for a three-year term. The chair was appointed on 1 April 2011 for a term ending 31 March 2013, due to the unexpected death of the previous Chair (Rowen Jade) in September 2010. The Minister has extended these appointments until 30 September 2013, pending the outcome and publication of this review.

Chair

Dr Rachel Perkins became Chair of Equality 2025 on 1 April 2011. Her full profile is available from the Equality 2025 website: <http://odi.dwp.gov.uk/docs/abo/eq2025-chair-profile.pdf>

Members

Haji Saghir Alam OBE – Saghir is a leading expert in Human Rights and Diversity Issues especially in the area of Multiple Discrimination and Disadvantage in Disability, Race and Faith and advises a number of central government departments.

Miro Griffiths – Miro holds a number of board roles including Member of the Equality Reference Group with the DWP, the Disability Advisory Panel with the QCA and the Disability Advisory panel with the British Council.

Dr Gary McGladdery – Gary is employed as a Disability Officer at Queen's University, Belfast. Gary has extensive experience in disability research and policy development, and has been involved in a number of activities highlighting rights for minority communities in Northern Ireland.

Diane Mulligan – Diane is a specialist in international development, diversity and human rights. She is currently the Social Inclusion and Disability Advisor at Sightsavers International.

Tracey Proudlock – Tracey is a graduate from Leeds University, a member of the Chartered Institute for Personnel and Development, and a former school governor.

Andy Rickell – Andy is currently Chief Executive Officer at The Vassall Centre Trust, which promotes barrier-free workplaces nationally.

Fiona Wallace – Fiona has been involved in the self advocacy movement in Scotland since it started, in the late eighties. She is currently a Member of People First (Scotland) and Chair of People First Mid Lothian.

Colin Young – Colin started his career in research roles with Capability Scotland and South Lanarkshire Council. He is currently a member of the 'for Scotland's Disabled Children' coalition.

Nick Danagher (member until July 2012) – Nick was an independent consultant advising on disability and equality, who worked with a range of public, private and disabled people's organisations. He was a Trustee of the Independent Living Fund and a Board Director with Surrey Coalition of Disabled People.

⁸ Also available on the Equality 2025 website here: <http://odi.dwp.gov.uk/docs/abo/eq2025-m-25072012.pdf>

Annex C – Review Terms of Reference

The review will determine whether [Equality 2025's] function is still required and, if it is, whether the existing model of an NDPB is the best option for delivery. It will comprise two stages.

The **first stage** will examine:

1. Whether the purposes for which Equality 2025 were established is still necessary
2. Whether the services currently undertaken by Equality 2025 to deliver these purposes are still appropriate, adequate and effective
3. Whether these services are best carried out by an Advisory Non-Departmental Public Body; and, if so, how might performance be enhanced and improved?
4. Is there an alternative advice model

In the course of the first stage examination **the Reviewer will:**

- Consider how the services performed by Equality 2025, in discharging its current advisory remit, contribute to the delivery of DWP and wider Government objectives
- Consider the extent to which the interests of Government and disabled people are served by Equality 2025
- Evaluate the impact of the services provided by Equality 2025 and its overall performance in the discharge of its remit since 2009
- Consider the possibility, and impact, of either dispensing with, or extending, its remit and services; and the potential for managing, administering and organising them in different ways (including merging, rationalising, restructuring) so as to improve the outcomes for Ministers, the Department and Government more generally
- Evaluate any options for changes to the current arrangements, and make recommendations accordingly.

If the first stage determines Equality 2025 should remain, the **second stage** will:

- Look at how the services and functions could be provided more effectively, and
- If the current governance arrangements are fit for purpose.