



**National Equality Partnership**

# **Worth Every Penny of Every Pound: The social value of equalities infrastructure organisations**

**National Equality Partnership**

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## About the National Equality Partnership

The National Equality Partnership (NEP) has been a three-year project (2008-11) funded by Capacity Builders under the Improving Support Programme. It has supported the third sector across England to challenge inequality and promote equality and human rights. NEP firmly believed that people with direct experience of discrimination are best placed to develop solutions to address it. The partnership aimed to ensure that all work on equality, diversity and human rights in the third sector closely involved equality organisations.

NEP's work was closely informed by a reference group encompassing all equalities sectors as well as generalist organisations.

The NEP partners were:

- Women's Resource Centre (lead partner)
- Voice4Change England ([www.voice4change-england.co.uk](http://www.voice4change-england.co.uk))
- Consortium of Lesbian, Gay, Bisexual and Transgendered Voluntary and Community Organisations ([www.lgbtconsortium.org.uk](http://www.lgbtconsortium.org.uk))
- National Association for Voluntary and Community Action ([www.navca.org.uk](http://www.navca.org.uk))

NEP closed on 31 March 2011 leaving a legacy website:

[www.nationalequalitypartnership.org](http://www.nationalequalitypartnership.org). Copies of this report and other NEP publications can be found on WRC's website: [www.wrc.org.uk](http://www.wrc.org.uk).

## About nef consulting

nef consulting is the strategic consultancy arm of the new economics foundation (nef), the award winning think tank with a twenty-year history as an innovator in social, environmental and economic impact analysis.

nef were recognised for their unique yet practical approach to long term economic performance management and sustainable resource allocation, putting people and the planet at the heart of economic performance.

nef consulting draws on nef's tested research, specific instruments and influential personnel. They integrate long term fundamentals such as well-being measurement and environmental impact into the realm of financial evaluation and hard economic analysis.

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# Executive summary

## Introduction

In March 2010, as part of its aim to provide evidence supporting the value of equalities infrastructure organisations (EIOs), the National Equality Partnership (NEP), supported by nef consulting, launched the Demonstrating Value research project. The objective of the study was to determine the value of EIOs.

Infrastructure organisations exist to support and strengthen charities, voluntary organisations and community groups. They may work at local, regional and national levels. EIOs are organisations that are governed and managed by a specified equality group (such as D/deaf and disabled people), provide services for that equality group and campaign for equality (e.g. accessibility, inclusion and an end to disablism). The overarching aim is to eliminate discrimination and inequality, thus contributing to a fairer society for all.

## Methodology

The project was carried out using the social return on investment (SROI) approach to determine the contributions of, and the social value created by, EIOs.

The SROI approach is a form of cost-benefit analysis that seeks to understand, measure and give an estimated value to the key changes, or outcomes, created by a programme or activity. Unlike traditional cost-benefit analyses, it looks not only at the economic or financial value created, but also includes social and environmental value, giving a truer reflection of the value created.

This research used the standardised methodology developed by the new economics foundation (nef) and the Office for Civil Society (formerly known as the Office for the Third Sector Office).<sup>1</sup> The format involved following specific processes used in SROI evaluation, including an impact map to show positive and negative effects, data collection of investment in activities and their outcomes and impact, and the calculation of outcomes in monetary terms.

SROI analyses were conducted with four case studies in three organisations:

1. The Building Futures programme delivered by the Women's Resource Centre (WRC)
2. WRC's role in the 'Crisis in Rape Crisis' campaign
3. Birmingham Lesbian, Gay, Bisexual and Transgender (LGBT) Community Trust activities
4. MENTER's Partnership Development Project.

## Findings

Findings from the SROI analyses showed that the case studies produced a number of positive outcomes. These included:



- Increased income and improved strategic and operational capacity of women's organisations.
- Preventing the further closure of Rape Crisis Centres and the enhancement of services for rape and sexual assault survivors.
- Improved self-confidence and self-esteem, and decreased isolation for LGBT people in Birmingham
- Improved employment prospects and housing conditions for migrant workers in the East of England.

The research shows that for every £1 invested in EIOs they create between £2.30 and £9.20 of social and economic value. The latter includes a composite of reduced health and welfare costs and a direct economic return based on earlier return to paid employment. This finding provides clear evidence to support EIOs' claims that they, and the services and activities they provide, are 'worth every penny of every pound'.

**Summary of outcomes, social value created and SROI ratio:**

	WRC – Building Futures	WRC – Crisis in Rape Crisis	Birmingham LGBT Community Trust	MENTER
Positive outcomes	<ul style="list-style-type: none"> <li>• increased income and diversification of income</li> <li>• improved strategic and operational capability</li> <li>• positive engagement in partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• emergency fund to stop centres closing</li> <li>• improved capacity in developing funding applications</li> <li>• enhanced and new services</li> <li>• reduction in emotional and physical costs to rape survivors</li> </ul>	<ul style="list-style-type: none"> <li>• increased self-confidence and self-esteem</li> <li>• decreased isolation</li> <li>• feeling safe and more integrated into the local community</li> <li>• improved physical health</li> </ul>	<ul style="list-style-type: none"> <li>• improved employment prospects</li> <li>• improved housing</li> <li>• reduction in hate crime</li> <li>• improved health and access to health services</li> <li>• improved community cohesion</li> </ul>
Total social value created	average extra funding per organisation: £100,000	between £21.5 million and £30.7 million	over £37 million per year	over £17 million per year
Social value attributed to EIO	total extra funding attributed to WRC: £830,000	between £7 million and £10 million	between £93,000 and £2.3 million	between £160,000 and £410,000
SROI ratio	5.5:1	Between 5:1 and 7.2:1.	between 3.7:1 and 9.2:1	between 2.3:1 and 5.8:1

Social value created per £1 investment	£5.50 extra funding per £1 investment	between £5 and £7.20	between £3.70 and £9.20	between £2.30 and £5.80
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Much of this value is created because front-line equality organisations, and the EIOs that support them, provide vital services to sections of society that are not reached by mainstream organisations. For example:

- WRC provides specific, tailored advice, support and training to women’s organisations (on governance, fundraising, demonstrating value) that is often not available from the mainstream voluntary and community sector (VCS). The Building Futures project created a financial return to women’s voluntary and community organisations (VCOs) of £5.50 for every pound invested.
- Many members of Birmingham’s LGBT community with alcohol problems are unable to access mainstream support, as acceptance of their sexuality proves a barrier. Without support from the Birmingham LGBT Community Trust most would receive no help; yet Government research shows that each high-risk drinker costs the NHS, alone, £723 per year.<sup>2</sup>

EIOs can offer more specific advice, and are often seen by front-line equality VCOs as more accessible. They are building the ‘Big Society’ by empowering individuals and communities through the support and services they provide.

Much of the work of EIOs and front-line equality organisations is built on years of experience and knowledge of the sector. This will be impossible to replace in the short term if cuts force these organisations to close. For example, Birmingham LGBT Community Trust has helped empower the LGBT community in Birmingham. A large part of their work goes towards the annual SHOUT Festival held in the city, which draws together large numbers of individual and group participants. The success of this is dependent on networks and relationships built up by Birmingham LGBT Community Trust over time, and which are not easily replaced or replicated.

## Recommendations

### Strengthen support for equalities infrastructure organisations

This research has shown that for every £1 investment in equality work a social value of between £2.30 and £9.20 was created. EIOs provide specialist support to specific disadvantaged communities and help to build the capacity of front-line equality organisations, thus contributing to the goal of eliminating discrimination and inequality for all people. The Government and other public sector organisations should recognise the contributions of infrastructure organisations and protect their funding sources in order to help create a fairer society. From a purely economic perspective a fairer society allows disadvantaged groups to compete more effectively for paid employment. Additionally by reducing stress levels and directing specific healthcare needs it promotes improved mental and physical health that is ultimately less of a drain on the health and welfare costs to society at large.

### Improve the capacity of generalist support organisations

Front-line equality organisations rely on generalist support organisations for advice and resources. It is therefore important for the generalist organisations, including funding agencies, to develop a better understanding of the different strands of equality and the specific needs of equality organisations in order to develop appropriate services and funding strategy. A partnership approach, i.e. working with equality organisations, will help to embed the values and needs of specific groups within these generalist organisations.

### Funding strategies based on monitoring and evaluating change

This research has applied the tried and tested SROI approach in evaluating the value of equality work. The focus of the SROI approach is to chart the changes to key stakeholders and service users. With increasingly tight public funding, it is imperative for both local and central government to monitor and evaluate the changes taking place within different communities. Investments and services that lead to positive outcomes for individuals and local communities should be protected, and funding strategies should be formulated accordingly.

### Simplify the commissioning process for smaller organisations

With changes from grant funding to more complex commissioning and procurement processes, this research has shown that many smaller organisations are disadvantaged, mainly due to their capacity. With limited funding, smaller organisations tend to focus on delivering essential frontline services. However, with services increasingly awarded through commissioning, smaller organisations do not have the resources or the expertise to compete for funding. As a result, their survival is under threat. Public bodies should develop specific procedures to guide smaller and specialist organisations through the commissioning process, and provide resources to support them and improve their capacity.

# 1. Introduction

## 1.1 Equality infrastructure organisations

In England there are currently tens of thousands of equality organisations within civil society that represent the most marginalised groups, provide essential services to meet their needs (especially when they are not met by mainstream services) and continue to campaign for long term changes that will reduce both inequality and secure human rights for everyone.<sup>3</sup>

Infrastructure organisations exist to support and strengthen charities, voluntary organisations and community groups. They may work on a local, regional and national level. Equalities infrastructure organisations (EIOs) are those that are governed and managed by a specified equality group (such as deaf and disabled people), provide services for that equality group and campaign for equality (e.g. accessibility, inclusion and an end to disablism). Their overarching aim is to eliminate discrimination and inequality, thus contributing to a fairer society for all.<sup>4</sup>

Volunteers, paid staff and board of trustee members of specialist infrastructure organisations usually have experiences of the discrimination and inequality they are working to eliminate. This differs from generalist organisations where staff, volunteers and board members tend to be trained in equality and diversity issues rather than bringing these areas of skill and knowledge with them or having 'lived' experience.<sup>5</sup>

Previous research carried out on behalf of the National Equality Partnership (NEP), found that:

*"The whole raison d'être of 'led by' and 'for' organisations is to improve the social, political and economic position of specific groups who face inequality and discrimination. They use a diverse range of governance models, holistic methods and approaches in their mission to achieve this aim. Those facing inequality and discrimination are at the forefront of these organisations and are taking action to bring about change."*<sup>6</sup>

The value of EIOs is that they offer a specialist perspective and a detailed understanding of discrimination and the support that is needed by specific communities in a diverse society.<sup>7</sup> The role of EIOs can be defined across three main themes, with one overarching goal: to end discrimination and inequality for the people they serve. The three main themes are:

1. **Advocacy:** the promotion of social inclusion, equality and social justice through taking action to help people say what they want, secure their rights, represent their interests and obtain services they need.<sup>8</sup>
2. **Creating a thriving sector:** e.g. for Black, Asian and minority ethnic, lesbian, gay, bisexual and transgender, and women's organisations.
3. **Capacity building:** i.e. enabling the sustainability of the groups they support both financially and by strengthening organisational governance.

The announcements made in the Comprehensive Spending Review in October 2010 and the most recent Government budget will have a significant impact on the work of equality organisations. The effects will be twofold. Firstly losses in funding will be drastically felt as the public sector reduces its spending. Secondly, it is likely that front-line voluntary and community organisations (VCOs) will experience greater demand for their services. In turn, these organisations will need more support from infrastructural organisations. Advocacy (a key role of EIOs) to ensure adequate funding to the sectors they campaign for and subsequently for the services that sector provides, will be an increasing necessity. Improving the social, political and economic position of specific groups who face inequality and discrimination will continue to be the primary goal of EIOs but will be carried out in an environment of ever diminishing resources.

## 1.2 About this project

The research was carried out in the context of a growing crisis in the voluntary and community sector (VCS) caused by cuts to central government departments and local public body budgets, as well as the increasing use of commissioning and procurement procedures and the move away from grant aid.

In recent years, there has been a growing demand on VCOs to demonstrate their impact. In particular, organisations are being asked by funders to measure and provide evidence for the social, economic and environmental value of their activities. While undertaking such evaluations can place additional strain on the already over-stretched resources of third sector organisations, such research offers an opportunity for previously underplayed social and environmental impacts of their work to be recognised and valued.

In March 2010, as part of its aim to provide evidence for the value of EIOs, NEP, supported by the new economics foundation (nef), started research to determine the value of EIOs.

The project applied the Social Return on Investment (SROI) approach to determine and communicate the contributions of and the social value created by, EIOs in England. This approach is a form of cost-benefit analysis used to demonstrate the value of a programme or activity in order to help understand the value for money it creates.

Four SROI analyses were conducted with three EIOs:

- Women's Resource Centre (WRC) is a national membership organisation which supports women's VCOs across England to be more effective and sustainable.<sup>9</sup>
- Birmingham LGBT Community Trust is a specialist infrastructure organisation working to create a vibrant, diverse lesbian, gay, bisexual and trans (LGBT) community in Birmingham.
- MENTER is a regional network for Black, Asian and minority ethnic (BAME) VCOs in the East of England.

## 2. Methodology

### 2.1 The Social Return on Investment approach to evaluation

The SROI approach was applied to determine the contributions of, and the social value created by, the EIOs who participated in the project.

The SROI approach was developed by nef and the Office for Civil Society (formerly the Office for the Third Sector) and has been standardised recently by the SROI Network.<sup>10</sup> SROI is a form of cost-benefit analysis that identifies key outcomes to all stakeholders impacted by a programme or activity, and measures and values the changes that take place. It allows quantification in monetary terms of the social, environmental and economic value created which provides a more accurate reflection of value for money that may be gained through investing in an organisation or activity. SROI is a framework for measuring and accounting for this much broader concept of value. It seeks to reduce inequality and environmental degradation and improve well-being by incorporating social, environmental, economic costs and benefits.

SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value.

There are two types of SROI:

1. Evaluative – conducted retrospectively and based on actual outcomes that have already taken place.
2. Forecast – predicts how much social value will be created if the activities meet their intended outcomes.

For this project, both SROI approaches were applied but in several cases this was dependent on the data available. As actual outcome data was available for Birmingham LGBT Community Trust and MENTER, full evaluative SROIs were conducted. However, a part evaluative and part forecast SROI was carried out for the WRC's Crisis in Rape Crisis campaign, and a more traditional cost-benefit analysis was conducted for the WRC Building Futures programme.

The SROI approach was chosen as it was considered to have a number of benefits which include:

- The SROI approach calls for the identification and evidence of outcomes (the change that matters to stakeholders, such as improved well-being), rather than just outputs (the direct results of activities, such as numbers attending a training course). This allows an SROI analysis to show not just the efficiency of an activity but also the quality and effectiveness of that activity.
- By giving monetary values to social and environmental outcomes, SROI allows the inevitable trade-offs that must take place to be debated in a more

transparent way (e.g. is a social benefit, such as improved well-being, worth the financial investment or is an environmental benefit worth the social or financial cost).

- Furthermore, the representation of social and environmental value in monetary terms allows for easier and clearer communication of the relative success of an activity. It allows social and environmental outcomes to be brought onto the balance sheet alongside economic outcomes.
- By communicating the success of an activity in an easily accessible way, SROI invites scrutiny into the judgements made. It also makes non-credible claims more easily identifiable and forces organisations to take their impact seriously (i.e. what credit they can actually take for the changes that have been identified).

In addition, the NEP considered the SROI approach to be essential to the equalities sectors because of:

- Increasing competition for funding amongst the equalities sectors and third sector generally.
- Having evidence about an organisation's economic, social and environmental impacts helps to maximise fundraising efforts, especially when other service providers may offer inferior services but at a lower price.
- SROI data will also help equalities sectors make a stronger case about the value of equalities organisations in general.
- The recession is putting increasing pressures on public finances and funders are looking for greater evidence of 'value for money'.
- There is little understanding of the SROI value of equalities sectors.

## **2.2 Research process and method**

Potential participants were invited to take part in the project and a number of applications were received from interested organisations. However, the time and resources required to undertake an effective SROI was a challenge for some organisations which prevented them from taking part. In the end WRC, Birmingham LGBT Community Trust and MENTER elected to participate.

It was evident from the outset that all participants had themes in common namely: capacity building; advocacy/lobbying; being part of a thriving sector; and combating inequality and discrimination. Additionally, all the organisations were looking to demonstrate their value to funders.

During the first meeting, NEP introduced the participants to the project. Each organisation was asked to define the scope of what they wanted to measure, the importance of the outcomes to be measured to their stakeholders, and the resources available to carry out the analysis. Subsequent meetings and training sessions were held. Dates for project meetings, how all parties will work with each

other (this was formalised in a partnership agreement) and starting the evaluation process were agreed.

Each organisation was paid a nominal fee in recognition of the time invested in participating in the project.

SROI analysis was carried out on four case studies:

- WRC's Building Futures programme
- WRC's Crisis in Rape Crisis campaign
- Birmingham LGBT Community Trust's activities
- MENTER's Partnership Development project.

For each case study the following process was followed:

*Figure 1: Research process*

Key stakeholders who were affected by the activities of the organisation were identified, and the positive and negative benefits were identified for each stakeholder. This was represented in an impact map.



Data was collected for the following:

- The investment in the activities
- The extent to which these outcomes were achieved – both the number of stakeholders affected, and the amount of change experienced by each
- The likely impact, or contribution to this change of the organisation being evaluated, through identification of attribution levels (the amount of credit an organisation can take), the proportion of change that would have happened anyway, and the extent of any displacement
- The sustainability of outcomes – how long the benefits are likely to last?
- Approximations of the value of the outcomes to stakeholders in monetary terms



A model was constructed to allow the calculation of the overall value created for stakeholders.

The research was not without challenges. For example, measuring outcomes among marginalised groups, estimating attribution (i.e. who deserves credit for change), and understanding wider benefits to society of an activity provided difficulties. All of these have been addressed within this study, and some will benefit from further research in the future.



### 3. Women's Resource Centre

#### 3.1 Context

##### 3.1.1 *Women's inequality – the facts*

Despite the widespread belief that women and men are now equal, women still face deep-rooted disadvantage and discrimination. Whilst many advances for women and girls have been made, there is still much yet to be achieved.

For instance, despite 83 years of suffrage, only 22% of MPs are women placing the UK well behind countries such as Rwanda, Mozambique, Belarus, Cuba, New Zealand, Sweden and Germany.<sup>11</sup> In 2008 the Equality and Human Rights Commission estimated that, at the current rate, it would take 200 years to achieve equal representation of women and men in parliament.<sup>12</sup>

A quarter of women who made an employment tribunal claim had been dismissed within hours of telling their employer about their pregnancy. Whilst one in five women returning from maternity leave were given lower grade jobs.<sup>13</sup> Research by the Equal Opportunities Commission in 2007 showed that Black, Asian and ethnic minority (BAME) women had less access to maternity pay than other women.<sup>14</sup>

Across the UK, the mean full-time gender pay gap in 2010 was 15.5% for hourly earnings excluding overtime and 21.5% for gross weekly earnings.<sup>15</sup>

Women retiring this year will receive £6,500 less in pension than men and almost a third do not have a private or company pension compared to 10% of men.<sup>16</sup> Almost 2.1 million pensioners living in poverty are women.<sup>17</sup>

Mothers' low incomes are the source of 70% of child poverty.<sup>18</sup> Four out of ten children in poverty are in single mother households, and a further three out of ten are in households where the father works, but the mother is on a low income or no income.<sup>19</sup> Forty per cent of ethnic minority women live in poverty.<sup>20</sup> Research in 2007 showed that ethnic minority women were more likely to face financial exclusion than ethnic minority men or the general population, with some, for example, not having access to a bank account.<sup>21</sup> Three-quarters of women involved in prostitution cited poverty (the need to pay household expenses and support their children) as a primary motivator for entering sex work.<sup>22</sup>

Violence against women and girls (VAWG) is a major problem in the UK. Every minute, an incident of domestic violence is reported to the police and one in four women experience gender-based abuse over their lifetimes.<sup>23</sup> At least half of all women in touch with mental health services have experienced violence and abuse, yet the level of awareness amongst mental health professionals appears low and women are rarely asked about their experiences of violence or sexual abuse.<sup>24</sup>

##### 3.1.2 *The women's voluntary and community sector*

A search of GuideStar data in 2006 (which is based on Charity Commission records) found that organisations who name 'women' and/or 'girls' as their main beneficiaries made up seven per cent of registered charities in England and Wales. This is due to so many community, self-help groups, networks and other NGOs not

registering as charities. If this were not the case, there could be more than 30,000 women's VCOs in the UK.<sup>25</sup>

Women's VCOs work in a variety of fields including health, VAWG, employment, the arts and sports.<sup>26</sup> They deliver services to and campaign on behalf of some of the most marginalised communities of women.

Given the sheer volume of potential service users (given that 51% of the UK's population is female and women's continuing inequality is a well-established fact) women's organisations are still marginalised within the VCS.

With the announcement of significant cuts in public spending at both the national and local level, there is a deep concern that women's VCOs are likely to be the hardest hit. In 2004 organisations supporting women received only 1.2% of central government funding to the VCS.<sup>27</sup> This will be even less in the face of the economic downturn. A financially strong, resilient and sustainable women's organisation is an increasingly difficult challenge.

The vast majority of women's organisations are locally based and locally funded. Therefore, the Government's drive towards greater localism together with cuts in public spending is leaving women's organisations in extremely vulnerable positions. At a time when women's organisations are most needed and are reporting a surge in demand, it is estimated that charities will lose up to £4.5bn due to public spending cuts.<sup>28</sup> Many local authorities have already cut more than 25% in VCS support for 2012.<sup>29</sup>

WRC's research shows that one in five women's organisations have closed in recent years and many more face an uncertain future.<sup>30</sup> As of 1 June 2011, WRC had compiled a list of 69 organisations that had lost funding in recent months or were at risk of doing so.

The impact on women and children will be significant. For example, 60% of domestic violence refuge services and 72% of outreach services did not have any funding agreed as of 1 April 2011 affecting a potential 70,000 of the most vulnerable women in our communities.<sup>31</sup>

WRC's 2011 survey of 91 women's organisations found that 64% were "very concerned" about funding and 95% face funding cuts. Domestic violence and BAME women's VCOs, LGBT organisations and those working with women on low incomes are especially badly affected.

Women's organisations are poorly represented in democratic structures (locally, regionally and nationally) which make important decisions that impact on the VCS and service users. Research found that women's VCOs were not adequately engaged in, or by, local strategic partnerships and less than 2% of third sector representatives were from women's VCOs. Without women's VCS representation, issues of importance to women and women's equality were seldom raised (with the exception of teenage pregnancy and domestic violence).<sup>32</sup>

There is a lack of understanding about the women's VCS and the need for it within the wider third and public sectors. This is partly based on a prevalent myth that

women's equality has been achieved despite overwhelming evidence to the contrary. For example (before the announcement in October 2010 by the Department for Communities and Local Government that Local Area Agreements were to be abolished) the proposed survey to measure the Thriving Third Sector indicator intended to record data that could be disaggregated by every equalities sector except the women's VCS.<sup>33</sup>

Women's organisations provide safe, women-only spaces, where women feel they can talk openly, be comfortable and be understood. The expertise of women's organisations is informed by 30 years of feminist thought and experience in delivering services. This is not easily duplicated by generic organisations that may struggle with or fail to understand the significance of women's inequality to the service they are delivering. The women's sector has been the leading voice in defending women-only services which are increasingly being questioned. Not only are women-only services proven to be an extremely effective way to engage women, but, given a choice, many women would rather use a women-only service provided by a women's organisation. Without women's organisations, there would be nowhere for women to go to access services run for women, by women.<sup>34</sup>

There is no single reason why women's organisations lack adequate investment, but is rather a combination of lack of women's sector representation and influence in decision-making processes, gender-neutral policies, the shift away from grant aid and increasing use of competitive tendering, and other factors (such as the economic downturn).<sup>35</sup>

### 3.1.3 *The work of the Women's Resource Centre*

WRC is a unique charity which supports women's VCOs by teaching them techniques around how to become more effective and sustainable.

WRC's six core values are: feminism; equality; professionalism; collaboration; integrity; and environmental sustainability. They are committed to ensuring that these values are embedded throughout the organisation and are reflected in their work, mission ("*supporting and standing up for a diverse and thriving women's sector*"). Their strategic aims include:

- Promote solidarity in a competitive world
- Achieve financial stability and independence for WRC
- Demonstrate leadership with grassroots integrity
- Improve their national reach
- Advocate for the women's sector
- Build the capacity of the women's sector

The WRC supports women's organisations through:

- Ensuring women's VCOs have the necessary skills and information to sustain and develop their organisations and services.
- Enabling partnership working between women's organisations.

- Gathering evidence to make a robust case for the sustainability of the women's VCS.
- Engaging with decision-makers at all levels to ensure issues relevant to the women's VCS and their service users are taken into account.
- Lobbying funders and decision-makers to ensure women's VCOs have fair access to sustainable funding.

WRC's 300+ members work in a wide range of fields including health, VAWG, employment, education, rights and equality, the Criminal Justice System (CJS) and the environment. They deliver services to, and campaign on behalf of, some of the most marginalised communities of women. There are over ten thousand people working or volunteering for WRC's members who support almost half a million individuals each year.

Over the last five years WRC has made some considerable achievements including:

- Over 200 women taking part in the Elevate project (higher level management and leadership training) which received outstanding feedback from participants and the independent evaluator.
- Launching the 'why women?' campaign to raise the profile of the women's VCS and the challenges it faces.
- Undertaking and publishing research on the women's VCS, women-only services, funding to women's refuges in London and the state of the Rape Crisis sector.
- Over 2,000 people have attended WRC conferences, trainings and other events.
- Successfully influencing decision-makers on a range of third sector issues.
- Developing and disseminating over 100 briefings and responses on policy issues affecting women's equality and the women's third sector.
- Starting social enterprises to generate independent income.

More information on WRC and its work can be obtained from their website:

[www.wrc.org.uk](http://www.wrc.org.uk).

### **3.2 The Building Futures programme**

Running a financially strong, resilient and sustainable women's organisation is becoming an increasingly difficult challenge, especially in the face of the current economic downturn. An indication of this is the fact that one in five women's organisations (registered charities) in England and Wales became inactive during 2004-07.<sup>36</sup>

WRC's Building Futures project is funded by the Big Lottery Fund and works with front-line women's organisations in London to support them in diversifying their income. It was established in May 2008 and runs until April 2013.

The type of support delivered includes:

- Local funding 'surgeries' across London for women's VCOs to network and engage with local commissioners, social enterprises and other small voluntary organisations. This has resulted in the forming of several successful partnerships
- Training on topics such as sustainable funding and diversifying income streams, strategic planning and partnership working.
- Support sessions to assist women's organisations to complete funding applications and/or monitoring reports.
- Direct one-to-one support to assist organisations to become financially more independent/sustainable.
- Online guides covering topics such as commissioning and procurement, writing funding proposals and generating income from individual donors.
- Facilitating an online community, The Women's Café, where women's organisations can network and share information and ideas.

This practical support is tailored to meet an individual organisation's needs and covers issues such as:

- How to be more successful in tendering for services
- Writing more successful tenders and fundraising bids
- How to better engage with funders to ensure more ongoing support
- Forming effective partnerships
- Social enterprise.

Following an initial assessment of an organisation's needs, WRC provides support through face-to-face meetings, by email and telephone or by referring them to training and other sources of information and support. WRC works with an organisation for a period of three months or six meetings (whichever is sooner), then reviews progress.

### *3.2.1 What changes do women's organisations experience as a result of the Building Futures programme?*

The three main outcomes which can be drawn from the work of the Building Futures project are:

1. Increased income and diversification of income
2. Improved strategic and operational capability
3. Engagement in partnerships.

The Building Futures project has provided training, surgeries and one-to-one support to 297 organisations since 2008. Of the 297 organisations who have engaged with Building Futures, 65 responded to an evaluative survey carried out by WRC in October 2010. This data and an additional five in-depth interviews with

Globe Bengali Mohila Shamity, Mozaic Women's Wellbeing Project, Jabbok Support Services, Women@theWell and the Women's Health and Equality Consortium have formed the basis of this cost-benefit analysis.

### 1. Increased income and diversification of income

Diversification of income is essential in ensuring sustainability – if an organisation relies on only one funding source it is beholden to the agenda of the funder. Any change of priorities or an end to the fund (which is likely due to current government budget cuts) leaves the organisation at great risk of closure unless it holds adequate reserves.

Forty per cent of the organisations surveyed reported that they have increased the range of sources of funding for their organisation since first contacting WRC.

Of those who reported diversifying their funding sources, 41% secured new grant funding, 8% secured new funding from a Primary Care Trust (PCT) and 15% from local authorities. In total 40% secured income through individual donors (12%), corporate sponsorship (12%), fundraising events (8%) and trading as a social enterprise (8%). Central government and commissioned contracts both accounted for new income for 4% of organisations.

One example (see Table 1) is Globe Bengali Mohila Shamity (GBMS) who received a total of £10,430 in extra funding from seven different sources with support from WRC. The additional funding enabled GBMS to produce a business plan, train its Management Committee and complete PQASSO Level 1 as well as providing further services for Bangladeshi women in Bethnal Green.

In April 2009, Mozaic Women's Wellbeing Project (Mozaic), a domestic violence advocacy service based in St Thomas's NHS Trust, attended a training session on developing a sustainable funding mix, which included looking at individual donors. In the interview, Mozaic stated that it:

*"[We were] able to look at the business case we had in general and even though it was put together just to submit to...the [NHS] Trust that we are in partnership with, because of the training it made us think about being able to present that case to anyone who might potentially be able to give us funds, especially individual donors".*

Mozaic also attend training on building relationships with funders and commissioners in June 2009. They reported that:

*"After coming away from that [training]... I didn't rely on the business managers here....I got a bit more proactive and was contacting them [the PCT commissioners] directly, which normally there is this unspoken thing that that's not the way that you do things....The commissioners themselves didn't have any issue with me speaking with them directly and if anything it gave them a bit of understanding of what kind of service we were..."*

The increased confidence in Mozaic to communicate directly with a PCT commissioner led to a face-to-face meeting within a few weeks. Up until then, Mozaic were already anticipating the cuts and the possibility that the NHS would

not continue to match fund the partnership, which turned out to be true. However, Mozaic was granted £176,000 by the PCT which covered their £76,000 shortfall in NHS funding, enabling them to continue delivering their vital support services. Mozaic attributes their acquisition of a new source of funding to the direct approach taken, which placed them "*very much in their [commissioner's] mind*". This funding came through at a crucial time. Immediately prior to receiving the money from the PCT in April 2010, Penny Prempeh, manager of Mozaic, had been deciding "*whether or not I would have to write my own redundancy letter*".

WRC invites commissioners to meet women's VCOs at local funding seminars – another method by which WRC strives to enable the best chance at financial sustainability.

Overall, 54% of organisations surveyed in October 2010 about engagement with Building Futures, felt that they are more sustainable (i.e. stable, secure and better able to survive in the future) since working with WRC.

Another component of sustainability that the Building Futures project offers is providing women's organisations with information, support and advice on generating income through trading or social enterprise. Starting or changing to a social enterprise is a significant step for women's VCOs (e.g. ethical issues) – it takes significant energy, time, research and planning. Across the Building Futures training 35% of the organisations surveyed reported an improvement in their ability to develop income through social enterprise.

WRC has successfully empowered women's organisations to consider new ways of doing things. This has become essential as the future looks certain to require women's organisations to do this.

## **2. Improved strategic and operational capability**

Forty-five per cent of organisations surveyed stated that they made changes to the organisation, or the way that they do things, since receiving support through the Building Futures project. Sixty-five per cent reported increased confidence; 90% improved their knowledge; and 60% improved their skills this area.

Table 1 shows that GBMS, Mozaic and Women@theWell have increased staff and service provision, completed budgets, developed or further developed business plans, trained Management Committee members and increased the communication skills of staff.

## **3. Engagement in partnerships**

Partnership working, whilst requiring time and commitment, can bring many added benefits to organisations. Of the organisations surveyed, 46% formed a partnership since their involvement with WRC. Largely, this has been with other women's VCOs and organisations working in a similar field, as well as with public bodies. The benefits reported include: the sharing of expertise, sharing of resources (such as premises) and increased referrals.

In 2008 WRC's Policy Team saw an opportunity to improve engagement between the women's sector and the Department of Health (DH) and decided to take action. In September that year, the DH requested expressions of interest from the

VCS to engage with the department as strategic partners, with a view to tackling health inequalities across England. In response WRC initiated and established the Women's Health and Equality Consortium (WHEC). The Building Futures programme supported WHEC during its initial setting up stage.

While WHEC's application was initially unsuccessful, as the partnership was still in its developing stages, its potential was recognised by the department and they offered to fund the development of the partnership for 12 months. In 2009 WHEC applied to become a strategic partner. They found they were successful in April 2010 and won funding for a three-year period.

Rosalind Bragg, director of WHEC member Maternity Action, stated:

*"WHEC provides a space for us to link up with other women's health organisations and work on the issues which concern us all....It has access to high level decision-making within the Department of Health so we can put our point across when the policies are being formulated, not when the decision has already been made. We feel as if we are being listened to. Without the WRC, WHEC wouldn't have happened."*

WRC had always intended its role to be a facilitator and enabler rather than a partner. However, WHEC partners, recognising the important role that WRC had played and was continuing to play, invited WRC to become an official partner in early 2010.

The WHEC partners are:

- YWCA (lead partner)
- Maternity Action
- Forward UK
- Rape Crisis (England and Wales)
- Positively UK (formerly Positively Women)
- Women's Resource Centre (joined 2010)
- Imkaan (joined 2010).

The benefits to the partner groups have been numerous, not least in terms of the working relationships which have formed as a result of bringing the WHEC together. The information, resource sharing and £12,000 payment per WHEC partner for their participation, has benefitted the WHEC VCOs who have historically been marginalised and under-funded.

Angie Conroy from WHEC partner Rape Crisis (England and Wales) reported at a recent conference that:

*".... the WHEC contract with the Department of Health (DH) is the only time that Rape Crisis has been able to get sexual violence on the DH agenda, i.e. beyond basic statutory obligations."<sup>37</sup>*



In an interview for this research, Conroy went on to state that:

*"Wearing the WHEC 'hat' has brought some benefits in terms of cross government departmental recognition ... and most significantly, the WHEC have put gender on the agenda at the DH and have ensured that women's health and equality issues are consistently considered in DH strategic policy and decision-making."*

WHEC now hopes to set up an England-wide network of women's health organisations and will be holding a number of regional events. These events will include training (e.g. capacity building work for BAME women's organisations) and consultations (e.g. women's mental health, GP commissioning consortia etc.).

However, the £200,000 annual funding, despite being awarded in principle until March 2013, is not a certainty. All government contracts now come with a clause stating that grants will be made subject to funding availability. With the current economic downturn this may mean downsizing or discontinuation of the contract.

### **3.2.2 The value of the Building Futures programme**

The organisations participating in the Building Futures programme are very diverse, both in the types of services that they deliver, and in size (annual income). Table 2 shows the amount of extra funding received by each of the five organisations that took part in in-depth interviews with WRC. This details the extra funding compared to the level of funding that the organisation believes it would otherwise have received without the support of the Building Futures programme. The amounts range from just over £10,000 to £224,000.

Additional benefits (not calculated here) to organisations participating in the Building Futures programme include business planning and being better positioned, in both identifying appropriate funding sources and engaging in the commissioning process, as demonstrated in Table 2.

A total of 26 organisations (41%) of the 65 organisations who responded to the October 2010 evaluative survey said they had received extra funding as a result of the Building Futures programme. As not all organisations completed the survey, the real number is probably higher than 26 but this has been used in the calculations as a conservative estimate.

Table 2 shows how much of the credit, or attribution, for this extra funding the organisation thinks should be given to WRC based on in-depth interviews with five of the 26 organisations. This ranges from 15% to 50%. On average, these organisations received over £100,000 extra funding, and, on average, the organisations credit just under £32,000 to WRC.

If each of these 26 organisations surveyed received a similar level of extra funding to those that took part in the in-depth interviews, it would lead to a total funding increase of over £830,000 that is directly attributable to WRC. As the annual budget for the Building Futures programme is £150,000, this gives a return on investment ratio of 5.5:1. In other words, every £1 spent on the Building Futures programme leads directly to women's organisations gaining £5.50 in extra funding.

**Table 1: Building Futures in-depth interviews**

Organisation	What they do	Extra funding received	No. of sources	What the money helped them to do	Other benefits from accessing WRC support	Attribution	Support from WRC	Factors considered in attribution
Globe Bengali Mohila Shamity (GBMS)	Weekly drop-in, information sessions, health promotion workshops, exercise classes for Bangladeshi women in Bethnal Green	£10,430	7	Deliver yoga and exercise classes  Produce a business plan  Train Management Committee  Complete PQASSO Level 1	Completed a budget and a business plan which has put them in a better position for commissioning in the future	50% WRC  50% GBMS	Seminar: Tower Hamlets Funding Seminar (April 2009)  1-1 support: May 2009 – present	Income has doubled since receiving WRC support
Jabbok Support Services	Drop-in and training sessions for women ex-offenders and those with mental health issues	£11,440	2	Reimburse volunteer expenses,  Provide drop-in sessions	Networking  Exchange of ideas  Communication  Knowledge	50% WRC  50% Jabbok	Seminar: Islington Funding Seminar (July 2009)  Training: Commissioning and Procurement: the Basics' (Sept 2009);  Introduction to Social Enterprise	Organisation did not have any funding prior to support

Organisation	What they do	Extra funding received	No. of sources	What the money helped them to do	Other benefits from accessing WRC support	Attribution	Support from WRC	Factors considered in attribution
							(Oct 2009);  Presenting Your Organisation Effectively (Nov 2010)  1-1 support: Sep 2009 – present	
Mozaic Women's Wellbeing Project	Domestic violence advocacy service (based in St. Thomas' NHS Trust)	£76,000	1	Continuing operating	Increased confidence and communication skills for staff.  Further development of original business plan with the view of attracting new funding sources, including individual donors	20% WRC  60% Mozaic  20% business mentor	Training: Introduction to Social Enterprise (April 2009);  Introduction to Developing a Sustainable Funding Mix (April 2009);  Strategic Planning (May 2009)  Building Relationships with Funders and Commissioners (June 2009)	The training attended by Mozaic acted as the catalyst to engaging more effectively with commissioners

Organisation	What they do	Extra funding received	No. of sources	What the money helped them to do	Other benefits from accessing WRC support	Attribution	Support from WRC	Factors considered in attribution
Women@the Well (W@W)	Support and drop in sessions for women wanting to leave prostitution	£224,000	4	Increased staff  Counselling provision now daily  Increased drop-in sessions from 2 per week to 5	Development of an individual donor plan  Partnership work  Understanding of appropriate funding sources	15% WRC  85% W@W	Seminar: Islington Funding Seminar (July 2009)  Training: Development Income from Individual Donors (Nov 2009)	The ethos of WRC and W@W's experience of being a WRC member all contributed to W@W's willingness to go into partnership  The WRC training enabled W@W to identify which types of funding were not right for them
Women's Health and Equality Consortium	Strategic partner to the NHS	£200,000	1	Development of the consortium  Attend meetings	Specific commissions  Report writing  Support with policy work	50% WRC  50% WHEC partners	1-1 support initiated by WRC to facilitate and set up partnership	WRC saw the opportunity and facilitated the development of the partnership

### 3.3 The Crisis in Rape Crisis campaign

At least a quarter of women's organisations deliver specific services to stop VAWG and therefore it is a key area of WRC's work.<sup>38</sup>

Rape Crisis (England and Wales) is the umbrella body for Rape Crisis Centres and other sexual violence organisations. The first Rape Crisis Centre opened in 1973. Centres affiliated to Rape Crisis provide specialist, dedicated services to (primarily) women and girls who have experienced rape, childhood sexual abuse and/or other forms of sexual violence. They offer a wide range of support and information for survivors, families, friends and professionals including: telephone helplines, face-to-face counselling and support, group work, advocacy (such as supporting women to access the CJS or housing), practical support and supervision for other agencies.

Since the late 1970s, Rape Crisis Centres have provided services to women and girls through creating a women-focused and often women-only environment, where survivors can talk to specialist staff and volunteers about their experiences of sexual violence. They encourage self-referrals and have a long history of working from a feminist perspective and within a framework of empowerment. The Rape Crisis sector campaigns and raises awareness of the impact of sexual violence and the needs of those affected by sexual violence. This includes the hidden needs of adult survivors of childhood sexual abuse.

In 2008, WRC was approached by Rape Crisis (England and Wales) about the ongoing funding crisis in their sector. Between 2003 and 2008, nine centres closed in England and Wales, leaving just 38 centres affiliated to Rape Crisis. This is down from a peak of 68 centres in 1984.<sup>39</sup> At the time of approaching WRC, eight centres had no funding secured for 2008-2009 and many were barely surviving.<sup>40</sup>

Rape Crisis wanted to launch a campaign to address this issue, which WRC agreed to support. During 2007-08, WRC conducted research on the state of the sector through an in-depth survey with centres. Thirty-five of the 38 Rape Crisis members responded to the survey. The report, *The Crisis in Rape Crisis*, was launched in March 2008.

The research found that:

- The average income of a local Rape Crisis Centre was £81,598, only marginally more than the cost to the State of one rape.
- Of the 35 Rape Crisis Centres featured in the report, 15 faced challenges from funders about being women-only.
- 79% of grants were for one year or less.
- 69% of centres said they were 'unsustainable' in the future (if extra or new funding did not become available).
- Only 21% of services were fully-funded.
- Twenty-five organisations had a total of 510 women on waiting lists. The average length of time a survivor spent on a waiting list was 84 days or roughly three months.<sup>41</sup>

In addition to the research, other campaign activities included engaging the media, and political lobbying which were also supported by WRC.

### 3.3.1 *What changes have occurred as a result of the Crisis in Rape Crisis campaign?*

The 2008 *Crisis in Rape Crisis* report received widespread attention when it was published. The day after its release Harriet Harman MP, then Minister for Women, announced £1 million 'emergency fund' for sexual violence VCOs (including Rape Crisis Centres but not exclusively). The purpose of the fund was to *"help them stop closing, while we [the Government] sort out the longer term"*.<sup>42</sup>

The following year, the Government announced a 'special fund' for sexual violence services. The purpose of the fund was to enable centres to enhance their current services. WRC provided 21 centres with 100 hours of support over a two week period to apply to the fund. The Government awarded a total of £1,375,764 to sexual violence services. All centres supported by WRC that submitted applications were successful bringing in £620,000 to the sector.

During this support, it came to light that centres would benefit from specific training in proposal writing. Rape Crisis commissioned WRC to deliver bespoke trainings for its members across the country on proposal writing and commissioning. In addition, WRC ran a workshop at the 2010 Rape Crisis annual conference about applying to the 'combined fund' (a fund supporting victims of sexual violence). Ninety-one per cent of centres that attended the funding workshop used WRC's application template. Four of these centres were also provided with intensive one-to-one support. All organisations that used WRC's template were successful, bringing in an additional £847,000.

At the same time as providing fundraising support, WRC continued to advocate for adequate funding including political lobbying. WRC also facilitated a Guardian journalist to produce a hard-hitting article on the funding crisis which appeared in the newspaper in January 2010.<sup>43</sup>

The London mayoral administration committed to establishing a further three rape crisis services in the capital and to boost the funding of London's only Rape Crisis Centre based in south London. The new services were launched in December 2010. A new centre is also being developed in Bristol, with funding from the Community Safety Partnership.<sup>44</sup>

In January 2011 Justice Secretary, Kenneth Clark MP, announced that £10.5 million of funding would be directly allocated to Rape Crisis Centres as part of a larger initiative by the Home Office to strategically end VAWG.<sup>45</sup> In their March 2011 Action Plan, the Government pledged £28 million of stable funds to specialist services over a four year period.<sup>46</sup>

It is hard to know whether these further successes can be attributed to the campaign which WRC has contributed greatly to. They indicate, at the very least, that Rape Crisis is in a period of new growth after years of decline.

### 3.3.2 *The value of the Crisis in Rape Crisis campaign*

The value created by the campaign is calculated in three parts:

1. Firstly, the extra funding obtained by individual Rape Crisis Centres, was identified, along with the proportion of this funding that they believed was attributable to WRC.
2. Secondly, the proportion of this funding spent on providing enhanced services to survivors of rape and sexual assault (e.g. counselling support) was identified, and the extra number of survivors who therefore received support was estimated.
3. Finally, the likely impact of this extra support on survivors of rape and sexual assault was calculated and valued.

A survey was conducted on 19 of the 21 centres that WRC supported to apply to the 2009 special fund. It found that:

- On average, centres estimated that they would have received 35% of the funding without WRC's support. This means that 65% of the funding (£650,000 in total) would not have been raised without WRC's support.
- The credit that WRC can take for this £650,000 was estimated at 33%. This takes into account the role of others in the campaign and support to the centres in applying to the fund.
- It was estimated that 80% of the funding went into providing enhanced support (such as counselling) rather than lower-level support (such as call centres).

Overall, the research suggested that the campaign, and the funding it secured, led to over 1,800 survivors of rape and sexual assault accessing services from Rape Crisis Centres who would otherwise have received little or no professional support. According to calculations by nef WRC can take credit for approximately 880 of these.

A 2007 report by the Government sought to quantify in monetary terms the impact, or cost, of rape.<sup>47</sup> It identified key areas and placed values on each:

- The emotional and physical ('intangible') costs to victims calculated using QALYs (quality adjusted life years) = £61,440. QALYs is a mechanism used by the National Institute for Health and Clinical Excellence, among others, to provide a measurement of health and well-being. It takes into account the impact on both life expectancy and quality of life.
- The costs of lost output through a victim of violence being required to take time off work to convalesce = £9,965.
- The health costs of treating injuries and other health impacts of violence = £2,082.

When processing calculations regarding the impact of rape and sexual assault on survivors, updated statistics were used by nef which identified the cost as £87,000.

In order to forecast the SROI of the campaign, a calculation is needed to show how much this negative impact or cost of rape is reduced by the support provided by Rape Crisis Centres. For the purposes of this SROI (from the research conducted) it was estimated that 28% to 40% of the emotional and physical cost to survivors of rape are reduced. Table 2 below expands on this calculation.

**Table 2: Calculation of social value**

Increase in number of survivors of rape and sexual assault access centres due to additional funding to deliver enhanced services	880
Impact on survivors of rape and sexual assault	£87,000
Reduction in emotional and physical cost to survivor due to support of centre	28%– 40%
Total value created for survivors	=880 x £87,000 x 28% to 40% = 21.5 million- 30.7 million
Proportion of change that campaign can take credit for (considering what would have happened anyway, and what credit is due to other partners)	33%
<b>Value directly attributable to campaign</b>	<b>£7,000,000- £10,000,000</b>

The Crisis in Rape Crisis campaign has directly generated £7,000,000-£10,000,000 in value to survivors of rape and sexual assault. The value was created through an investment of £19,000 from WRC in the campaign (salary costs, printing and dissemination of the research report), and a resulting £1,375,764 invested in Rape Crisis Centres by the government. Overall, this gives a SROI ratio of between 5:1 and 7.2:1. This means that for every £1 invested (by WRC into the campaign, or by the government into Rape Crisis Centres), between £5.00 and £7.20 is created for survivors of rape and sexual assault



## 4. Birmingham LGBT Community Trust

### 4.1 Context

#### 4.1.1 *Lesbian, gay, bisexual and transgender inequality – the facts*

In recent years the lesbian, gay, bisexual and transgender (LGBT) communities have evidently made significant progress in moving forward their political, economic and social agenda. Yet they still face discrimination and inequality and are often subject to hate crime, homophobia and bullying: socially, in the work place, in schools and in service provision. This is demonstrated by the following figures:

- One in five lesbian, gay and bisexual (LGB) people has been a victim of one or more homophobic hate crimes in the last three years. Three in four, however, don't report such incidents to the police due to concerns that no action will follow. Homophobic crimes range from harassment to serious physical and sexual assaults. Two thirds of those who report incidents to the police are not offered or referred to advice or support services.<sup>48</sup>
- Young people, in particular, are often subjected to homophobic bullying as demonstrated by the finding that 65% of young LGB pupils and 75% of young gay people attending faith schools have experienced direct bullying.<sup>49</sup>
- Discrimination against lesbians and gay men leads to higher rates of mental anxiety, substance use disorders and suicidal behaviour than those amongst the rest of the population.<sup>50</sup> Young LGB people are up to three to six times more likely to self-harm and attempt or commit suicide, than heterosexual young people. Approximately 40% of all young LGB people self-harm and/or attempt suicide at least once.
- Lesbians and gay men face issues in accessing health care as a result of homophobia: half of lesbians report negative NHS experiences.<sup>51</sup> Whilst one third of gay and bisexual men attending the Lesbian and Gay Foundation's Clinical Services, say they have never had a sexual health check-up before.<sup>52</sup>

Trans people are subjected to high levels of victimisation including harassment, verbal abuse, assault, and/or sexual assault. As children, they can be bullied and abused for being gender different. As adults, their families, friends and neighbours can reject them once their trans status is known. The prejudice faced by trans people can be significant:

- Changing documents is an essential part of the transition process. Banks, universities, the police and health authorities and other organisations and institutions often take time to change people's records or falsely claim that changes can't be made without a Gender Recognition Certificate.
- Access to appropriate health care: 21% of trans people report that GPs do not want to help them in transitioning, while 6% report that GPs refuse to help. Twenty-nine per cent feel that being trans adversely affects the way they are treated by health care professionals. Trans people continue to face long

waiting times for assessment or treatment. Eighty-four per cent of GPs and hospital staff are against funding of transition.<sup>53</sup>

- Fear for safety in public spaces: 73% of trans people fear for their safety in public in their preferred gender; 73% have experienced harassment; 10% have experienced threatening behaviour; 18% of those who have had interactions with the police feel they were not treated appropriately.
- Trans people are also situated in the most vulnerable of housing, with 25% living in private rented accommodation (double the figure for the general population).<sup>54</sup>

In legal terms, a great deal has occurred in recent years to transform the backdrop for trans people's lives such as the Sex Discrimination (Gender Reassignment) Regulations in 1999 which formally transposed a European Court of Justice ruling into UK domestic law, making it illegal to discriminate against someone who "*intends to undergo, is undergoing or has undergone gender reassignment*".<sup>55</sup> In 1999 the Court of Appeal supported a right to treatment for gender reassignment under the NHS.

In April 2005, the Gender Recognition Act 2004 came into force, affording full legal recognition of a transgender person's acquired gender and providing for high levels of privacy protection, placing obligations on health and social care providers. This Act, while positive in many ways, is problematic. It assumes being transgender is a 'lifestyle choice' and makes those who apply for legal 'gender recognition' promise to stay in the 'acquired gender' for life.

According to the 2010 Equality Act, a person has the protected characteristic of 'gender reassignment' if "*the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex*" (section 7). This means that it is illegal to discriminate against a trans person (except in accordance with specific exceptions given in the Act). No surgery needs to have been undertaken, nor gender recognition certificate received to be protected as a trans person.

Under the new law, trans people no longer have to be under medical supervision to be protected from discrimination and harassment. They must not be discriminated against or harassed at school or by someone exercising a public function, such as policing, because they have started the process of changing their sex. Individuals are also protected from direct discrimination as a result of being associated with someone who is trans, for example their partner; or if they are discriminated against by someone who thinks they are a trans, even if they are not. In addition, they will be protected from indirect discrimination, where a rule, policy or practice particularly disadvantages trans people and cannot be justified, and from discrimination as a guest or member in a private club.

In spite of advances, the requirement for protection is to have "*undergone, be undergoing or intending to undergo gender reassignment*", which excludes many trans people from protection.

#### **4.1.2 The LGBT voluntary and community sector**

The LGBT communities have a legacy of self-organising to tackle their own issues borne out of inequality that the Government, public sector and even the wider voluntary and community sector, have failed to address.

The LGBT sector is small, with only 104 registered charities in England and Wales working with LGBT people.<sup>56</sup> However, it is likely that there are several hundred more LGBT groups in England indicating that most LGBT groups are small and unregistered. A survey carried out in 2007 found 43% of LGBT groups to have an annual turnover of less than £10k.<sup>57</sup> Another survey found that 90% have no or only one paid staff member, suggesting that most organisations rely on volunteers to deliver many of their services.<sup>58</sup> Volunteers are obviously key stakeholders in the third sector and this is even more so for LGBT groups and organisations. Typical activities that organisations and groups carry out include advice and information, social groups, befriending, helplines, self-help and campaigning. The LGBT sector also includes a small number of large organisations, such as Stonewall, a campaigning and lobbying organisation. Such organisations, however, are untypical of the sector.

Because of the relatively small size of the LGBT population generally, most groups and organisations require broad catchment areas in order to attain the critical mass of support needed to survive. Capacity is severely stretched with most organisations delivering in more than one local area and addressing a range of issues.

#### **4.2 The work of Birmingham LGBT Community Trust**

Birmingham LGBT exists to support the lesbian, gay, bisexual and trans population in the Birmingham area. It is estimated that there are about 3.6 million LGBT people in the UK,<sup>59</sup> making up between 6 and 10% of the population.<sup>60</sup> Birmingham's LGBT population can therefore be estimated at between 60,000 to 100,000 people.

The core purpose of the Trust is to develop the capacity of the local LGBT community and to influence those organisations and services which affect the quality of life of its members through community engagement, advocacy and lobbying.

In January 2006, Birmingham LGBT Community Trust set up the BLGBT Forum. Membership is free and open to LGBT voluntary and community organisations, enabling access to free training and capacity building support from the Trust and access to the Trust's small grants programme, a community fund made up of donations the Trust receives. Capacity building support includes one-to-one surgeries to up-skill organisations on fundraising, governance and diversity issues.

The current priority work areas for Birmingham LGBT Trust are:

- Health
- Social care and housing
- Homophobic bullying and education
- Gay village regeneration

- SHOUT Festival
- Capacity building LGBT Forum members
- Gay Birmingham Remembered.

More information on Birmingham LGBT Community Trust can be obtained from their website: [www.blgbt.org.uk](http://www.blgbt.org.uk).

#### 4.2.1 *What changes have occurred for the LGBT community as a result of Birmingham LGBT Community Trust?*

For this study an SROI has been conducted to analyse the impact of Birmingham LGBT Community Trust's work over the course of one year. The SROI is primarily evaluative (i.e. measures the change that has actually taken place), but it also includes a forecast component around Birmingham LGBT's work with the Alcohol Support Group.

The Trust aims to support the LGBT community in Birmingham in three ways, it:

- Organises events and programmes that benefit the community directly, such as the SHOUT Festival.
- Undertakes advocacy work, with the intention both of enabling the wider LGBT sector to be more effective and to ensure that the public sector deliver services in a way that is accessible and effective for the LGBT population.
- Capacity builds specific LGBT organisations to enable them to maximise their impact.

Birmingham LGBT Community Trust regularly engages with the LGBT community to better understand its needs through both face-to-face and online research. Online research can be a particularly effective way to reach this particular audience, where some questions are necessarily of a sensitive nature (for example, a recent online scoping survey of the community's needs was completed by over 780 participants). From this research Birmingham LGBT has identified a number of key outcomes for the LGBT community as a whole:

- Increased self-confidence and self-esteem, leading to improved mental health
- Improved physical health
- Decreased isolation
- Feel safe and integrated into the community.

The following quotes illustrate some of the key outcomes achieved:

*"The contribution of the Birmingham LGBT Forum has been crucial to the Birmingham Gay Symphony Orchestra (BGSO's) work in establishing itself as an independent charitable organisation."*

*"It is clear that each member of the orchestra, to some degree, has benefitted in many ways – in terms of mental well-being, improvement in musical ability,*

*decreased feeling of isolation, confidence of self-expression and building relationships with new friends."*

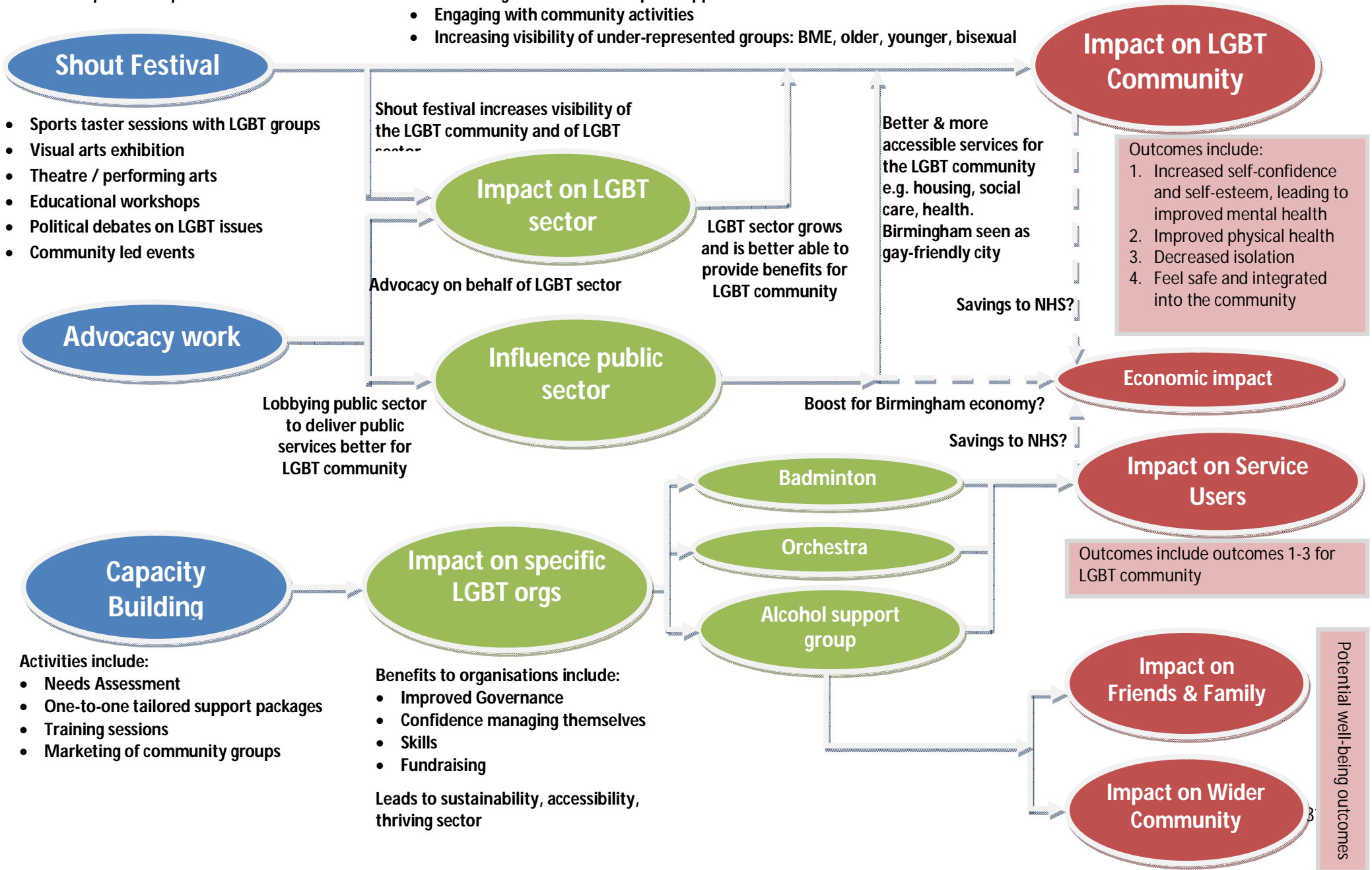
In addition to the LGBT community, further stakeholders are likely to be impacted by Birmingham LGBT Community Trust's work. Any improvements in the well-being of members of the community are likely to have a positive impact on their friends, family and wider community. Any improvement in the general health of the community is likely to have an impact on health services in the future. Furthermore, the LGBT community are major contributors to the local economy and therefore there may be economic benefits to the Government. Figure 2 shows how these components fit together in an impact map, i.e. how the organisation's activities lead to outcomes for stakeholders.

However, it is challenging to measure outcomes specifically for the LGBT community, and it is even more challenging to conduct meaningful outcomes measurement among friends and family when identifying these groups is difficult. For the most part this SROI focuses on benefits to the primary beneficiary, the LGBT community.

Figure 2: Birmingham LGBT Community Trust impact map

Shout festival benefits LGBT Community directly by:

- Increasing visibility of LGBT community
- Increasing leisure/cultural/sports opportunities
- Engaging with community activities
- Increasing visibility of under-represented groups: BME, older, younger, bisexual





In 2009, Birmingham LGBT Community Trust initiated and led the delivery of SHOUT. The SHOUT Festival was Birmingham's first dedicated festival by and for the lesbian, gay, bisexual and transgender community. It was a bold and ambitious set of events that brought together a month long programme of arts, sports and community activity.

SHOUT delivered a unique programme of activity including working with international, national and local artists whilst capacity building groups within the local LGBT community. The festival programme combined dance, music, sports, theatre, visual arts and literature. It involved collaboration with many Birmingham venues and arts organisations, and provided numerous opportunities for participation. Birmingham LGBT Community Trust worked in partnership with, amongst others, the Birmingham City Council, Arts Council West Midlands and Sport England. Additionally, it provided opportunities for previously unfunded groups to acquire direct funding.

SHOUT provided an opportunity for the city's LGBT community to engage directly with cultural activity produced specifically for them and by them. This included 'queer activity in mainstream venues' which consequently sent a positive message of inclusivity. Outcomes of the festival include:

- Eight community groups produced 34 events
- £10,300 invested directly in community groups
- Fifty per cent increase in recognition of participating community groups
- Increased membership for community groups.

#### *4.2.2 How much change?*

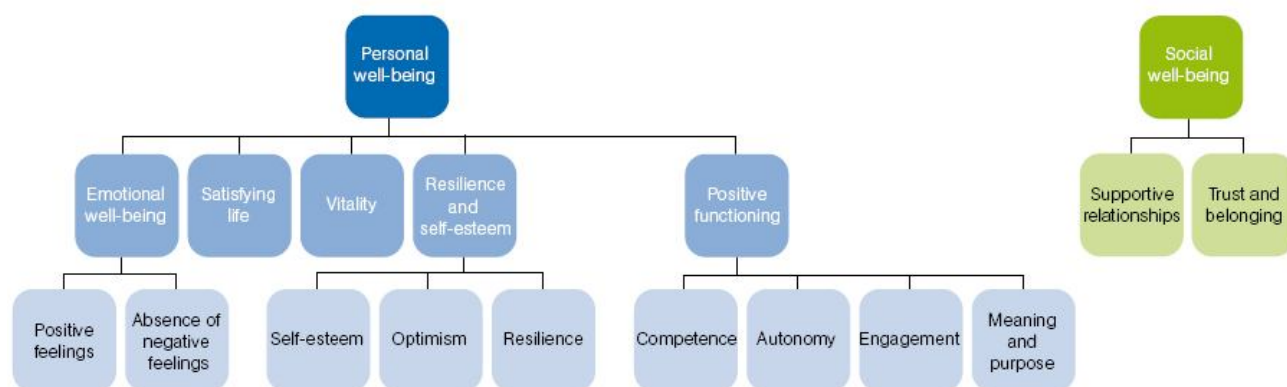
To fully understand the impact of Birmingham LGBT Community Trust's work and to construct an SROI model, data collection was required across a range of areas, including:

- Evidencing the extent of change (or outcomes), e.g. what proportion of the community had experienced decreased isolation, and by how much had their isolation decreased.
- Sourcing comparable benchmarks to allow us to determine what change would have happened in the absence of Birmingham LGBT's work.
- Determining what proportion of the credit can be taken by Birmingham LGBT for the change identified.
- Sourcing financial proxies to demonstrate the value of the change.

Birmingham LGBT Community Trust has built up the capacity to survey its stakeholders online on a regular basis. An online survey was conducted to measure change across the four outcomes. Ideally questions would be asked on two separate occasions some time apart to show change, and would use previously-tested questions that show the magnitude of change (not just how many people experienced any change). In this instance, due to lack of a previously undertaken benchmark, questions were asked on a current and retrospective basis to evaluate outcomes now and one year previously.

In order to measure well-being outcomes effectively, this SROI drew on the well-being indicators and subsequent numerical analysis that was developed in nef's *National Accounts of Well-being*.<sup>61</sup> The *National Accounts* constructs a model of well-being that breaks well-being down into a series of components of personal and social well-being, as shown in Figure 3. The relationship between these components of well-being and the outcomes identified in the stakeholder engagement are shown in Table 3.

**Figure 3: National Accounts of Well-being Framework**



The model is accompanied by a series of questions that allow overall specific components of well-being to be measured and analysed in a systematic way. These questions were used in the survey, together with supplementary questions to assess levels of health, access to services, and the SHOUT festival.

**Table 3: Outcomes aligned with well-being domains**

Outcomes for the LGBT community	Well-being domain
Increased self-confidence and self-esteem, leading to improved mental health	Resilience and self-esteem
Improved physical health	n/a
Decreased isolation	Supportive relationships
Feel safe and integrated into the community	Trust and belonging

By comparing the results of those respondents who were aware of the SHOUT festival and those who were not, and by comparing the results of those respondents who had accessed support from specific LGBT groups and those who had not, it was possible to make an estimate of 'deadweight'. That is, what would have happened in the absence of Birmingham LGBT Community Trust. The



credit for the resulting changes was then distributed between Birmingham LGBT and other third sector organisations that they have supported.

#### 4.2.3 The value of change

A model was constructed to estimate the total value created for the LGBT community in Birmingham for each of the outcomes identified in Table 4. In each case, the number of stakeholders, the outcome measurement, deadweight, displacement, attribution and financial proxy were combined to calculate the value created by Birmingham LGBT Community Trust. Table 4 shows an example calculation for decreased isolation.

**Table 4: Value created for LGBT community through Decreased isolation**

No. stakeholders	Outcome	Deadweight proportion	Attribution	Proxy
Size of LGBT community (lower estimate)	Change in well-being score, drawn from Q. "There are people in my life who really care about me"	Level of change in those believing LGBT community in Birmingham is becoming more visible in the city: Those aware of SHOUT v those not aware	Level of attribution given to LGBT community & organisations (as opposed to wider society)	Well-being proxy (value of talking to neighbours more frequently) x 0.25 (for 'supportive relationships' component of well-being)
60,000	x 5.14%	- 1.95%	x25%	x 10 – 25% x £3,917 = £190,000 - £470,000

Therefore Birmingham LGBT Community Trust creates the equivalent of £190,000 - £470,000 of social value for the LGBT community through decreased levels of isolation among members of the community.

#### 4.2.4 Changes for other stakeholders

The evaluative component of this SROI incorporates the benefits accrued to the LGBT community through all three strands of Birmingham LGBT Community Trust's work identified above. However, there are a number of other outcomes for other stakeholders as identified in the impact map (Figure 3). Potential economic benefits for the Government, and potential cost savings for the NHS are amongst these. For the most part it has not been possible to measure these outcomes in a way that is meaningful and that helps understand the value created.

However, there are some components of Birmingham LGBT Community Trust's work that point to both specific health outcomes for the community, and potential cost savings to the government. The support for the Alcohol Support Group is one example of this. The case study below forecasts the potential savings to the government from this work.

### Case study: Alcohol Support Group for LGBT people

The Alcohol Support Group supports those with alcohol problems who are unable to access mainstream support services because of their sexuality. For the LGBT community, the need to 'come out' about their sexuality as well as discuss an alcohol problem often proves too much of a barrier to successful engagement with mainstream support, particularly for women with children.

Birmingham LGBT has helped the group to put together a management committee and constitution, and to create marketing materials. This has enabled them to put in successful funding bids, and to market themselves effectively such as in *Midlands Zone*, a midlands-based gay publication. This extra marketing should help increase awareness and uptake of the groups support.

The Alcohol Support Group has estimated that this should enable them to increase their average attendance from six people per meeting to ten at their bi-monthly meetings. For the purposes of this evaluation we have forecasted the value created if just two extra people are able to successfully stop drinking dangerous levels of alcohol that would not have been the case without Birmingham LGBT Community Trust's support.

A July 2008 update to a 2003 Cabinet Office study<sup>62</sup> into the cost of alcohol suggests that the average annual cost to the NHS per higher-risk drinker is £723. For two people over ten years, this would equate to £14,460.

### 4.3 Results

Table 5 shows the value created per outcome.

**Table 5: Value per outcome**

Stakeholder	Outcome	Total value created	Attribution to NEP (mid-point estimate)	Directly attributable value
Birmingham LGBT Community Trust	Increased self-confidence and self-esteem, leading to improved mental health	£4,364,000	4.4%	£191,000
	Improved physical health	£374,000	0.9%	£3,000
	Decreased isolation	£7,480,000	4.4%	£327,000
	Feel safe and integrated into the community	£25,414,000	4.4%	£1,112,000
<b>All outcomes</b>		<b>£37,631,000</b>	<b>4.3%</b>	<b>£1,633,000</b>

The economic model suggests that the total value created for the LGBT community is £37,600,000 per year. Most of this is attributable to other factors, but just over £9,300,000 is attributable to LGBT organisations. Of this, between £93,000 and £2,300,000 of value is directly attributable to Birmingham LGBT Community Trust.

This gives Birmingham LGBT Community Trust an SROI ratio of between 3.7:1 and 9.2:1. This means that for every £1 invested in the Trust, between £3.70 and £9.20 of value is created for the Birmingham LGBT community. In addition, further value is likely to be created for the Government, for example through the work of the Alcohol Support Group.

The largest value creation is through feeling safe and integrated into the community. This is both because the survey suggests that there has been a larger positive change than for other outcomes, and also because in the *National Accounts of Well-being*, this domain has a larger impact on the overall well-being score and hence has been given a higher proxy, or financial value.

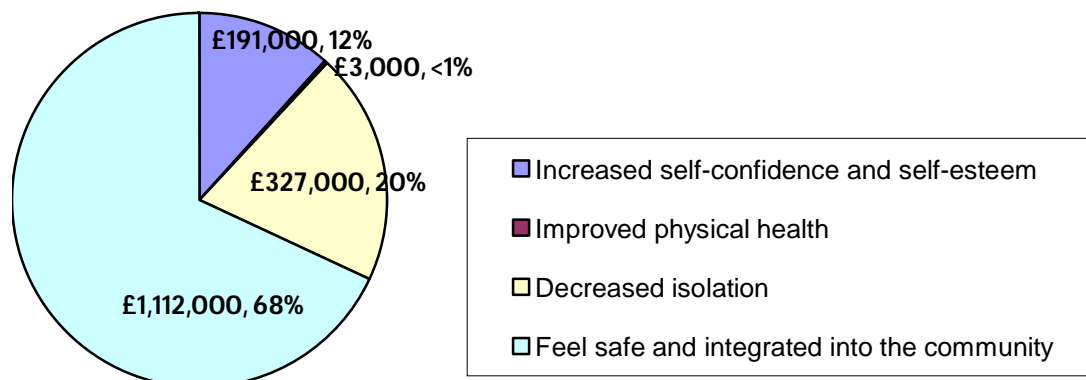
There was only a very small improvement in physical health, suggesting that the health of the LGBT community needs to remain a priority for Birmingham LGBT Community Trust, healthcare providers and other public sector organisations in the area.

#### 4.4 In Summary: SROI Results

Over £37 million of social value is created for the LGBT population in Birmingham, while extra value is likely to be created for the Government and the NHS. Of this £37 million, between £93,000 and £2.3 million is directly attributable to Birmingham LGBT Community Trust.

This gives Birmingham LGBT Community Trust an SROI ratio of between 3.7:1 and 9.2:1, meaning that for every £1 invested, between £3.70 and £9.20 of social value is created.

Figure 4



## 5. MENTER

### 5.1 Context

#### 5.1.1 *Black, Asian and ethnic minority inequality – the facts*

Black, Asian and ethnic minority (BAME) communities form a significant and increasing part of the UK population. As highlighted by the 2001 census, BAME communities account for 8.8% of the country's population. According to research by the University of Leeds the BAME population in Britain is expected to rapidly increase over upcoming decades and will rise to 20% by 2051.<sup>63</sup>

The growth of ethnic diversity in Britain has been associated with growing recognition of the positive contribution of BAME communities to British culture, British life and wider society. This is symbolised by events such as the annual celebration of Black History Month and public exhibits such as the British War Museum's *From War to Windrush* exhibit.

Whilst progress has been made in advancing racial equality in the UK, members of the BAME community still face significant challenges and racial disadvantage. Whilst anti-discriminatory legislation, such as the Equality Act (2010), have sought to create a fair and equal society; discriminatory behaviour still continues in practice. According to the Equality Human Rights Commission "*without corrective action longer term trends, such as technological and demographic changes are likely to entrench new forms of inequality*".<sup>64</sup> The following statistics highlight the diverse and highly damaging forms of discrimination that members of the BAME community continue to face:

- According to studies by the National Centre for Social Research, individuals who have an African or Asian sounding surname need to send roughly twice as many job applications to be offered an interview compared to those with a traditionally English name. Similarly being offered a job after interview adheres to this negative trend.<sup>65</sup>
- Unemployment amongst young people of an ethnic minority background in 2010 was more than twice that of White people of the same age. The scarcity of ethnic minorities in skilled, clerical and managerial positions is even greater.<sup>66</sup>
- Despite the increased awareness of racially motivated attacks since the murder of the Black British teenager Stephen Laurence almost two decades ago, 89 people of an ethnic minority background lost their lives owing to racially motivated assaults.<sup>67</sup> Ethnic minorities were the victims of around a quarter of homicides recorded in England and Wales between 2006/07 and 2008/09: just over half of these ethnic minority victims were Black.<sup>68</sup>
- According to StopWatch if the police stopped and searched Black and Asian people at the same rate they stop White people, they would save nearly 5,500 days of officer time every year. Institutionalised racism still pervades many aspects of society<sup>69</sup>.

- More than half of Pakistani and Bangladeshi adults live in poverty and are also much less likely than average to have a current account or home contents insurance.<sup>70</sup>
- More than 90% of planning applications for Gypsy/Traveller sites are refused at first hearing. This illustrates the lack of understanding of such communities thus preventing the maintenance of their chosen lifestyle and traditions.<sup>71</sup>
- Black African women who are asylum seekers are estimated to have a mortality rate seven times higher than for White women, partly due to problems in accessing maternal healthcare.<sup>72</sup>

Providing a degree of hope in the improvement of race equality in Britain, in November 2011, Deputy Prime Minister Nick Clegg announced plans to promote equality of opportunity and increase the representation of ethnic minorities in all levels of society from "*banks to football clubs*".<sup>73</sup> Increased representation of BAME people in power may lead to increased action in combating ethnic discrimination within the UK. However, equally as importantly, attitudes and action must be reformed at grass roots level to ensure long term positive outcomes. Therefore, the ongoing work of non-governmental organisations is key in supporting local and national projects to further those within the UK's BAME sector.

### 5.1.2 *The BAME sector*

It has been estimated<sup>74</sup> that there are between 15,300 and 17,461 Black and Minority Ethnic (BME) organisations in England and Wales, with great regional variation in numbers. A 2003 survey found that the average annual income of BME organisations was £150,000, with 57% with income less than £10,000 and 13% with income more than £501,000.<sup>75</sup> National estimates suggest that 28% of BME third sector organisations employ less than three members of staff, 49% between four and eight and 28% more than eight.<sup>76</sup>

However, this data contradicts another piece of research which suggests that most BME organisations are run completely by volunteers, except in the West Midlands where the average number of staff is estimated as three.<sup>77</sup> It is likely that the national survey<sup>78</sup> and the West Midlands survey excluded unregistered groups which are largely volunteer run and an important part of the third sector. The same national survey<sup>79</sup> also found that an average of ten volunteers support a typical BME organisation per week.

Regionally, there are BME networks in every area supported by the Regional Infrastructure Programme funded by the Office of Civil Society<sup>80</sup> which also funds regional generalist networks. The potential end of support from the Office of Civil Society for regional BME networks under the Regional Infrastructure Programme referred to above could have a devastating effect on the sector.

### 5.1.3 *The work of MENTER*

MENTER is the regional network for BAME voluntary and community organisations in the East of England. It is run by a voluntary management board of 20 trustees from member groups plus advisors from Race Equality Councils, Go-East, COVER

(the general voluntary sector regional network) and Cambridge Ethnic Community Forum.

It began in 2002, as the re-launched Black and Minority Ethnic Network (BMEN), which began its activity in 2000. Integral to the creation of BMEN was the Home Office report: *Strengthening the Black & Minority Ethnic Voluntary Sector Infrastructure*<sup>81</sup> which noted how BME third sector organisations promoted social inclusion, race equality and justice. The report also went on to acknowledge that as well as the provision of tailored services and cultural activities, the BME third sector also provided new employment, training and education opportunities, acted as advocates for those who are disadvantaged and under-represented, and influenced government policy and practice through campaigning.<sup>82</sup>

The main aims of MENTER are:

- To develop the BAME sector
- To promote equalities, particularly race equality and advocacy for the BAME sector
- To build a strong and representative regional BME network.

MENTER's vision is for a future where inequalities are addressed, there is no racism and all BAME communities are properly valued for their contribution to the region and their participation in local democracy.

MENTER's achievements include:

- A database of 500 BAME organisations; improved information on the sector through three reports (a) a membership survey; (b) a compilation of relevant census data – Ethnicity in the East of England and (c) a report, funded by East of England Development Agency, on BAME access to skills/employment and enterprise services including current policy and barriers facing BAME communities.
- A BAME infrastructure project that has helped over 40 groups from set up to development. This is in addition to setting up nine BAME forums to improve representation and tackle issues faced by communities.
- An 'Ending BME Economic Inequality' project setting up a forum of service providers and commissioners to see how BAME access to skills, employment and enterprise services can be improved; invitation to join the national Ethnic Minority Advisory Group.
- Key successes in coordinated partnership work around race and other equalities with race equality councils and organisations, equality strand representatives and public sector; publication of a comprehensive report on Equalities in the East of England; publicising this work in Europe via membership of European forums and presentation at a conference in Vienna.
- Partnership work with national organizations such as Voice4Change England, the Black Training and Enterprise Group, the National Equalities Partnership (NEP) and the English Regions Equalities Networks leading to better lobbying for BAME communities.

- Building access and good service provision for refugees, asylum seekers and new migrants through support for multi agency forums in county and unitary areas.
- Support for regional Gypsy/Traveller network involving nine groups.
- A well developed youth project improving leadership and volunteering opportunities for BAME young people and the establishment of two youth forums in Bedford and Peterborough in partnership with Peterborough Race Equality Council and Bedford African Community Support Group; two events for Black boys and young men reaching over 160 people.
- Regional conferences with the East of England Development Agency, the East of England Skills and Competitiveness Partnership and the Department of Work and Pensions on ending BAME economic inequality.
- A regional equalities conference with the East of England Regional Assembly, GO East and the Equalities and Human Rights Commission.
- Involvement in the East of England Regional Assembly (EERA)-MENTER has a community stakeholder place on the assembly and representatives on EERA's Health and Social Inclusion panel and Housing and Sustainable Communities panel.
- Involvement in the Regional VCS Infrastructure Consortium, the East Region Infrastructure Network (ERIN) and lead on the Equalities cluster; funding from the Big Lottery Fund BASIS programme for ERIN provision of regional infrastructure services for the VCS. Recognised involvement in the development of regional strategies and consultation of MENTER members in this process.

More information about MENTER can be found at [www.mentor.org.uk](http://www.mentor.org.uk).

## **5.2 MENTER's Partnership Development Project**

One of MENTER's key aims is to reduce inequality for migrant workers, specifically by working with Multi-Agency Forums (MAFs), other third sector organisations and local and national government to improve provision and uptake of services. MENTER began the Partnership Development Project (PDP) in June 2004 to support the integration needs of asylum seekers, refugees and other transitional groups in the East of England and to improve local community cohesion through partnership working. At this time there were no such local networks to address migration and integration issues. There had been no regional reporting links, evaluation systems or effective structures and systems fit for achieving local integration needs of new arrivals.

Initially, the PDP assisted the development of 12 local authority based MAFs across the region to facilitate the delivery of its work programme. Throughout the years, the project carried out trainings, workshops, away days, and needed assessments for network members to increase their effectiveness and assisted them to meet their expectations and address their group needs.

A review in 2005, and discussions led by MENTER, saw the PDP widen its focus to include migrant workers. As a result, the Regional Multi-Agency Chairs Forum (Migrant Workers, Asylum Seekers and Refugees) was set up to bring together the local multi-agency forums to act as a strategic representative body for local networks at the regional and national levels. MENTER, through facilitating the work

of the MAF, enabled contributions to specific issues such as human trafficking, unaccompanied asylum seeking children and families experiencing domestic violence.<sup>83</sup>

With assistance from the PDP, these local forums achieved considerable improvements in their capacity to influence regional strategy and to effectively address issues at the local level.

The newly reviewed regional MAF emerged as a strong network linking the local networks together with key regional organisations such as the East of England regional assembly-strategic migration partnership (EELGA-SMP) and UK Border Agency. Using its reporting links to such migration partnership networks, the regional MAF is able to improve local practice and influence local, regional and national policies.

Funding received in 2009 under the Tackling Race Inequalities fund has enabled the MAF to include equality work for Gypsy and Traveller communities. This signifies the continual opportunities for the MAF to progress and expand its influence for communities of need.

The East of England has a cap of 450 accommodated/supported asylum seekers at any given time dispersed to three main locations: Norwich, Ipswich and Peterborough. However, there will be other unsupported asylum seekers in the region that are not reflected in official statistics because these groups, like migrant workers, keep moving around.

PDP has the following eight project objectives:

1. Ensure good service provision including new provision or new ways of providing services
2. Promote cohesion and integration and reduce community tensions and race hate crime
3. Ensure a region-wide consistent approach to migration, equalities and impact assessments
4. Eliminate waste through unnecessary duplication
5. Save resources through co-ordination
6. Improve the knowledge and evidence base through collaboration
7. Help improve services through appropriate information, training and dissemination of good practice models including those from other regions
8. Help improve services through increased understanding and access to specialist information, e.g. migrant community or refugee needs.<sup>84</sup>

Migrant workers are generally disadvantaged in many aspects. Language barriers mean that the majority are unable to participate and integrate into the local communities in which they live. This leads to isolation and inability to access local services. For those with qualifications, these may not be recognised by British employers, resulting in them working in jobs for which they are over qualified and are below their capabilities. Moreover, migrant workers are often perceived as taking jobs from local people; this can lead to hostility from the local community, creates additional tensions within that community, and sometimes leads to hate crimes. Housing is another major issue for migrant workers and it is quite common



that they live in overcrowded accommodation. This has negative impact on their health and overall well-being.

### 5.2.1 *What changes have occurred for Migrant Workers as a result of MENTER's Partnership Development Project?*

For this study a SROI has been conducted to analyse the impact of MENTER's Partnership Development Project over the course of one year. The SROI is evaluative (i.e. measures the change that has actually taken place) and draws extensively on government data collected in the *Labour Force Survey*.

The key outcomes for migrant workers and other stakeholders are identified in Figure 5. These outcomes were identified through a process of stakeholder engagement, where the change that matters to stakeholder groups were identified. MENTER engaged with their stakeholders and identified specific challenges facing migrant workers on an ongoing basis, but this was supplemented by further research for this SROI.

*Figure 5: Outcomes included in SROI analysis*

Migrant workers	Local community	The State (i.e. taxpayers)
<ul style="list-style-type: none"> <li>• Improved health</li> <li>• Improved housing</li> <li>• Improved employment prospects</li> <li>• Reduction in hate crime</li> </ul>	<ul style="list-style-type: none"> <li>Improved community cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• Better usage of NHS resources</li> <li>• Reduced usage of CJS</li> <li>• Increased tax take and reduction in benefit expenditure</li> </ul>

Four key outcomes for migrant workers were identified: improved health (primarily through access to health services), housing, employment prospects and reduction in hate crime. This is reinforced by much of the literature in the area, e.g. Johnson MRD: *"Health, along with employment, education and housing, is seen as one of the four primary means and markers of integration"*.<sup>85</sup> An improvement in community cohesion, and better usage of NHS resources, reduced strain on the Criminal Justice System (CJS), and increased taxation were all identified as secondary outcomes.

### 5.2.2 *How much change?*

To fully understand the impact of MENTER's work and to construct an SROI model, data collection was required across a range of areas, including:

- Evidencing the extent of change (or outcomes), e.g. what proportion of migrant workers have actually benefited from improved employment prospects.
- Sourcing comparable benchmarks to allow us to determine what change would have happened in the absence of MENTER's work, and determining displacement, i.e. what proportion of the change are not new benefits but displaced from elsewhere.
- Determining what proportion of the credit MENTER can take for the change identified.
- Sourcing financial proxies to demonstrate the value of the outcomes.

Collecting data for migrant workers provides a number of specific challenges. MENTER's work impacts too broad a range of migrant workers (in terms of geography, nationality, employment status etc.) to allow us to collect meaningful and reliable primary data within the scope of this evaluation. Equally, secondary data does not specifically identify migrant workers as they are difficult to identify. A fresh analysis of data from the *Labour Force Survey* was commissioned by the Office for National Statistics to overcome this and to allow us to identify changes specifically for migrant workers.

Where possible, change for migrant workers in the East of England was compared with both change for migrant workers in the rest of the UK, and change for non-migrant workers in the East of England, as shown in Figure 6.

*Figure 6: Data usage*

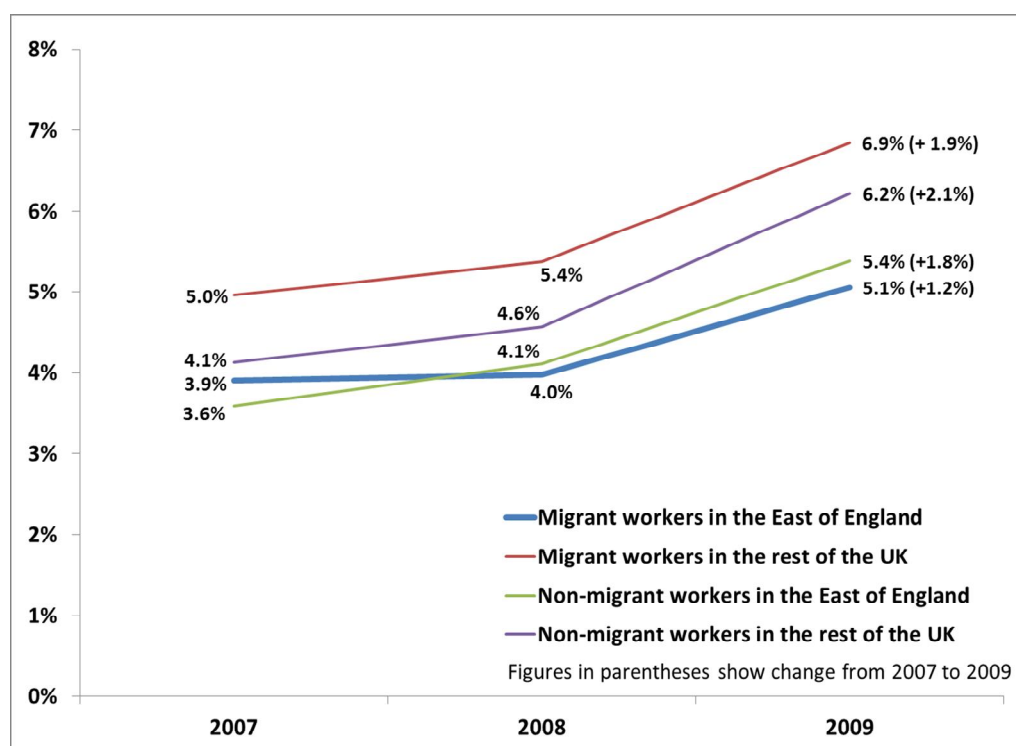
	East of England	Rest of UK
Migrant workers	Data used to evidence changes (positive or negative) to primary beneficiaries.	Data used to benchmark changes to migrant workers in East of England and estimate what would have happened in the absence of MENTER's work.
Non-migrant workers	Data used to help determine what credit must be given to other contributing factors in the East of England.	Data not used.

In many cases, the data shows a negative change for migrant workers in the East of England. This may be partly due to the worsening economic climate, although this is unlikely to be the sole reason, as available data also suggests that hate crime has risen and there has been a decline in community cohesion. However, in most cases, this contrasts with a greater negative change for migrant workers elsewhere in the UK and non-migrant workers in the East of England (for example, see the International Labour Organisation (ILO) unemployment rate, Figure 7). Therefore, the data suggests that the change for migrant workers, although negative, is usually better in the East of England than elsewhere in the UK.

While most of the indicators available give a clear story, some of the economic indicators for migrant workers are less consistent. Out of the four groups analysed in the *Labour Force Survey* (those shown in Figure 9), migrant workers in the East of England have experienced the lowest rise in ILO unemployment and the biggest fall in those looking for or wanting work. Their hourly pay has also risen more than any other group. Conversely, the proportion of migrant workers who are self-employed or employees in the East of England has fallen faster than elsewhere – possibly because it was starting from a higher level. Overall this suggests that while employment prospects are rising for migrant workers in the East of England (as represented in the model), the overall tax take to the Government has fallen. This is probably on a temporary basis due to the current economic climate, but is nonetheless included as a negative outcome in the model.

Proving causality (i.e. how much of the change is due to MENTER) with 100% certainty is not possible with the available data. However, there is a range of evidence that suggests the support provided to the migrant worker population in the East of England, and specifically MENTER, can take some of the credit. This evidence includes the comparison with non-migrant workers in the East of England and information from other organisations working with migrant workers. In addition analysis of the multi-agency forums and MENTER's work within them, and research among other organisations working with migrant workers in the East of England were compared. An upper and a lower estimate have been used for the amount of credit, or attribution, that MENTER can take.

*Figure 7: International Labour Organisation unemployment rate<sup>1</sup>*



It was possible in this model to calculate the impact on the State (i.e. the taxpayer) of increased economic activity and reduction in usage of the CJS. It is likely that there will also be an impact on the health service. Possibly negative in the short term as more migrant workers access services, but probably positive in the longer term as this leads to improved health of the population and less need for health interventions. However, no data was available to support this and so this outcome has not been included in the calculation.

### 5.2.3 The value of change

A model was constructed to estimate the total value created for migrant workers, the local community and the State for each of the outcomes identified in Table 6. In each case, the number of stakeholders, the outcome measurement, deadweight, displacement, attribution and financial proxy were combined to

<sup>1</sup> The percentage of economically active people who are unemployed as defined by the ILO standard, that is, out of work but actively looking for a job, or out of job and waiting to start a new job in the next two weeks.

calculate the value created by MENTER. Table 6 shows an example calculation for improved employment prospects for migrant workers.

The model was submitted to a sensitivity analysis to identify which components were most likely to change the overall result. This model shows a small fall in hate crime (relative to elsewhere in the UK), but it is worth noting that the statistics on hate crime were among the most difficult to use accurately. Whether hate crime in the East of England is rising more or less quickly than elsewhere depends on the chosen starting point. As it is, the value created through reduction in hate crime is a very small component of the model.

**Table 6: Value created for migrant workers through improved employment prospects**

No. stakeholders		Outcome - deadweight		Displacement	Attribution	Proxy	
No. migrant workers in East of England	x	Annual change in proportion of migrant workers in the East of England who are not ILO unemployed	Annual change in proportion of migrant workers in the rest of the UK who are not ILO unemployed	x Proportion of migrant workers who are self-employed + 25% of those who are employees	x Proportion of change that is only for migrant workers x 50% (i.e. 50% attribution given to employers)	x Proportion of credit given to MENTER	x Hourly salary x 35 hours x 48 weeks minus average tax paid
311,000	x	-0.58%	-0.95%	x 33.8%	x 27.5%	x 10-25%	x £16,419
						= £176,000 - £440,000	

Therefore MENTER creates the equivalent of £176,000 - £440,000 of social value through improved employment prospects for migrant workers.

### 5.3 Results

The economic model suggests that the total value created for migrant workers is £17,365,000 per year. Most of this is attributable to other factors within the East of England, but £1,644,000 is attributable to factors that specifically impact migrant workers. Of this, between £160,000 and £410,000 of value is directly attributable to MENTER.

This gives MENTER an SROI ratio of between 2.3:1 and 5.8:1. This means that for every £1 invested in MENTER, between £2.30 and £5.80 of value is created for migrant workers. Figure 8 shows the value created per outcome.

By far the largest value creation is through improved employment prospects. This is likely to increase; it may also be reflected in value to the State, once the economic recovery is fully underway. Housing and health outcomes also produce substantial value (although much of the attribution for improvement in health outcomes is given to health providers themselves).

The smallest share of value goes to crime and community outcomes (reduction in hate crime, improved community cohesion, and reduction in usage of the CJS). If the data for hate crime was analysed in a slightly different way it would lead to a small decrease in value rather than the small rise given.

#### 5.3.1 Future analysis

Evaluating organisations like MENTER requires the use of high quality secondary data. In future it will be possible to use the *Labour Force Survey* more extensively, as it has recently introduced questions that ask about the health of workers. It has also introduced questions about why non-UK nationals move to the UK, allowing a more accurate identification of migrant workers.

*Figure 8: Value per outcome*

Stakeholder	Outcome	Total value created	Attribution to MENTER (mid-point estimate)	Directly attributable value
Migrant workers	Improved health / access to health services	£10,709,000	0.9%	£94,000
	Improved housing	£138,000	1.9%	£24,000
	Improved employment prospects	£6,402,000	4.8%	£308,000
	Reduction in hate crime	£302,000	1.6%	£5,000
Local community	Improved community cohesion	£2,024,000	1.6%	£33,000
The State	Reduction in usage of CJS	£250,000	1.6%	£4,000
	Increased tax take	-£3,610,000	5.0%	-£180,000 <sup>86</sup>
All outcomes		£17,364,000	1.7%	£288,000

## 5.4 In Summary: MENTER SROI results

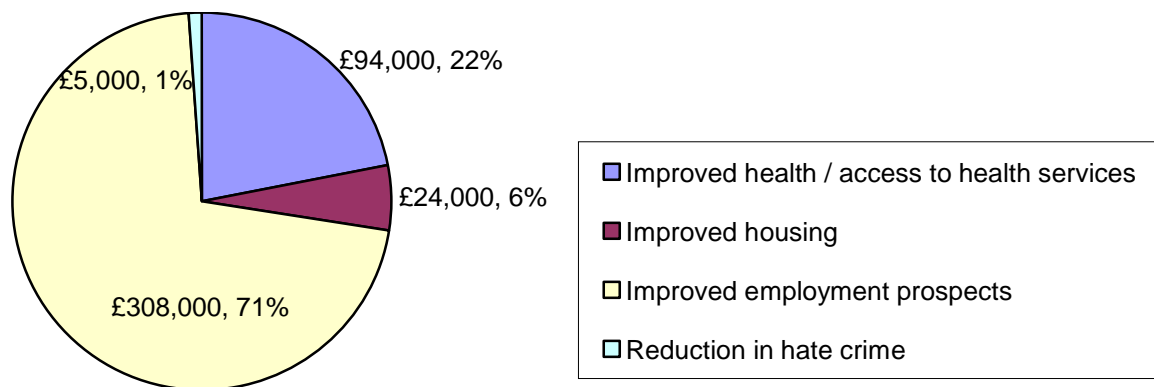
Over £17 million of social value is created for migrant workers in the East of England. Of this £17 million, between £160,000 and £410,000 is directly attributable to MENTER.

This gives MENTER a SROI ratio of between 2.3:1 and 5.8:1, meaning that for every £1 invested, between £2.30 and £5.80 of social value is created.

This value is divided primarily between migrant workers and the local community. The impact on the State (i.e. taxpayers) is also included, although despite improved employment prospects for migrant workers, the actual proportion that are employed or self-employed has decreased, resulting in a lower tax take. This is likely to be a temporary affect of the recession.

Most of the value for migrant workers is created through improved employment prospects. The value for migrant workers is broken down as follows:

*Figure 9*



## 6. Conclusion

In March 2010 as part of its aim to evidence the value of equalities infrastructure organisations, the National Equality Partnership, supported by the new economics foundation, launched the Demonstrating Value project. The role of specialist EIOs can be defined across three main themes: advocacy; creating a thriving sector; and capacity building, with one overarching goal – to end discrimination and inequality for the people they serve.

The Social Return on Investment (SROI) approach was applied to the research. This is a form of cost-benefit analysis used to demonstrate the value created by a programme or activity, and to better understand the value for money. The research methodology followed specific processes used in SROI evaluation, and briefly included:

- Development of an impact map to show positive and negative benefits to key stakeholders
- Data collection on investments in programme/activity, outcomes, their likely impact and the sustainability of these outcomes
- Calculations of the values of outcomes in monetary terms
- Construction of a model to calculate overall value created for stakeholders.

The research was carried out in the context of a growing crisis in the voluntary sector caused by cuts to local authority budgets and resulting in cuts in commissioned services. For example, the Government had to provide £1 million in emergency funding for Rape Crisis Centres in 2008 after WRC's *Crisis in Rape Crisis* report highlighted the funding crisis these organisations faced.

SROI analysis was conducted with four case studies: the Building Futures programme and Crisis in Rape Crisis campaign delivered by the Women's Resource Centre; the Birmingham LGBT Community Trust; and MENTER.

The research shows that for every £1 of investment, the social value created ranges between £2.30 and £9.20

**Table 7: Summary of outcomes, social value created and SROI ratio**

	WRC – Building Futures	WRC – Crisis in Rape Crisis	Birmingham LGBT Community Trust	MENTER
Positive outcomes	<ul style="list-style-type: none"> <li>• increased income and diversification of income</li> <li>• improved strategic and operational capability</li> </ul>	<ul style="list-style-type: none"> <li>• emergency fund to stop centres closing</li> <li>• improved capacity in developing funding applications</li> </ul>	<ul style="list-style-type: none"> <li>• increased self-confidence and self-esteem</li> <li>• decreased isolation</li> <li>• feeling safe</li> </ul>	<ul style="list-style-type: none"> <li>• improved employment prospects</li> <li>• improved housing</li> <li>• reduction in hate crime</li> <li>• improved</li> </ul>



	<ul style="list-style-type: none"> <li>• positive engagement in partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• enhanced and new services</li> <li>• reduction in emotional and physical costs to rape survivors</li> </ul>	<ul style="list-style-type: none"> <li>and more integrated into the local community</li> <li>• improved physical health</li> </ul>	<ul style="list-style-type: none"> <li>health and access to health services</li> <li>• improved community cohesion</li> </ul>
Total social value created	average extra funding per organisation: £100,000	between £21.5 million and £30.7 million	over £37 million per year	over £17 million per year
Social value attributed to EIO	total extra funding attributed to WRC: £830,000	between £7 million and £10 million	between £93,000 and £2.3 million	between £160,000 and £410,000
SROI ratio	5.5:1	Between 5:1 and 7.2:1.	between 3.7:1 and 9.2:1	between 2.3:1 and 5.8:1
Social value created per £1 investment	£5.50 extra funding per £1 investment	between £5 and £7.20	between £3.70 and £9.20	between £2.30 and £5.80

Much of this value is created because front-line equalities organisations, and the EIOs that support them, provide vital services to sections of society that are not reached by mainstream organisations. For example:

- WRC provides specific advice, support and training to women’s organisations (on governance, fundraising, demonstrating value) that is unavailable from the mainstream voluntary and community sector. The Building Futures project created a financial return to women’s voluntary and community organisations of £5.50 for every pound invested.
- Many members of Birmingham’s LGBT community with alcohol problems are unable to access mainstream support, as acceptance of their sexuality proves a barrier. Without support from the Birmingham LGBT Community Trust most would receive no help; yet Government research shows that each high-risk drinker costs the NHS, alone, £723 per year.<sup>87</sup>

Equality infrastructure organisations can offer more specific, local advice and are more accessible for equalities organisations. They are building the Big Society by empowering individuals and communities through the support and services they provide.

Much of the work of EIOs and front-line organisations is built on years of experience and knowledge of the sector. This will be impossible to replace in the short term if cuts force these organisations to close.

For example, this SROI analysis demonstrates that Birmingham LGBT Community Trust’s work has helped empower the LGBT community in Birmingham. A large part of their work goes towards the annual SHOUT Festival held in the city, which

draws together large numbers of individual and group participants. The success of this is dependent on the networks and relationships built up by Birmingham LGBT Community Trust over time, and which are not easily replaced or replicated.

Furthermore, there is an increasing demand on voluntary sector organisations to demonstrate their impact, and outcomes-based evaluations such as SROI are becoming increasingly mainstream.<sup>88</sup> However, these evaluation methodologies are often too complex for small organisations to undertake on their own, and the involvement of specialist support groups is crucial if smaller or more specialist organisations are not to be left at a funding disadvantage

## **7. Recommendations**

### **7.1 Strengthen support for equalities infrastructure organisations**

This research has shown that for every £1 investment in equality work a social value of between £2.30 and £9.20 was created. EIOs provide specialist support to specific disadvantaged communities and help to build the capacity of front-line equality organisations, thus contributing to the goal of eliminating discrimination and inequality for all people. The Government and other public sector organisations should recognise the contributions of infrastructure organisations and protect their funding sources in order to help create a fairer society.

### **7.2 Improve the capacity of generalist support organisations**

Front-line equality organisations rely on generalist support organisations for advice and resources. It is therefore important for the generalist organisations, including funding agencies, to develop a better understanding of the different strands of equality and the specific needs of equality organisations in order to develop appropriate services and funding strategy. A partnership approach, i.e. working with equality organisations, will help to embed the values and needs of specific groups within these generalist organisations.

### **7.3 Funding strategies based on monitoring and evaluating change**

This research has applied the tried and tested SROI approach in evaluating the value of equality work. The focus of the SROI approach is to chart the changes to key stakeholders and service users. With increasingly tight public funding, it is imperative for both local and central government to monitor and evaluate the changes taking place within different communities. Investments and services that lead to positive outcomes for individuals and local communities should be protected, and funding strategies should be formulated accordingly.

### **7.4 Simplify the commissioning process for smaller organisations**

With the changes from grant funding to the more complex commissioning and procurement processes, this research has shown that many smaller organisations are disadvantaged, mainly due to their capacity. With limited funding, smaller organisations tend to focus on delivering essential frontline services. However, with services increasingly awarded through commissioning, smaller organisations do not have the resources or the expertise to compete for funding. As a result, their survival is under threat. Public bodies should develop specific procedures to guide smaller and specialist organisations through the commissioning process, and provide resources to support them and improve their capacity.

## 8. Glossary

<b>Attribution</b>	An assessment of how much of the outcome was caused by the contribution of an organisation or person
<b>BAME</b>	Black, Asian and minority ethnic
<b>Deadweight</b>	A measure of the amount of outcome that would have happened even if the activity or programme being evaluated had not taken place
<b>Displacement</b>	An assessment of how much of the outcome has displaced other outcomes
<b>'Distance travelled'</b>	The progress that a beneficiary makes towards an outcome
<b>Drop-off</b>	The deterioration of an outcome over time
<b>Equalities organisation</b>	Organisation run by and for one or more equalities groups, including BAME people, disabled people, faith groups, lesbians, gay men and bisexuals, migrant workers, older people, refugees and asylum seekers, trans people, women, young people and other marginalised groups
<b>Equalities infrastructure organisation</b>	An organisation that specifically supports one or more equalities organisations. Also called a 'specialist infrastructure organisation' or 'specialist equalities support provider'
<b>Evaluative SROI</b>	A SROI evaluation based on the actual outcomes data of an activity
<b>Forecast SROI</b>	A SROI evaluation based on the expected or forecasted outcomes of an activity
<b>Generalist infrastructure organisation</b>	Also known as generalist support organisation. An organisation, not run by and for, a particular equalities group/s
<b>GEO</b>	Government Equalities Office
<b>Hate crime</b>	Physical, verbal or other violence and crimes committed against people because of their perceived identity. This could include physical harassment and violence, verbal assault, hate mail, sexual abuse or financial abuse. Hate crimes could be

	committed by strangers, care workers, family members, neighbours or partners
<b>Impact</b>	The difference between the outcomes for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last
<b>Impact map</b>	A table or diagram that captures how an activity makes a difference: that is, how it uses its resources to provide activities that then lead to particular outcomes for different stakeholders
<b>Infrastructure organisation</b>	Organisation that supports other voluntary and community organisations through capacity building, advice and guidance. Sometimes referred to as 'second-' or 'third-tier' organisations.
<b>Inputs</b>	The contributions made by each stakeholder that are necessary for the activity to happen
<b>LGBT</b>	Lesbian, gay, bisexual and trans
<b>nef</b>	new economics foundation
<b>NEP</b>	National Equality Partnership
<b>Outcome</b>	The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative changes
<b>Proxy</b>	An approximation of value where an exact measure is impossible to obtain
<b>Scope</b>	The activities, timescale, boundaries and type of SROI analysis
<b>SROI</b>	Social return on investment
<b>Social return ratio</b>	Total social value of the impact divided by total investment
<b>Stakeholders</b>	People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed

<b>Third sector</b>	Includes social enterprises and co-operatives as well as voluntary and community organisations. In reference to the public and private sectors
<b>Trans</b>	Transgender
<b>VCS/VCOs</b>	Voluntary and community sector/voluntary and community organisations. Includes registered charities as well as organisations who are not registered (such as associations, self-help groups and community groups). However, VCOs are not-for-profit and also non-governmental. Sometimes the terms non-government organisation (NGO), 'third sector organisations' (in reference to the public and private sectors and which includes social enterprises and co-operatives as well as VCOs) or 'civil society organisations' (in reference to wider society playing a role in bringing about change) are used.
<b>WRC</b>	Women's Resource Centre

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## 9. Endnotes

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