



Equality and Human Rights Commission (GB)

Evaluating impact

Who we are

Our mandate: To challenge discrimination, and to protect and promote human rights.

Our vision: We live in a country with a long history of upholding people's rights, valuing diversity and challenging intolerance. The EHRC seeks to maintain and strengthen this heritage while identifying and tackling areas where there is still unfair discrimination or where human rights are not being respected.

Our roles:

- Outcomes-focused strategic regulator
- Promoter of standards and good practice
- Authoritative centre of intelligence and innovation
- Trusted partner

What I will cover

- Why? (Need for evaluating impact)
- Past and current approaches
- Future considerations and lessons learning

Why?

Evaluating impact for an equality body

EHRC and other equality bodies are often asked to show their impact...

- Effective spending of public money
- Public value – resulting social and economic benefit of work
- Does what we do work?

Therefore any evaluation of work of the Commission is drawn up with some key considerations in mind:

- Role and remit of the Commission on the issue
- What approach has been taken (regulator, intervention, influence, guidance, explorative, legal...etc)
- What is proportionate and will show meaningful change
- Who is the work likely to impact (who do we want to work with on it)

Challenges

EHRC is required by statute to encourage and support the development of a society in which:

- People's ability to achieve their potential is not limited by prejudice or discrimination.
- There is respect for and protection of each individual's human rights, and for the dignity and worth of all.
- Each individual has an equal opportunity to participate in society.
- There is mutual understanding between groups based on understanding and valuing of diversity and on shared respect for equality and human rights.

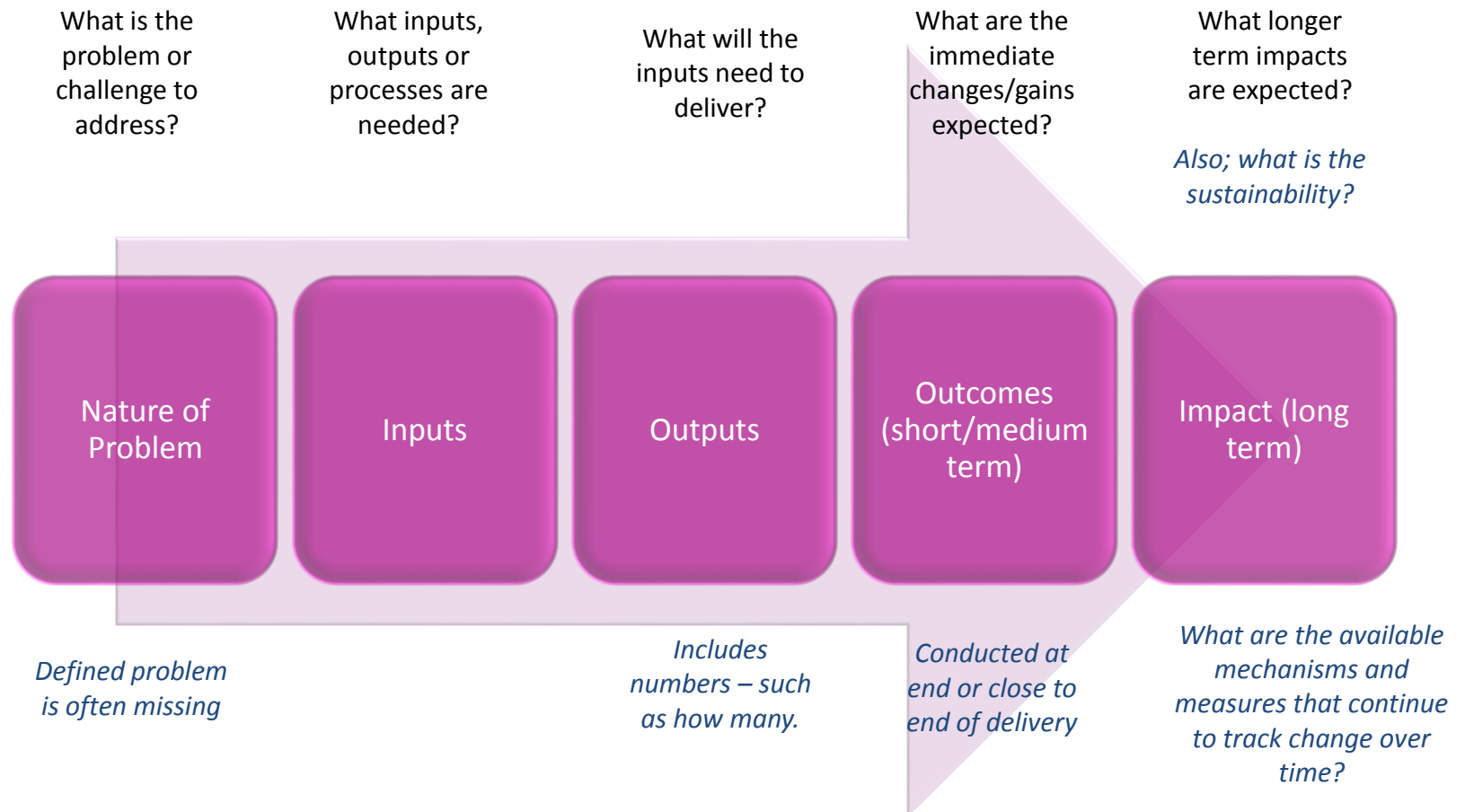
These are longer term goals where change and evaluation of impact can be difficult to measure:

- Difficult to collect: Subjective/open to interpretation/multi-perspective (e.g. Hate crime – experience of, reported, recorded, prosecuted, impact of)
- Rarely have regular management information or a contained environment to scientifically test – (correlation or causation? Many antecedal factors/noise in the data that can affect findings)

Past and current approaches

The good, the bad and the inconsistent

Evaluation needs a LOGIC CHAIN



On a regular basis EHRC looks at impact in terms of **output** and **outtake**

Achieving effective evaluation that has demonstrable **causal impact and outcome is difficult, costly and often disproportionate to the activity undertaken.**

EHRC **regularly monitors impact in terms of output** at an activity level across the Commission and reports monthly to a central project delivery board – for example:

- **Delivery of EHRC's statutory duties:** e.g. "Is Britain Fairer?"
- **Delivery of our Research Programme:** Reports, briefings and evidence products are published, downloaded and cited (external) and used to inform decision making (internally and externally)
- **Strategic litigations and interventions** – Number and nature and effectiveness: desired outcome achieved? from 2015:
 - Disability discrimination in housing (Supreme Court)
 - Ensuring Government complies with Art 19 UNCPRD in the implementation of the benefit cap insofar as it affects all carers of disabled people (High Court)
 - Gypsies and Travellers disadvantage from a Ministerial policy to "recover" traveller site appeals for the Minister to determine them himself. (High Court)
- **OUTTAKE:** Impact through awareness of organisation, approach, agenda and issues – comms activity such as an increase in distribution, exposure and reach recorded through:
 - Coverage (sentiment, notoriety, network and volume),
 - Digital engagement - unique page visits, time spent and downloadsAcross mediums - Media, Social media and digital

EHRC Evaluations (1)

Product evaluation of projects and programmes

- Outputs from grant programme
- Compliance of public sector organizations with Public Sector Equality Duty
- Outcome evaluation over time of Disability Harassment Inquiry (year 1,3,5)

Process evaluation of use of inquiry powers

- In 2011 EHRC evaluated the design, conduct and impact of three Inquiries:
 - Race discrimination in the Construction Industry Inquiry Report (July, 2009)
 - Financial Services Inquiry: Sex discrimination and gender pay gap report (Sept, 2009)
 - Inquiry into recruitment and employment in the meat and poultry processing sector (March, 2010)

EHRC Evaluations (2)

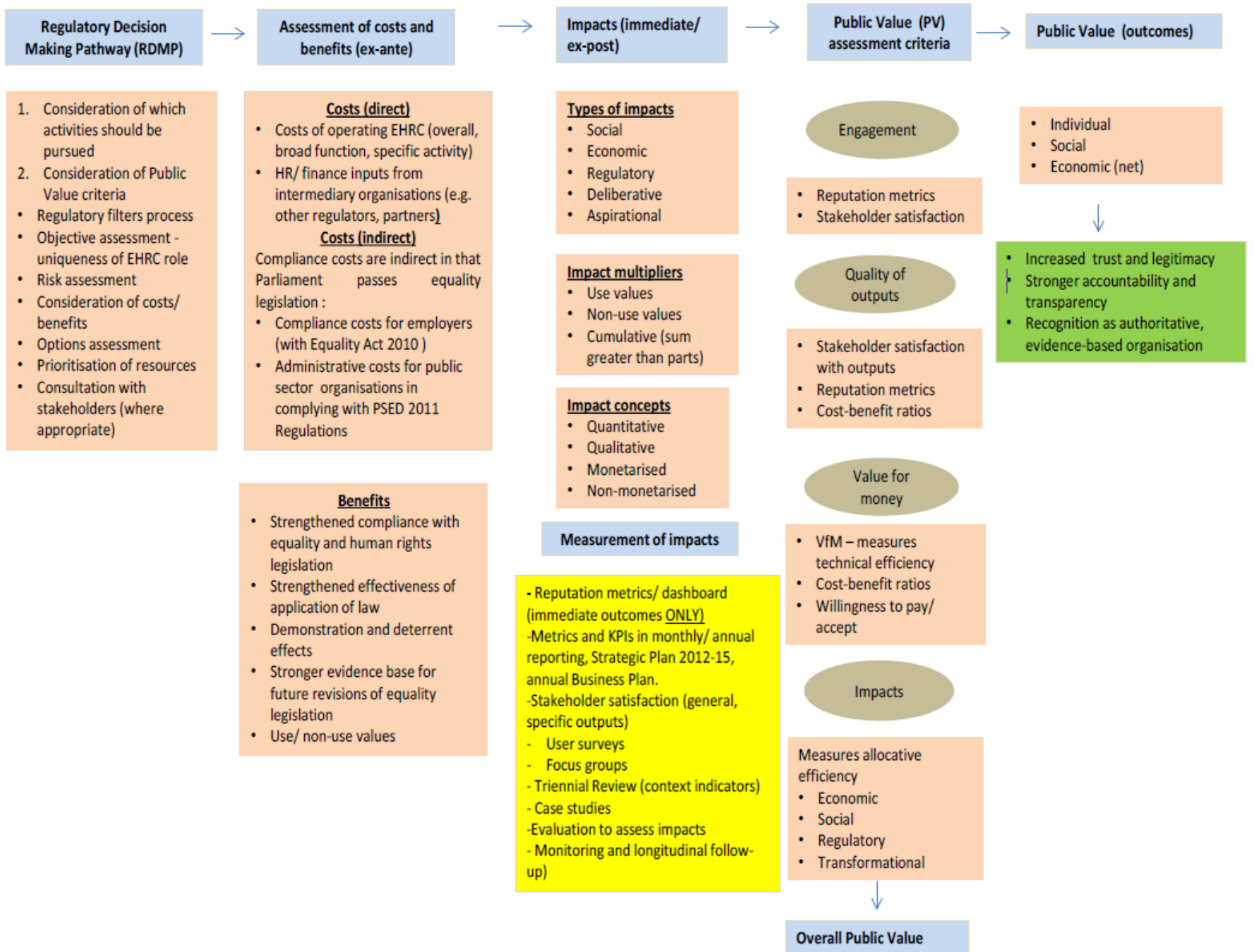
- **Appointment practices on company boards:** guidance and research has resounded with corporate boards where there is typically massive gender disparity.
- **Religion and belief project** has reached a large stakeholder group due to the use of social media.
- **Disability harassment inquiry** indicates that police have made improvements to the way they record disability hate crime so that it is recorded at the same level as other hate crimes.
- **Pregnancy and Maternity Discrimination project:** Reached new audiences not traditionally engaged with EHRC through large scale stakeholder mapping and engagement

Capturing EHRC's public value....

In 2012 commissioned study to develop a **public value assessment framework** to better evaluate the full social and economic impacts of the EHRC's activities.

Designed to capture a wider range of outcomes than would be possible through conventional Cost-Benefit Analysis, evaluation and impact assessment

- encapsulating both use and non-use values.
- recognises impact may stem from 'below the line'/less visible areas of activity (e.g. pre-enforcement actions that simply involve writing to individual employers but often lead to the instigation of behavioural changes)
- PV provides a useful overall analytical framework. A disadvantage is 'conflicting values' i.e. different external stakeholders may perceive the value of the EHRC very differently.



Key points:

1. Current measurement of impact can be insufficient and not very meaningful
2. Evaluation of projects, programmes or even the use of powers made no difference because they do not answer the bigger questions
3. Ask big questions first and not at the end

Future considerations and lessons learning

So how are we
improving?...

First steps: prove and improve

Prove:

- To Government (Treasury Green Book), the media, the general public, internally.

Improve:

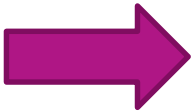
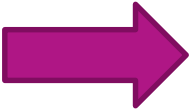
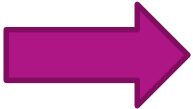
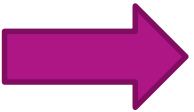


- To be even more effective next time.

Look forward at intended impact

- Rather than backward at isolated outputs or outcomes
- Use impact assessment to plan as well as to assess effectiveness

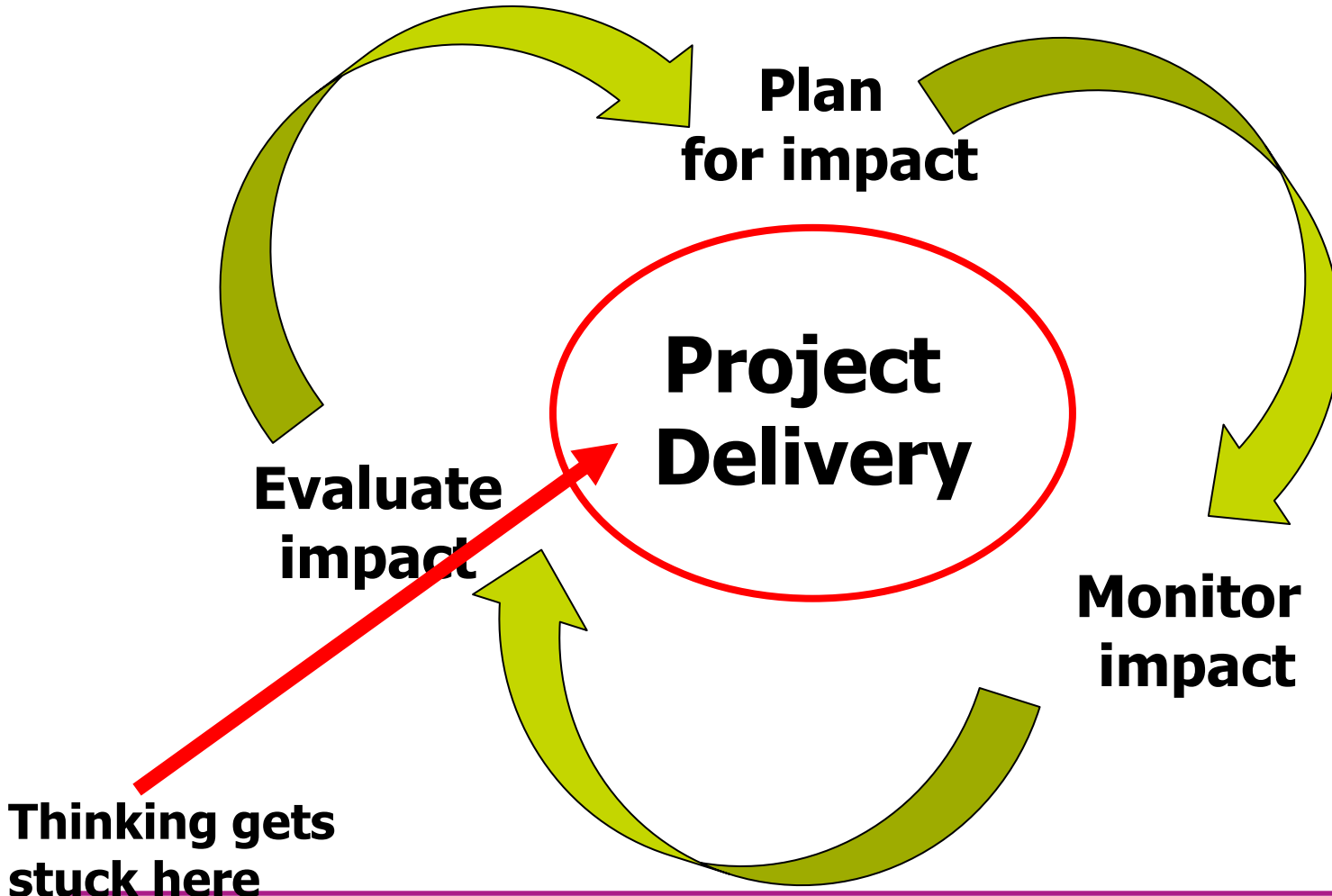
Don't get stuck by technicalities or impossible asks

- Perhaps direct causality is not that important, supposing it is achievable

Unfair use of S&S powers by police towards Black and Asian population	Intended Impact on society 	Policy/practice change required by institutions 	Impact EHRC expected to have on institution 	EHRC regulatory activity 	EHRC resources and skills required
5 years 	Significantly improved trust and/or sense of fair treatment by police from Black and Asian population (BCS data – static ally relevant) ↓ →	Majority of police (60-70%) forces' S&S disprop is lowest average of their family (baseline MoJ 2010) Or have significantly increased S&S effectiveness (higher conviction rate and crime reduction) ↓ →	•S&S is standard item on political Home Office agenda and change programme is actively promoted and overseen by ACPO •Effectiveness data are published along disprop. data ↓ →	•monitoring progress and publicising outcomes with key agencies and general public •Publication of revised Stop and Think setting out achievements and future expectations ↓ →	•0.2FT staff to monitor progress, 0.1 L5 oversight (Q1-Q4) •Regular press releases and briefings • small team (4x0.3 Q3) for preparation and publication ↓
3 years 	Emerging national improvement in trust and/or sense of fair treatment by police from Black and Asian population (BCS data) ↓ →	30% of police forces' S&S disprop. is lowest average of their family (baseline MoJ 2010) Or have increased S&S effectiveness (higher conviction rate and crime reduction • evaluation and widespread distribution of promising approaches ↓ →	•HO takes political leadership of S&S improvement •Stop and search improvement programme is delivered by NPJA and ACPO to all remaining forces •Effectiveness data are published along disprop. data ↓ →	•monitoring progress and publicising outcomes with key agencies and general public •Publication of revised Stop and Think setting out achievements and short term expectations ↓ →	•0.5FT staff to monitor progress, 0.1 L5 oversight (Q1-Q4) •Regular press releases and briefings • small team (4x0.3 Q3) for preparation and publication ↓
1 year	Indications of impact of adapted S&S policies by 5 police forces on Black , Asian and overall local populations' sense of fairness and trust →	•5 police forces' achieve lowest average of their family (baseline MoJ 2010) or have increased S&S effectiveness (higher conviction rate and crime reduction) •Evaluation and Input of promising local approaches in Next Steps programme →	•Senior leaders of 5 forces owe S&S change, publicise and communicate changes locally and with NPJA, ACPO and HO •Identification of promising approaches •HO secures long term budget for Next steps change programme →	•monitoring progress and publicising outcomes with key agencies and general public •Develop contacts with Next steps programme •Lobby for long term provision of Next steps with HO and ministers →	•0.5FT staff to monitor progress, 0.1 L5 oversight (Q1-Q4) •Regular press releases and briefings • SMT/involvement for lobby work3 Q3) for preparation and publication →

Why evaluating impact is central

- Making an 'Impact' is the reason why an organisation, workstream or project exists.
- Taking time to Plan→Monitor→ Evaluate impact is fundamental to maximising impact.
- Start from where you want to be, and work backwards.
- Measure outcomes, not outputs, to evidence impact.
- Having a robust underpinning theory is crucial to understanding contribution to longer-term impacts.



Thinking gets stuck here

Two steps:

1. What is the ultimate impact you want to see?
2. Work backwards

What EHRC need

- **A Theory of Impact:** that works backwards from the EHRC vision/mission to understand the projects and approaches that are most impactful to guide planning about future projects. This theory needs to be well-evidenced- based on previous learning from EHRC on when work has/has not been impactful, and wider learning from the sector, academia etc.
- **Impact framework and measurement guidance:** An approach for how to measure the impact of projects and the EHRC more widely.. Note:
 - It will be increasingly difficult to evidence and understand contribution to larger, more long-term impacts that are ‘further away’ from the projects it delivers
 - In these cases, ‘proxy’ indicators can be established
 - Concepts such as ‘attribution’ and the ‘counterfactual’ are also important and can aid thinking and approaches to unravelling contribution to larger outcomes.
- **Staff skills development:** Training for relevant staff so that there is a meaningful legacy to the work: staff are able to undertake their own planning, monitoring and evaluation of impact.

Key points:

1. Measuring progress is a process, having impact is the goal
2. Use your organisation's vision to determine intended impact and work backwards
3. For evaluation and impact assessment to be meaningful, they need to be built into the culture of the organisation

Thank you

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