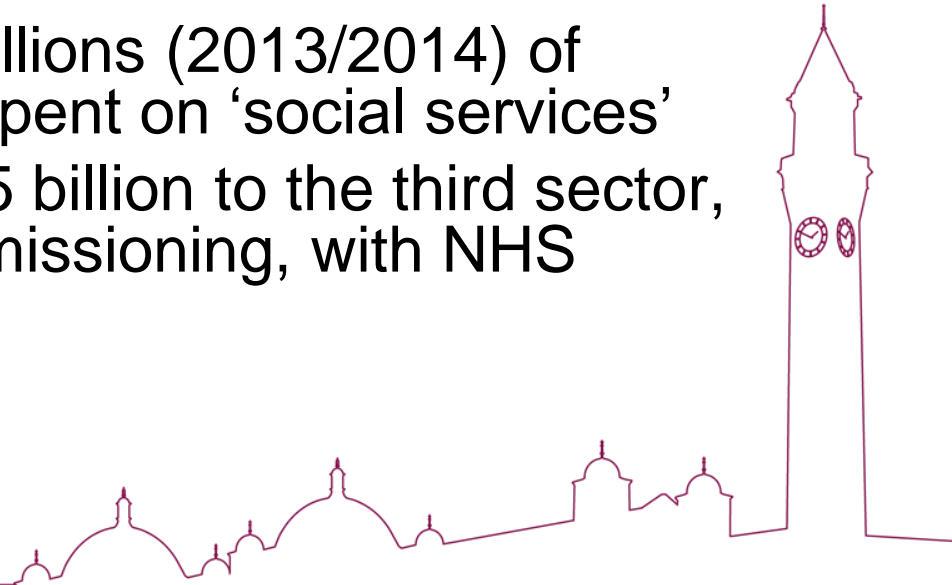


Evidence from The Third Sector Is Important

- In the UK, the third sector is a large provider of public services
- Especially in social care followed by 'residential care' and 'education'
- A substantial workforce of around 827,000 employees (2015)
- Annual spending of £41,6 billions (2013/2014) of which 23% (£9.4 billion) is spent on 'social services'
- Government contributes £15 billion to the third sector, mainly contract-based commissioning, with NHS accounts for £1,61 billion



But finding evidence of impact is hard

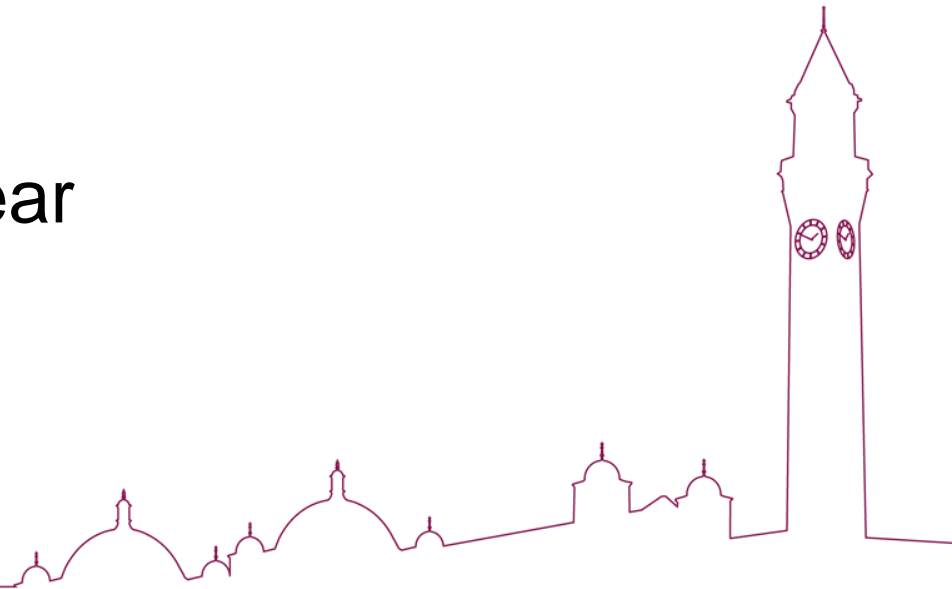
- Only 8 % of their sample provided external evidence on their impact (Charity Finance Group)
- A 2012 New Philanthropy Capital (NPC) report which surveyed 1,000 TSOs found that 25 % did not evaluate their work at all



But finding evidence of impact is hard

TSOs have-

- Finance issues
- Skills gap
- Culture issues
- Measures choices unclear



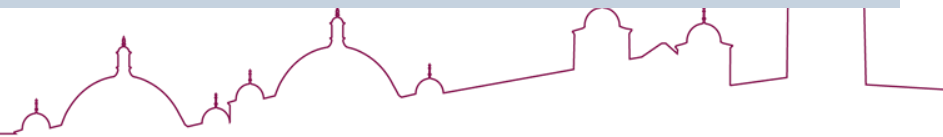
What is evidence?

- Legal ideas
 - Beyond reasonable doubt
 - On the balance of the probabilities



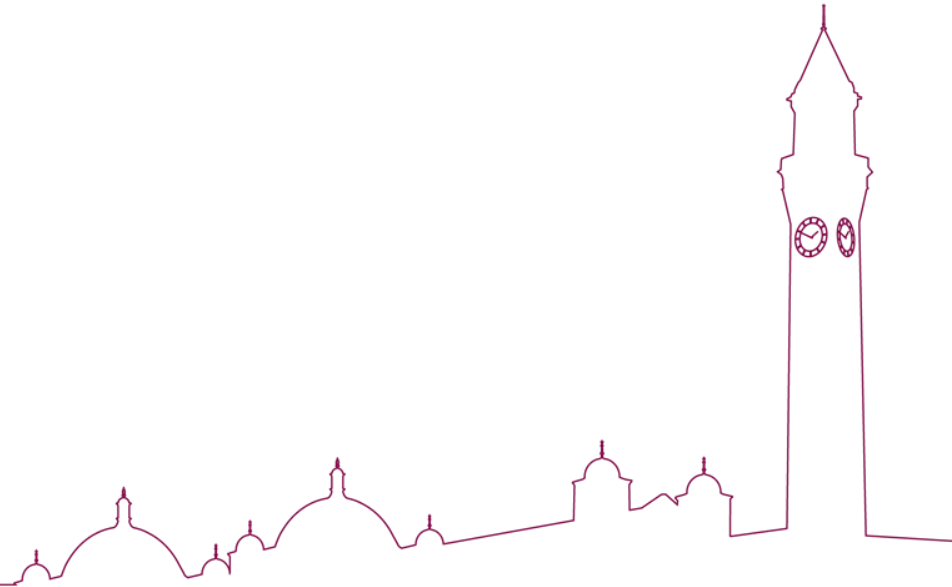
The Hierarchy of Evidence

- Strengths and weaknesses of different designs
- Not of social research per se
- Useful up to a point



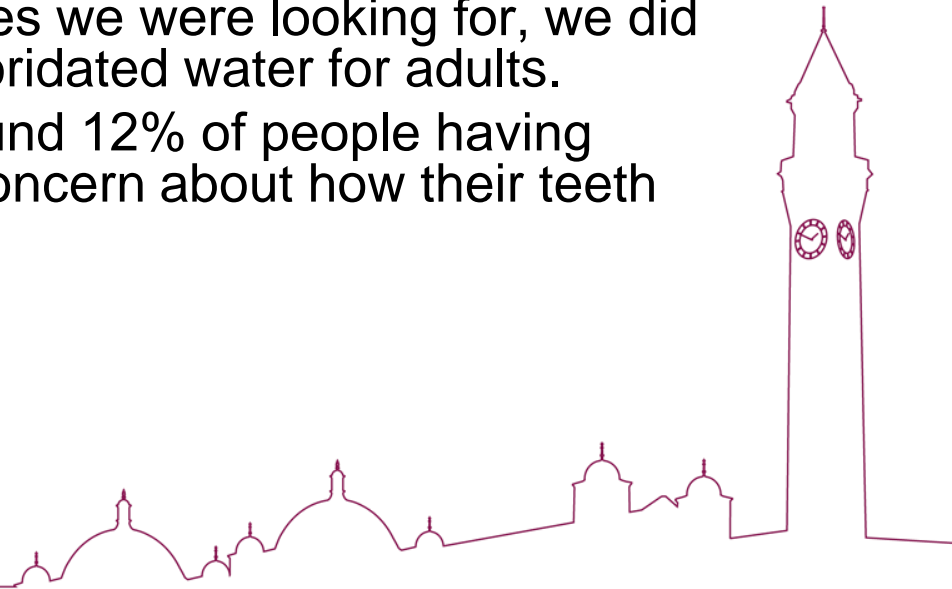
Example- Getting better teeth

- Fluoride in the water
- Brushing
- Toothpaste with fluoride



3 types of evidence for better teeth

- Cochrane Reviews
- We found that water fluoridation *is effective* at reducing levels of tooth decay among children.resulted in children having 35% fewer decayed, missing and filled baby teeth and 26% fewer decayed, missing and filled permanent teeth.
.....These results are based predominantly on old studies and may not be applicable today.
- Within the 'before and after' studies we were looking for, we did not find any on the benefits of fluoridated water for adults.
-there is a chance of around 12% of people having dental fluorosis that may cause concern about how their teeth look.



Summary of benefits and harms

- Cochrane Reviews
- We found that water fluoridation *is effective* at reducing levels of tooth decay among children.resulted in children having 35% fewer decayed, missing and filled baby teeth and 26% fewer decayed, missing and filled permanent teeth.
.....These results are based predominantly on old studies and may not be applicable today.
- Within the 'before and after' studies we were looking for, we did not find any on the benefits of fluoridated water for adults.
-there is a chance of around 12% of people having dental fluorosis that may cause concern about how their teeth look.



Tooth brushing

- The meta analysis of qualifying studies suggested that the **evidence was mixed**, at best.
- For example, there is not strong evidence that hygienist cleaning reduces gingivitis:
- The authors of the only study that found differences in gingivitis scores (at 6, 12 and 22 months) deemed those **differences clinically irrelevant**.....



Patrick
1992

Born

Public Health Advice

1 fluoride drop per day

6 months

No fillings

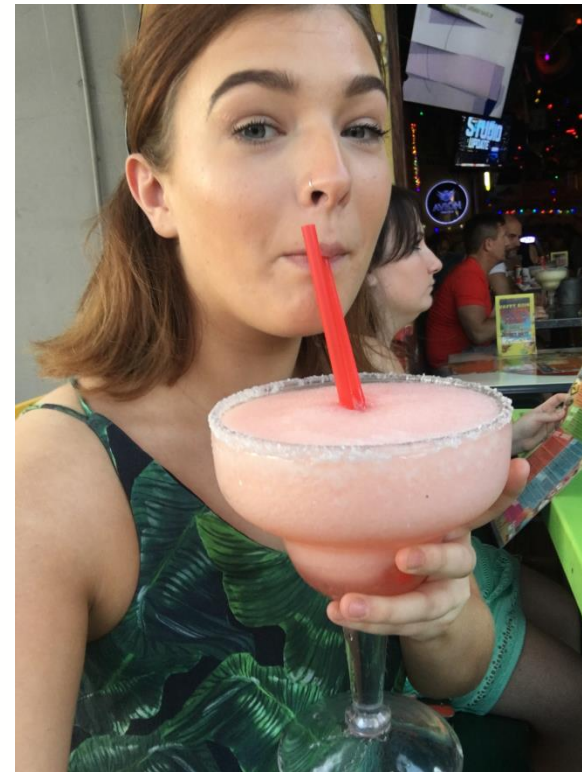


Ellie Born 1995

Public Health Advice

No fluoride drops

25 fillings and counting.....



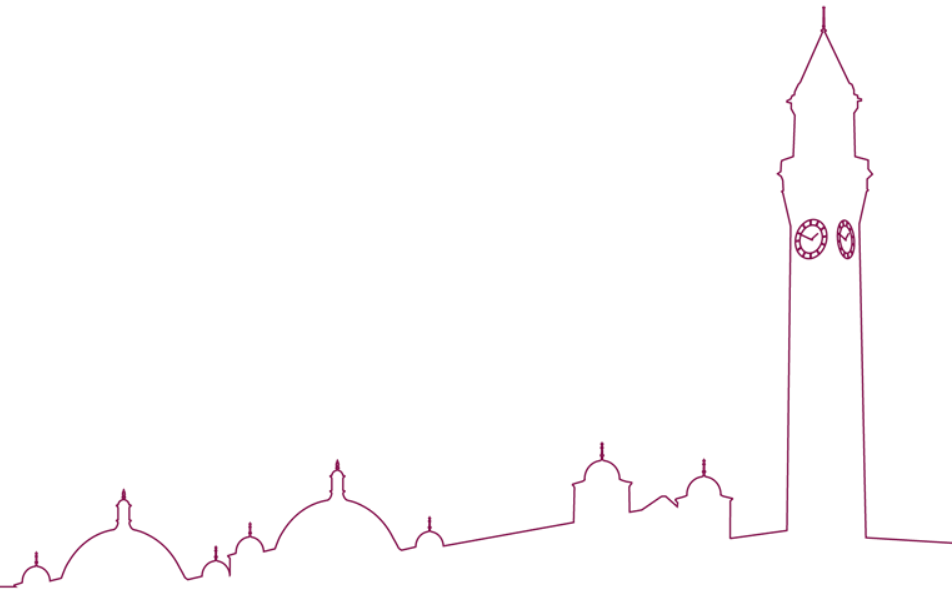
Quality of Evidence

- Observational Studies
- Randomised trials
- Lived experience

Absence of evidence?
Or evidence of absence?

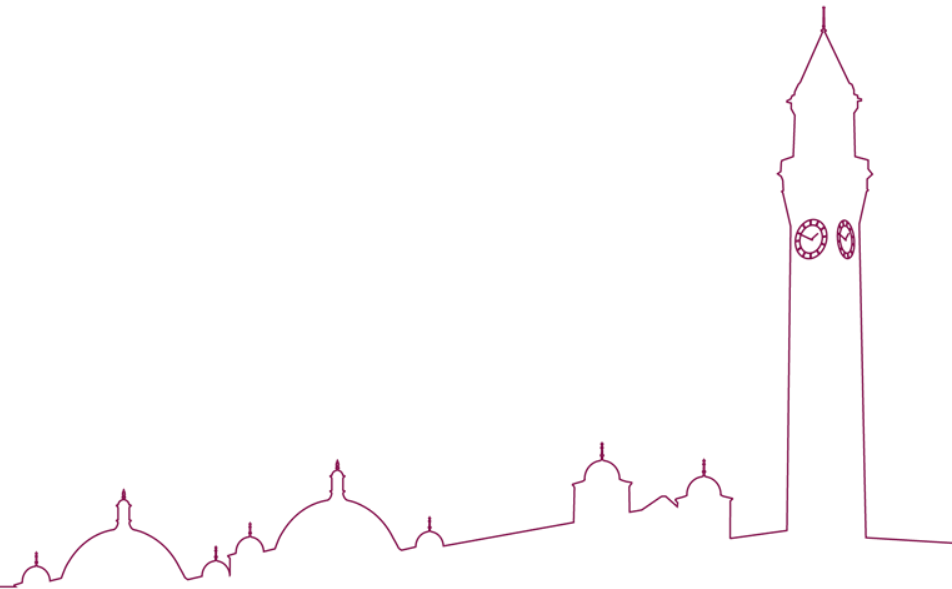
So- what is (good) evidence?

- Observational Studies?
- Before and After Studies?
- Randomised trials?
- Interrupted time series?



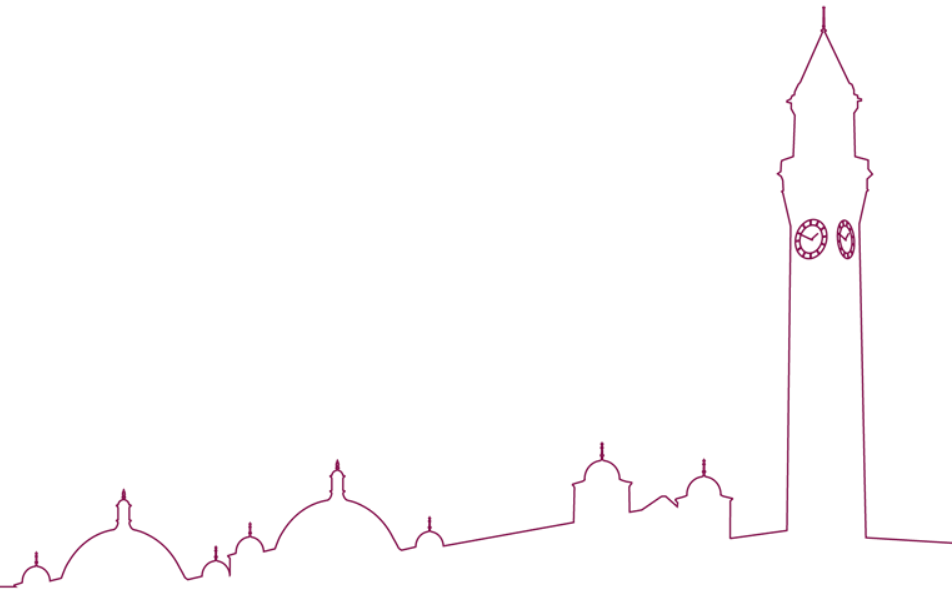
What to measure?

- Objective measures?
- Subjective measures?



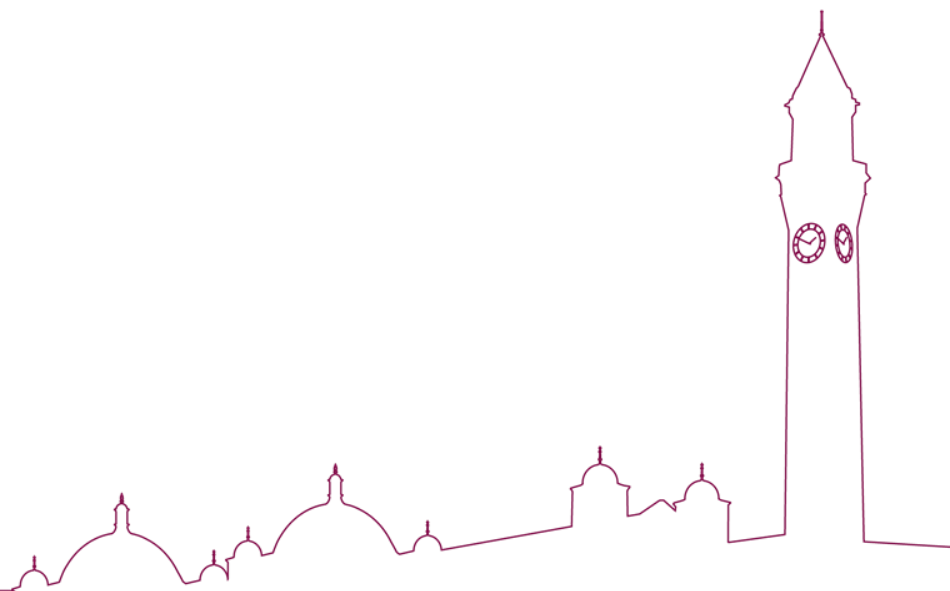
Who to measure?

- All kids?
- Kids from poor socio-economic groups?
- Kids in Low and Middle income countries?
- Adults?
- Elderly?
- Time period?



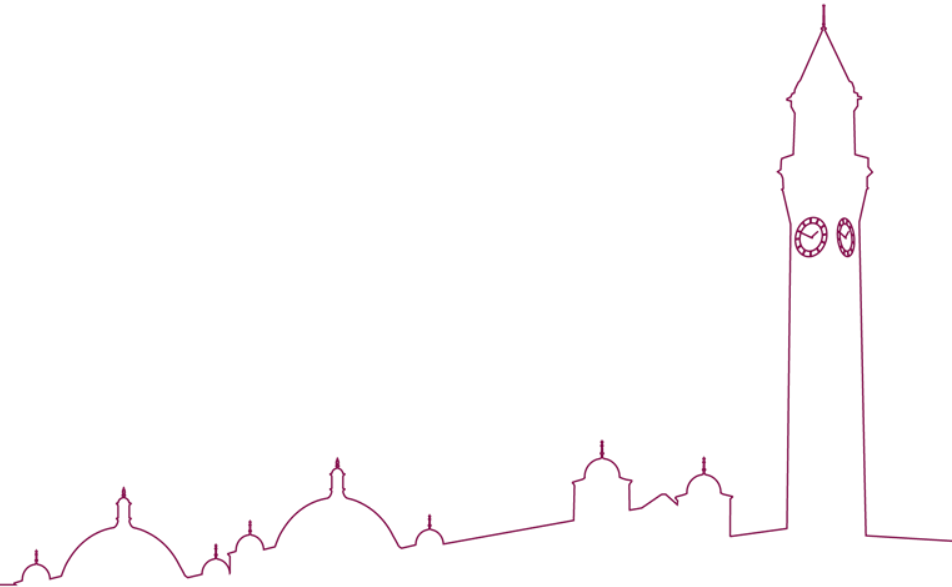
How can we help?

- Third Sector Research Centre can help with
 - Planning
 - Methods
 - Conduct
 - Reporting
 - Guidance



How can we help?

□ The Clare Foundation





UNIVERSITY OF
BIRMINGHAM

COLLEGE OF
SOCIAL SCIENCES

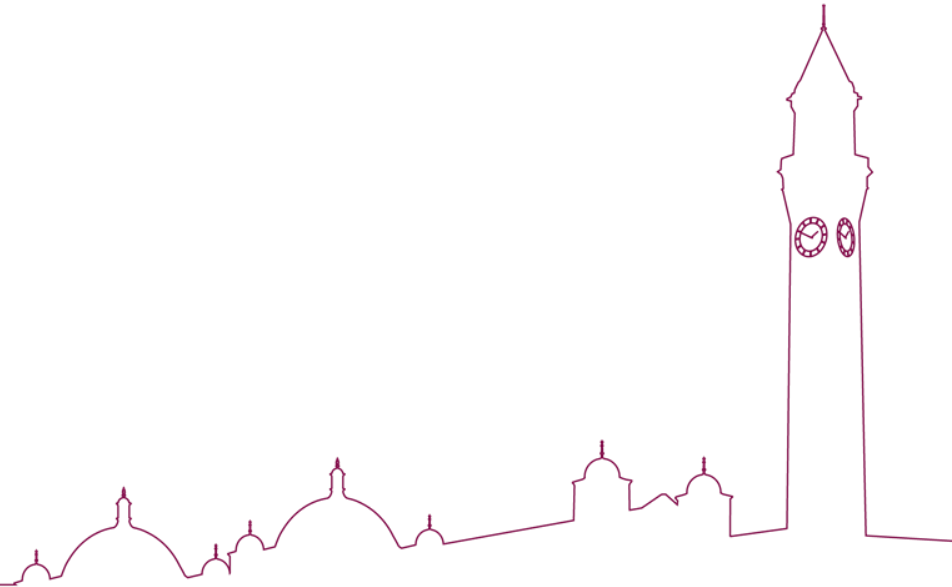
Leadership in the Third Sector

Martin Gallagher- CEO of The Clare Foundation



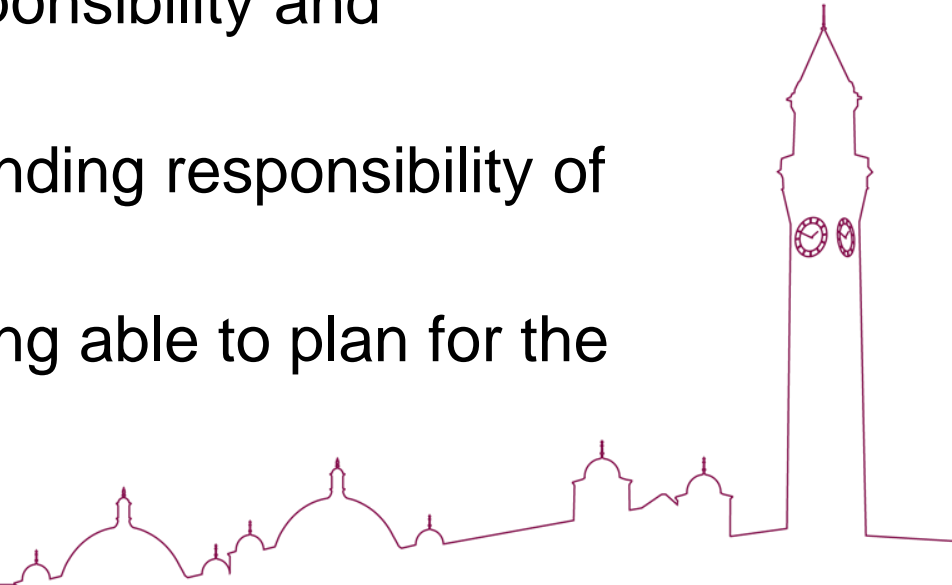
Three issues that are challenging

- Financial
- Governance
- Risk



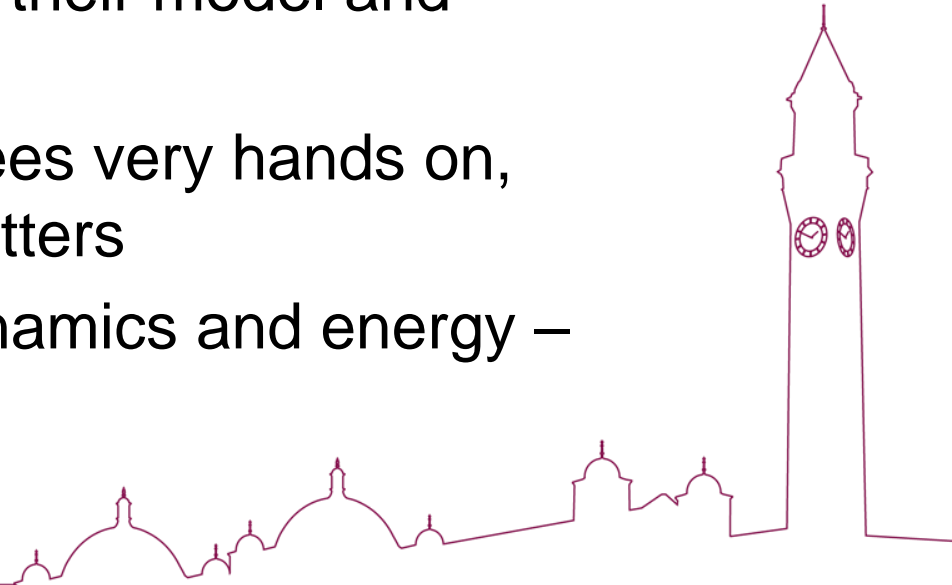
Governance Issues

- ❑ Lack/Poor Board Governance – accountability especially in ‘Table Top Charities’
- ❑ Founders syndrome – need for control – their money, their way.
- ❑ Lack of Trustees taking responsibility and accountability
- ❑ Risk Management understanding responsibility of their roles
- ❑ Strategic Planning – not being able to plan for the future



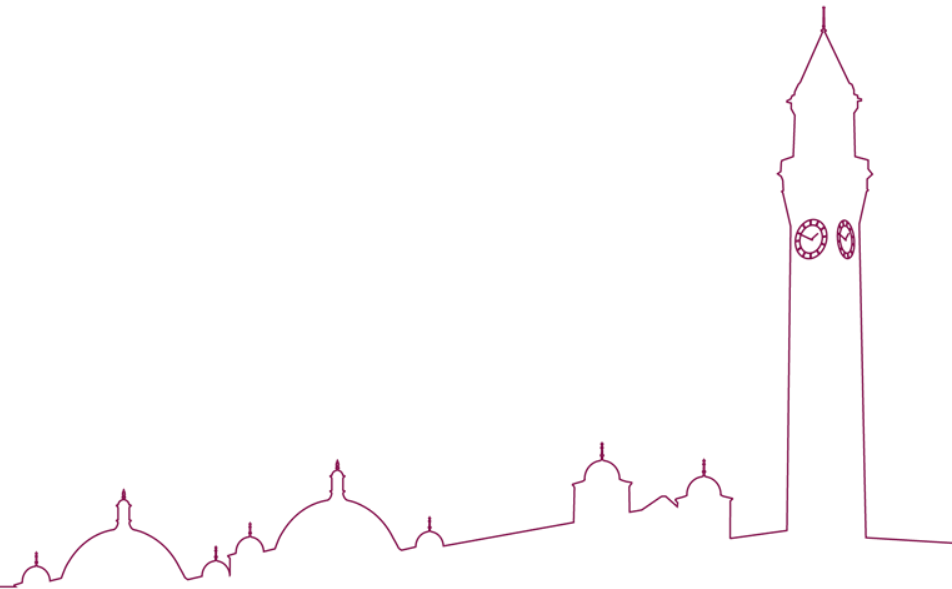
Management Issues

- ❑ Lack of flexibility and being unable to adapt and respond
- ❑ Lack of planning – they have a strategy and don't know how to make it operational
- ❑ SMT/CEO – crisis of faith in their model and themselves
- ❑ Hierarchical charities – Trustees very hands on, interfering in operational matters
- ❑ Older Charities – lack of dynamics and energy – resistant to change



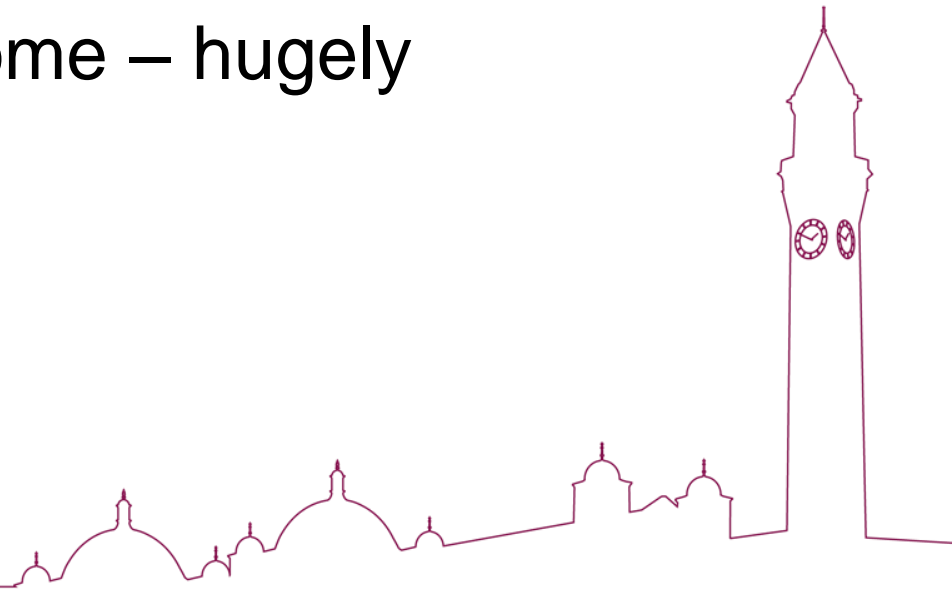
Change Management

- Movement of staff at Senior Level leading to a lack of leadership continuity and sustainability
- Poor business models – not accepting when something is ‘not fit for purpose’
-



Finance Issues

- ❑ Mission creep – chasing money pots to stay alive
- ❑ Lack of core funding for administrative purposes
- ❑ Lack of sustainable income – hugely impactful



Thank you

- p.x.montgomery@bham.ac.uk
- martin.gallagher@theclarefoundation.org

