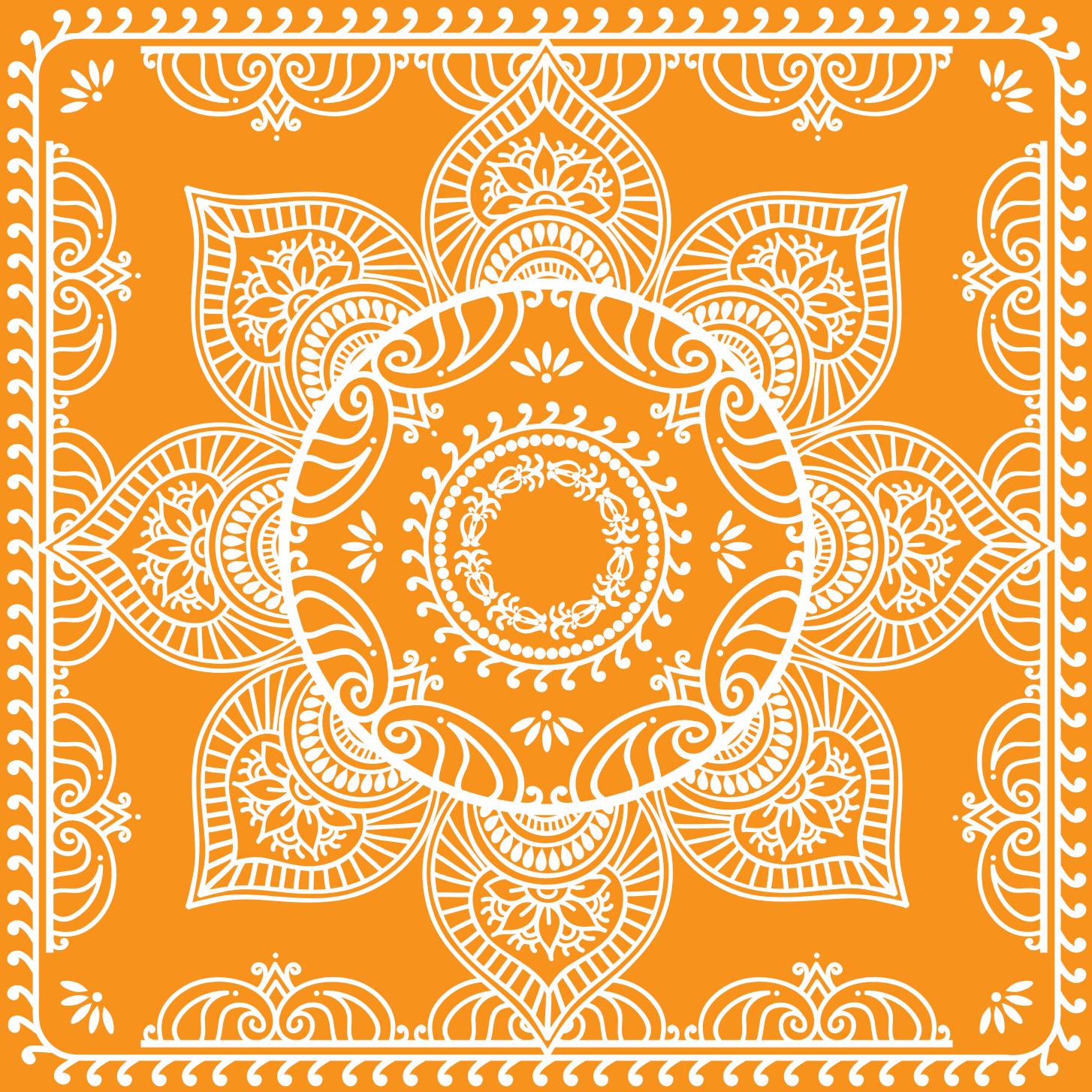




NEWHAM ASIAN WOMEN'S PROJECT

Gendering Sustainability: Women's Resilience and Survival



MC FOREWORD

Working for Women, Working Against Violence

It is a journey taken. We are a grassroots community-based organisation providing much needed services to women and their children fleeing domestic violence. We define ourselves as holistic, democratic, gendered, feminist and black. We transitioned, maintaining our core identity but adapting to the demands of evidence-based performance management, implementing strategic planning processes and incorporating the challenges presented to economies of scale vis-a-vie value for money (VfM). The latter was not difficult because the women's domestic violence sector had historically been under resourced specifically black women's accommodation based services. Women's resilience and survival was dependent upon stretching resources through creative approaches which were strategically driven before there was an economic imperative to do so.

The challenge that confronts Newham Asian Women's Project (NAWP) is slightly different. For example, the concept of gender neutral threatens the ethos around which we organise women only safe space. However if a phrase like 'services to men and women' is included in a competitive tender then the consequences for women only organisations can be destabilisation affecting women's capacity to generate long-term funds especially where they miss out on the possibility of full cost recovery. In other words it is another perspective on gender poverty seen through the disproportionate impact on women's work, insecure and shorter-term contracts and downsizing

support packages based on assumptions around efficiency. It is also a missed opportunity for policy makers who have not appreciated VfM produced by the women's sector and therefore have not benefitted from the possible replication of models of provision that are transferable across the voluntary sector.

As the Management Committee we have been concerned about sustainability, resilience and survival for a number of years. As a frontline woman's organisation we have monitored the gender impact of cuts in public sector spending. NAWP employs 22 women offering a combination of full-time and part-time posts and supporting flexible work methods to enable women to balance life more effectively outside the workplace environment. NAWP is supported by progressive gender policies positively affecting women's lives such as enhanced maternity leave. NAWP has invested 24 years of experience into developing an empowerment-based approach that is linked to positive outcomes for women using our services. Annually, NAWP provides support to over 1,500 women in East London and Haringey through accommodation-based provision, legal advice and information, counselling, support groups and through advocacy, issues-based workshops and other services. Reviewing these figures slightly differently, the client to frontline staff ratio is approximately 83:1. Weekly, NAWP's frontline staff deliver 440.3 hours of support. This can also be referred to as VfM.

Equations regarding contraction and/or expansion and the assumptions made will be based on figures such as these. If the client to staff ratio is increased 10%, frontline delivery hours reduced by the same level in line with reductions in funding then NAWP's management would need to think about sustainability in a different way. Clearly, it would be difficult to perceive the success of empowerment and outcomes-based approaches with the contraction of support service models because the majority of the client base accesses the service with high intensive need and high risk. A reduced service model is not necessarily an outcomes-based approach.¹

Gendering sustainability is important to consider. At NAWP we know we must be prepared for what the next year, 3 years and beyond will look like. While we must have a clear understanding of sustainability both in terms of organisational structure and frontline provision, there is a much deeper argument. The aims of working for women, working against violence must be sustained as they have proven to positively affect the lives of women and children. This report discusses gender sustainability: women's resilience and survival taking account of economic considerations as well as the ethos of women's organisations namely, working to alleviate violence.

NAWP's Achievements

While we look into the future and consider how we take forward our gender sustainability plan we reflect on the achievements over financial year 2010–2011:

- A three year contract to deliver the legal advice service to BMER women in East London and Haringey from Reaching Communities was secured. This enables the service to further consolidate its outreach surgeries in these boroughs and expand services to include a community advocates programme, capacity building and governance models led by service users. The service will continue to support over 1,000 women per year through rights-based legal advice work. In addition the service will offer training to women in the community.
- A three year contract was secured under Comic Relief to launch a dedicated project supporting young women and girls through sexual abuse and exploitation. The project provides frontline therapeutic support and will be fully documented with a view to promoting good practice and to positively affect policy.
- There is continuation funding from Children and Adolescent Mental Health Services (CAMHS) and Integrated Youth Services Strategy (IYSS) enabling NAWP to consolidate youth service provision to young BMER women and girls between the ages of 11 and 25. The funding will also enable NAWP to expand its schools work around early intervention and prevention, improve participation and engagement, and achieve positive outcomes with regard to safety, independence, educational attainment and further opportunity. Approximately 500 young women and girls are supported through the project.
- In 2011, NAWP's Management Committee agreed to diversify the client base expanding services to all black minority ethnic women. NAWP was concerned about the number of closures of frontline women's organisations and specifically the adverse impact of closure and merger on black women's organisations. NAWP felt that it could make a positive contribution

¹ The figures are provided for a rough analysis of a hypothetical modelling exercise namely, the 'what if' scenario. They are intended for illustrative rather than definitive purposes. The figures are not intended for use outside the context within which they are presented.

by investing its' expertise and enabling access to more women in need of services thereby addressing demand caused by the reduction of support services.

- With the demise of the Primary Care Trust, NAWP's adult counselling services, which had run for 10 years was in jeopardy however we managed to secure funds through the East London NHS Trust for a further 12 months. The new funding enables NAWP to increase adult counselling hours by 2 per week providing support to approximately 100 clients per year. NAWP was also able to continue to deliver a specialist model within a generic NHS service. NAWP management believe that this model should be viewed as a good practice example of how specialist services to specific groups can continue to be delivered without compromising the needs of the client group. Further it represents how generic and specialist services can co-exist producing economy, efficiency and effectiveness.
- NAWP was successful in fundraising events from private donors with the highlight being the first ever performance of the South Asian version of the Vagina Monologues in the UK which raised more than £30,000 in unrestricted income for the project.

In terms of what we want to achieve under gender sustainable planning, we note the importance of the consolidation of services and new developments specifically to address gender-based violence.

Issues to be Taken Forward

While NAWP was able to consolidate existing services and start new and much needed projects management has concerns going into the future which have an impact on gender sustainable planning:

- Some contracts were secured for a further 12 months on the basis that there would be further cuts to public spending affecting contract values in financial year 2012–2013 which means that the uncertainty remains.
- Some contracts were offered at a significant cut in price from previous year with one contract contracting as much as 66%.
- Accommodation based services, at the time of writing this report, are still going through a competitive tender process.
- NAWP found itself unable to take up an opportunity for a tender for a domestic violence service because the tender included services to men. There was no option to provide part of the contract most applicable to NAWP's service ethos of a 'women only' service focusing on gender-based violence.
- After 15 years of training provision, on 31 March 2011 NAWP closed its Training Service due to a shift in government priority favouring bigger and more institutional providers. NAWP's training courses were successful. During its peak, the service supported over 500 women from the NEET group to access courses. There is no community-based women only provider left after the cuts.

NAWP has experienced the gender impact of cuts and changing priorities. From the perspective of service users, approximately 500 BMER women per year have been affected by the closure of NAWP's training services. From the staff perspective, NAWP has an entirely female workforce. Job security is of primary concern for most staff as only 27% of staff have contracts of more than 12 months. From the perspective of the organisation's sustainability and growth prospects, of the last three

tenders that NAWP submitted, 2 offered 'small' contract values (under £30,000) and offering no or very little potential for full cost recovery. NAWP was unable to submit a tender for a 'big' contract value as we are a 'women only' service.

In spite of the issues raised in this foreword, NAWP has taken a transformational approach around the concept of gender sustainability. NAWP management hope that this report is able to provide ideas to achieving gender sustainability based on the foundation of women's resilience and survival. We offer this report as a way to open discussion around the theme and we use NAWP's example to make the case for women only services.

MANAGEMENT COMMITTEE
NEWHAM ASIAN WOMEN'S PROJECT
OCTOBER 2011

Acknowledgements

Newham Asian Women's Project would like to thank our numerous friends and supporters. We acknowledge your commitment to the work of the organisation and look forward to collaborating with you further in the years to come.

We acknowledge and thank our funders and without you our work would not have been possible: BBC Children in Need, Big Lottery Fund, City Bridge House Trust, City and Hackney PCT, Comic Relief, East London Foundation NHS Trust, IYSS, London Borough of Haringey, Supporting People, London Borough of Newham Children and Adolescent Services, London Borough of Newham PCT, London Borough of Newham Supporting People, Mental Health Foundation, NewCeys, and Paul Hamlyn Trust.



Meera Syal, NAWP's Patron

What is the economic value of violence prevention and intervention work? I think it means ensuring that women live safe, empowered and independent lives. This annual report talks about NAWP's journey in safeguarding services for women and their children. The importance of the work is always significant regardless of the decade in which we talk about violence against women and girls. What we know is that there has been progress in women's rights and protections, movements led by grassroots women's organisations. This report highlights the value that such organisations bring to the economy and society and suggests that the work, that has laid the foundation, be sustained. I continue to support the work of NAWP and the economies of scale comprised of the diversity of provision offered cost effectively and efficiently

MEERA SYAL
OCTOBER 2011

Preparing for Change/Transforming Organisation

The theme of this year's AGM and annual report reflect the challenges of the economic and political reality of our times and help us to consider the preparations we need to make for our resilience and survival in the months and years to come. We need to achieve sustaining in the quality of our work with significantly less resources. The framework however remains the same – gender based provision with outcomes achieved through empowerment approaches. NAWP is interested in both the short and long-term solutions. NAWP believes that it has been preparing for the road ahead. NAWP's preparedness has included a reduction of back office costs by 50% and another 50% reduction in management staff. In the accommodation-based services, NAWP is operating at an efficiency ratio of 5:1 residents to staff. However even with the efficiency measures there is an impact on sustainability. Full cost recovery is not possible under all contracts. The contraction of overhead costs is still not enough to achieve a sustainability equation.

The idea of more for less in the new economic climate is worth reviewing. While it is understood in terms of efficiency savings that a higher level of 'outcomes' will need to be achieved with significantly less resources, issues are raised in terms of viability. NAWP staff reflect the reality in the domestic violence sector in that staff already "...go the extra mile..." and deliver "...above and beyond..." highlighting the level of work required when a referral for refuge accommodation is taken for a woman

and her child in late in the afternoon. NAWP staff remain in the refuge until the woman and her child are settled addressing immediate needs around safety and emergency provision and undertaking the initial assessment to start to identify her support plan but most importantly, the degree of risk. The fact that she is high risk upon her arrival and that measures need to be taken to address the level of risk is already part of the delivery model. In a recent mapping exercise conducted at NAWP where staff hours were broken down per task performed, it was found that staff in NAWP's specialist accommodation based service could work up to the equivalent 1 additional staff per week. An efficiency saving of 35 hours per week is already produced under the current model.²

As the ring fence around Supporting People has been lifted, there will be adjustments to budgets (which could come if revenue accounts are needed to support frontline work) as well as an overall reduction in the contract value. In the following hypothetical scenario, if an SP contract for 18 bedspaces valued at £200,000 is reduced by £145,000 to £55,000, this will mean that the resident to staff ratio is actually 9:1 as there will be a 50% reduction in staff. Further, the only way to achieve the efficiency ratio is

² The mapping exercise was based on calculations of weekly hours per task in order to offer an indicative set of parameters to estimate how much real time it 'could' take to support a woman in the early stage of her arrival in the refuge up to resettlement support. The specific issues relating to her support would also be identified as 'specialist'.

by changing the service provision model from one that achieves long-term outcomes to one where only 'short-term outcomes' may be achieved. This would be contrary to the nature of provision of accommodation-based domestic violence services. This means women would stay in refuges for shorter periods of time, receiving less intensive support and 'resettled'. Short-term outcomes mainly consist of quantifying the number of women using the service and their understanding of the need to use the service for example, understanding the impact of domestic violence on their lives and their access to refuge accommodation. Resettlement raises another set of issues with regard to access to safe and affordable permanent accommodation. The possible changes to Supporting People require further attention in terms of the discussion around gender sustainability. As highlighted in the Imkaan 2010 research, "...there is a real concern for an increase in women's homelessness, safety and risk of further violence and/or other vulnerability..."³ There are a number of assumptions upon which the model is based for example, shorter periods of support regardless of level of risk is indicated. Move on to permanent housing and focusing on the private and housing association sectors is emphasised at a time when nominations to housing associations from refuges is reduced (as is the case with NAWP) and house prices are vulnerable to fluctuations in the market and generally considered unaffordable.

There are additional staff pressures. There is no provision within the model for additional support or cover during periods of leave as these are costly considerations. Issues such as prolonged negotiation periods for contracts from local authorities, inability of organisations like NAWP to offer job security, the loss of experienced and

knowledgeable staff, and the impact on job satisfaction, morale and motivation combine to create the working environment adversely affecting women in the workforce including their mobility and future prospects.

The cost of change and transformation among other factors are:

- Freeze in cost of living increase and if frozen over a period of time, salaries become unaligned and less competitive which could encourage knowledge transfer out of the sector.
- Change within organisations is geared towards survival but not necessarily growth and development.
- Competition vis-a-vie tendering can limit the participation of organisations where the tender is based on the assumption that fewer providers produce efficiency.

PREPARING FOR CHANGE AND TRANSFORMING ORGANISATION:

- Exponential reduction in management and back office support staff to incoming resources.
- Infrastructure supported through imbedded IT systems to enable effective running making them less resource dependent.
- Higher staff to management ratio.
- Adoption of matrix management systems and horizontal approaches that should be less resource intensive and more streamlined in terms of functionality.

3 Imkaan. 2010. Dispelling Myths | Speaking Truths. London: Imkaan

Gender Impact in Unsustainable Climates

Having made the necessary decisions to achieve efficiency it should translate to a 'better competitive position' for the organisation. However there may not be a correlation between efficiency and market position. The main reason for this is that gender sustainable planning is affected by the impact of the reduction of public spending on women. As stated by the MC in their foreword, this is about a journey. NAWP made difficult decisions which were right for its gender sustainable plan however it does not necessarily translate to success in funding. The gendered nature of the cuts is important to map in terms of women's resilience and survival because of the disproportionate impact on women.

A study by TUC (2010) on the gender impact of public sector spending cuts found that women are adversely affected. According to the study, women represent 65% of the public sector workforce and will be affected disproportionately from the estimated 400,000 public sector job losses over the next four years.⁴ Women make up 68% of the local authority workforce and will be faced with unemployment and lower paying jobs in the private sector. According to the study, women working in the public sector earn almost 40% more per hour than female employees in the private sector. The average pay for part-time jobs in the private sector is just £6.78 an

hour compared to £9.34 in the public sector and this will have serious setbacks for closing the gender pay gap (TUC, 2010).⁵

It is also important to note that the majority of service users of public and voluntary sector services are women. The Women's Resource Centre (2011) looked at the impact on gender policy and found that restrictions on eligibility for legal aid introduced under a comprehensive package of legal aid reforms estimated to produce £350,000 in savings and reforms to the NHS and demise of the Primary Care Trusts will have a long-term, disproportionate and adverse impact on women (WRC. 2011).⁶

Research by Imkaan found that "...the major cuts to public spending...are already having a deep impact upon the third sector. A number of community groups and non-governmental organisations are expected to be the local people's advocate, whilst experiencing budget cuts. The government approach contradicts the notion of Big Society, which is reliant on the existence of the voluntary sector in ensuring that civil society has both a voice and access to support services. During difficult economic times the need for services will also increase..." (Imkaan. 2010).⁷

4 A study by WRC (2001) puts this figure at 490,000 job losses.

5 TUC. 2010. Gender impact of the cuts. London: TUC.

6 WRC. 2010. Factsheet: women and the cuts. London: WRC.

7 Imkaan. 2010. Dispelling Myths | Speaking Truths. London. Imkaan.

The Imkaan study also reviewed changes in policy including higher rents for new social housing tenants, reductions in housing benefit applied through a cap on the maximum amount of benefits a household can claim, and spending for education reduced by 3.4%. The study found that "...all these issues will have a disproportionate impact on many young BAMER women. It will be much harder for young BAMER women to access social housing... many... will be denied a university education. Currently, one in 5 young people aged 18 to 24 has no job, training place or education beyond school (900,000 in England)... Overall, there is likely to be an increase in homelessness, destitution, poverty, fewer life opportunities and access to support services, and many of those affected are likely to be young women..." (Imkaan. 2010).⁸

8 Note 7.

Gendering Sustainability

There is global recognition of the benefits of Gendering Sustainability approaches. The United Nations Millennium Goals considers that through such an approach the world's poverty figures can be reduced by half by the year 2015. The principles that make good economic sense and lead to efficiency savings and effective delivery of outcomes are: the integration of gender related issues into sustainability reporting assisting organisations to demonstrate accountability to women, undertaking gender risk assessment of policies and programmes, recognising the opportunities presented by the global supply chain identifying women's participation in the consumer supply chain as producing benefits for society, improving gender sustainability performance and upholding women's rights and economic opportunities (GRI and IFC, 2009).⁹

Locally, these ideals translate to engagement with women and their representative organisations around efficiency, effectiveness, the VfM of economies of scale and developing gender sustainable plans. Imkaan (2010) identified the weaknesses of the Big Society approach because of its failure to appropriately consider the role and impact on women of changes in economic and social policy. Integral to the discussion is identifying the social value of the work performed as well as the positive social impact on women and children which is transferred

MEASURING AND WEIGHING IMPACT

Local Equality Impact Assessments on policies and programmes affected by cuts have been called for by the women's sector. These are critical in ensuring that there is accountability and involvement by local women in agreeing and setting priorities. The framework for ensuring gender sustainable approaches is already available and should be used across the board. Further, there should be statements from local authorities recognising the social and economic benefits of women's participation and how these are safeguarded and promoted within planning processes.

to communities and society. Under the gendering sustainability approach there is a consistent emphasis on outcomes based approaches imbedded in empowerment models through which the value added aspect of the work performed is assessed. In this annual report NAWP presents ideas around gendering sustainability in terms of organisational preparedness as a way forward. It is not exhaustive in its' modelling or approaches but merely a presentation of ideas to help support arguments that could be had with funders and commissioners about the value of our collective work as women's organisations.

⁹ GRI and IFC. 2009. Imbedding gender in sustainability reporting – A practitioner's guide. Washington: GRI and IFC.

Studies on resilience come mainly from the experiences of women in developing countries and relate closely to situations of war and conflict, disaster and other emergencies. Survival from rape and sexual abuse and exploitation are also critical to women's resilience and the strategies adopted. From a global perspective the United Nations Development Programme draws clear links between gender inequality, poverty and development. It highlights leadership in securing resources, improving living conditions and empowerment based approaches, and identifies women as grassroots leaders active in implementing strategies that reduce risk and achieve long-term resilience focusing on education, training and early intervention as key aspects (UNDP, 2005).¹⁰ However to achieve resilience the gender perspective must be integrated to all plans, policies and decisions where the fundamental building blocks are identified as women led approaches. Among the ways in which this can be achieved includes aspects such as self esteem building, knowledge and exchange as well as ideas like social and political resource management, organising communities and networks and equitable access. In terms of finance resources the role of women in building capital, influencing government in the allocation of funds, and developing housing and community infrastructure is considered critical to the promotion of resilience approaches.

From the local perspective the importance of women only and women-led services and sustainable funding makes economic sense. However this must now be achieved in challenging economic times. The key driver that must be recognised at all levels is grassroots women's organisations

and the leading role they play in sustaining and developing community and society. The approaches taken to cuts in public spending should be based on assurances to women of their active participation. Competitive tendering should be imbedded in safeguarding, promoting and strengthening the role of women and grassroots women's organisations in the economy.

SUSTAINABILITY PLANNING

Produce a business plan highlighting the following:

- A comprehensive gender analysis including economic, policy, and social impacts and contributions of women.
- Demographic analysis of women's participation in the local economy including social services, education, in housing markets and other realms.
- Maximise the support that second tier organisations can offer in mapping the adverse impact of disappearing women's organisations in the local economy using the experience already known to make the case for the future.
- Promote a VfM approach which already exists within organisations however it may need to be modelled differently taking into account the value of social capital.

¹⁰ UNDP. 2005. Leading resilient development. Grassroots women's priorities, practices and development. New York: UN.

Women's Resilience and Survival

Efficiency and sustainability will look differently in different organisations. The process we followed at NAWP has been successful in bringing us to this stage. NAWP considered it important to gather its' own intelligence and develop a sustainability plan. We called it a contingency plan in its first year of operation and it gave us the framework to implement necessary initiatives. We transformed it to a sustainability plan imbedded within a business planning process. The aim was to identify 'recoverability' and what it would look like 12 months from now or in 2 years. However critical to the success of the plan was the central idea of gender sustainability – the fact that the ethos of the organisation must remain

imbedded into plans moving forward. Women must be empowered through investment in women's organisations and as partners with local authorities and government.

However it is not just about a business plan. The whole process of organisational development through investment needs to be considered. Within tendering and commissioning of services the supplier chain should be characterised as diverse. The notion of gender equality should be the foundation upon which a tendering strategy is conceived.¹¹ Where grassroots women's organisations are 'losing' out in tendering, the relationship between gender equality and supply chain diversity may be weak. The track record of women's organisations as local delivery agents will need to be valued.

RESILIENCE, NOT JUST SURVIVAL

The sustainability plan should map responses to the following kinds of questions:

- 1 What level of cuts is considered sustainable?
- 2 How much reduction can be absorbed by changing practice?
- 3 How and where can efficiency be maximised?
- 4 What does recovery look like and when can it be expected to happen?
- 5 How can the empowerment approach be delivered without all of the resources?

Assessing social impact is important to the success of organisations. At NAWP we developed a comprehensive framework to measure the impact of our work. The most notable example is support services for children (see section on Refuges below). However there has been significant discussion on how such measures can be

¹¹ In a comparative study of five countries, the UK government ranked last on supply chain issues compared to countries like India and the United States. While the UK government had a policy recognising gender equality to inform procurement processes, it fell short on implementation and practice. Source: GRI and IFC. 2009. Imbedding gender in sustainability reporting – A practitioner's guide. Washington: GRI and IFC.

GRASSROOTS

A local authority tendering and commissioning strategy should recognise the importance that women play in the economy and society by:

- Taking account of the valuable role played by women in the local and national economy by safeguarding, promoting and protecting grassroots women's organisations in policy and strategy.
- Considering how grassroots women's organisations can be supported and sustained through tendering rather than opting for the knee-jerk solution that 'bigger is better' or that 'bigger produces efficiency'. Many grassroots women's organisations have been running efficiently for several decades.
- Set supplier diversity goals which ensure a range of suppliers in a mixed economy with a specific focus on grassroots women's organisations.
- In relation to the above, ensure that women's organisations are procured through a tendering process especially where the focus of the tender's to deliver services to women.
- Create supplier lists with information on gender policies and this could include knowledge and history of provision and recognition of the specialist skills and expertise manifested in women's organisations.¹²

¹² Based on recommendations by GRI and IFC. 2009. Embedding gender in sustainability reporting – A practitioner's guide. Washington: GRI and IFC.

achieved in the sector. While it is nothing new, it is important to bring it forward.

In bringing social impact and value added elements together, a case needs to be made for economy, efficiency and effectiveness. However grassroots organisations have a competitive edge which is not recognised in that they are locally based, in touch with local needs, bring diversity to the supply chain, promote gender equality and have a better understanding of locality strategies. From a gender perspective investment in women and children ensures a vibrant economy based on pluralism as a democratic value.

WOMEN'S RESILIENCE

- Promote the positive impact of women in the local economy and offer constructive alternatives to the dismantling of women's organisations in favour of bigger providers. This is not an argument about TUPE but rather one about safeguarding a mixed and diverse economy.
- Recognise women's social and economic capital as investors in community and voluntary organisations and as consumers of the same as well as other goods and services.
- Safeguard women's organisations because they have a track record of producing economic, efficiency and effectiveness.
- Ensure women and local women's representatives have a role in decision making around policy and resource allocation.

Service Descriptions and Data

Refuges

"...My life changed. I didn't know anything before coming to NAWP. I was isolated in my home. I suffered domestic violence. Now I am going out and I have a happier life..."

AGED 18–24, NAWP ANNUAL SURVEY 2010

NAWP's Refuge Service opened in Newham in June 1987 and expanded to the London Borough of Haringey in 2001. The service manages three first stage and one second stage refuge (for semi-independent or independent living). The total bedspace capacity is 25. The purpose of the refuge is to provide support under an empowerment framework in order to enable women to move on the safe and secure housing of their own and to live their lives free from violence and harm. Every woman and child is allocated a Caseworker and Child Support Worker upon arrival through which, women and children receive advice, advocacy, and practical and emotional support.

Outcomes

- **26** women were accommodated in Newham
- **35** women accommodated in Haringey
- **61** women in total were accommodated in NAWP's refuges
- **99** children were accommodated in NAWP's refuges
- **95%** of women said their self confidence and self esteem had improved after having left a violent relationship, settling into the refuge and receiving support from NAWP
- **75%** said that they had improved their coping strategies as a result of the support they received from NAWP
- **96%** said they were more awareness of support services including statutory agencies, other voluntary and community services and had built up success networks for information, advice and other forms of support
- **84%** said that they felt empowered after having received a service from NAWP and that they could do things for themselves
- **80%** said that they were making much better decisions for their lives and the lives of their children with regard to their safety, quality of life and freedom from violence

Children in the Refuge

All children who arrive in the refuge have a support plan which is used to assess health and emotional wellbeing, trauma, safety, and risk among other factors. A comprehensive support system is implemented to ensure that children feel safe and issues regarding experiences of domestic violence are addressed in this way. With regard to individual perceptions of safety, the outcomes from activities are the most important indicators especially art

as children express both the experience of violence as well as the emotional change they go through whilst living in the refuge. 55% of the art produced by children had begun to show positive and happy images half way through their stay in the refuge which paralleled to their perception of feeling safe and comfortable. In one example of art a child drew three pictures depicting the following: in Picture 1 the child drew a runned-down and 'shabby' looking house, using mainly a pencil as his drawing instrument. He drew himself and his mother standing outside the house. The expressions were unhappy. In Picture 2 the child drew his mother lying on the ground outside the house with blood coming from her.

In Picture 3 he drew the refuge as a nice and welcoming house and he drew himself holding hands with his mother. The sun was also included in the picture and both images are smiling. This series of drawings had an impact on staff and were transformational. They showed feelings of fear, displacement and violence being replaced by safety, happiness and hope captured by a child in a drawing that took him about 10 minutes to do. The child moved out of the refuge with his mother and lives free from violence as he and his mother continue to re-build their lives. In the final picture, the child wrote the words 'thank you'.

Outcomes for Children

The Engagement (Replacing the Experience of Violence with Safety and Security)

116 group activities were completed with children over 12 months. This represented 230 hours of support. 49 children attended group activities and 98 1:1 sessions were held with children. 22% of children in the refuge were school age and all registered for school and received additional support in their education. 4 play schemes were delivered throughout the year.

The Journey (As Depicted through Children's Art)

Upon entry to the refuge, none of the art done by children expressed sad images but none of the images expressed happiness either. As the work progressed, 90 pieces of art showed violent images and 24 pieces of art depicted images of the abuse experienced. At the half point in their stay in the refuge 27 pieces of art showed a positive attitude using colourful imagery representing children transitioning towards a happier and safer life. At the end of their stay in the refuge, none of the images showed uncertainty about the future.

The Rebuilding of the Mother and Child Relationship

78% of mothers felt that their children were integrated and felt less isolated as a result of the support provided. 84% of mothers said that their children were interested in activities/showed interest in things for the first time since they fled violence. 84% of mothers said that their children were feeling happy/happier with their lives. 78% of mothers said that their children were adapting to life in the refuge

Training

"It has made me make better decisions in my life and take up higher education. The experience...has made me confident in a future life..."

AGED 18–24, NAWP ANNUAL SURVEY 2010

The Training Service was set up in 1996 to target local South Asian women whose limited English skills prevented them from accessing education, employment, social and cultural activities. Over the years, the Training Service provided mainstream training and education to South Asian women, many of whom faced racism, discrimination, limited UK-based experience, and lack of knowledge of the

formal routes to work or education. As well as vocational courses, the service also offered soft target courses and supported women suffering from isolation, lack of self esteem, depression, violence and abuse.

NAWP's training courses were successful. The figures from 2007 to 2010 show:

- **443** women supported through qualification
- **670** completed ESOL, children's education and employability courses
- **194** completed further progression
- **100** were supported into employment

The key factors to NAWP's success were:

- 1 Addressing barriers to access including language, discrimination and culturally sensitive factors that led to the isolation of women including violence in the home.
- 2 Providing safe space and access to other services that women needed such as counselling and therapeutic support. This enabled women to stay on courses until completion.
- 3 Providing an environment that was conducive to learning for women who had never entered a classroom or had limited experience in a formal setting by providing additional 1:1 support and creating dialogue with women about experiences of family and community life, control and issues around honour and shame and how these often served as obstacles.
- 4 Enabling women by building up confidence and self esteem. In particular, NAWP invested its expertise in understanding issues around violence and control to create an environment where women could thrive and where barriers that contributed to their isolation could

be broken down. The backbone of success in this regard was trust-building with women who could relate to NAWP because of its culturally sensitive perspective.

Outcomes

- **86%** of women said they found the service easy to access in terms of location, the telephone service, in person service and the staff team
- **87%** said the service provided useful information to support learning, qualification and further progression
- **93%** said that the service met their expectations for the training that they wanted and the support provided to achieve success
- **80%** said that their confidence and self esteem had increased after having taken the training at NAWP which they took forward to further progression, employment and setting up businesses of their own
- **73%** said that they became more aware of other support services including therapeutic support and legal advice offered by NAWP as well as other providers
- **93%** said that they felt empowered after having completed their training
- **83%** said that they were equipped to make better decisions for their lives and use the training to improve the quality of their lives

Zindaagi

"I was isolated so I was referred to NAWP."

AGED 16–17, NAWP ANNUAL SURVEY 2010

"I like that we are individuals and we have an opinion...staff make you feel comfortable to speak about personal issues. Also, it is friendly and I don't feel alienated."

AGED 16–17, NAWP ANNUAL SURVEY 2010

"I am a Bengali woman and I was suffering a lot from depression. My GP told me to come here. I needed support with depression and also Bengali speaking staff. I was told it would be a good place for me..."

AGED 35–54, NAWP ANNUAL SURVEY 2010

Zindaagi is developed under the early intervention and prevention framework and contains two sections (1) the youth work project focusing on young women and girls between the ages of 11 and 25 providing 1:1 casework support, counselling, issues-based workshops and schools and residential programmes, and (2) the adult counselling service set up in 1997 provided to women from years 18+. Both services expanded in 2011 to provide access to all BMER women. The aims of the service are:

- Address issues impacting on the lives of women and provide appropriate support and personal development, empowerment, engagement, self esteem and confidence building
- Improve coping and resilience strategies
- Improve access to services and support
- Reduce rates of self harm and suicide by addressing violence in the lives of women
- Improve mental health and wellbeing

NAWP's service remains one of the few specialist support services across East London.

Outcomes from Youth Services

- **504** young women and girls were supported through youth work
- **23%** accessed the 1:1 intensive support service
- **6%** accessed long-term counselling support
- **19%** accessed therapeutic support groups
- **52%** accessed the schools programme, issues-based workshops, youth work activities and residential programmes
- **86%** of young women and girls said the service helped to build their confidence and self esteem which positively affected other aspects of their life including home and school
- **69%** said that their coping abilities had improved
- **73%** said that they were more aware of the support services around them and accessed other appropriate services
- **77%** said that they felt empowered by the support that was given to them and were able to use empowerment approaches in other aspects of their lives
- **86%** said that they were making better decisions for their lives after having accessed NAWP and this had a positive impact on their lives overall
- **92%** said that they understood and felt they had access to options in their lives to improve their life quality in the immediate and long-term

Outcomes from Adult Services

- **101** referrals for support were received by NAWP
- **514** sessions of counselling were offered
- **80%** of women said that their self esteem and confidence had improved after having accessed counselling support
- **70%** of women said they were coping better
- **70%** of women said that they felt empowered by the support they received
- **70%** of women said that they were making better decisions for their lives

Legal

"...I was suffering domestic violence so my cousin sister suggested NAWP as she had a similar problem and was helped by NAWP..."

AGED 35–54, NAWP ANNUAL SURVEY 2010

NAWP's Legal Service was funded by the Big Lottery Fund and will continue under the Reaching Communities Fund. The service provides women who have limited access to community based legal advice and information with individualised casework support around their rights in the areas such as immigration, welfare, housing, issues relating to children (custody/protection), forced marriage, honour-based violence, family law and domestic violence. The aim of the service is to improve access of women to legal services and raise their awareness of their own rights so that they can take control of their lives and break away from the barriers that are imposed on them.

Outcomes

- **1,108** number of women accessed the service for legal advice and information
- **82%** of women required 1:1 casework support
- **25%** of women who accessed the service were NRPF
- **200** women accessed the drop-in surgery hours provided by volunteers
- **Over 3,000 hours** of legal advice was provided over 12 months
- **All of the women** who accessed the service said they identified with NAWP's ethos for service provision, the culturally sensitive framework within which NAWP provided services and language specific provision
- **97%** of women said they received useful information with regard to their cases
- **96%** said their level of self esteem and confidence had increased after having been equipped with legal information from the service
- **96%** said they had more awareness and knowledge of the support available to them and felt they had more options than before they accessed the service
- **92%** said they felt empowered after having accessed the service and were able to use the knowledge and information they received to 'know what to do'
- **92%** said they were making better decisions for their lives as a result of improving their knowledge of their rights

NAWP Staff and Management Team

Management Committee

<i>Chair</i>	Anjum Mouj	<i>Secretary</i>	Palvinder Kudhail
<i>Vice Chair</i>	Surriya Ahmad	<i>Members</i>	Gulshun Khan
<i>Treasurer</i>	Saika Alam		Prity Patel Bedia
			Rena Pathak

NAWP Staff

<i>Director</i>	Baljit Banga	<i>Zindaagi</i>	Anam Ali
<i>Senior</i>	Fatima Seedat		Poppy Banerjee
<i>Management</i>	Kaveri Sharma		Aarunima Bhatnagar
<i>Team</i>			(resigned December 2010)
<i>Central Services</i>	Shahina Begum		Hatel Bhatt
	Riffat Jabeen		Zephyr Devon
	Pushpa Patel		Sutapa Howlader
<i>Legal Advice</i>	Amena Khanom		Zainab Khan (left June 2011)
	Tahaba Mughal (left July 2011)		Kinnari Kinsara
	Dipa Shah (resigned February 2011)		Sabina Rahman
<i>Refuge</i>	Mina Hossain Khanam		Chandni Tanna
	Farah Mian		
	Saira Razaq		
	Syrina Salam		
	Shabana Sharif		

Statement of Financial Activities (Incorporating an Income and Expenditure Account)

Financial year end 31 March 2010

	Restricted	Unrestricted	2010 Total	2009 Total
	£	£	£	£
Incoming resources				
<i>Incoming resources from generated funds</i>				
Voluntary income	–	31,383	31,383	10,438
Investment income	–	105	105	4,126
<i>Incoming resources from charitable activities</i>				
Safe accommodation and housing support	36,408	573,519	609,927	596,917
Legal advice	99,117	–	99,117	96,494
Mental health services	135,114	–	135,114	120,144
Paul Hamlyn Foundation – Right Here Bid	26,804	–	26,804	60,102
Training	–	10,390	10,390	173,016
TEENS (early intervention & prevention)	30,000	–	30,000	30,000
Total incoming resources	327,443	615,397	942,840	1,091,237
Resources expended				
<i>Cost of generating funds</i>				
<i>Fundraising and publicity</i>	–	13,466	13,466	17,103
<i>Charitable activities</i>				
Safe accommodation and housing support	41,183	482,354	523,537	553,950
Legal advice	96,266	–	96,266	95,630
Mental health services	140,102	–	140,102	126,165
Paul Hamlyn Foundation – Right Here Bid	26,804	–	26,804	–
Health intervention & prevention programme	–	–	–	63,590
Training	25,076	51,127	76,203	110,637
TEENS (early intervention & prevention)	43,608	–	43,608	32,214
Governance costs	–	11,719	11,719	15,382
Total resources expended	369,813	558,667	928,480	1,014,671
Net incoming/outgoing resources before transfer	(42,370)	56,730	14,360	76,566
Transfers between funds	14,686	(14,686)	–	–
Net movement in funds	(27,685)	42,045	14,360	76,566
Funds brought forward	52,917	102,394	155,311	78,745
Funds carried forward	25,232	144,439	169,671	155,311

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

ANJUM MOUJ, CHAIR OF NAWP



