

The ‘Case for Change’: Defining the role of your organisation in furthering LGBTQ+ equality

16 June 2022

Emma Green, Head of D&I




Organisational Priorities



Brief summary of your organisational mission and priorities. You can break this down to your team level later on if you like, but start with the organisation.

These should be the most important things for your organisation over the coming few years, with a direct impact on your service users, customers or the public. Try to keep it to three maximum.





Defining the link



Pick your mission or one of your organisational priorities. Make sure priorities are ones that are externally focused (ie – on your policy area, service users, customers, members etc)

Spend 3 minutes writing down your ideas on the **LGBTQ+ equality issues that might be directly relevant**. You don't have to know this already – you can search online to get a sense of what information is out there

Try to take a look at intersectional equalities issues for LGBTQ+ communities whilst you do this, it will help you to build more inclusive activity later on

Share in the chat as you find them





Questions to consider



What are the major inequalities in this priority area for LGBTQ+ people and where can you be of most impact?

Eliminate unlawful discrimination, harassment and victimisation

- Are LGBTQ+ people experiencing these types of behaviours from colleagues, other service users etc when engaging in something related to your organisation?

Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Do people experience any specific disadvantages related to sexual orientation or gender reassignment/gender identity when using your service?
- Do any of the LGBTQ+ community need different accommodations to engage in your organisation (because of different barriers/experiences)?
- Is LGBTQ+ participation in your organisation/sector disproportionately low?

Foster good relations between people who share a protected characteristic and those who do not.

- Where are the divides between communities? What may be causing this?
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What makes you unique?



Your organisation exists for a very particular purpose which is unlikely to be exactly duplicated

- What are your particular expertise as an organisation?
- Where do you have influence?
- What differentiates you as an organisation in what you do, why or how you do it?

Apply the answers to these questions to your narrative and 'Case for Change' to help you define your unique opportunities and objectives



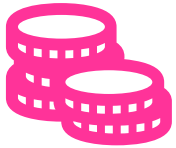


Tailor your messaging for buy-in



MORAL CASE – ‘the right thing to do’

When decisions are taken **without due regard** for individuals’ experiences and needs, they may **perpetuate inequalities or contribute to poorer outcomes** for people. Our actions should **be attempts to build a fairer** society.



BUSINESS CASE – ‘the advantageous thing to do’

To deliver the **best policies, programmes, and services** for the public, we need to be aware of how different groups of individuals will be impacted. Taking equality issues into account helps us **deliver better outcomes for the public** and **avoid costs, delays and failures**. There are also **trust** and **engagement** benefits to **demonstrating integrity** by aligning your actions with your values.



LEGAL CASE – ‘the thing we have to do’

For most organisations PSED is a **statutory duty** to ensure that public functions have taken equality considerations into account. In recent months, there has also been **increased scrutiny** of high profile equalities impacts – some leading to judicial reviews (eg - Windrush). These have considerable practical and financial repercussions.

At a high level, this could look like:



EQUALITY NARRATIVE

Our organisation exists to 'build a better world through entrepreneurship'. At almost every stage, women are less likely to pursue entrepreneurship. Just 8.6% of all women surveyed said they plan to start a business in the next three years, compared to 14.3% of men. The UK also lags behind many peer countries, for every 10 men in the entrepreneurial field there are fewer than five women.

Our objective is to increase women's entrepreneurship by 50% by 2025. Increasing the number of women entrepreneurs is key to unlocking an untapped potential in the UK's economy. Up to £250 billion of new value could be added to the UK economy if women started and scaled new businesses at the same rate as men. (source: [Rose Review](#))



ACTIVITY

We will tackle barriers and capitalise on opportunities for women to pursue entrepreneurship, working in partnership with women. We will increase funding for women entrepreneurs and increasing local support through accessible mentors and networks. We will outline a detailed action plan and engage partners across the sector to lead this change.



EMBED

- Front and centre in organisational strategy and mission, not a 'side' document on equalities
- Referenced in business cases, procurement and used as criteria for partnerships
- Reflected in the resource, development and design of the organisation
- All staff and volunteers are able to identify how they contribute to this goal

Standards to aim for

BASIC

GOLD STANDARD



COMPONENTS

Narrative

A clear **narrative** on the equality issues within your organisational remit

At least **one equality objective** that is **outcomes-based** and **aligned with your organisation's mission**.
Scale according to your context.

Actions

Undertake workshops to identify **actions teams will take in the context of their areas of delivery** to respond to these equality issues and meet your objective(s)

Make individuals personally accountable, reward and recognition

Success Measures

Identify **indicators of success** (SMART) for each of your chosen objective(s), and develop a plan for how to monitor and review. Publish this internally and externally.

Tie to performance marking/rewards/promotion



PRINCIPLES

Equity

Diversity of thought and psychological safety - a range of participants should be involved in development of narrative and objectives, but the delivery must not disproportionately fall to those who the issues most impact

Substantive

The Case for Change should not be a tick-box exercise; rather it should be approached with an **open mind** and the outputs should be used explicitly in development of external and internal programmes, design of team or org strategies, personal objectives


Well Evidenced

The Case for Change should include a robust **evidence base** for your narrative. It should be reviewed and updated as new data is introduced. Lead your sector by commissioning research.



Designing work inclusively



- Ensure your narrative is well known and well understood by everyone, make your data and plans transparent
 - Invest resource in developing your diversity networks, your data sources and analytical capability
 - Encourage psychological safety – understand your organisational culture and work to make it ‘safe to challenge’
 - Introduce Red Teaming exercises for major projects, consider using hackathons
 - Recruit people with lived experience *and* people with D&I specialist expertise on your board(s)
 - Require all new programs to undergo an equality analysis before approval
 - Design a development programme which focuses on inclusive skills like active listening, practicing humility, recognising cognitive dissonance, empathy
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Data and insights



Do a review of available data and useful organisations (including your diversity networks if you have them)

You may find you need to improve the data available on the issues that are most relevant to LGBTQ+ people engaging in your organisation – this could become one of your objectives.

For some reports and data sources to start you off, see the final slides. This is not an exhaustive list and you should invest resource in seeking out data which is most relevant to your organisation.



If you are planning to use raw data, source professional analysts to help you where possible – insights are key and it's important not to draw false conclusions or miss important information.



Example data sources 1/2

(mainly on sexual orientation)

Equality Act 2010	http://www.legislation.gov.uk/ukpga/2010/15/section/12	Provides definition of “sexual orientation” for the purposes of equalities legislation.
ONS, Sexual Identity, UK (2016)	https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2016	Experimental Official Statistics on sexual orientation in the UK in 2016 by region, sex, age, marital status, ethnicity and National Statistics Socio-economic Classification. Useful breakdown of categories / definitions. Up-to-date statistics on sexual identity in the UK.
ONS, Census Topic Research Update, (December 2018)	https://www.ons.gov.uk/census/censustransformationprogramme/questiondevelopment/2021censustopicresearchupdatedecember2018	December 2018 update on research and testing of 2021 Census questions and topics, with specific reference to sexual orientation.
Sexual orientation, UK: 2018 (March 2020)	https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018#sexual-orientation-by-uk-countries-and-english-regions	Experimental statistics on sexual orientation in the UK in 2018 by region, sex, age, marital status, ethnicity and socio-economic classification.
ONS, Equalities data audit, Final report (October 2018)	https://www.ons.gov.uk/methodology/methodologicalpublications/generalmethodology/onsworkingpaperseries/equalitiesdataauditfinalreport	A report looking at the outcome of an audit of UK equalities data on the nine protected characteristics of the Equality Act 2010. Access link by pasting into new page.
Home Office, Equal Civil Marriage Consultation (March 2013)	http://www.homeoffice.gov.uk/publications/about-us/consultations/equal-civil-marriage/	Sets out government proposals for equal civil marriage. A major government theme in relation to this protected characteristic.
Home Office, Working for Lesbian, Gay, Bisexual and Transgender Equality: Moving Forward (June 2011)	http://www.homeoffice.gov.uk/publications/equalities/lgbt-equality-publications/lgbt-action-plan	Sets out cross-government actions to achieve LGBT equality. Covers early-years education and social mobility, fair and flexible labour market, opening up public services and empowering individuals and communities, changing culture and attitudes. Picks out some useful statistics, relevant to cross-government priorities in this area.
Home Office, LGB and T people and the law	http://www.homeoffice.gov.uk/equalities/lgbt/lgbt-law/	Home Office summary of the legislation currently in place to protect people from discrimination. Useful overview of legislation.
LGBT National Survey Summary Report(2018)	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/722314/GEO-LGBT-Survey-Report.pdf	Responses to the National LGBT Survey and the published headline findings
Equality and Human Rights Commission, Sexual Orientation Research Review (2008)	https://www.equalityhumanrights.com/en/publication-download/research-report-34-sexual-orientation-research-review-2008	Overview of the evidence available on sexual orientation. Covers definitions, attitudes, families and relationships, education, employment and training, health and social care, local authorities, housing, hate crime / policing, media / sport / arts / leisure, diversity in LGB population. Covers wide range of policy areas. Useful for identifying / explaining research gaps.
EHRC, The experiences of LGB staff and students in Higher Education (March 2016)	https://www.equalityhumanrights.com/en/publication-download/research-summary-39-experiences-lesbian-gay-and-bisexual-staff-and-students	Examines data on experiences / outcomes for LGB staff and students in Higher Education. Useful examination of LGB data / explanation of data gaps amongst this group.
EHRC Research Summary: Homophobic hate crimes and hate incidents	https://www.equalityhumanrights.com/en/publication-download/research-summary-38-homophobic-hate-crimes-and-hate-incidents	EHRC Research summary of homophobic hate crimes and hate incidents. Access link by pasting into new page.
Stonewall	http://www.stonewall.org.uk/what_we_do/research_and_policy/default.asp	Research and policy. Covers range of policy areas including: crime, education, employment, families, health, housing, immigration and asylum.



Example data sources 2/2

(mainly on gender identity/trans identities)

Equality Act 2010	http://www.legislation.gov.uk/ukpga/2010/15/section/7	Provides definition of “gender reassignment” for the purposes of equalities legislation. Informs officials of what to consider under the heading of “gender reassignment.”
ONS, 'Trans Data Position Paper' (May 2009)	http://www.ons.gov.uk/ons/guide-method/measuring-equality/equality/equality-data-review/trans-data-position-paper.pdf	Analysis of the current availability of data in relation to trans people. Assessing the data gaps and analysing the limited data that does exist.
ONS, Equalities data audit, Final report (October 2018)	https://www.ons.gov.uk/methodology/methodologicalpublications/generalmethodology/onsworkingpaperseries/equalitiesdataauditfinalreport	A report looking at the outcome of an audit of UK equalities data on the nine protected characteristics of the Equality Act 2010. Access link by pasting into new page.
ONS, Census Topic Research Update (December 2018)	https://www.ons.gov.uk/census/censustransformationprogramme/questiondevelopment/2021censustopicresearchupdatedecember2018	December 2018 update on research and testing of 2021 Census questions and topics, with specific reference to gender identity. Access link by pasting into new page.
Department of Health, Reducing health inequalities for lesbian, gay, bisexual and trans people – briefings for health and social care staff (2007)	http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_078347	Briefings to inform the delivery of health and social care services; looks at LGBT needs in relation to health. Useful evidence and statistics in relation to the health and social care needs of trans people (as well as lesbian, gay and bisexual people).
Government Equalities Office, Transgender Action Plan (December 2011)	http://www.homeoffice.gov.uk/publications/equalities/lgbt-equality-publications/transgender-action-plan?view=Binary	Sets out cross-government commitments for advancing equality for trans people. Identifies cross-government priorities for this group. Includes: early-years education; social mobility; labour market; health and social care; identity and privacy; civil society; safety and support; equal civil marriage; promoting rights internationally.
Headline Findings from GEO's transgender E-Surveys (December 2011)	https://www.gov.uk/government/publications/headline-findings-from-our-transgender-online-survey	Results of surveys conducted online by GEO to inform the transgender action plan. Highlights priority areas of policy concern from the trans community.
EHRC Gender Re-assignment latest reports (Aug 2018 latest)	https://www.equalityhumanrights.com/en/advice-and-guidance/gender-reassignment-discrimination	EHRC homepage for gender-reassignment. Also contains, the latest reports on Gender Reassignment.
Equality and Human Rights Commission, Trans Research Review (June 2009)	https://www.equalityhumanrights.com/en/publication-download/research-report-27-trans-research-review	Review of the evidence base on equality and discrimination in relation to trans people. Useful for definitions in relation to this protected characteristic. Covers range of policy areas: crime; housing; education; economic status and employment; health and social care; media, leisure and sport; community and citizenship; families and relationships.
Gender Identity Research and Education Society	http://www.gires.org.uk/index.php	Charity promoting research into gender variance, distributed information, provides policy advice to public authorities, and coordinates input to government consultations on issues affecting transgender people. Useful for background information on this protected characteristic (including scientific and legal definitions).