

Lesbian, Gay, Bisexual & Trans (LGBT)
Key Information and Examples of Best
Practice



Research Aim:

*Identify areas of best practise in LGBT
diversity management.*

This work was undertaken on behalf of the North East
Lincolnshire LGBT Forum with funding from The Equalities
& Human Rights Commission.

Researcher: Shamima Nooruddin

Launched February, 2009.

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1.0 Summary

This research project was commissioned by the North East Lincolnshire Lesbian, Gay, Bisexual and Trans (LGBT) forum. The forum received funding from the Equality and Human Rights Commission to conduct research on a range of LGBT issues. The aim of this research document is to identify areas of best practise in LGBT diversity management. The recommendations are based on real examples which can be used by the forum to inform members and external organisations on how to progress their LGBT agenda both from an employer, and service user perspective.

Areas to be covered within this document:

- Issues faced by LGBT communities
- The Legal Perspective
- The Business Case for Diversity
- The Moral Case
- The North East Lincolnshire LGBT Forum
- Examples of Good Practise
- Recommendations for action
- Case Studies with Questions and Answers
- Definitions

LGBT relates to the diversity of sexuality and gender identity based cultures. The use of the term LGBT has assisted in bringing marginalised individuals into the general community. In summary, 'LGBT' is an acronym which refers collectively to lesbian, gay, bisexual and trans people. However, there are variants which change the order of the letters or include additional letters which arise from the usage preferences of individuals or groups.

2.0 LGBT issues

Before the sexual revolution of the 1960s there was no common vocabulary for non-heterosexuality. In 1969 a police raid took place at the Stonewall Inn in the Greenwich Village of New York City which triggered a series of violent demonstrations. The Stonewall Inn was known at the time to be popular with the most marginalised people in society including gay and transvestite communities.

Tensions grew and riots took place. Residents of Greenwich Village concentrated their efforts on ensuring gays and lesbians could be open about their sexual orientation. The Stonewall Riots was a significant turning point in gay and lesbian rights in the US and the world. In the 1990s it became common to talk about the gay, lesbian, bisexual and transgender people with equal respect. The term LGBT has been a positive symbol of inclusion.

<http://en.wikipedia.org/wiki/LGBT>

Most people have heard of the term 'Coming Out of the Closet' which is the process by which LGBT people acknowledge that they are not exclusively heterosexual. Most of us have been raised to believe that society by default is heterosexual and that this is superior to any other identity. Heteronormative derives from the assumption that heterosexuality is normal and anything else is not normal or natural **(Shankle M D 2006, p5)**

Despite this fact, in recent times, most western countries have made significant progress on legal rights based on sexual orientation and gender identity. It is difficult to identify actual evidence that society is more inclusive of LGBT people but recent research suggests that in principle equal rights for LGBT people are well supported **(Ellis S J 2008)**

However, the LGBT community still today experience homophobic and transphobic behaviour towards them in schools, colleges, universities and in the workplace. The UK Crown Prosecution Service heard 822 cases of LGBT

related hate crimes from April 2006 to March 2007, 73.5% resulting in convictions (*Ellis S J 2008*)

Stonewall was founded in 1989 by a small group of women and men to promote equality and justice for Lesbian, Gay men and Bisexuals. The aim of the group was to create a lobbying group that would prevent attacks on the LGBT community. Stonewall has been successful in putting the case for LGBT equality on the mainstream political agenda. Stonewall's campaigning and lobbying has been successful in helping to achieve:

- The equalisation of the age of consent
- Lifting the ban on lesbian and gay men serving in the military
- Securing legislation on allowing same sex couples to adopt
- The repeal of the Section 28 offensive piece of legislation designed to prevent so called 'promotion' of homosexuality in schools
- Securing civil partnerships
- The development of the Equality Act which protects Lesbians and Gay men in terms of goods and services

http://www.stonewall.org.uk/about_us/11.asp

Full references to all of the above research documents can be obtained through the bibliography

3.0 The Case for Diversity

Traditionally Equal Opportunities focused on the needs of groups of people rather than the individual. Equal opportunities, however, formulated the basis for identifying that people had the right to be treated equally and be given the same opportunities. The term 'diversity' developed during the mid 90s recognises the needs of the individual and respecting and valuing those differences.

3.1 The Legal Case

There are a number of legislative acts that support individuals that experience harassment and discrimination and some specifically aimed at LGBT discrimination. These acts are aimed at protecting people from discrimination in the workplace and in everyday life. Therefore employees within organisations must be made aware that it is illegal to discriminate a fellow employee or service user on grounds of their sexuality or sexual orientation.

Employees who feel that they have been discriminated against on these grounds can take out Employment Tribunals on their employers which can be a very costly business for organisations. It is important that organisations are aware of the legislation in place to support LGBT members and make every effort to ensure that other non LGBT members are too.

Tips to Avoid Employment Tribunals

- Design and Follow non-discriminatory practice in all processes
- Review Policies and Procedures on a regular basis
- Manage your employees effectively
- Be fair and consistent
- Be aware of changes in legislation
- Consult, inform and train employees

(Evan Carmichael, Motivation and Strategies for Entrepreneurs)

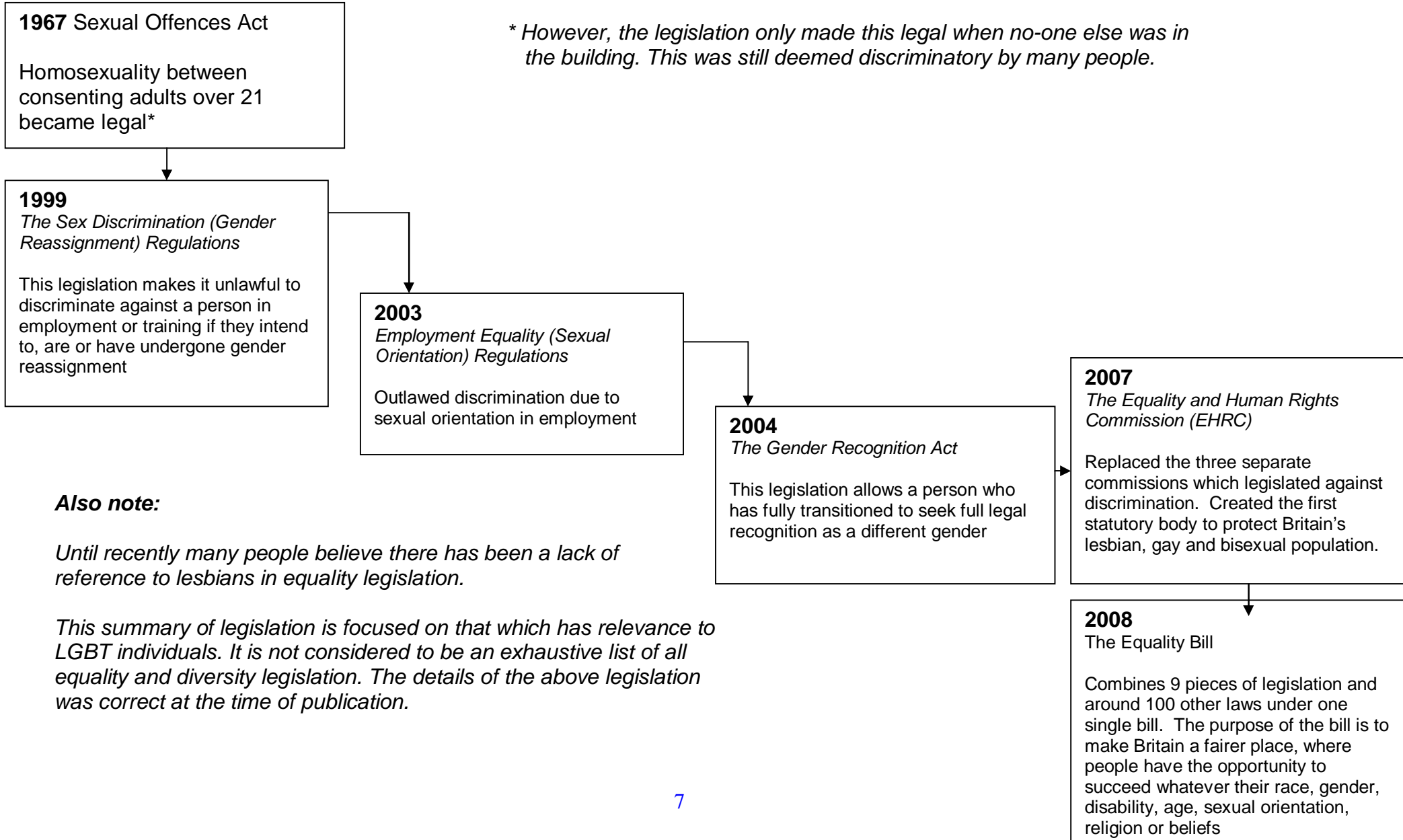
'The first worker in Britain to win a case under new legislation that bans gay discrimination at work was Robert Whitfield, a gay office manager who claimed constructive dismissal on grounds of sexual discrimination. He won £35,000 at an employment tribunal.'

'Marlene Bielak is in line to receive over £120,000 compensation from retailer Next after an employment tribunal ruled she was subjected to homophobic harassment and unfairly dismissed.'

'A lesbian couple were awarded a record, but undisclosed, six-figure pay-out after an employment tribunal found that Margaret Durman and Penny Smith, both nurses in a care centre run by Barchester Healthcare, were victims of sexual orientation discrimination'

(Stonewall, Scotland)

Legislation Timeline



Also note:

Until recently many people believe there has been a lack of reference to lesbians in equality legislation.

This summary of legislation is focused on that which has relevance to LGBT individuals. It is not considered to be an exhaustive list of all equality and diversity legislation. The details of the above legislation was correct at the time of publication.

3.2 The Business Case

Our society is made of individuals who come from different backgrounds, have different belief systems and have different ways in which they live their life. An organisation has to appreciate that the customer base it serves is made up of this diverse society and the talent pool available as employees are also from this diverse society. Diversity is a matter of social and moral responsibility but it also makes good business sense in that it yields greater productivity, innovation and skills.

Employer benefits

- Widens the recruitment pool to attract the skills required
- Managing a work force that is becoming more diverse creates a culture of inclusion
- Expanding and Sustainable business through widening of the customer base
- Employees who feel valued and respected are likely to be more motivated and perform better
- Employees are more likely to stay in a job where they feel valued reducing recruitment costs
- A mix of people with different talents and skills offers creativity and innovation enhancing the business potential

Customer and Service User benefits

- A diverse work force is likely to mirror the needs of customers which could gain the organisation competitive advantage and offer enhanced customer service
- Customers and service users feel comfortable in the organisation's environment which strengthens the company profile
- The organisation gains a strong reputation
- The organisation gains trust and commitment from its stakeholders

3.3 The Moral Case

Treating an individual in an unfavourable way based on their sexuality or gender identity is clearly unfair and there is a moral responsibility of all people to promote social justice and social inclusion. A key development of the twentieth century has been the extension and recognition of human rights.

Sexual orientation is an emotional and sexual attraction to another person and can be distinguished from biological sex, gender identity and social gender role. Sexual orientation is a relatively recent addition to human rights and is often controversial in politics. Prejudices and discrimination are deeply embedded in our value systems. Human rights activists seek to ensure social justice and dignity for the LGBT community.

4.0 The North East Lincolnshire LGBT Forum

The North East Lincolnshire Lesbian, Gay, Bisexual and Trans (LGBT) Forum consists of key organizations within the North East Lincolnshire area and was established in November 2007 following recognition of the lack of a formal LGBT network in the area. Their aim is to celebrate diversity on all levels within the community and break any barriers faced by Lesbian, Gay, Bisexual and Trans Communities within North East Lincolnshire. There are many existing forums and organisations within England sharing similar aims and objectives, thus as a newly established forum it was viewed that to learn about the experiences, good and bad practices of other organisations would provide valuable information and aid the development of their new forum.

The forum has secured funding from the Equalities and Human Rights Commission (EHRC) which has allowed the forum to plan a range of activities which includes the development of this best practice report. The East Coast Centre for Diversity (representing The Grimsby Institute of Further & Higher Education) is responsible for ensuring delivery of the activities.

AIMS

- To improve the social inclusion of LGBT people in NE Lincs.
- To promote awareness and understanding of LGBT needs within statutory and voluntary service providers to ensure equality within NE Lincs.
- To represent and support members of the LGBT communities to enable their full participation in society.
- To support LGBT people seeking access to services or experiencing difficulty with these services and, where necessary, to act on their behalf.
- to work in partnership with the Community Safety Team and police to reduce fear of crime, to increase reporting of homophobic, biphobic and transphobic crime and to promote greater participation in the prevention and detection of LGBT Hate crime within NE Lincs.

OBJECTIVES

- To provide advice and support for LGBT people to enable better access to services or who are experiencing difficulties with service providers, both public, private and voluntary.
- To work on behalf of the LGBT communities and to act as the representative body within the NE Lincs community.
- To encourage hate crime reporting using many of the True Vision reporting centres, outreach and LGBT venues within NE Lincs.
- To build bridges throughout the LGBT community to ensure the Forum is truly representative to all walks of diversity.
- To hold a bi-monthly forum meeting open to all members of the LGBT community.
- To create a LGBT Youth Network (11-25) to provide training around homophobic and transphobic bullying and LGBT issues in schools and other youth services
- To create 'Out in NE Lincs' an LGBT awareness day in partnership with NE Lincs Equalities and Community Safety Teams

5.0 Good Practice Examples

A number of local authorities, health and police services, voluntary and private sector organisations have been identified as examples of good practice in what they have put in place to take forward the LGBT agenda both internally and externally through their engagement with LGBT communities.

A selection of those organisations appears on the Stonewall Top 100 Employers 2009 list which took place in January 2009. These organisations were ranked according to criteria which ranged from policy implementation to practical evidence of good practice in how they engage with LGBT staff, customers and service users.

5.1 Brighton and Hove City Council

Brighton and Hove City Council are number 3 on the Stonewall Top 100 Employers 2009. They ensure that all their policies and practices are mainstreamed to support LGBT members of their workforce. They also have a LGBT workers forum that offers a mentoring service. There is a large LGBT community in the Brighton and Hove area which is reflected in the Brighton and Hove Council workforce which significantly improves their engagement with service users. LGBT staff data is monitored and jobs fairs have been organised in the past to specifically target LGBT people. They constantly work on training and retention of existing staff.

All councils are responsible for measuring the positive and negative impact they have on all aspects of their service through Equality Impact Assessments. Through these assessments Brighton and Hove Council ensure that all managers pick up any LGBT issues. This practice is not common among all City Councils.

Brighton and Hove Council have worked on specific areas of service to ensure the LGBT agenda is supported in their community:

- Housing – specific LGBT service user groups meet with the council's Housing Strategy Group

- Schools – the Healthy Schools Team has worked with Stonewall – Education for All to help teachers in schools deal with Homophobic Bullying

The council have also co-funded a piece of research undertaken by the local university and Spectrum titled ‘Count Me In Too’

(<http://www.countmeintoo.co.uk/>) which has developed survey data to inform focus groups on how to take the LGBT agenda forward. These focus groups are used to ensure council good practice.

The benefits to Brighton and Hove City Council:

- The representation of LGBT workforce members has significantly helped the council to engage with its LGBT community
- Feedback from satisfaction surveys have indicated that members of the LGBT community are happy with their service
- The council have been integral in working with issues of deprivation and ensuring inclusion in the area

5.2 Kent Police

Kent Police are number 4 on the Stonewall Top 100 Employers 2009. The diversity team at Kent Police were consulted to identify what they were doing to ensure that they were driving the LGBT agenda within their organisation and externally with the community.

Kent Police believes that the most important aspect of their Equality and Diversity strategy and in particular their LGBT agenda is that they have buy in at a senior manager level and operate citizen focused policing. The Deputy Chief Constable has overall responsibility for Equality and Diversity.

Policy and Practice

The LGBT strategy within the force is linked to wider organisational aims and policies within the force and is implemented by a number of action plans which are outcome based and have identifiable objectives. These objectives

are monitored by *Citizen Focused Gold Groups* which monitors the service delivery of LGBT issues and by 10 action groups which are driven by the Assistant Chief Constable. These action groups have representatives from LGBT members and put the strategy into practice and then report back to the Deputy Chief Constable who uses the feedback to develop the policy further.

The Deputy Chief Constable is also a member of a consultancy group which meets on a quarterly basis to discuss LGBT issues. Independent Advisory Groups also exist at a strategic or county wide level and at business command or local level and consist of members of the public. Kent is a very large county and therefore the force feel it is necessary to tackle issues at a local level as diversity issues vary considerably depending on the local area. These do not cover LGBT issues solely but this is part of the areas they can cover if necessary. These groups are also used for consultation when developing and monitoring policy.

Until recently the force had 12 community liaison officers consulting with LGBT groups at a grass roots level and can provide one to one support as and when necessary. Support is active in the community and Kent Police ensure that they have representation at Pride events and other LGBT community events so that they appear very visual and represented.

Staff Support

Kent Police also have a LGBT staff support group who act as critical friends along with an external consultation group who are consulted when the force is drawing up policies and wants advice on LGBT issues. This support group is set up by staff that support staff and the force has no control over its operations only to support with resources as and when needed. The support group also support external groups like the LGBT Young Peoples Group which supports LGBT children in the community. The staff support group also interacts with the Council Support Groups and provide integrated buddy systems where necessary.

The Kent Police have a very large diversity team consisting of 5 members of staff which compared to other forces is large. There are also a number of diversity trainers and a lot of money is invested in diversity training. The force has a lot of capacity to deliver the diversity agenda and they have a good budget to invest in this area.

The key areas that Kent Police have identified in their success at driving forward the LGBT agenda within their organisation are:

- Policies are very explicit and they operate a zero tolerance to discrimination
- They have top level management buy in
- They are well resourced and make resources available to deliver this agenda
- They have good staff support groups which are well supported by the organisation

The key organisational benefits identified by Kent Police were:

- The recruitment and retention of staff
- Progression of staff
- Confidence in the community

5.3 NHS Scotland

The NHS Scotland is Scotland's largest employer and they have developed an 'Inclusion Project' which has worked since 2002 to provide base levels of awareness, knowledge and LGBT experience in relation to health and well being and service use. This has enabled the establishment of a clear strategy to address LGBT issues across the NHS.

The strategy consists of the following elements:

- Straight talking
- Training
- Service User and Staff Journeys

- Assessing the Impact
- Engaging LGBT individuals and organisations
- LGBT Monitoring
- Research Practice
- Human Resources
- Transgender Good Practice

The project is keen to present an environment for its LGBT staff and service users to feel welcome in and it does this by presenting the right physical environment.

- Right language
- Inclusive physical environments
- Inclusive behaviour and attitudes

Physical environments can be achieved by displaying posters and images that relate to LGBT lives. Forms and Assessments that are used with staff and service users should not assume heterosexuality and allow people the opportunity to disclose their sexuality. LGBT individuals should feel that their identity is acknowledged and the behaviour of staff members demonstrates understanding.

The NHS Scotland has produced a checklist for taking this agenda forward:

- Zero tolerance to discriminatory language
- Communicate this to staff and service users
- Ensure all staff understand the use of language
- The induction includes a policy on discriminatory language
- Posters display positive images in waiting areas

5.4 Shaw Trust

Shaw Trust is a National Charity which supports disabled and disadvantaged people to prepare for work, find jobs and live independently. They are number 47 on the Stonewall Top 100 Employers 2009 which has been a significant

improvement for them as they were ranked outside the top 50 on the 2008 index.

Employees

Shaw Trust has undergone an advertising campaign which placed adverts in various LGBT press publications to enable them to boost their representation of their LGBT workforce. All new starters are asked to complete questionnaires which give them the opportunity to disclose or not disclose their sexual orientation. This allows the organisation to understand the needs of their employees and that individual feelings are taken into account.

An employee equality and diversity group meets on a quarterly basis and has a LGBT representative as one of its members. All employees have access to this individual and can receive support on a confidential basis if necessary. This group also offers education to employees on any equality and diversity issues that may arise. The group deliver an e-learning equality and diversity package to all new employees who must complete and pass at 80% in order to complete their probationary period. This package covers issues of legislation and general behaviours. If employees struggle with any aspects of this content then support is available from the group. They also offer the package in different formats for individuals who may have low literacy levels which converts the package into clear simple terms that can be easily understood.

Clients

Through this employee education which takes place at the start of their employment, Shaw Trust believe that they are making it clear to all their clients and visitors to their organisation that they are fully inclusive. They work with a number of organisations to find work placements for their clients and have strict agreements with them based on what is expected of them and who they are expecting on placement. All clients are offered a work shadowing opportunity by Shaw Trust staff and individuals who are from an LGBT background are visited regularly by a Shaw Trust manager to ensure

they are not experiencing any discrimination in the workplace. On the occasion that it has been disclosed by a client that they have received discrimination in the past, Shaw Trust ensure that the organisation are aware of this and know how to handle situations where this may occur again.

Benefits

Shaw Trust believe that the benefits of progressing their LGBT agenda and moving their position on the Stonewall Top 100 has set their position both internally and externally to being a fully inclusive organisation. They are keen to not just appear to be complying with legislation but want to demonstrate that they are making real progress. They also feel that they are making progress in terms of recruitment and making employees feel comfortable in their working environment. Their advertising campaign has enabled them to recruit from across society and attract a diverse range of individuals.

Moving Forward

Shaw Trust received feedback from Stonewall to enable them to move up the index and are currently working on areas where their scores were low. The feedback involved:

- Use of correct language in policies. Policies should be clear and concise in how they read
- It should be made clear all employees have equal rights regardless of their background. This should be made clear and should be embedded in all policies
- Shaw Trust have made progress internally but must now have more of an externally focused LGBT agenda

Shaw Trust have recently set up a Supplier Diversity Programme with a specific remit on ensuring that they have an externally focused LGBT agenda.

5.5 Lloyds TSB

Lloyds TSB are number 1 on the Stonewall Top 100 Employers 2009. They developed a sexual orientation strategy in 2005 after a survey was conducted with 850 staff members. The survey highlighted that LGBT staff can feel isolated especially when they are unable to identify role models within their working environment or in the management structure.

The results from the research prompted Lloyds TSB to set up a LGBT working group who have helped the company set up their sexual orientation strategy. The LGBT working group is called *Spectrum* and is run by volunteers who provide support to LGBT staff. This support consists of:

- The opportunity to meet with other staff members from similar backgrounds
- The opportunity to share experiences in a supportive environment
- To focus on their own development
- To find role models and mentors who may not otherwise have been visible

In addition to *Spectrum* Lloyds TSB's sexual orientation strategy includes:

- A mentoring database
- A communication programme
- Training and awareness

Mentoring Database

This allows staff to search for a member of staff who is of the same sexual orientation or as an interest in LGBT issues. The mentoring service offers the opportunity for a member of staff to be teamed up with a more experienced employee who can act as a role model and guide and support the mentee on work related issues and wider concerns.

Communication Programme

The communication programme consists of a news feature published most months on a relevant aspect of the sexual orientation strategy. These are often introduced by senior managers. Lloyds TSB also sponsor external LGBT initiatives to raise the company's profile in the community. This programme ensures that sexual orientation is a high profile part of the wider equality and diversity strategy.

Training and Awareness

All Lloyds TSB staff are expected to complete a multi media training package. This is provided on-line or as a CD-Rom. The package describes all aspects of sexual orientation and highlights its relevance to staff and customers. The equality and diversity team also deliver face to face training to middle and senior managers to raise awareness and understanding of adopting a diversity strategy both as an employer and service provider.

In addition to this Lloyds TSB ensure that:

- Same sex partners receive the same entitlements as heterosexual partners
- Staff policies and benefit entitlements are fully inclusive of LGBT partnerships
- Customer products are fully inclusive of LGBT partnerships and compliant with the Civil Partnership Act and the Sexual Orientation Goods and Services Regulations.

Benefits to Business

- Recent research confirmed that internal culture has improved and LGBT staff feel comfortable in the workplace
- Lloyds TSB is known as the most gay friendly employer in the UK
- Lloyds TSB believe having a strong diversity profile is fundamental to their success

- Lloyds TSB believe that creating a culture of inclusion is essential for a sustainable business
- Lloyds TSB staff can understand and mirror the needs of its customers

6.0 Diversity Programmes and Models

6.1 Stonewall

Stonewall have developed a Diversity Champions Programme which assists organisations to improve their policies and practices for LGBT staff in the workplace. The programme aims to tackle the unique issues associated with LGBT staff and move the organisation to build workplace inclusive cultures. Stonewall invite organisations to sit on an employer's forum and share good practice. They have created a Workplace Equality Index which acts as a benchmarking tool for a robust model of LGBT good practice. This is not a kite mark accreditation and even those organisations that are at the top of the index recognise that there is much more to do in order to progress their LGBT agenda.

(<http://www.stonewall.org.uk/workplace/>)

6.2 Diversity@Work

Diversity@Work are an Australian consultancy service that offer information on improving an organisation's diversity agenda through advice on policies and practices. They have developed a Diversity DNA Model which provides organisations with a framework to measure an organisations current diversity situation, set achievable goals and establish a measurement process for review and improvement.

(<http://www.diversityatwork.com.au/node/94>)

6.3 National School of Government

The National School of Government provide learning and development solutions to government organisations. They have developed the Diversity Excellence Model which provides a strategy and framework for implementing and measuring diversity in an organisation. This is linked closely with the quality EFQM Excellence Model used by many organisations to progress their

quality agenda. A copy of their Diversity Excellence Model booklet can be downloaded from their website.

(http://www.nationalschool.gov.uk/organisational_development/Diversity/diversity_excellence_model/index.asp)

7.0 Recommendations

This research has identified some key recommendations for organisations to take their LGBT agenda forward. Those organisations which are placed at the top of the Stonewall Top 100 Employers 2009 have very clear strategies in moving their agenda forward and realise that it is a continual process of monitoring, reviewing and progress. The following recommendations have been identified as key to moving the LGBT agenda forward both internally for employees and externally for clients, customers or service users:

- *The organisation whether private or public should be transparent in its commitment to sexual orientation. Membership on the Stonewall Top 100 Employers index is a way of acknowledging an organisations commitment to the LGBT agenda. Surveys and research projects should be conducted on a regular basis to ensure that the organisation is fully aware of its workforce's needs and feelings*
- *Develop a clear LGBT strategy which has senior manager buy in but which is communicated to all employees, customers and services users – this may be through regular meetings, staff and customer newsletters, posters or the development of a working group*
- *LGBT strategies and its implementation should be adequately resourced by the organisation. Implementing strategies of this nature can be very expensive so to make them effective their must be resource commitment by senior managers*
- *Policies must be clear and easy to read with LGBT embedded throughout*
- *Develop a means of confidential communication and support for LGBT staff members. This could be through a specific LGBT working group or as a representative on a broader equality and diversity group. Specific names given to support groups e.g. Spectrum can help staff identify easily with the people who can offer support. Senior management should be fully committed to LGBT support networks and show this by providing the necessary resources in order for it to*

achieve its objectives. However, it is important that the network is controlled solely by its members

- *Training and awareness raising should be delivered to all employees and be a mandatory part of probationary periods. This is important to ensure that all staff understand the sexual orientation definitions, language and issues and that they are able to understand the diverse needs of their customers, clients or service users. A good way of delivering training to large numbers of employees could be through on-line packages which should be clear and easy to read. All middle and senior managers should also receive training to ensure that fully understand how to progress the sexual orientation and wider diversity strategy of the organisation*
- *Forms and documents used both internally and externally must use appropriate language which is sensitive to the LGBT community and provide an opportunity to disclose sexual orientation if the individual chooses to*
- *Ensure that the organisation communicates and consults on a regular basis with its LGBT community. This could be formally through specific action groups consisting of members of the organisation with strategic LGBT responsibility and members of the community or through LGBT staff representation on LGBT community groups. Sponsoring LGBT external initiatives can help to build the organisation's profile on the LGBT agenda*
- *Ensure that the organisation is working towards a workforce which is representative of its community in terms of LGBT staff members. This could be achieved through specific advertising in LGBT publications or specifically targeting LGBT individuals in adverts. Regular monitoring of staff data with community profiles can ensure that the organisation is fully aware of representation goals and targets*
- *Feedback should be gathered from the organisations clients, customers or service users perhaps in the form of questionnaires to ensure that they are meeting the needs of the LGBT community of which it serves*

8.0 Case Studies

The following case studies are intended to reflect on the information provided in this document and offer practical scenarios that demonstrate some of the issues and challenges faced by organisations. Read the following case studies and try to answer the questions associated with the situation. You may need to refer back to some of the previous document information in order to gain an understanding of what is required.

Read the following case studies and answer the questions associated with the situation.

8.1 Case Study 1

Graham is in his mid-twenties and has worked in the main office at your organisation since leaving school. He is a very hard worker and a very pleasant member of staff. He is liked by his colleagues and is always full of life. He started as an admin assistant but has recently been promoted.

The open and friendly attitude by staff in the office has encouraged Graham to be open about his sexual orientation and people in the office have been really supportive. Recently, however, Graham was sent to accounts to get some additional experience based on his promotion.

The members of the accounts department had heard about Graham's sexual orientation. There was a very different working relationship between members of staff in this department and it was clear that they disapproved of Graham. They continually made homophobic remarks to Graham.

Graham returned to the main office that evening in a distressed state and complained to other members of staff about the way he had been treated.

Questions

1. What moral issues are raised in this case study?
2. What business issues are raised in this case study?

3. What legal issues are raised in this case study?
4. What support should Graham be given in this situation and by whom?

8.2 Case Study 2

The text below is an extract from an organisation's equal opportunities policy.

'This organisation is committed to equal opportunity. It is determined to ensure that no job applicant, employee, or customer receives less favourable treatment on the grounds of age, sex, race, colour, ethnic or national origin, nationality, creed, disability, trade union activities, political or religious beliefs, sexual orientation or marital/parental status. We seek to ensure that employees are not subjected to harassment of any kind. The organisation will endeavour to increase the proportion of under represented groups and recognises that positive action is required to implement this policy.'

Answer the following questions:

1. Why are Equal Opportunity policies important?
2. Whose responsibility is it to implement the policy?
3. What other points should an Equal Opportunity policy cover and why?
4. What is meant by the term 'positive action'?

8.3 Case Study 3

The Gay and Lesbian committee was set up by gay and lesbian fire fighters who are 'out' in the workplace and felt that they were in a position to help others within the UK fire service. Within the group's ten year existence, the group have achieved official recognition within the Fire Brigade Union (FBU), as well as representing the FBU in forums which were once untouched. The group also have an extensive network to support and advise lesbian, gay, bisexual and trans (LGBT) members who may feel isolated or harassed.

1. Why is it important that committees like the one above exist within organisations?
2. What do you consider to be the main aims of the committee?

3. How would the fire service ensure that the above committee influenced future policy and within the fire brigade at regional and national level?
4. How do you think the committee ensures confidentiality of its members and is able to distribute the relevant information?

8.4 Case Study 4

A Quality Assurance Officer at a food factory was awarded £17,000 by an employment tribunal which found that he was the victim of discrimination and harassment under the Employment Equality (Sexual Orientation) Regulations 2003. He was suspended after complaining about pornographic and homophobic graffiti containing his name on the toilet wall. He resigned in protest when the food company failed to take his complaint seriously by refusing to investigate and repeatedly telling him to forget about his grievances and move on. The tribunal found that the food company did not appropriately deal with the grievances due to 'inbuilt prejudice' and the failure to take his complaint seriously.

(Stonewall, Scotland)

1. How could the organisation have prevented this incident ever occurring?
2. What support mechanisms could the company have had in place to support the Quality Assurance Officer?
3. What liability do you think the managers of this organisation should have taken for this situation occurring?
4. In what way could the food factory have handled the complaint differently?

8.5 Case Study 5

Many LGBT voluntary and community organisations have developed in response to poor mainstream services and support. LGBT initiatives provide a communication stream for LGBT individuals.

Although diverse, innovative and passionate, the organisations focusing on LGBT issues have historically been marginalised, under funded, and thus isolated and disparate. Many groups operate exclusively through the use of volunteers and income remains incredibly low.

Consortium of Lesbian, Gay, Bisexual and Transgendered Voluntary and Community Organisations

1. Why is it necessary to develop LGBT initiatives?
2. What impact do they have on the LGBT community?
3. List some resources or support mechanisms that you may implement as part of this initiative?
4. How might you generate funds to set up a LGBT initiative?

9.0 Definitions

| | |
|----------------------------|---|
| <i>Lesbian</i> | A woman who is emotionally and sexually attracted to women |
| <i>Gay</i> | Someone who is emotionally and sexually attracted to people of the same gender. Gay is sometimes used just to refer to men |
| <i>Bisexual</i> | Someone who is emotionally and sexually attracted to women and men |
| <i>Trans</i> | This refers to gender identity and is used collectively to describe transgender, transsexuals and transvestites (see below) and intersex (see p.31 for a definition of this) |
| <i>Transgender</i> | People who find their gender identity or gender expression differs from the gender assumptions made by others about them when they were born |
| <i>Transsexual</i> | People who self identify as the opposite gender from the gender they were labelled with at birth based on their physical body. Most transsexual people try to find a way to transition to live fully in the gender that they self identify with. Transitioning is also known as gender reassignment |
| <i>Transvestite</i> | People who dress in clothes associated with the opposite gender as defined by socially accepted terms. Also known as cross-dressing. |
| <i>Heterosexual</i> | Emotional and sexual attraction to members of the opposite sex |

9.1 Variants

Variants can exist which change the order of letters. For example, The L from LGBT can sometimes be interchanged with a G, GLBT where the LGBT may have more feminine connotations although they have the same meaning. LGB is often used when it is not inclusive of trans people. Additional Qs can also be added to include queer or questioning

9.2 Other Definitions

There are many terms that are associated with LGBT issues:

| | |
|-------------------------------|--|
| <i>Androgyne</i> | A person who does not fit into the typical masculine and feminine gender roles of their society |
| <i>Acquired Gender</i> | The gender role that a person has transitioned to live their life in. Male-to-Female trans woman or Female-to-Male trans man |
| <i>Asexual</i> | Without sexual desire or interest |
| <i>Biphobia</i> | An irrational fear or contempt towards bisexual women and bisexual men |
| <i>Coming Out</i> | The process someone goes through when they decide to be open and honest about their sexuality or transgender status |
| <i>Cross-dressing</i> | People who dress in clothes associated with the opposite gender as defined by socially accepted terms |

| | |
|---------------------------------|---|
| <i>Gender</i> | Sex is the biological difference between men and women. Gender is socially constructed and defines specific roles people play in society |
| <i>Gender Dysphoria</i> | Distress, unhappiness and discomfort experienced by someone about their physical body not matching their gender identity |
| <i>Gender expression</i> | An individual's external gender-related appearance. A person may have masculine, feminine or androgynous aspects of their appearance or behaviour |
| <i>Gender Identity</i> | An individual's internal self-perception of their own gender. A woman who identifies themselves as a man is not necessarily a lesbian |
| <i>Hermaphrodite</i> | See definition for 'Intersex' |
| <i>Heterosexism</i> | In favour of heterosexual people. A belief that heterosexuality is superior and discriminates against homosexual and bisexual people |
| <i>Homophobia</i> | Irrational feeling of fear or contempt towards gay men and lesbian women |
| <i>Homosexuality</i> | Sexual, Emotional and/or romantic attraction to the same sex |
| <i>Intersex</i> | Having both male and female sexual characteristics – such an individual may also be referred to as hermaphrodite |
| <i>In the closet</i> | Keeping one's sexual orientation and/or gender secret |

- Pansexual*** a person who participates in (or is open to) sexual activities of many kinds
- Queer*** An umbrella term that includes lesbian, gay, bisexual and transgender people. Can be considered as a disparaging word for the LGBT community
- Sex*** Biological and anatomical characteristics which can be defined as female, male or intersex
- Sexuality*** A broader meaning than sexual orientation as it refers to whatever excites a person
- Sexual orientation*** Refers to the gender/s a person is attracted to
- Straight*** Someone who is emotionally or sexually attracted to people of a different gender

10.0 Case Study Answers

The answers to these case studies are designed to provide only possible solutions to the case studies outlined previously in the document as there are no definite solutions.

10.1 Case Study 1

1. Every individual has a responsibility to treat people fairly and to promote social justice. In this case study Graham was treated unfairly by his colleagues as they made homophobic remarks to him which left him feeling distressed. A development of the twentieth century was to extend human rights to cover sexual orientation.
2. Graham was a valued member of the workforce and was liked by his colleagues in the department he usually worked. The importance here is that it is not Graham's sexual orientation that matters it is the fact that he is a good worker and therefore good for business. It is important that a workforce represents the diverse society that they serve which are customers or service users that will be from different backgrounds and therefore have a range of different sexual orientation.
3. It is against the law to discriminate against anyone based on their sexual orientation. The 2003 Employment Equality (Sexual Orientation) Regulations outlaws discrimination due to sexual orientation in employment. Many businesses have had to pay out large sums of money in Employment Tribunals where members of their workforce have felt discriminated against by their colleagues due to their sexual orientation. It is important that managers make it clear to their workforce that discrimination based on sexual orientation is illegal in employment.
4. It is important that Graham feels he has a support network available to him if he suffers discrimination. Organisations should have support groups available to discuss this with or for smaller businesses there should be someone assigned to deal with these issues. Employees should be made aware of this when they are appointed. The obvious

person for Graham to speak to would be his line manager but sometimes it is the line manager who is responsible for the discrimination and therefore other support should be made available.

10.2 Case Study 2

1. Equal Opportunity policies are important because they provide a platform for the implementation and delivery of equality and diversity across organisations and businesses. They also show a commitment to equality and diversity by the organisation.
2. It is everybody's responsibility to implement the Equal Opportunity policy and without full ownership by all employees it is unlikely that it will be implemented thoroughly. It may be necessary to appoint employees to drive the implementation and commitment from senior managers shows commitment from the top down and is much more likely to get full implementation throughout the organisation.
3. Equal Opportunity policies should provide clear objectives of how they are to be implemented, what procedures are necessary to implement the objectives and how the objectives will be monitored and reviewed. Unless these elements are in place the policy statement remains just a statement and it is unlikely that it will be implemented.
4. Positive action is action that may be taken legally by organisations to ensure that their workforce is representative of the community it serves. This may be actively seeking to employ individuals from minority groups because they have a low representation in the workforce which does not allow them to engage or represent fully with the community they serve.

10.3 Case Study 3

1. Committees and support groups within organisations are important because they provide a safe environment for employees who are from minority groups. They allow these individuals to discuss issues that are specific to them and acknowledge their differences. It also allows them

to network with other employees who are from the same minority group and who understand some of the issues they face in life.

2. The main aims of a committee or support group within an organisation are:
 - Provide support to individuals on a day to day basis
 - Provide networks for them to discuss issues in confidence
 - Provide advice on issues related to their individuality
 - To represent them in disputes which are associated with discrimination they may face because of the minority group they are in
 - Provide access to resources which are specific to their minority group
3. The fire service would ensure that the committee influenced future policy by ensuring that members of the committee were represented in all policy groups at local, regional and national level.
4. The committee must ensure that its members are aware of resources that are available and how they access them. This information must be provided confidentially when the employee is appointed. All information related to this committee must be circulated through this resource access point and not distributed on public information distribution lists.

10.4 Case Study 4

1. All employees must be made aware of legislation and its implications when they are appointed. This could be delivered at induction. They should be informed of all organisation policies and understand what is expected of them in terms of policy implementation. All grievances should be treated seriously by organisations and there should be set procedures on how managers deal with complaints and grievances.

2. It is good practice for organisations to have support committees and groups set up so that employees have support available to them when they feel discriminated against. Employees should be fully aware of the support that is available to them and this should be separate from any of their immediate management structure.
3. The Quality Assurance Officer's managers should have taken full responsibility for this situation as they should have ensured that employees were well aware that discrimination was not acceptable in the workplace. They should have also taken action against the employees that were to blame in this situation by disciplinary action or even dismissal
4. The organisation should have followed set procedures for dealing with complaints and grievances and implemented those procedures as soon as the complaint was made. This would have shown their commitment to ensuring fairness to all employees.

10.5 Case Study 5

1. LGBT members can feel isolated and marginalised from society. LGBT initiatives can provide resources and support networks which allow communication routes for these individuals. Often mainstream services do not support their needs and initiatives specific to this group can fill this gap. Initiatives also act as a way of informing society about issues related to these groups and highlight some of the problems marginalised groups face.
2. LGBT initiatives provide a voice for the LGBT community by providing mechanisms in which they can share their issues and feel comfortable in their surroundings
3. Support mechanisms and resources:
 - Website and forums
 - Magazines and newspapers
 - Newsletters

- Committees or groups with regular meetings
- Access to similar initiatives
- A list of resources they may wish to access
- Community clubs
- Safe havens

4. Informing government of the issues minority groups face is important so that these groups are recognised in society. Funds can be generated by accessing government commissions and forums where there may be funds available to provide support for minority groups. It is also worth looking for partner organisations to write future bids for funds allocations.

11.0 Bibliography and Further Information Resources

The information included in this document has been extracted from a number of resources. The following list of resources provides the original source of this information and more information for further reading. Other useful information sources have also been added to expand the range of information offered in this document.

LGBT Wikipedia Available at: <http://en.wikipedia.org/wiki/LGBT>

Shankle M B 2006 The Handbook of Lesbian, Gay, Bisexual and Transgender Public Health

Ellis S J 2008 Diversity and Inclusivity at University: A Survey of the Experiences of Lesbian, Gay, Bisexual and Trans (LGBT) Students in the UK

Stonewall Equality and Justice for Lesbian, Gay Men and Bisexuals
http://www.stonewall.org.uk/about_us/11.asp

11.1 Information Sources

The North East Lincolnshire LGBT Forum

East Coast Centre for Diversity
Grimsby Institute of Further and Higher Education
Nuns Corner
Grimsby
North East Lincolnshire
DN34 5BQ

<http://www.lgbt-nelincs.org.uk/>

The North East Lincolnshire LGBT Youth Network

c/o VANEL
14 Town Hall Street
Grimsby DN31 1HN

Use the link below to find out more about the forum and download the Rainbow Newsletter.

<http://www.lgbt-nelincs.org.uk/> (for contact details)

Evan Carmichael

Motivation and Strategies for Entrepreneurs

<http://www.evancarmichael.com/>

Stonewall

Tower Building
York Road
London SE1 7NX

<http://www.stonewall.org.uk/>

Stonewall – Education for All

[http://www.stonewall.org.uk/education for all](http://www.stonewall.org.uk/education_for_all)

Stonewall – Beyond Barriers

http://www.stonewall.org.uk/beyond_barriers/

Opening Doors

Age Concern for LGBT

Antony Smith
National Development and Policy Officer
Older Lesbians, Gay Men and Bisexuals
Tel: 020 8765 7576

<http://www.ageconcern.org.uk/openingdoors/>

LGBT Consortium

J111 Tower Bridge Business Complex
100 Clements Road, Southwark
London, SE16 4DG
020 7064 8383

<http://lgbtconsortium.org.uk/c1/>

The Lesbian & Gay Foundation

Princess House,
105-107 Princess Street,
Manchester M1 6DD
Tel: 0161 235 8035

<http://www.lgf.org.uk/>

Allsorts Youth Project

69 Ship St,
Brighton,

East Sussex
BN1 1AE

<http://www.allsortsyouth.org.uk>

GALYIC

PO Box 8
Todmorden
Lancashire
OL14 5TZ

<http://www.galyic.org.uk/>

Gay Police Association

London
WC1N 3XX

<http://www.gay.police.uk>

Gay and Lesbian Committee – The Fire Brigade Union

Bradley House
68 Coombe Rd
Kingston Upon Thames
Surrey
KT2 7AE

<http://www.fbu.org.uk/aboutus/sections/gnl/>

Civil Service Rainbow Alliance (CSRA)

<http://www.csra-uk.org.uk/>

Fair for All – NHS Scotland (Now closed)

<http://www.lgbthealthscotland.org.uk/>

Greater Manchester Police

<http://www.gmp.police.uk/live/recruitv2.nsf/>

Newcastle University

<http://www.ncl.ac.uk/diversity/training>

Outnorthwest

'outnorthwest' is the UK's leading, free regional community magazine, aimed exclusively at the North West's LGBT population. Its aim is to keep readers informed, educated and safe. It encourages the celebration of sexuality and every month prints articles on health, lifestyle and entertainment.

200,000 copies were distributed in 2006/07 with thousands more copies downloaded from their website. With a readership well in excess of 60,000, 'outnorthwest' is an integral part of LGB life in the North West. In April 2008 'outnorthwest' undertook the largest revamp since its launch

<http://www.lgf.org.uk/news/outnorthwest/>

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PO Box YR46
Leeds LS9 6XG
UK
0113 248 5700

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Spectrum House
Unit M
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London
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<http://www.pinkpaper.com/>

For LGBTs, friends, supporters and LGBT publishers of LGBT blogs & websites. Join a group or promote your own LGBT site.

<http://lgbtrainbowlinks.ning.com/>

Count Me In Too

<http://www.countmeintoo.co.uk>