


LGBTQIA+ Strategic Framework

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Background



- Hackney's [Single Equalities Scheme 2018-2022](#) identified the need for an LGBT+ Action Plan and a Trans, Nonbinary, Intersex and Gender Non-conforming (collectively known as “Gender Diversity”) inclusion strategy.
- A [Gender Diversity inclusion review](#) of existing services was completed in early 2020 which made broad recommendations for service improvements. Unfortunately, further work was delayed due to the global pandemic.
- In 2021 the LGBT+ Action Plan and Gender Diversity Strategy were combined to form one piece of work which looks to set aspirations for Hackney to become a borough in which LGBTQIA+ people can thrive, and lay out a plan for how we may work towards those aspirations.
- The work began with a substantial research piece - a [“Data and Insight Synthesis”](#) - drawing on all the local information available and incorporating national data and insight, to identify gaps in insight and key features that underpin LGBTQIA+ wellbeing. Through this research work, six key themes were identified which form the basis of six “aspirations” which underpin the strategic framework.
- [Small-scale testing](#) of the aspirations and the approach was carried out which lead to the six aspirations being [re-worded](#).
- The next stage is to incorporate the framework into our wider new Equalities Strategy, with a view to seeking public consultation in summer 2023.

The Aspirational Framework



A **Strategic Framework** is a document which will sets out what the council need to do over the next few years on a particular issue, outlining actions that need to be completed, changes we need to see, who is responsible for these and how we'll know we're doing well.

This framework needs to take into account what LGBTQIA+ people in the borough need, what are the communities priorities and challenges, what the council needs to do, how we'll know when the council are doing it well, and how the council will be held accountable for those actions.

To start, we've used all the research we've collected so far to identity [six key areas](#) that make the biggest impact on LGBTQIA+ lives when it comes to accessing services. We then turned those themes into [six "aspirations"](#) which would form the basis of an **Aspirational Strategic Framework** which is goal driven, looking at what we want to achieve, rather than action driven. This will support an approach of continuous improvement and encourage council services to be forward-thinking and creative in delivery

This approach has been chosen over an action-based plan in order to encourage long-lasting, transformative systems change and avoid a "tick-box" approach to delivery, an approach which does not always promote long term change.

Emerging themes from Insight Synthesis

The six key themes that emerges from the data and insight synthesis were

- Accessibility & Service Provision
- Intersectionality
- Demographics & Data
- Informed Allyship
- Participation & Engagement
- Community Resilience & Belonging

[Detailed descriptions of each theme are available here](#)

The Aspirational Statements



Theme	Hackney Council Aspires to...
<ul style="list-style-type: none">● Accessibility & Service Provision	...ensure LGBTQIA+ people are able to access services that meet their needs where they are listened to, understood, and taken seriously without judgement
<ul style="list-style-type: none">● Intersectionality	...recognise and celebrate the diversity of our LGBTQIA+ communities, paying attention to those who are often least heard and represented
<ul style="list-style-type: none">● Demographics & Data	...improve our knowledge of our LGBTQIA+ communities through responsible data collection and use this information when planning services
<ul style="list-style-type: none">● Informed Allyship	...be visible allies, open to learning and reflection, working in coalition with residents and organisations to promote LGBTQIA+ rights
<ul style="list-style-type: none">● Participation & Engagement	...empower LGBTQIA+ people in Hackney to be able to influence the council on matters and policy that affect their communities
<ul style="list-style-type: none">● Community Resilience & Belonging	...be a place where LGBTQIA+ people feel free and safe to express themselves with opportunities to connect with others

Full Council Motion



This framework is supported by a full council motion made on 1st March 2023:

This Council believes in equity of opportunity and that human rights are the bedrock of our society. Trans women are women. Trans men are men. Non-binary people are non-binary. We believe in the dignity of all people, and their right to respect and equity of opportunity. We value the strength that comes with difference and the positive contribution diversity brings to our community. **Our aspiration is for Hackney to be a safe, welcoming, and an inclusive borough for everyone, no matter their gender identity or gender expression.**

[Read the full decision here](#)

[See how the motion aligns with the Aspirational Framework here](#)

Approaches



There are two approaches to this work based on where the organisation has the most opportunity to effect change. While the two approaches may in some cases take place concurrently, there is some foundational work that needs to carry out before the influencing stage can be authentic and effective.

1. **Direct change**

- Transformation within the organisation through training, onboarding, knowledge production and sharing
- Policy review
- incorporation of equalities actions unilaterally across different strategies and work plans

2. **Influence**

- As we build our internal competency we use our experience and our relationships to influence and support partners to implement change within their own organisations.

Action Plan & Measurement



With the Aspirational approach, we approach the goals by considering “what is in our gift” - what can we deliver, provide or transform in order to work towards the aspirations - both in terms of delivery projects and long term systems change. This means that while there are some key issues we know residents want to see we can recommend, action plans need to be developed by the services and organisations who will be carrying out the work, and brought together under the framework.

Outcome measurement of individual projects which work towards the aspirations will need to be defined at the initiation with a clear link to the aspiration/s that the work seeks to address.

Measurements of the wider strategy are proposed to include:

- A LGBTQIA+ community reference panel is in place and actively engaged with this framework.
- Hackney develops robust data on our LGBTQIA+ population, and this data is actively used to understand the experiences of LGBTQIA+ people in Hackney and their satisfaction with services.
- Data is routinely and responsibly collected and held by all council services, available via the Data Lake, and is used in service planning and wellbeing and satisfaction surveys alongside other demographic data
- Hackney achieves Silver or higher in the Stonewall Workforce Equality Index

Opportunities



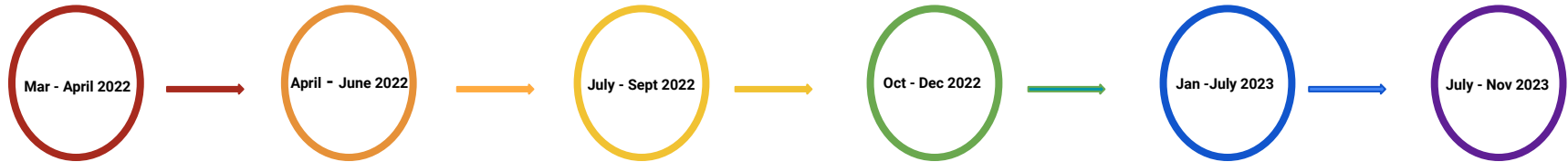
Opportunities identified for trialling the framework:

- Partners in CAMHS and organisations working with LGBTQIA+ youth are looking at the potential this approach has for partnership working and how both planned and new projects can be incorporated into this framework
- Working with Better Leisure on creating LGBTQIA+ friendly leisure centers - starting with Britannia Leisure Centre

Timeline 2022-23



This is the indicative timeline of the planned work - this has been revised since initial estimates



Data & Insight review

Completion of Data & Insight synthesis - drawing up themes and identifying particular cold spots and gaps. Understanding the needs & desires of the community, the conditions which are most likely to contribute to impact and the areas to challenge

Networking

Comms & collaboration plan including: networking with local organisations, groups & residents for opportunities to share learning. Creative comms to reach individual communities who are less often heard & represented, Utilising lived-experience expertise in Hackney. Identify potential peer researchers. Trust building with groups, organisations & individuals.

Small Scale Collaboration

Collaboration in the community - going to existing groups & working in locations to carry out hyper-local approach to collaborative knowledge generation taking a "what would it look like if..." and "what does good look like" approach. Identify champions & strategy panel who will proofread, sense check, and hold LHB to account during the implementation of the strategic framework

Draft Aspirations

Combine insights with result of collaboration to draft framework strategy. Define how it will be measured & by whom taking lead from champions/panel identified in collaboration phase. Use digital tools to ensure collaborators are able to check the development of the framework at regular intervals and are able to contribute.

Incorporation into Equality Strategy

Framework is incorporated into the wider council Equalities Strategy. This includes defining accountability, key actions and priorities and outlines how work will take place across intersections of marginalisation (e.g. links to the Aging Well & Anti-Racist strategies). To be presented at Cabinet prior to consultation.

Consultation

Equalities Strategy is taken to consultation with communities with a view to completion and approval by Cabinet in Winter 2023

The Aspirations: Small-scale testing



Small-scale testing of the approach was carried out in three ways:

- Focus groups styled as “[Community Conversations](#)” with two community-based groups, one with LGBTQIA+ Volunteers aged 25-50 and one with young people aged 15-21.
- An online portal using Google Sites for LGBTQIA+ individuals to provide detailed feedback anonymously
- A topic on “Hackney Matters” - this was open to all panel members, whether they were LGBTQIA+ or not. These questions were slightly different to those of the community conversations.
- Following the small scale testing, [the original aspirations were re-written](#) to try to remove “council-speak” and make them more meaningful to the communities.

The conversations



The conversations were split into three sections, with exploratory questions in each section

1. The Aspirations

- 1.1. What do you think of the six aspirations?
- 1.2. How would you write them, if you were to re-phrase them?

2. Achieving our aspirations

- 2.1. What would it look like to live, work and/or study in Hackney if we were achieving all of the aspirations?
- 2.2. What would be the biggest change to how things are now?
- 2.3. What is the biggest challenge for Hackney to achieve this?

3. Holding us to account

- 3.1. How can LGBTQIA+ communities in Hackney hold the Council to account for these aspirations?
- 3.2. How can we make sure we're hearing from as many different voices as possible from LGBTQIA+ communities?

Re-written aspirations



Theme	Hackney Council Aspires to...	<i>Original text (prior to community conversations)</i>
Accessibility & Service Provision	ensure LGBTQIA+ people are able to access services that meet their needs where they are listened to, understood, and taken seriously without judgement	<i>ensure that all LGBTQIA+ people who come in contact with public services are listened to, understood, and taken seriously without judgement</i>
Intersectionality	recognise and celebrate the diversity of our LGBTQIA+ communities, paying attention to those who are often least heard and represented	<i>recognise and celebrate the diversity within the LGBTQIA+ community and understand the impact of multiple identities and experiences particularly those who are often least heard and represented</i>
Demographics & Data	improve our knowledge of our LGBTQIA+ communities through responsible data collection and use this information when planning services	<i>understand LGBTQIA+ communities and use information about our communities in making decisions</i>
Informed Allyship	be visible allies, open to learning and reflection, working in coalition with residents and organisations to promote LGBTQIA+ rights	<i>vocally and visibly support LGBTQIA+ communities and listen & learn from mistakes</i>
Participation & Engagement	empower LGBTQIA+ people in Hackney to be able to influence the council on matters and policy that affect their communities	<i>enable LGBTQIA+ people in Hackney to be able to make decisions and influence the council on matters that affect us</i>
Community Resilience & Belonging	be a place where LGBTQIA+ people feel free and safe to express themselves with opportunities to connect with others	<i>be a place where LGBTQIA+ people are safe to be our authentic selves and have opportunities to connect with each other</i>