



**LGBT Foundation, Manchester**

### **Inclusion and Equalities Culture Review**

The following approach was employed for an 'Inclusion and Equalities' focused culture review for the Manchester based charity, LGBT Foundation. The approach adopted a 'theory meets practice' style that critically examined where, and how well, LGBT Foundation was bringing its equality and inclusion values to life.

#### **Phase 1 – desk based review**

Prior to meeting LGBT Foundation staff, volunteers or trustees, this phase focused on gaining a theoretical perspective of the charity, its values and strategic aims in relation to equalities and inclusion. By reviewing all literature, strategy documents and other relevant material, a model of expectation was created in terms of organisational behaviour and work/cultural development to provide a baseline reference.

#### **Phase 2 – 'in team' field work**

Having completed the desk-based review, the second phase was geared towards building a real-life picture of how LGBT Foundation operated, with a particular focus on the organisational behaviours and capabilities of staff, volunteers and trustees. Using a simple case study philosophy (combining informal, semi-structured interviews and 'in-field' observation) the output from this phase was a strengths and gap analysis report (recommendations) against expected behaviours and outputs from phase 1.

#### **Phase 3 – the report**

This report was the culmination of the inclusion and equalities review process and presented a simple, but detailed summary of strengths, alongside a concise and prioritised series of recommendations. Using a 'stop, start, continue' philosophy, this report highlighted the great work that should be continued, areas in which action needs to start and also any areas in which work/efforts/activity could be stopped in order to prioritise other, core areas.

#### **Phase 4 - implementation and support**

Opus 29 provided a series of learning and development sessions for all staff, key volunteers and Trustees to implement the report recommendations. These sessions included working with the team to revisit the organisational purpose, reconsider the meanings of their values, and to address the arising issues in a psychologically safe environment.

This work was completed over an 18-month period and enabled LGBT Foundation, all colleagues and Trustees to rediscover their shared motivations and collaborate to create a supportive and thriving culture of [passion, empowerment, respect and integrity](#).