STEP 1
BEGINNING THE JOURNEY

Service Delivery Toolkit
How to build an LGBT-inclusive service
INTRODUCTION

Stonewall works with over 700 organisations to achieve equality for lesbian, gay, bi and trans (LGBT) people in the workplace.

Many of these organisations provide vital public services, including healthcare, emergency services, education and housing. The best organisations recognise that LGBT people often face barriers when accessing public services, meaning that some will simply not access the day-to-day services they need. These organisations also know that great services, delivered with an understanding of LGBT experiences, can make a real difference to the lives of LGBT people.

TAKING ACTIVE STEPS TOWARDS LGBT INCLUSION WILL ENSURE YOU:

• Meet the needs of your LGBT service users
• Remove barriers that prevent LGBT people from accessing your service
• Demonstrate your commitment to the wider LGBT community
• Fulfil your legislative requirements and avoid reputational damage

LGBT inclusivity doesn’t need to cost a lot – following a few simple steps will go a long way. These guides will help you on the journey and provide you with the practical tools you need to improve your service for LGBT people.
USING THE TOOLKIT

Public services are wide-ranging in how, why and where they interact with service users. When accessing these different services, LGBT people have specific needs and face specific challenges. However, similar steps can be taken by all service providers to ensure these needs are met and barriers removed.

**THIS TOOLKIT IS A STEP-BY-STEP FRAMEWORK FOR BUILDING AN LGBT-INCLUSIVE SERVICE:**

**STEP 1: BEGINNING THE JOURNEY**
- Understand the importance of inclusive service delivery
- Learn about legal requirements
- Map your LGBT service user journeys

**STEP 2: MONITORING & CONSULTATION**
- Monitor, analyse and utilise service user data
- Run effective consultations with LGBT service users
- Use outcomes to shape your organisation’s priorities

**STEP 3: TRAINING FRONTLINE STAFF**
- Assess the training needs of your frontline staff
- Design practical and meaningful training
- Evaluate and maximise the impact of training

**STEP 4: COMMUNICATING AN INCLUSIVE SERVICE**
- Know what to say and how to say it
- Get ideas and inspiration for conveying your messages

This is a circular process – you should continually assess the impact of your work, build on your successes and deepen your understanding of service user needs.

**TOOLS AND TEMPLATES**
Practical tools and templates are highlighted throughout the toolkit. You can take these, adapt them for different parts of your service and use them to make improvements.

**SPOTLIGHT ON**
Case studies focus on the work of organisations in specific areas of best practice. Use these to learn about LGBT-inclusive service delivery in practice and the different actions providers have taken.

While using the toolkit, you may want to refer to Stonewall’s glossary of terms. You can find this at [www.stonewall.org.uk/help-advice/glossary-terms](http://www.stonewall.org.uk/help-advice/glossary-terms)
WHAT THE LAW SAYS

The Public Sector Equality Duty (PSED) was introduced as part of the Equality Act 2010, which protects people from discrimination in the workplace, in the provision of services and in wider society. Characteristics protected by the act include sexual orientation and gender reassignment.

THE DUTY REQUIRES ALL PUBLIC BODIES TO HAVE DUE REGARD TO THE NEED TO:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people

PUBLIC BODIES DEMONSTRATE THIS DUE REGARD IN DIFFERENT WAYS, INCLUDING:

- Publishing clear equality objectives
- Producing robust equality impact assessments when considering changes to policies and services
- Carrying out meaningful consultations with LGBT people

For more information about meeting the Equality Duty, see Stonewall Scotland’s ‘A guide for public authorities on meeting the Public Sector Equality Duty’.

GENDER IDENTITY AND THE LAW

The descriptive term used within the Equality Act is gender reassignment, but this is a very narrow definition of what it means to be trans. Going above and beyond the law, the most inclusive services consider gender identity to be a protected characteristic. For more information, see Stonewall’s guide ‘First steps to trans inclusion’.

SCOTTISH AND WELSH SPECIFIC DUTIES

In Scotland and Wales, some public bodies (such as colleges and NHS organisations) also need to meet the Scottish or Welsh Specific Equality Duties. These duties include setting equality outcomes and reporting back on how they’re meeting the general equality duty every year.
To build a truly inclusive service, you should reflect on the barriers that LGBT service users may face accessing it. One way to begin is by mapping the different touch points in your service user journeys. This includes the staff and systems that service users typically come into contact with.

**FOR EXAMPLE, THE JOURNEY OF A PERSON VISITING THEIR GP MIGHT BE:**

**REGISTER AT LOCAL SURGERY**
- **Touch points:** surgery website, registration form, receptionist at surgery

**BOOKS APPOINTMENT**
- **Touch points:** online booking system, or phone booking service, or receptionist at surgery

**ATTENDS APPOINTMENT**
- **Touch points:** GP, receptionist at the surgery, physical environment at the surgery, other service users at the surgery

**RECEIVES PRESCRIPTION OR REFERRAL**
- **Touch points:** GP, prescription form, referral system, pharmacist

The exercise demonstrated on the next page will help you identify all the touch points between service users and your organisation. Use these touch points to reflect on the barriers your LGBT service users could face at each stage. This will ensure that you’re considering all parts of your service, including those you may not have previously considered relevant to LGBT inclusivity. The ‘reflections’ column allows you to think about the actions that can be taken to remove potential barriers from your services. Consider which different teams should be involved in this exercise, for example your service delivery team or LGBT network.

Mapping your service user journeys is a helpful starting point, but it should always be followed by in-depth consultation with your LGBT service users. You should also look for relevant research for insights on LGBT experiences and perceptions in your sector.
# Examples of Problems and Barriers Faced by LGBT Service Users

For each of these scenarios, consider the impact on the service user and their experience of the service.

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<thead>
<tr>
<th>Touch points</th>
<th>Problems and barriers</th>
<th>Reflections</th>
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<tbody>
<tr>
<td><strong>WEBSITE</strong></td>
<td>A bi prospective student searches a university’s website for LGBT services and groups. After trying several different terms, they find no results.</td>
<td>Is there accessible information about LGBT services on your website? Do you have a webpage setting out your principles as an LGBT-inclusive service?</td>
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<td>E.g. Service information, online booking form</td>
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<td><strong>PROMOTIONAL MATERIALS</strong></td>
<td>A non-binary person picks up a flyer about reporting hate crime from a police stand at a local event. The flyer reads “we support all men and women who’ve experienced a hate crime”.</td>
<td>Have your communications been reviewed for inclusive messaging? Are your marketing team trained on LGBT inclusion?</td>
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<td>E.g. Advertisements, flyers, posters</td>
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<td><strong>TELEPHONE SERVICES</strong></td>
<td>A trans woman phones her GP surgery to book an appointment. The receptionist assumes she’s a man and doesn’t accept the name provided. Despite correcting the receptionist, she’s told to visit the surgery to book an appointment.</td>
<td>Are your call centre and reception staff trained not to assume service users’ genders based on their voice? Are your call centre and reception staff aware of trans identities and the negative impact of misgendering people (referring to their gender incorrectly or using incorrect pronouns)? Is gender a required security check for your phone service? If so, is this needed?</td>
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<td>E.g. Information services, booking appointments</td>
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<td><strong>FACE-TO-FACE ENGAGEMENT</strong></td>
<td>A gay man receives a home visit from his housing association to repair a leak. The plumber can see that two people live there, so asks if his wife is home before turning off the water.</td>
<td>Are your staff trained to avoid making assumptions about service users’ partners and families?</td>
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<td>E.g. Receptionists, open days, appointments, seminars, home visits</td>
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<td><strong>SYSTEMS AND PROCESSES</strong></td>
<td>A student who has recently transitioned requests that their name and title is changed on their college records. Teachers don’t know how this can be done and they’re passed between several members of staff before the changes are made.</td>
<td>Are your staff prepared to support a service user who is transitioning or who has recently transitioned? Do you have a simple system and process in place to change service user records?</td>
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<td>E.g. Service user records, patient referrals, applications</td>
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<td><strong>PARTNERS, CONTRACTORS AND SUPPLIERS</strong></td>
<td>A same-sex couple are asked inappropriate and intrusive questions by catering staff at a hospital. When they raise this with hospital staff, they are told that nothing can be done because the staff work for a private catering company.</td>
<td>Do you require suppliers to provide LGBT-inclusion training to all public-facing staff? Is diversity and inclusion covered in the tendering process for, and ongoing work with, your suppliers and procured services? Is your complaints procedure clearly inclusive of contracted staff?</td>
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<td>E.g. Agency staff, catering, security, accommodation providers</td>
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<td><strong>FACILITIES</strong></td>
<td>A non-binary person visits their local leisure centre and asks if there are gender neutral changing cubicles. They are told to use the men’s changing rooms. When they ask to use the accessible cubicle instead, they are refused.</td>
<td>Do you have gender neutral facilities that are available to all? Are your staff trained on the importance of not questioning a service user’s choice of facilities?</td>
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<td>E.g. Sports facilities, toilets, wards</td>
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<td><strong>MAKING A COMPLAINT</strong></td>
<td>A person is subjected to transphobic harassment by staff when accessing a government service. They want to make a complaint but there isn’t any clear information on the website about how to do it. They submit a complaint via the general information form, but never hear back.</td>
<td>Do you have a clear and simple reporting procedure that’s regularly communicated in a variety of ways? Is there a consistent process for responding to complaints and taking action?</td>
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<td>E.g. Formal procedures, in person, online, by phone, hate crime reporting</td>
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<td><strong>OTHER SERVICE USERS</strong></td>
<td>A lesbian care home resident is repeatedly harassed by another resident on the basis of her sexual orientation. The staff fail to challenge this and the resident doesn’t make a complaint because she fears it won’t be taken seriously.</td>
<td>Do you have a code of conduct for service users? Are your staff equipped to challenge homophobic, biphobic and transphobic harassment between service users? Are your staff visibly supportive of LGBT inclusion?</td>
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<td>E.g. Patients, students, neighbours</td>
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MORE FROM STONEWALL

This is the first step in the Service Delivery Toolkit. For the other steps in this series, visit:
www.stonewall.org.uk/servicedelivery

DIVERSITY CHAMPIONS PROGRAMME

Diversity Champions is Britain’s leading programme for ensuring all LGBT people are accepted without exception in the workplace. Join today and receive expert guidance on how to create an equal environment for LGBT staff and service users. We’ll review your policies, give you access to networking with over 700 organisations, and support you every step of the way.

For more information, visit: www.stonewall.org.uk/dc

STONEWALL WORKPLACE CONFERENCES

Held annually in Cardiff, Edinburgh, Manchester and London, Stonewall workplace conferences are Britain’s leading events on LGBT workplace inclusion. Experts bring our guides to life and help you adapt them for your organisation. Sessions cover a range of topics including service delivery, working with limited resources and supporting trans staff and service users.

For more information, visit: www.stonewall.org.uk/workplace-conferences

FURTHER RESOURCES

Stonewall produces a range of best-practice guides and research to help you create inclusive and accepting environments for your staff and service users.

For the full range of resources, visit: www.stonewall.org.uk/workplace-resources

Trans workplace series: Getting it right with your trans service users and customers - DOWNLOAD

Stonewall Scotland: A guide for public authorities on meeting the Public Sector Equality Duty - DOWNLOAD