



EMBRACE
A CULTURE OF INCLUSION

2021 - 2022

EVALUATION REPORT

YEAR THREE: Working Together



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PREFACE

Our Goal

To create a culture of inclusion across health and social care across Shropshire, Telford & Wrekin for older and old LGBT+ people

Outcomes

- Better experience for older and old LGBT+ people
- Providers more aware and inclusive
- Changes in policy

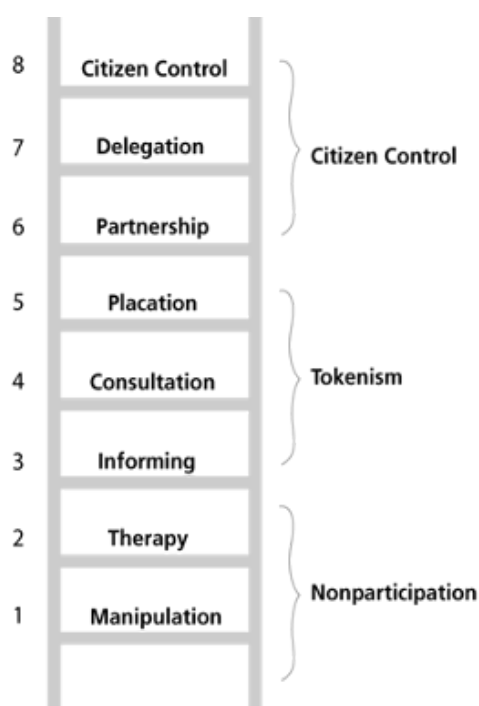
Intermediary Outcomes

- Alliances with key organisations and agencies
- Groups and individuals active in and contributing to our campaign
- Providers more willing to be involved in and engaged with EMBRACE

INTRODUCTION

SAND continues to use two frameworks to help us identify and report on progress.

First: a modified, simplified interpretation of Arnstein's Ladder of Participation to frame this 5 year EMBRACE project.



Arnstein's Ladder (1969)
Degrees of Citizen Participation

YEAR ONE information giving

YEAR TWO bringing
together/consultation

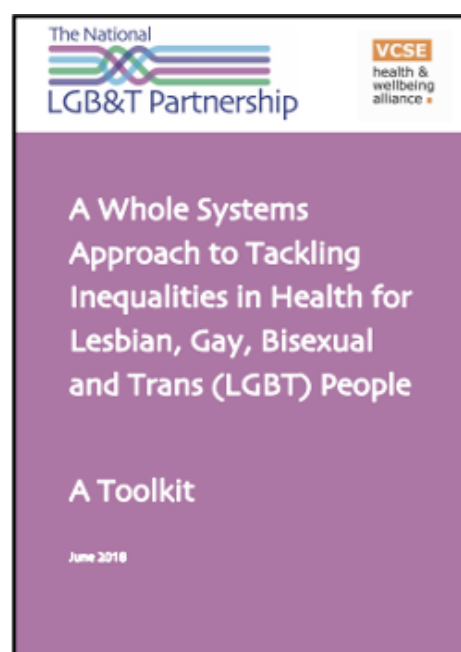
YEAR THREE working together

YEAR FOUR deciding together

YEAR FIVE influencing

Also, as outlined in our original project proposal, our Engagement Plan takes the form of a Whole Systems approach based on one developed by the National LGBT Partnership in June 2018.

<https://nationallgbtpartnershipdotorg.files.wordpress.com/2018/06/a-whole-systems-approach-lgbt-toolkit.pdf>



To keep this at the heart of our work – and rise to the challenge of engagement in a County with no funded LGBT+ infrastructure, we have framed the chapters of this report under a modified series of the headings based on those provided in the toolkit and modelled on Kotter’s 8 golden elements for successful transformational change.

1. **Creating momentum** - to create and cultivate a moment where EMBRACE captures the imagination of key partners, the need for action becomes clear, and opportunities are identified.
2. **Building a guiding coalition** - to guide, coordinate, communicate and work with the change effort
3. **Agreeing a clear vision** - to clarify how the future will be different from the past and how EMBRACE can make that future a reality
4. **Enlisting allies** - to take the Campaign forward in different ways, in different sectors, on many fronts
5. **Considering barriers to change** - to recognise, remove or circumvent barriers that undermine the EMBRACE vision
6. **Demonstrating that change is possible** - to be visible, promote successes along the way, build morale and energise people to persist.
7. **Sustaining acceleration** - to build networks of influence
8. **Instituting Change** - to keep up to date with changes in the field; keep people engaged, look for new opportunities

Currently, we are reporting on the first 6 of these elements.

As the toolkit states:

“A whole systems approach seeks to link together many of the influencing factors on LGBT health inequalities and requires co-ordinated action and integration across multiple sectors including health, social care, planning, housing, transport and businesses to bring about major change to combating LGBT health inequalities, making better use of resources and improving wellbeing and prosperity”

The National Lottery Community Fund requires us to report back on 5 areas:

- The story of our project so far
- How we've involved people from our community
- The differences we're making
- What we've learned
- How we're changing what we do

Whereas in previous years we have used these as headings to frame each chapter, at this stage of the project we find it more helpful to have a flowing narrative.



CHAPTER 1 Creating momentum

Key moments in our plan to create and cultivate a moment where EMBRACE captures the imagination of key partners, the need for action becomes clear, and opportunities are identified.

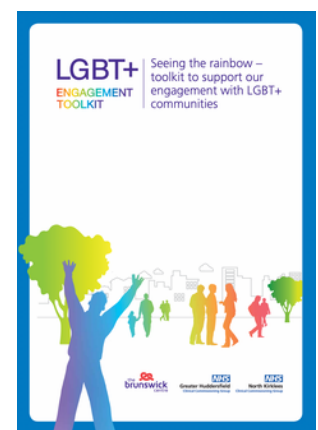
By presenting information; telling stories; linking with national strategic and policy initiatives

Resources

Building on the first two years of the project, we have continued to develop our Resource Bank of materials to both make a case for inclusion and to assist practice. These target LGBT+ people and staff providing health & social care services. At the time of writing we have 169 resources documented.

Recent additions include:

- A publication on the bereavement experiences of LGBT+ people who have lost a partner
- A video clip highlighting the personal experience of Ted Brown who is campaigning against LGBTQI+ abuse in UK 'care' homes
- Transgender guidance for Trust staff and service users
- BBC News video clip – about LGBT people being forced 'back in the closet' when they enter residential care



Expanding on how we can use our I'M IN photographs to bolster the EMBRACE Campaign, we have created a showreel of images which features the voices of LGBT+ people and allies, explaining why they have chosen to join. Each statement typically starts with "Hello, my name is and I have signed up to EMBRACE A Culture of Inclusion because". Here are some examples of what people have been saying:

"We all deserve to be heard without the judgement of others"

"I want to make sure I influence as many people as possible to give an awesome service to older and old LGBT+ people"

"I am now 92 and I have a long lifetime of seeing and experiencing discrimination of all sorts, including personal experience from family and friends around my own sexual orientation"

"Exclusion hurts - and it deprives us of the valuable insights, experiences and contributions that marginalised people can offer. For me inclusion matters"

"I have a right to grow old gracefully or disgracefully"

"I want to play my part in making our part of the world a better place for everyone"



We have produced our own new resource - a 22 minute film: [70 Years through LGBT+ eyes](#). This film puts LGBT+ lived experiences into their socio-political context through the decades from the 1950s. In creating it, '70 Years' also provided a vehicle for us to tell many of the stories that have been shared with us over the years, through a series of composite characters: Bill, Charlie, Louise, Robert and Jane. We send the link to training participants and ask them to watch it before attending our LGBT+ Awareness Training. To date it has had 147 views.

"Oh wow! This video is brilliant, absolutely love it! Well done... It is so powerful and a great educational resource. I would love to have it on the LMS [Learning Management System] for staff across the ICS to access" [Jo Bayliss, Project Manager (People), Integrated Care System (ICS) People Team]

"It was extremely powerful, heart-breaking, shocking, sad, and really opened my eyes to how challenging it has been for people over the years and sadly still is" [Public Training Participant]



Film continues to be a powerful medium and gives us a great opportunity to bring local LGBT+ voices to service providers. We have been working on a priority list to add to our own home-grown collection in the coming year. We will also continue to develop our own Resource Bank and to populate the 'tile' dedicated to SAND on the ICS Learning Management System.

Covenant

In this third year of the project, we have developed and launched 'The Covenant', giving service providers a structured and supported route to EMBRACE A Culture of Inclusion – both strategically and practically.

SAND provides guidance to support take-up of The Covenant and, in these initial stages, we have been targeting specific organisations. They then sign up to 5 commitments (or pledges) and work with SAND to develop an initial 12 month action plan.

The 5 Commitments

- Commit to providing the best possible quality services for older and old LGBT+ people
- Commit to learning what life can be – and has been – like for different LGBT+ people.
- Commit to vocally and visually supporting groups working with and for older and old LGBT+ people
- Commit to creating meaningful opportunities for LGBT+ people and groups to ‘influence’ what you do
- Commit to assess and evidence change, including work carried out to engage LGBT+ people (within the group/organisation and outside it)

The Action Plan encourages organisations to look holistically at [practical steps to make different elements of their organisation more inclusive](#), including policies and procedures. We encourage organisations to nominate at least 2 people to work with us on the plan and to keep it proportionate to the size and nature of the organisation. SAND encourages them to think about what they hope to achieve from their planned actions, and how they will keep track to find out if their organisation really is becoming more inclusive as the year progresses.

To date 9 organisations have signed up to The Covenant and have begun work on their Action Plans:

- Citizens Advice Shropshire
- AgeUK Shropshire Telford & Wrekin
- Wrekin Housing Group
- Shropshire Council (Adult Social Care)
- Radfield Home Care
- Coverage Care (Residential Homes)
- Shropshire Integrated Care System (People)
- Cruse Bereavement Services
- Shropshire Partners in Care



CHAPTER 2 Building a guiding coalition

Key moments in our plan to guide, coordinate, communicate and work with the change effort

By engaging people with passion; commitment and influence; set up guidelines to work together; utilise creative involvement; continually build relationships

Position Statement

Responding to our own need to turn the tables on organisations continually requesting that we join their forums, networks and meetings, in June 2021, we developed a Position Statement:

“To instigate joint discussion around how we (and other voluntary and community sector groups and organisations) can be involved in the ‘bigger picture’ discussions around ‘integrated care systems’ and ‘personalised care’, including how to harness the skills, knowledge and experience of all marginalised groups in ways that are meaningful and lead to real on-the-ground change”.

We believe that if health inequalities are to be addressed systematically and reduced in the longer term, then people from those marginalised groups and the issues they address need to be at the tables where the decisions are made and priorities set.

Like many voluntary and community sector groups and organisations SAND has limited resources and needs to consider carefully how to allocate those to maximise impact and create the change that we believe is needed to achieve our vision.

The Position Statement highlighted the commitments we believe need to be made for change to happen and those (5 commitments) became the mainstay of The Covenant!

Facilitator Training

Staying with the theme of limited resources, SAND itself does not have the capacity to deliver all of the LGBT+ Awareness training that we anticipate (hope) will be requested across the county. We also believe that, if lasting change is to take place and a culture of inclusion really is to be embraced, then the opportunities to learn need to be embedded within organisations themselves.

This has led us to develop a 'Training the Trainers' type of course (although we – more accurately - refer to it as 'Training for Facilitators') and to encourage those who sign up to The Covenant to identify individuals within their own organisations to attend.

The Integrated Care System People Team (ICS) and Shropshire Partners in Care (SPIC) came together to joint fund the match we needed to develop our programme and we plan to deliver a programme of 6 modules, with an emphasis on self-directed learning Sept – Dec 2022. We currently have 2 volunteers from organisations who have actively requested to work with us to test elements of the training and, to date, we have 6 people signed up to take part.

Key Individuals

With an eye to succession planning, we have started conversations about developing a group of key influencers within Covenant organisations. Those involved would need an Equality, Diversity & Inclusion (EDI) remit. Whilst similar in some ways to the 'Strategy Inclusion Group' that we mooted in year 2, this new iteration is an idea in very early stages and one to take forward onto year four, when we hope to engage a particular long-standing supporter and ally to take the lead.



CHAPTER 3 Agreeing a clear vision

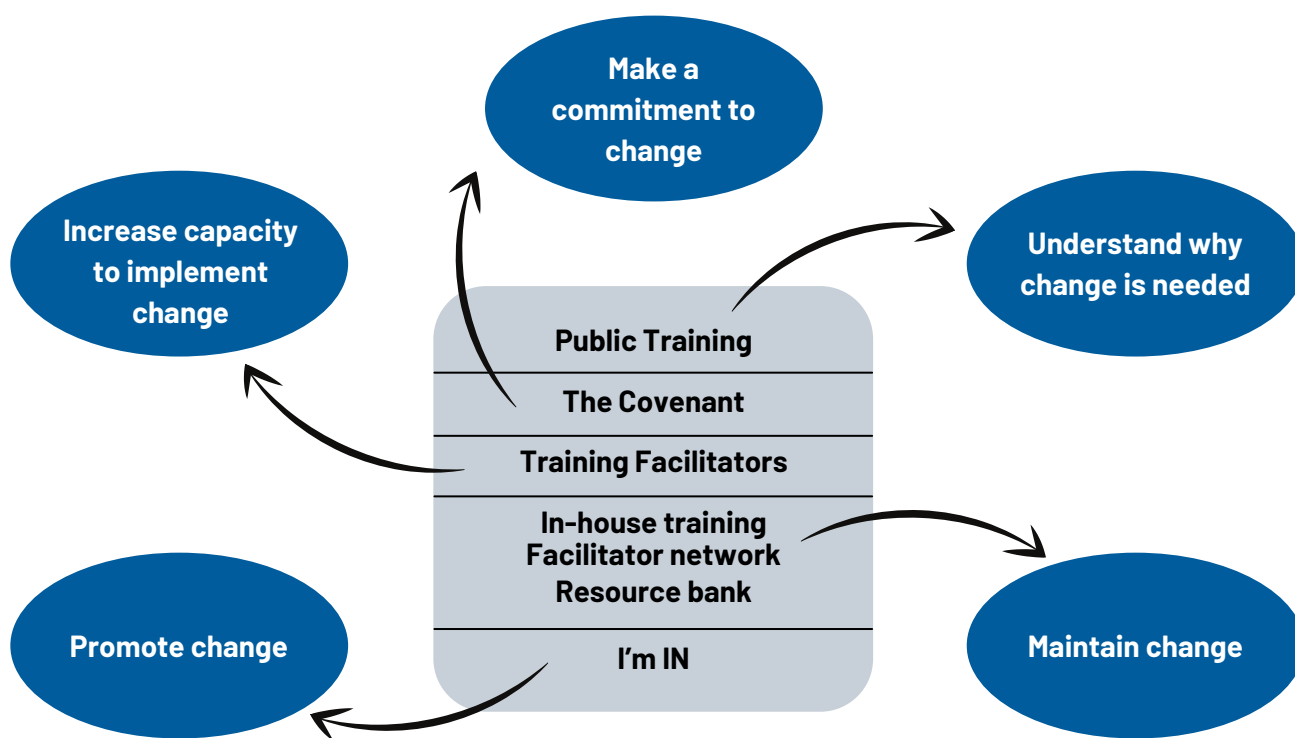
Key moments in our plan to clarify how the future will be different from the past and how EMBRACE can make that future a reality.

By maintaining focus on where we're going; recognise that it's complex and many-layered; accept the process is iterative; being ambitious; celebrating achievements and steps taken

How change happens

Breaking down our Theory of Change (see Appendix 2), we have now identified the core components of EMBRACE for service providers (in the central grey area of the diagram) and matched these to different stages of the change process (in the blue ellipses).

We have produced an information sheet outlining each element in more detail, who it is aimed at and how organisations can access it. This has been produced specifically to help individuals to have the conversations they need with colleagues, in order to take this work forward. See Appendix 3 (How it all fits together).



The Covenant sign-up process

At the moment, we are targeting specific organisations to encourage them to sign up, which they do via a submission form on our website. There are also sub-pages to provide assistance:

- Examples of what the 5 commitments might mean to an organisation (see green box below)
- Action Plan Template – with a downloadable word document - a guide to what is helpful to include
- Examples of actions that could be included in the Covenant
- A guide to Illustrating meaningful change – questions staff can ask themselves and LGBT+ people
- Access to learning resources

Commitment 1: Commit to providing the best possible quality services for older and old LGBT+ people

Examples of what this might mean in practice include:

- older and old LGBT+ people feel they can approach the organisation
- they feel safe and confident to do so
- they trust the organisation and have confidence in receiving a quality service.
- staff and volunteers feel confident in providing the service to older and old LGBT+ people
- staff and volunteers are aware of and understand the issues and obstacles which may face LGBT+ people.
- the organisation is in a better position to influence change in policies and practices that are discriminatory to older LGBT+ people

LGBT+ engagement

To keep us on track with each arising element of EMBRACE, we now complete proposals to link directly with the over-arching Theory of Change. This also helps each member of the growing team to sing from the same hymn sheet. For example:

In the Café

Supporting individuals to be active in and to contribute to the Campaign EMBRACE A CULTURE OF INCLUSION

(NB. this is one of the EMBRACE Intermediary Outcomes)

It is an **Activity** focused on **‘learning and knowledge exchange’**

- Encouraging and supporting those interested in Planning for Ageing. A place to give and receive information
- To find out more about what we’re doing to make a difference for LGBT+ people as we age and why
- To link with other events happening in the LGBT+ Calendar and become more part of the LGBT+ landscape

Regular monthly “In the Café” sessions are now underway with an emerging plan of themes to frame conversation and information sharing, including:

- Benefits, Allowances and Pensions
- Living Wills, Advance Statements, Advance Decisions

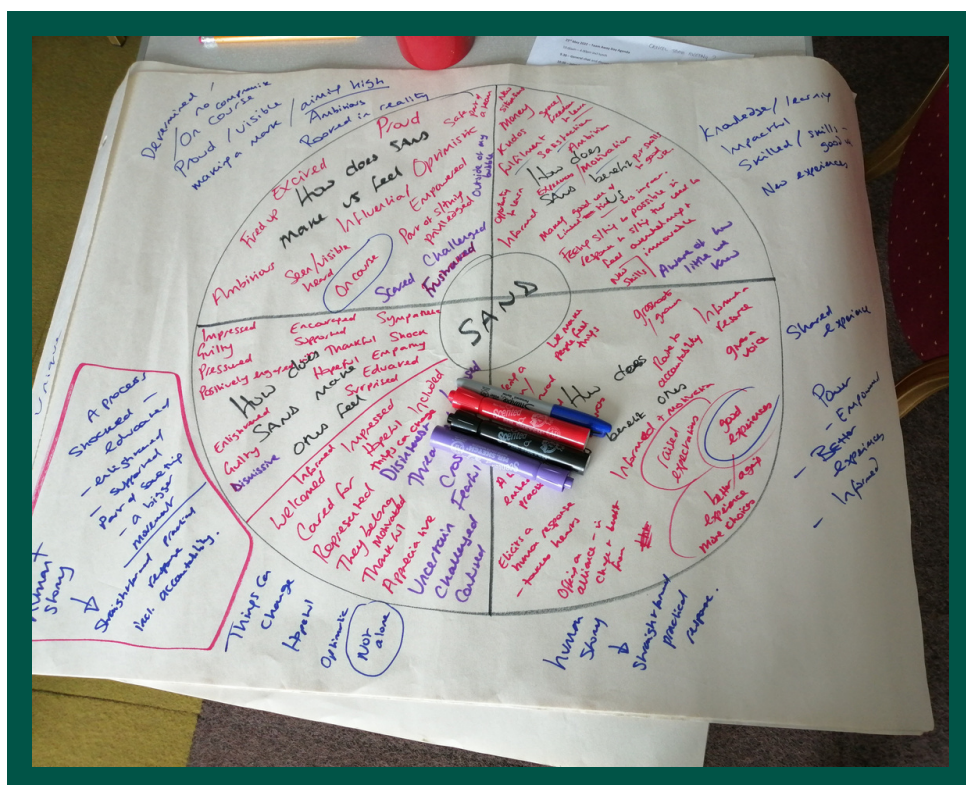
Larger events take place annually – the last in September 2021 – and these take arising themes to explore in more detail.

Away Days

The SAND Action Group, plus the Delivery Team attended an Away Day in November 2021 to consider the remaining 2.5 years of the EMBRACE Project. We took some decisions which have led to action!

EMBRACE risk assessment + timeline	Completed
Stakeholder Analysis	Underway
Skills, Knowledge, Experience analysis	Completed
Send out aims/outcomes of EMBRACE to everyone again	We now send excerpts from the plan with each monthly agenda
Exchange to help with sign-posting	This is being incorporated into the In the Café sessions
Engage Telford	Prioritising in Year 4
Volunteer recruitment	Ongoing
Encourage workplace allies	Included in Covenant Action Plans

In May 2022, the delivery team, consisting of 2 Directors (each approx. 15 hrs p/wk), Engagement Officer (10 hrs p/wk), Events & Volunteer Officer (10 hrs p/wk) & Marketing & Design Officer (10 hrs p/wk), attended an Away Day to plan “What we want to achieve over the next 12 months June 2022-May 2023” and “what success looks like.” We’ll be looking at the plans arising from this at the start of year four.





CHAPTER 4 Enlisting allies

To take the Campaign forward in different ways, in different sectors, on many fronts

By bringing people together, recognising everyone's own context, equipping people and motivating engagement

In September 2021, we delivered our first face-to-face event since our project launch nearly 2 years earlier! This brought together 38 people in total: service providers: AgeUK Shropshire Telford & Wrekin, Lanyon Bowdler Solicitors and End of Life Doula Helen Juffs with Covenant organisations (Citizens Advice Shropshire & Wrekin Housing Group) and older and old LGBT+ people. The event introduced a game, based on snakes and ladders, to help people to explore questions around ageing and dying.

Feedback from September event:

"Excellent, very informative and useful!"

"It was very informative, I learned a lot"

"Found this afternoon very interesting and useful"

People also suggested actions which we have started looking at, for example:

Link to Mental Health Work and Mental Health Strategy /transformation	Mental health came up as a gap in our SKE (Skills, Knowledge, Experience) analysis and we are actively seeking help with this
Bereavement pathway – providers need to have LGBT+ training	Cruse Bereavement Services have signed up to the Covenant
Start an allies group	We have an offer of help to get this underway
It would be useful to have a concise explanation of modern terminologies and what things stand for	We have a glossary on our website resources page and include this as a section in our training for LGBT+ terminology. We are going to look at producing something about health & social care provision for LGBT+ people!

In The Café

Monthly sessions started in March 2022 and have had 10+ people present each time to date. They began very informally with discussions about LGBT+ friendly activities and venues people knew about around the county. After this introductory session, they moved to more pertinent discussions about ageing and already offer a great opportunity to bring older and old LGBT+ people together with our Covenant organisations to support the development of more inclusive practice. We are also delighted to have teamed up with Shrewsbury Dial-a-Ride Community Transport scheme to offer transport to and from these sessions, which has introduced people to this transport option.

In the Café participant feedback includes:

"Concise information at In The Cafe"

"Felt very cared for"

"Very informative and always useful"

"Very informative and the information was easily digestible"

Match and in-kind support

Year three has seen us in a better position to recruit LGBT+ volunteers, now that we have the team to support them and regular activities for them to engage with. We also recognise that volunteers are also participants at events! In the Café has attracted 4 volunteers.

In YEAR THREE, SAND has realised in excess of £19,400 donated in volunteer hours. We calculate that 80% of our current work is related to EMBRACE which means that we have generated £15,520 worth of volunteer hours for EMBRACE. Add this to our Year one and two calculation (£86,100) and we have a current running total of £101,620 worth of voluntary hours donated to the project to date.

In Year three, we had a match funding target of £6,490 which has been exceeded with actual match reaching £14,767. This explains some of the reduced volunteer hours as we were in a position to recruit and pay additional freelance time.

We have also updated our SAND policies to support our work with EMBRACE and undertaken a SKE – Skills, Knowledge, Experience Audit of our Action Group to help us to identify strengths, weaknesses and gaps in our current immediate stakeholders. This has led to the recruitment of one more Action Group member in May 2022.

Training

In 2022, we developed and started delivering our own programme of Public Training. These half day LGBT+ Awareness Sessions were piloted with AgeUK staff who said:

"We would like all our staff to do this training; I think our trustees should too. It would be great if this could be extended to volunteers. We need to be inclusive from the heart of our organisation."

The first open course was delivered via Zoom on 3rd February and attracted participants from: Energize, Connexus Housing, Wrekin Housing, Citizens' Advice Shropshire, West Mercia Women's Aid, Shropshire Council (Adult Social Care), Shropshire MIND (Bereavement Support), Shropshire Integrated Care System and Wem Town Hall.

"This course was very thought provoking. It challenged me to reflect on my practise, and also opened my eyes to how it may be so imbedded in a person's upbringing they may not even realise they are being discriminatory. Therefore we need to always continue to reflect and be open to learning to open our minds."

We asked people what they felt they had learned from the training:

"I learned that I don't know enough and I want to learn more, it's important that we can 'usualise' preferences, so people can live equally without fear or discrimination".

"The impact of unintentional discrimination which can often be very overlooked due to the obvious impact of direct discrimination. Also the words of 'I have to come out again and again'. That had a big impact on me why should someone have to do that now in 2022? Again comes back to assumptions and indirect discrimination. Terminology's were really useful and explanations of certain wordings I was under confident in prior to training"

We also asked people what they would change about their practice

"Changing the questions we ask people, addressing the inclusivity within our engagements"

"More diverse recording options to choose from. EDI visibility on website, social media and offices. Staff training and space for conversations"

"To ensure literature, marketing is more inclusive to anyone wanting to access the service"

Feedback from Public Training – Dress rehearsal:

"Very professional and educational training. I feel more aware of LGBT issues. I Would definitely recommend this training to others"

"A friendly informative session highlighting issues faced by the LGBT+ community - recommended!"

"I found the session shocking, enlightening, positive and well balanced"

"A true eye opener"

"A thought provoking session, well delivered, looking to push positive change!"



CHAPTER 5 Considering barriers to change

To recognise, remove or circumvent barriers that undermine the EMBRACE vision

By considering at all levels of engagement; developing strategies to overcome these; working with everyone – providers and users/potential users/family/friends

2021 was a difficult year for everyone, with the continuing impact of the Covid pandemic.

Our capacity

Sadly SAND had worse news as our other Director and friend lost her short battle with cancer. She was a huge loss to the team, both personally and professionally, and her death was a profound shock to us all.

Simultaneously, one of SAND's founders, and a member of the SAND Action Group, was diagnosed with prostate cancer and was forced to disengage from the group to undergo treatment, from which he is still recovering. His illness and prolonged absence has left a significant gap.

SAND's capacity to deliver on the EMBRACE project was severely dented and one of the Director's took the decision to leave employment elsewhere to help out, alongside fellow Director and the relatively new 3 time-limited freelance roles of Engagement, Events & Volunteers and Marketing & Design. This strategy worked at this time but highlighted the need for a more robust approach to the remainder of the project. To this end we commissioned Cerin Mills, freelance consultant to undertake a risk assessment and action plan for years 4 & 5.

Risk Assessment

The resultant paper (see Appendix 4) identified 6 key risks and 10 associated actions

Risks:

- 1.Capacity to deliver the project
- 2.Exit planning and sustainability
- 3.Financial Risks
- 4.Environmental risks
- 5.Threats and Reputation/ Credibility
- 6.Impact

Action plan – with updates:

ACTION 1	To identify how much support will be needed in terms of time to support the Covenant roll out	Directors SH & SG have now identified set dates in their diaries which are dedicated to Covenant work and have developed a spreadsheet to record engagement with each organisation signing up – this is reviewed every 2 weeks to assess reasonable time allocation per organisation
ACTION 2	How the project could be sustained without key staff	SAND Action Group skills audit now complete, with recommendations and new member recruited. To review monthly at Action Group meetings

ACTION 3	Preparation of electronic handbook	Completed and added to Dropbox, plus a hard copy in the office
ACTION 4	Plans need to be in place for continuation of freelance contracts and the funding secured	Contracts currently extended to Dec 2022, with an income generation strategy in progress
ACTION 5	Devise a strategic exit plan – work on this to take place in the Autumn	The SAND Action Group started looking at this at the May 22 meeting and came up with some great thoughts and ideas, to be revisited monthly and developed into a plan
ACTION 6	How to engage and best use volunteers as a resource?	Currently underway with both Engagement Officer and Events & Volunteers Officer recruiting volunteers.
ACTION 7	Delivery of big event around Covenants – celebratory event at the Buttermarket (potentially)	Venue likely to change – initial discussions underway with the ICS. This is now a priority
ACTION 8	After some interrogating of the budget to identify gaps a focussed fundraising campaign led by Marketing & Design Officer will begin	This is in progress
ACTION 9	Follow up to see if ICS will give annual contribution towards EMBRACE	We have asked and are awaiting a reply
ACTION 10	Events & Volunteers Officer to complete set of specific Risk assessments around environment and all policies to be reviewed annually.	By summer 2022

Issues for others

We have been concerned about recruiting volunteers before we have work for them to do and the capacity to support them to do it. Now, with extra hands on deck and with regular events, is the time!

We are acutely aware of the stresses and strains on health and social care with the continuing demands of Covid19.

- We have developed the Covenant to be sensitive to fluctuating capacity, as realistically this would always be an issue for large statutory organisations. Hence, the Covenant is designed in such a way that organisations set their own actions and their own targets – and they assess themselves. The rigour comes in the requirement to evidence their inclusive practice and to share with others their actions over the year. We have been careful to stress the value of sharing difficulties as well as successes and of supporting each other.
- We held back from contacting some of our Covenant targeted organisations until they felt ready to engage with us – all of them are now on board!



CHAPTER 6 Demonstrating that change is possible

To be visible, promote successes along the way, build morale and energise people to persist.

By notifying all participants in the project; developing a positive marketing and promotion strategy, recognising, collecting, celebrating and communicating success

Branding

Our Marketing & Design Officer has spent time this year clarifying our branding and ensuring that all aspects of SAND's work are coherently branded, with EMBRACE featuring the distinctive green as a main colour. This has really helped the rest of the team, provoking meaningful conversations about how things fit together and where they sit organisationally. These are not always easy conversations, but they are always fruitful and help us to keep on mission with every new development as the project progresses.

LGBT+ Engagement

News about EMBRACE is consistently conveyed to LGBT+ people via our newsletter and our Engagement Officer ensures that all face to face events include a creative element to collect feedback, as well as consultation on areas of interest. We capture the experiences as we hear them and collate them for sharing anonymously through a range of resources, such as short videos, quotes in training or to promote upcoming events. In September we captured stories via our [Sandy Island Discs](#) with local presenter Paul Shuttleworth.

Four local older and old LGBT+ people took part in this pilot idea, sharing stories of association between their musical choices and their LGBT+ lives. Their sessions were recorded and have been added to the resources emerging from EMBRACE.



Communication systems

We have been struggling with effective communication channels and have spent some time this year identifying what would work for us, without being expensive or onerous. With only 3 years left of the project, this needs to be commensurate to our needs, avoiding the hammer to crack a nut approach! Existing team members have been unable to prioritise this and we had been unable to identify the specific skills needed for the job. Fortunately, our newly contracted Events & Volunteers Officer has both interest and skills, and has taken on the task of developing and maintaining an appropriate information management system which is now underway.

Our Marketing & Design Officer has followed her instincts and now produces a monthly e-bulletin. 93 people have signed up since she started, which is a 40% increase in 12 months. The newsletter features information and reviews of EMBRACE alongside upcoming event information, training opportunities and articles of interest.

We are increasingly using our website to promote the project. Our EMBRACE Pages include information on the Covenant. We also have a page dedicated to [Early Adopters](#) – with photos, organisational logos and short progress reports, as well as the growing campaign page which visually shows [Who Else is 'IN'](#) – with over 60 Campaigners displayed.

The Covenant

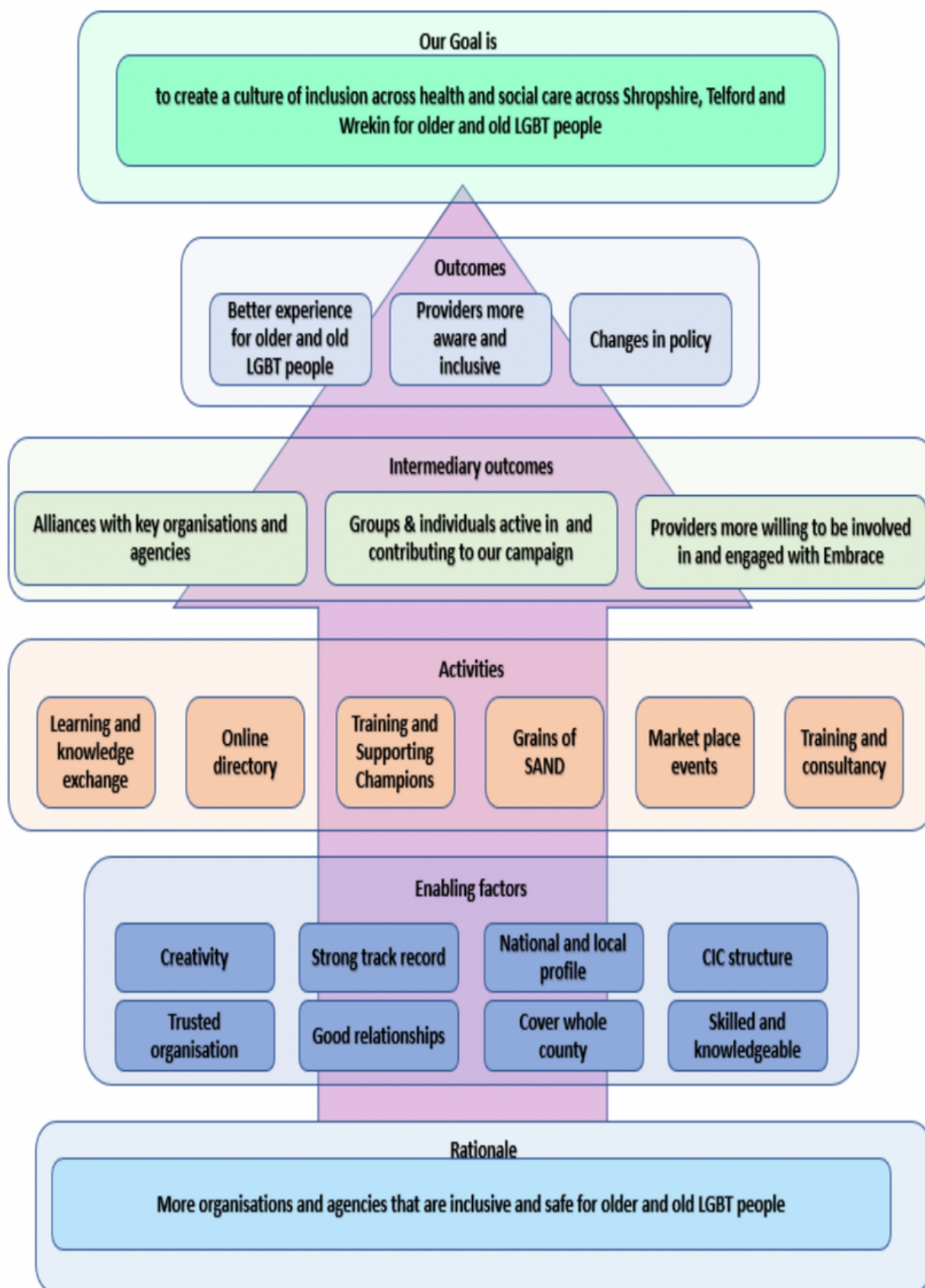
We have aimed for a groundswell of engagement in the Covenant and a showcase of organisational commitment to EMBRACE A Culture of Inclusion. We made use of the launch night of the 2022 LGBT+ History Festival to host 9 speakers from all 8 of the organisations signed up at the time. They all showed up – on a Friday night – to share their excitement and commitment and all of it was caught on video! The Mayor, there to open the event, also committed Shrewsbury Town Council on the spot (we have yet to follow that one up!)



APPENDIX 1 Engagement - Number Crunch

LGBT+ People	Service providers	TOTAL
YEAR ONE 2019-2020		
199	249	448
YEAR TWO 2020-2021		
158	224	382
YEAR THREE 2021-2022		
180	124	304

APPENDIX 2 Theory of Change



APPENDIX 3 How it all fits together



EMBRACE: A Culture of Inclusion

Thanks to the players of the National Lottery,
this project is funded by the National Lottery Community Fund



SAND (Safe Ageing No Discrimination)
www.lgbtsand.com



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Watch this short video to find out why people have joined the Campaign:
<https://tinyurl.com/243mtkpz>

We know that change does not happen quickly and we know that equalities-focused work can be difficult to embed. That is why EMBRACE: A Culture of Inclusion takes a multi-faceted approach, supporting a range of different organisations to work to the common goal of inclusion.

It is also flexible enough to work with your competing demands, the size and capacity of your organisation and your particular focus when working with older people.

SAND can help your organisation to EMBRACE A Culture of Inclusion in a variety of ways.



EMBRACE: A Culture of Inclusion **2**

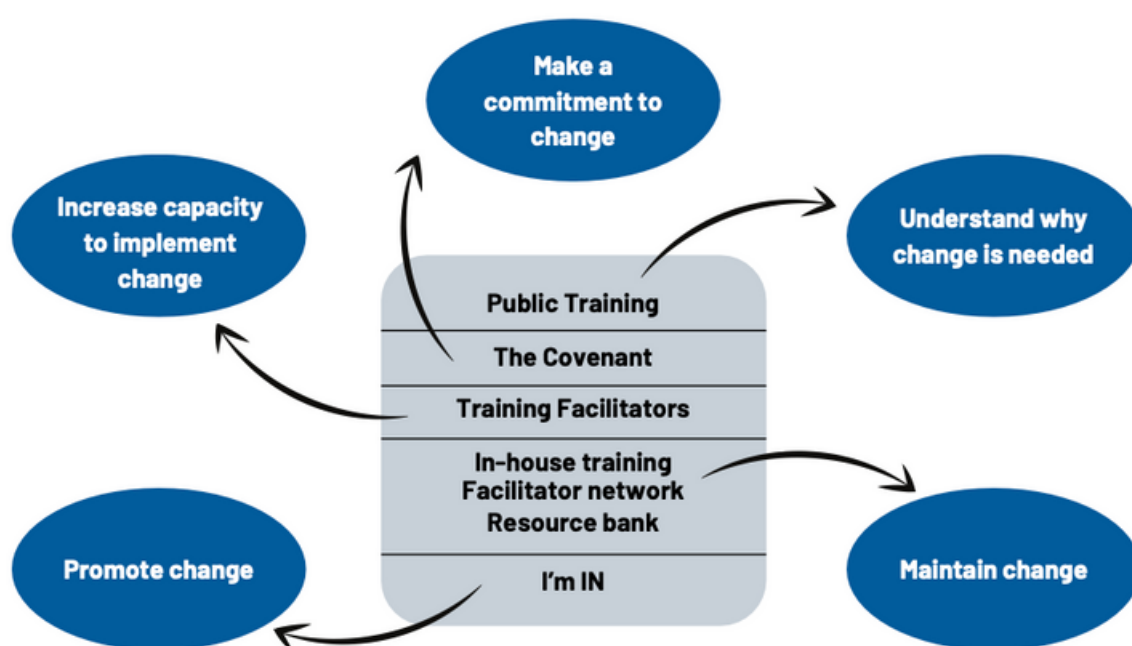
Introduction

EMBRACE: A Culture of Inclusion is a Campaign – which started as a 5 year project funded by the National Lottery Community Fund Reaching Communities Programme. It is run by SAND (www.lgbtsand.com).

EMBRACE: A Culture of Inclusion focuses on the experience and expectations of older and old LGBT+ people accessing health & social care in Shropshire, Telford & Wrekin and aims to:

- Increase the visibility of the older and old LGBT+ community
- Create communities that are safe and inclusive
- Improve the experience of every LGBT+ individual and those who care for them

The Theory of Change behind EMBRACE: A Culture of Inclusion includes building alliances with key organisations & agencies and working with providers, supporting them to be more aware and more inclusive. This work involves 5 key inter-linked components, each with a contributory 'intermediate outcome'. Whilst for some these may be linear they are actually more fluid than that and can be accessed when appropriate for the organisation.



The Covenant

What is it?

'Pledges' which identify your organisational/departmental commitment to EMBRACE: A Culture of Inclusion and a series of self-defined actions to ensure your service is welcoming and inclusive.

Participating groups and organisations will then be invited to feedback progress and share their next year plan at an annual event designed to bring together those working on the Covenant.

Who is it for?

Health & social care providers and other organisations, groups and services which people may need or want to access as they age within Shropshire, Telford & Wrekin.

Click here to see the Early Adopters:

<https://www.lgbtsand.com/projects/embrace/covenant/early-adopters/>

Why would you want to sign up?

Because you are genuinely committed to equality and the provision of inclusive, quality care.

Lesbian, gay, bisexual and transgender people are amongst the Care Quality Commission (CQC) list of "groups who are more likely to have difficulty accessing the right care or to have a poorer experience of care".

The Covenant contributes to requirements of The Public Sector Equality Duty to have due regard to 'eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations'.

Organisations already participating in EMBRACE: A Culture of Inclusion have told us that:

- they want older and old LGBT+ people to feel safe and confident to approach the organisation and have confidence in receiving a quality service.
- they want staff and volunteers to be aware of and understand the issues and obstacles which may face LGBT+ people, and to feel confident in providing the service to older and old LGBT+ people



- they want their services to be more relevant to the communities they are serving
- they want the organisation to better understand the needs of marginalised groups

SAND will help! We offer an initial meeting with some follow up to help you formulate your Action Plan and we consistently add information to our website which you can access to help you at each stage.

Cost:

The Covenant itself is free, as is the initial Action Planning stage first meeting with SAND. There will be a charge for the annual event and the organisation may wish to access some of SAND's paid for courses – this is totally optional.

Where to find out more and how you can access it:

Take a look at our website: www.LGBTsand.com/projects/embrace/covenant



Why would organisations want to sign their staff up?

To build your own capacity to take forward equalities work within your organisation

To make links with other organisations which EMBRACE A Culture of Inclusion

Staff will feel confident about their roles, develop new skills and be able to demonstrate their 'embracing' inclusive approach

Staff will adopt a consistent inclusive approach and be able to access learning resources and material

You will be pioneers of something amazing in Shropshire, Telford & Wrekin and part of a growing network

Cost:

This programme has received additional financial support from the local ICS and SPIC

ICS Membership – limited free places – contact Jo Bayliss, jo.bayliss@nhs.net

SPiC Membership – limited free places – contact Nina Leigh Grix, ngrix@spic.co.uk

Limited paid for places available @ £150 each

Where to find out more and how you can access it:

Email: sal@LGBTsand.com



Training Facilitators

What is it?

This is a supported training programme where Facilitators (see below) work with SAND to be able to deliver LGBT+ Awareness Training and facilitate conversations within their own organisations, and to others. The programme comprises: an introductory session, a Short Course, supported co-delivery and a network of trained facilitators for ongoing peer support

Facilitation skills include the ability to

- Design and prepare a programme with learning outcomes that are appropriate for the group
- Set clear guidelines and create a safe space for people to discuss and share
- Value everyone's input while also being able to manage difficult conversations
- Be aware of group dynamics
- Actively listen, ask questions, intervene where appropriate and respond appropriately to further learning for everyone
- Be flexible but also be able to time manage and keep the session on track
- Reflect on session and adjust if needed

Who is it for?

Staff and volunteers within health & social care provider settings who want to EMBRACE: A Culture of Inclusion and increase the capacity within their own organisations and individuals who want to deliver on behalf of SAND - within Shropshire, Telford & Wrekin.

Participants should have existing facilitation skills or should attend specific facilitation skills training prior to working with SAND. They should have specific interest or experience of equalities work and be nominated/sponsored by key individual/s in the organisation who support them to deliver.

Participants should also attend SAND's LGBT+ Awareness Training (see section below on 'Public Training').



Public Training

What is it?

This half-day (on Zoom or in person) LGBT+ awareness raising course has a specific focus on issues impacting on LGBT+ people accessing services as we age. It provides a safe space for people to explore and discuss issues relating to creating safe, inclusive and welcoming environments for lesbian, gay, bisexual and trans (LGBT+) people, in particular focusing on older and old LGBT+ people.

Who is it for?

Health & Social Care providers; voluntary sector organisations and other related providers in Shropshire, Telford & Wrekin.

Why would organisations want to sign their staff up?

This is locally designed training which draws on local stories, experiences and knowledge, gathered by SAND since 2013.

Participants will gain an awareness of the types of lived experiences of older and old LGBT+ people; understand some of the ways in which prejudice and discrimination may be directed towards and felt by people of differing sexual orientations or gender identities and understand why it is important to proactively consider how to create more inclusive environments.

Cost:

£35 p/p

Where to find out more and how you can access it:

<https://www.LGBTsand.com/whats-on/training/>



I'm IN

What is it?

A visual manifestation of the EMBRACE: A Culture of Inclusion Campaign.

Those who sign up are acknowledging that there is a need to create communities where LGBT+ people are safe to be their whole selves, all of the time; whether those communities are social, professional or in care settings.

Through their conversations and engagement with others, we ask Campaigners to champion the rights of the older and old LGBT+ individual and keep encouraging everybody to EMBRACE A Culture of Inclusion.

Who is it for?

Individuals can join – whether you identify as LGBT+ or as an ally; and whether you live in Shropshire, Telford & Wrekin or beyond.

Individuals representing groups, organisations or departments interested in inclusive practice can join.

Why would you want to sign up?

- To support the Campaign to EMBRACE: A Culture of Inclusion
- To make a very visual commitment
- To be part of something bigger

Cost:

Free

Where to find out more and how you can access it:

Visit the website 'I'm IN' page to see who else is IN:

<https://www.LGBTsand.com/projects/embrace/who-else-is-in/>

Watch this short clip to hear what some of them have to say:

<https://youtu.be/hAU6oHADDC8>

Email: sal@LGBTsand.com



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Resource Bank

Over the years, SAND has collected a range of resources which are gathered together – and are searchable - on our website:

Cost:

Free

Where to find out more and how you can access it:

<https://www.LGBTsand.com/resources/>

SAND is developing this resource bank all the time and is now producing bespoke films, audio clips and other resources to accompany The Covenant.

Document dated: April 2022



EMBRACE: A Culture of Inclusion **9**

APPENDIX 4 Risk Assessment



RE - Drafted document

Risks associated with the delivery of the remaining 2 years of the EMBRACE Project.

EMBRACE A Culture of Inclusion: started in June 2019 and focuses on the experience and expectations of older and old LGBT+ people accessing health & social care. The project funding from the lottery ends in May 2024.

In this document risks associated with the remainder of the project are identified and prioritised with a draft action plan proposed for further discussion with the project staff team and a re-drafted plan to be shared with the SAND Action Group and submitted as part of the year 3 evaluation report in June 2022.

Risks

1. Capacity to deliver the project.

The staff team for Embrace is 3 x 10 hour weekly freelancers to deliver Engagement; Events and coordinate volunteers; Marketing and Design. As well as these three there are 2 directors who each work 2 days a week on the EMBRACE Project.

In considering the risk of whether there are enough personnel hours to complete the project and make a lasting difference, as per the outcomes of the project, clear delivery frameworks need to be proposed and what is most crucial, be prioritised.

Of high importance is the need to identify how much support will be needed in terms of staff time to support the Covenant roll out. **ACTION 1.**

1.1 Consideration needs to be given to the issue of how the project could be sustained without key staff i.e. the directors, and a plan must be put in place to cover this eventuality. **ACTION 2.**

1.2 EMBRACE delivery handbook – for all information to be shared and available in an electronic handbook containing all relevant documentation. These need pulling together. **ACTION 3.**

1.3 Keeping the full team to support delivery is paramount to the success of EMBRACE so plans need to be in place for continuation of contracts and the funding secured to enable this to happen. **ACTION 4.**

2. Exit planning and sustainability

In developing plans for the end of the project as well as the delivery detail the EMBRACE team need to take reflective time now, mid project, to set the parameters of the final elements of the project and the legacy of the project post May 2024.

2.1 A detailed plan for the final year 2023-2024 needs pulling together to illustrate what the final stages will be and what it is hoped will be left in perpetuity from May 2024 onwards. **ACTION 5.**

2.2 A focus needs to be given to the untapped resource of volunteers and how they can be mobilised and delegated responsibilities. These volunteers will still potentially be engaged post project as will all advocates and supporters. **ACTION 6.**

3. Financial Risks

As the project has a thoroughly considered budget and year 3's match funding has been exceeded the project is in a good place financially with opportunities to get further match funding for the next 2 years very likely.

3.1 Work needs to be done on the budget to identify any potential gaps. The member of staff responsible for Marketing will run a fundraising campaign to pull in additional match funds. **ACTION 8.**

3.2 Follow up to see if ICS board will give annual contribution towards EMBRACE. **ACTION 9.**

4. Environmental risks

All of the following areas need individual risk assessments completed to manage risk.

- a) Loss of office
- b) Safety
- c) Lone-workers (e.g. interviewing in people's homes)
- d) Pandemics
- e) Weather

ACTION 10 - JT to be asked to complete this task of writing specific risk assessments

5. Threats and Reputation / Credibility

In any area where activity is being delivered with, and for, marginalised groups there will be dangers around the potential attitudes of others bad mouthing and engaging in cyber-hate, however the reputation locally and nationally of SAND is very positive and the high- profile figures supporting the EMBRACE project will negate for some of this.

SAND have a standard response which will go out on any social media where deemed necessary following any inappropriate comments aimed at the project or its participants or staff.

Some development is needed around identifying who are the key advocates for the project and where there are to be changes in statutory sector personnel that there is a continuation of support particularly as there are some changes happening soon with individual connections. Where the Covenant has been signed up to in these organisations there shouldn't be an issue.

6. Impact

It is hard to accurately measure the difference the project is making however the delivery framework and outcomes identified for the project over the next few years will provide significant evidence of impact. As a reminder original bid outcomes are included as an appendix with this risk identifying document. Project directors agreed to keeping a log for recording impact.

Action Plan Draft

ACTION 1	To identify how much support will be needed in terms of time to support the Covenant roll out	SH and SG to offer a diary of dates where organisations can sign up.
ACTION 2	How the project could be sustained without key staff	SH to complete staff skills audit by mid- April. Addition of another director by mid- May
ACTION 3	Preparation of electronic handbook	Completed
ACTION 4	Plans need to be in place for continuation of contracts and the funding secured	By June 2022
ACTION 5	Devise a strategic exit plan – work on this to take place in the Autumn	By October 2022
ACTION 6	How to engage and best use volunteers as a resource?	Ongoing
ACTION 7	Delivery of big event around Covenants – celebratory event at the Buttermarket (potentially)	June 2023/June 2024

ACTION 8	After some interrogating of the budget to identify gaps a focussed fundraising campaign led by TL will begin	ASAP – SH to scrutinise budget. SG to look at development of a strategic fundraising plan.
ACTION 9	Follow up to see if ICS will give annual contribution towards EMBRACE	Completed?
ACTION 9	JT to complete set of specific Risk assessments around environment and all policies to be reviewed annually	By summer 2022 SG to write up statement from SAND in response to inappropriate cyber hate or similar.

Next steps

This re- drafted paper to be shared and discussed with SAND Action group then submitted with Year 3 evaluation report in June 2022

Appendix;

Reminder from original bid of outcomes for year 3 -5

YEAR THREE working together

- Event consultation on transferability of EMBRACE to other marginalised groups
- Gathering Grains of SAND
- Outreach to other marginalised groups
- Event - preparing together for ageing and dying
- Conference exploring transferability to other marginalised groups
- Gathering Grains of SAND
- Event - assessment on transferability to other marginalised groups
- Gathering Grains of SAND

YEAR FOUR deciding together

- Event - celebratory update on where we are and what we've done - planning the showcase
- Gathering Grains of SAND
- Form a Planning Group for national showcase event
- Event - preparing for ageing and dying - what more needs to happen?
- Identify potential partners to host website
- Work with service providers to embed inclusion
- Gathering Grains of SAND
- Recruit volunteers for National Showcase event
- Event - preparing for ageing and dying
- Event - Host a national showcase event

YEAR FIVE influencing

- Information & resource Website embedded within an appropriate external organisation
- Developed case studies of inclusive practice
- Illustrating the difference EMBRACE makes
- Dissemination local and national
- Evaluation

Cerin Mills, for SAND. April 2022.