

<b>Committee</b>	<b>Dated:</b>
<b>City Bridge Trust</b>	15 <sup>th</sup> June 2017
<b>Subject:</b> Strategic Initiative – LGBT sector support	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

### Summary

This report seeks your approval for grants to three separate charities (Positive East on behalf of the GMI Partnership; LGBT Consortium; Opening Doors London) for projects which support the delivery and sustainability of services to LGBT communities in London and those third sector agencies which provide them.

### Recommendations

Members are asked to agree grants of:

- a) £281,000 over three years (£108,000; £88,000; £85,000) for the GMI Partnership to expand and diversify its work supporting the LGBT community in London. The grant is payable to Positive East.
- b) £217,000 over three years (£80,000; £69,000; £68,000) to the LGBT Consortium to create and manage an online directory/mapping tool of services in London and to provide capacity-building and general support to the LGBT third sector.
- c) £165,000 over three years (3 x £55,000) to Opening Doors London for a Training Coordinator (17.5hpw) and an Administrator (21hpw) plus other costs for a programme to develop the quality of services provided to older LGBT Londoners by voluntary and statutory agencies.

### Main Report

#### Background

1. At a special meeting of the LGBT sector in August 2016, convened by the Trust in partnership with Trust for London, the report "*Still Out There*" (commissioned by Trust for London <https://www.trustforlondon.org.uk/wp-content/uploads/2016/07/Still-Out-There-1.pdf>) was launched. It painted a disconcerting picture of the needs of LGBT Londoners and the real and serious challenges faced by specialist service providers to be able to meet those needs in a time of rising demand and diminishing resources. This perfect storm has created fragility within the sector which has led to service and even organisational closures. Some of the key findings were:
  - Many LGBT people in London face a multitude of issues that require targeted support by statutory and third sector service providers. Key

among these are issues of poverty and significant levels of prejudice (e.g., homophobia/biphobia/transphobia) faced by LGBT people, both of which have far-reaching consequences for their overall health and well-being.

- Over one third of LGBT people in the study face significant financial hardship and lack sufficient financial resources to maintain a suitable standard of living in the Capital, earning less than £15,000 per annum (below the current London Living Wage of £9.75/hour).
  - For one third of LGBT people in the study, ensuring their physical safety both at home and elsewhere is a constant or significant challenge. More than 40% of LGBT people in the study experience some form of prejudice on a regular basis. The research showed that a majority of LGBT people are reluctant to reveal their sexual orientation or gender identity, for fear of the reaction they will receive from staff in mainstream organisations.
  - LGBT service provision is largely underfunded or unavailable within many London boroughs or regions. As a result, the majority of respondents were unable to access LGBT specific services within their locality, while a majority of respondents stated they would prefer to access LGBT specific services if they were available to them.
2. The seminar (chaired by Deputy Edward Lord) created honest and productive debate about these issues and about what funders, commissioners and the sector itself could do to protect, improve and, where possible, expand services to London's LGBT communities. Those present were invited to make proposals to the Trust where they felt they could make a significant impact on supporting the sector. Three proposals have now been received and are summarised in the accompany appendices. They are:
- a) *GMI Partnership* – a partnership set up in 2008 of three long-established agencies: Positive East; Metro; and Spectra
  - b) *LGBT Consortium* – the national membership body of third sector LGBT agencies, established in 2003
  - c) *Opening Doors London* – a charity supporting and advocating for older LGBT people in the capital.
3. Members attention is drawn, also, to a grant recently approved under delegated authority (mentioned elsewhere in your papers) which is for a pilot project run jointly between Suzy Lamplugh Trust, Galop and Gendered Intelligence which examines approaches to ensuring the safety (real and perceived) of some of the most marginalised LGBT people.

### **Conclusion**

4. The three proposals presented here will make a significant and positive difference to the lives of LGBT people in London, both on an individual service basis and through helping to protect and develop key agencies which themselves provide important support to this sector.

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## **GMI Partnership**

### **Who they are:**

The GMI Partnership was established in 2008 and comprises three leading LGBT charities: Positive East, Metro and Spectra. Its remit is to provide a rapid response across London to HIV testing and related sexual health issues for men who have sex with men. It is the current outreach and community engagement provider for the London Councils funded HIV prevention programme "Do it London" which is the only London-wide commissioned programme. In this latest year the Partnership has had 100,000 contacts with LGBT people across London and a store of data covering 8 years' engagement. This arrangement between three leading HIV charities offers more than the sum of its parts and is a good tried-and-tested model of collaborative best practice. The Partnership is not a single charity in its own right so any grant awarded would be made to Positive East as the lead body and which would also be the employer of any staff funded.

### **The Proposal:**

The Partnership is now operating in an increasingly complex, austere and competitive environment and this proposal would aim to:

- Reimagine its business plan and re-launch the Partnership to make it more accessible to the sector
- Expand and diversify its work including being able to take a more holistic approach to HIV prevention, sexual and reproductive health and LGBT strategic equalities and service delivery; and to provide leadership in London linking these domains.

### **The Project:**

GMI believes that to effectively address HIV prevention, sexual reproductive health, and LGBT equalities a much more holistic approach is required and which tackles wider determinants that impact on behaviours. Due to the commissioning approach of many statutory authorities there is much less scope and capacity for the Partnership to undertake such preventative work and to create effective solutions. The proposal sets out a development programme for the GMI Partnership which will enable it to be fit for purpose given the volatile landscape for this area of work. In effect, this request is to enable and ensure that the partnership approach, which has been very effective to date, can be made more robust and more responsive in order to be able to provide the best quality services in the years ahead and to help inform commissioners of services so that these processes are more effective. Future work is likely to address the needs and circumstances of women affected by HIV.

The following outputs and outcomes would be achieved:

#### **Outputs**

- Produce a 3 year business plan (with annual reviews) to include fundraising, communications, workforce development.
- Review & update governance and leadership/management structure (incl development training)
- Produce hard copy resource/best practice guidance from learning gained over several years of working in and with this sector

- Create new branding and website, maximising use of technology
- Deliver workshops with key LGBT forums and Healthwatches on addressing support needs and tackling inequalities

#### Outcomes

- Ensure GMI Partnership is better able to determine and provide for the needs of the LGBT community particularly in relation to HIV testing and related support
- Harness the knowledge from many years' work to date to advise and shape future commissioning so that it becomes more effective and more efficient
- Consult and work with the LGBT sector in London to ensure their voices are heard and that health inequalities are identified and addressed
- Develop resources to enable statutory providers to better meet the needs of the LGBT community

Funds are sought for the following costs:

Item	Year 1	Year 2	Year 3	Project Total
<b>Staffing</b>				
Development Manager	£48,000	£48,000	£48,000	
Contribution Data Management	£10,000	£10,000	£10,000	
<b>Consultancy</b>				
Business Planning	£10,000	£5,000	£2,000	
Governance Review	£5,000			
Website, Stakeholder Events, Associated Marketing Collateral	£15,000	£10,000	£10,000	
Fundraising	£10,000	£10,000	£10,000	
<b>Training &amp; Development</b>				
	£10,000	£5,000	£5,000	
<b>Annual Total</b>	<b>£108,000</b>	<b>£88,000</b>	<b>£85,000</b>	<b>£281,000</b>

#### **Recommendation**

£281,000 over three years (£108,000; £88,000; £85,000) for the GMI Partnership to expand and diversify its work supporting the LGBT community in London. The grant is payable to Positive East.

#### Financial Information

The financial information relates to Positive East who would be the grant recipient and accountable body on behalf of the Partnership. The cost of generating funds fell significantly after the 15/16 financial year as the organisation reduced its core fundraising department. The free reserves policy is shown as 6 months' worth of unrestricted expenditure against which the current free reserves holding appears quite healthy. However, as a proportion of total expenditure the free reserves held are modest.

Year end as at 31 March	2016	2017	2018
	Audited	Draft	Forecast
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	1,530,170	1,317,516	1,238,025
- % of Income confirmed	n/a	n/a	73%
Expenditure	(1,706,586)	(1,164,514)	(1,198,137)
Total surplus/(deficit)	(176,416)	153,002	39,888
Split between:			
- Restricted surplus/(deficit)	0	69,924	21,962
- Unrestricted surplus/(deficit)	(176,416)	83,078	17,926
	(176,416)	153,002	39,888
Cost of Raising Funds	248,737	78,732	89,512
- % of income	16.3%	6.0%	7.2%
Operating expenditure (unrestricted funds)	435,737	136,540	293,324
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	180,040	278,370	318,258
No of months of operating expenditure	5.0	24.5	13.0
Reserves policy target	217,869	68,225	146,662
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(37,829)	210,145	171,596

## **LGBT Consortium**

### **Who they are:**

The LGBT Consortium is a national membership body, formed in 2003, whose aim is to develop and maximise the effectiveness of voluntary organisations run by and for lesbians, gay men, bisexual and transgendered people. Much of its work is with and for London based organisations, including the convening of networks, capacity-building, campaigning on specific issues, and delivering some direct services (eg leading a partnership of organisations tackling hate crime).

### **The Proposal:**

The LGBT seminar in August 2016 made a clear call for an update to the “directory” of LGBT services – to show what was available and to make it easier for individuals to access the support they need. This proposal is to deliver that, via an interactive website (including an interactive map). In addition, this mapping would also highlight where the gaps in services existed which, it is hoped, would be useful for funders and commissioners to know so that they could target their support more strategically. (The original directory, a hard-copy resource, was compiled by another organisation several years ago but has not been updated since 2012/13.) A second strand of the proposal is to enable the Consortium to sustain regular contact with and support to the sector in London.

The following outputs and outcomes would be achieved:

#### **Outputs**

- Research current service providers to determine location and scope of support currently on offer
- Commission and manage interactive website harnessing all the data collected
- Identify and illustrate gaps in provision
- Promote the interactive map
- Engage services which are not currently engaged
- Develop and manage regular sector network meetings

#### **Outcomes**

- Easier access to support for those in need
- Funders/commissioners more aware of gaps in services
- Increased opportunities for LGBT services to work together
- LGBT organisations receive more sustainable infrastructure support
- Reduction of gaps in services and of duplication
- Sector has more opportunity to make its voice heard

It is entirely appropriate that this type of project is managed/delivered by a second-tier body which has significant knowledge of the LGBT sector, whilst the project itself would fit squarely within the Consortium’s aims. Funds sought are outlined below.

### **Recommendation**

£217,000 over three years (£80,000; £69,000; £68,000) to the LGBT Consortium to create and manage an online directory/mapping tool of services in London and to provide capacity-building and general support to the LGBT third sector.

## Costs requested

Expense Item	Expense Detail	Year 1	Year 2	Year 3	Total
Sustainability and Support Coordinator	3 days pw @ £25Kpa FTE, provide infra support & project development & sustain	£17,232	£17,577	£17,928	£52,737
Mapping Development Coordinator	Website maintenance, research, online support, development 3 day pw @ £25Kpa	£17,232	£17,577	£17,928	£52,737
Website build and maintenance	Cost to build and maintain LGBT services website by GMFA	£10,000	£2,500	£2,500	£15,000
Laptop/printer for Staff		£ 1,500			£ 1,500
Setup and Planning	Still Out There research partners meetings, and GMFA/Consortium meetings to plan	£1,680			£ 1,680
Travel across boroughs	Staff travel across project	£750	£750	£750	£ 2,250
Office Costs	Direct office costs for Staff	£2,880	£2,880	£2,880	£ 8,640
LGBT organisation engagement fees	Funds to support LGBT organisations engaging in consultation, relationship brokering, etc. @ £35h	£6,300	£6,300	£6,300	£18,900
LGBT organisation engagement fees	LGBT London meetings (3 per year with 15 people in attendance at each) plus meeting costs and refreshments	£5,925	£5,925	£5,925	£17,775
LGBT Visits	£200 for each organisation for hosted visit and agreed learning plan, with 10 visits funded per year	£4,000	£4,000	£4,000	£12,000
Publicity and Marketing campaign	Campaign to promote mapping, services and sector resilience. Launch of tool	£2,500	£2,500	£1,000	£ 6,000
Full Cost Recovery	LGBT Consortium's costs	£6,415	£5,990	£5,817	£18,222
Full Cost Recovery	GMFA's costs	£4,085	£3,011	£3,064	£10,161
		<b>£80,499</b>	<b>£69,010</b>	<b>£68,093</b>	<b>£217,601</b>

## Financial information

Most of the funds received by the charity are restricted to projects and do not contribute adequately to core costs, which makes it difficult to build up free reserves. Whilst the charity would ideally wish to hold 3 months of operating costs as its free reserves policy it has settled, for the time being, on 1 months' worth as this is more realistic for them. Due to the timing of income receipts the 2017 year-end reported a higher level of reserves. The organisation does not specifically calculate its cost of generating funds as this activity falls within the Director's core duties. It has been explained to them that this is something which it will need to do in the future.

<b>Year end as at 31 March</b>	<b>2016 Examined £</b>	<b>2017 Draft £</b>	<b>2018 Forecast £</b>
<b>Income &amp; expenditure:</b>			
Income	235,572	295,620	300,577
- % of Income confirmed	n/a	n/a	71%
Expenditure	(238,831)	(271,632)	(363,753)
Total surplus/(deficit)	<b>(3,259)</b>	<b>23,988</b>	<b>(63,176)</b>
Split between:			
- Restricted surplus/(deficit)	(180)	(10,870)	0
- Unrestricted surplus/(deficit)	(3,079)	34,858	(63,176)
	<b>(3,259)</b>	<b>23,988</b>	<b>(63,176)</b>
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	193,651	136,493	133,926
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	64,990	99,838	20,524
No of months of operating expenditure	4.0	8.8	1.8
Reserves policy target	16,138	11,374	11,605
No of months of operating expenditure	1.0	1.0	1.0
Free reserves over/(under) target	48,852	88,464	8,919



## Opening Doors London

### Who they are:

Opening Doors was initially a project of Age UK Camden (and funded by the Trust in 2010) until April 2016 when it became a limited company in its own right and then a registered charity in June 2016. Its formal name is now Opening Doors London (ODL). It is the largest charity providing information and support services specifically for older LGBT people (which it defines as 50+). Its aim is to support the older LGBT community to lead full, vibrant and respected lives free from isolation, loneliness, discrimination and prejudice. (Members may recall that the original project was one of the first cohorts chosen for the “Telling your Stories” scheme with the Media Trust, producing a very moving film showing how many of that generation of LGBT people had experienced extreme prejudice and, often, violence.) ODL’s trustee board comprises people with lived experience of the issues they address.

### The Proposal:

One of the key strands of ODL’s work is to provide specialist training and consultancy for statutory and voluntary organisations - such as care homes, housing associations and hospitals - to help them understand the needs of older LGBT people, so the charity has a sound knowledge of the good and the bad of the various care services. There are around 100,000 older LGBT people in London. ODL wants to do specific work with commissioners *and* providers to support mainstream organisations to better understand the needs and experience of this community and therefore provide better personal care.

Most older LGBT people do not want a different or special service – they want a respectful and appropriate service. The charity proposes to work with commissioners (local authorities and CCGs) of a range of services that could impact on older LGBT people (incl social care, housing, mental health, drugs & substance misuse). It would provide a variety of options for them, including:

- Quality assuring their JSNA from an older LGBT perspective
- Facilitating borough-based “open-space” events
- Leadership development
- Training and consultancy
- Social opportunities for older LGBT people in their locality

The older LGBT community is not well served by many statutory services. Sometimes this is due to a general ignorance/lack of awareness of their particular experiences; sometimes it’s due to thinly veiled homophobia; sometimes it’s because providers/commissioners *think* their needs are being served when in reality they aren’t. This project will inform and educate commissioners and service providers (especially managers of services) about the specific needs of this community and how they can ensure that those needs are met and that discrimination is minimised.

This request is for £55,000 per year to employ a Training Co-ordinator (17.5hpw); an Administrator (21hpw) and the costs of specialist consultants/trainers; and would deliver the following outputs and outcomes:

### Outputs

- In each year, one sub-region will have 6 “Open Space” events to consider how best to meet the needs of older LGBT people in that area
- Develop an Action Plan for each borough for both developing services for that community and for supporting the development of staff to provide appropriate care
- Work with the Public Health teams in each borough to quality assure their JSNA from an older LGBT perspective
- Develop a closed/moderated Facebook page for health & social care sector staff who want to improve services for this community

### Outcomes

- Increased awareness and understanding of the needs of older LGBT communities both generally and in any specific borough by providers
- Increased awareness of support and services available to this community
- The local LGBT community is better reflected in the local JSNA, which will help lead to more appropriate commissioning priorities
- Managers of care/support services are more aware of some of the issues they need to consider in supporting staff to deliver appropriate, non-discriminatory, personalised services

<u>Costs sought</u>			
Training Coordinator	Scale SO1	17.5hrs/wk	£18,100
Admin	Scale SC6	21hrs/wk	£18,600
Consultants	£450/day	20 days/pa	£9,000
Management			£10,000
Project running costs	Venue hire, training costs & equipment, travel, volunteer expenses		£10,000
Contribution to central costs @ 13%			£8,514
		Total Project costs:	£74,241
		Secured from donations & training fees	£19,247
		<b>Ask of CBT per year</b>	<b>£55,000</b>

### **Recommendation**

£165,000 over three years (3 x £55,000) to Opening Doors London for a Training Coordinator (17.5hpw) and an Administrator (21hpw) plus other costs for a programme to develop the quality of services provided to older LGBT Londoners by voluntary and statutory agencies.

### Financial information

In the table below the information for the 15/16 financial year is derived from an extract (approved by their auditor) from the audited accounts of Age UK Camden as Opening Doors was then a project within that charity. This explains why some of the categories show a nil value. Whilst forecast free reserves are very low this is not unexpected for a relatively new organisation but it is the intention to grow these over time.

Year end as at 31 March	2016	2017*	2018
	Examined	Draft	Forecast
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	279,413	218,492	309,182
- % of Income confirmed	n/a	n/a	79%
Expenditure	(271,738)	(203,421)	(290,133)
Total surplus/(deficit)	<b>7,675</b>	<b>15,071</b>	<b>19,049</b>
Split between:			
- Restricted surplus/(deficit)	0	14,512	18,342
- Unrestricted surplus/(deficit)	0	559	707
	<b>0</b>	<b>15,071</b>	<b>19,049</b>
Cost of Raising Funds	0	13,338	18,860
- % of income	0.0%	6.1%	6.1%
Operating expenditure (unrestricted funds)	0	39,481	56,310
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	0	559	1,266
No of months of operating expenditure		0.2	0.3
Reserves policy target	0	9,870	14,077
No of months of operating expenditure		3.0	3.0
Free reserves over/(under) target	0	(9,311)	(12,811)

\* ODL did not become a registered charity in its own right until July 2016, so the draft figures in the second column are for a 9-month period (July 2016 – March 2017)