



CONSORTIUM
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**EMBEDDING THE LGBT+
OUTCOMES FRAMEWORK**

Leicester LGBT Centre Case Study

JANUARY 2021



This Case Study has been produced by Traverse, who worked with Leicester LGBT Centre during 2020 as part of a Connect Fund project.

Consortium extends huge thanks for their hard work and efforts as part of this project.

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The Connect Fund has been set up to strengthen the social investment market in England to better meet the needs of charities and social enterprises. Known as the 'Social Investment Infrastructure Fund', it is a £6 million fund for grants and investments that Barrow Cadbury Trust manages in partnership with Access—the Foundation for Social Investment.

www.connectfund.org.uk



Barrow Cadbury Trust charity number 1115476

Leicester LGBT Centre: Using the Framework to redevelop an organisational strategy

Organisation background

Leicester Lesbian Gay Bisexual and Transgender (LGBT) Centre is a small but growing charity. The Centre aims to provide safe, accessible and appropriate services, support to combat social isolation, exclusion and discrimination that LGBT+ people face, and promote a positive environment that empowers those who are LGBT+ and educates those who are not.

Their vision is to celebrate, support and connect their users, stakeholders and wider communities in which they work, influencing and affecting positive change, and co-creating ambitious and sustainable services.

Key drivers of change

The organisation had been through a period of change including a new Chief Executive in post and a new staffing structure. This – in addition to the needs exposed and exacerbated by COVID-19 – created an opportunity to revisit, review and improve the organisation's

- Vision, values and key strategic outcomes.
- Main services areas and the overlap and connections between them.
- Understanding of, approaches to and use of evaluation – and the extent to which this linked to their strategic plans.

Use of the Common Outcomes Framework

Leicester LGBT Centre used the Framework to support the development of new organisation strategy.

They first used the Framework to help raise and drive discussion about what the organisation should aim to achieve during an initial strategy workshop with the Board of Trustees. The published Framework helped senior management suggest to the board that it was the right moment to revisit and review the organisation's strategy.

They then used the Framework to help staff and volunteers create a new theory of change that articulates the change they want to create for the people they support. The different outcomes domains and sub-outcomes in the Framework also helped staff and volunteers think about what Leicester LGBT Centre should and shouldn't aim to achieve through its work – and where it should look to form partnerships.

This theory of change will also be reviewed and developed based on the feedback of the people the centre supports.

Impact of the Common Outcomes Framework

- Use of the Framework has helped Leicester LGBT Centre to design a strategy that – though specific to Leicester, Leicestershire & Rutland – is aligned with the wider work of the LGBT+ sector.
- Use of the Framework as a tool to easily involve trustees, staff, volunteers and beneficiaries has supported participation and helped foster a culture of ownership over the new strategy.
- The outcomes-focused Framework and theory of change workshop have helped staff to think about how them and their colleagues' work connects to create change in the lives of the people they support.

Key reflections

Leicester LGBT Centre recommend that:

- Organisations allow plenty of time to redevelop their organisational strategy – even with the Framework to help. Strategy design is a large-scale, iterative process that takes time to do properly and involve Trustees, staff, volunteers and beneficiaries.
- The Framework should be used to kickstart conversation. The five outcome domains within the Framework, and the principles, can help organisations to drive and structure conversations with Trustees and staff.
- The Framework should be used to keep staff focused on outcomes – the change they want to bring about – rather than the 'activities' they want to undertake. Leicester LGBT Centre have since printed out and put the Framework on their office wall to help staff stay focused on change.

Continuing on the journey

Leicester LGBT Centre will continue to develop their new strategy and the outcomes within it to help shape and make more consistent their communication around what they aim to achieve as an organisation. They will also design an aligned evaluation framework and plan, drawing on the Framework to help identify potential measurement tools.