

GALOP Restructure

1 August 1994

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1. Introduction

Purpose of paper

1. to set out current problems
2. to propose solutions for consultation with staff
3. to set out GALOP's future aims and objectives
4. to consult with funders and staff about implications of proposals

GALOP's management committee has been reconstituted with the co-option on 27 June 1994 of 8 individuals, with a remit to sort out identified problems over the next 4 months. This was supported by the core funders (the LBGU) and by existing committee of two. This is a temporary committee, working towards an AGM in November when a new committee will be elected by a membership. This committee has prioritised working towards a GALOP that is accountable, effective and well-managed, and well thought of professionally and in the communities it serves. The availability of an active group of 8 committed members called together within a matter of days gives some indication of the concern of lesbian and gay communities and community organisations over the problems at GALOP and their commitment to its survival to support pressing community needs. At the first committee meeting on 27 June, LBGU officers present demanded a strategy for solving GALOP's problems within July, or the grant would be withheld.

The problems identified by both MC and by LBGU were:

- o organisational structure (at legal, committee, membership and staff levels)
- o management (staff, work financial)
- o membership (role, composition)
- o service delivery (to all parts of the lesbian and gay communities, evaluation/monitoring, development)
- o outreach/pr

Over the course of the following 3 weeks, the MC collected from staff, past committee members and the LBGU the following information on GALOP's management, service delivery, employment, financial and organisational structure:

Accounts 1992/3

Current financial statement

1994/5 cashflow budget

Job descriptions (past/present, with dates and staff names)

Contract, terms and conditions

Staff names, length of service, hours, payscale

Any union recognition

Timesheets for the last 6 months

Current volunteers (names, length of service, any agreements with them, hours

Any information/documentation relating to employment matters

MC minutes, together with any tabled or sent papers (all)

Minutes of any AGMs

Constitution

Existing membership list

LBGU application 1994/5

Any outstanding funding applications

Annual reports

Publicity material about GALOP

Any outstanding complaints/liabilities that GALOP is involved in

Work reports from all workers for the last 6 months (inc. advice, counselling, administration, project development, fundraising, external liaison, etc.)

From the LBGU- any monitoring reports, internal reports, reports to committee

2. Analysis of current situation

2.1 Service delivery

- services are very limited (for the period March - mid July, there were 2-6 advice calls per week; annual report for 1992 shows 20-30 advice calls per week) despite continuing and growing need (see for example Safe Neighbourhoods Unit report on Lewisham, 1992; Project Sigma unpublished research shows 25% of gay men have experienced homophobic violence)
- advice enquiries do not reflect major events of homophobic violence known to be happening (for example, widespread attacks after Pride, or homophobic violence in South London)
- breakdown of referrals from other organisations (eg Switchboard)
- information systems are not well developed - eg no contact with community organisations, solicitors and so on; solutions to advice problems presented very limited
- no policies/guidelines on type of advice service provided
- very poor, or no, service delivery to members of Black and minority ethnic communities or to women (for example, stats show less than 5% women users, and less than 5 Black and minority ethnic users over the year)
- no properly developed confidentiality policies/procedures
- poor links with related fields (eg community safety, single homelessness, other housing.) Links are mainly with the Met.

2.2 Accountability

- no members to whom the organisation or MC are held accountable (LBGU internal report 10 May 1994: "GALOP's management committee is made up of individuals who are not elected by a membership of accountable to the community"; LBGU monitoring report 6 Dec. 1993 GALOP "needs to work on this urgently".
- no evaluation or feedback mechanisms
- no complaints procedure

2.3 Management

- previous management committee down to 2 members (inquate according to constitution)
- very little management documentation (LBGU internal report 10 May 1994, "no systematic minute taking procedure. Strongly recommend that they take minutes", "MC meet on an ad hoc basis". Minutes taken over last 6 + years : 1993 - one set, 1992 - one set, 1991 - 3 sets, 1990 - one set, 1989 - one-set, none earlier.
- Poor or nonexistent systems (eg no financial standing orders, little work programming, no timesheets, no delegated authority guide, no agreed employment contract for one member of staff, etc)
- Absence of proper insurances
- Constitution offering no individual protection to committee members
- Staff in dispute - complaints not being resolved: working relations entirely broken down

2.4 Funding

- Core grant withheld at least 3 times
- Major problems identified by funder which will result in suspension this quarter if not solved immediately (MC minutes/LBGU 27 June 1994)
- Missed funding opportunities over last several years due poor reputation with other funders (a regional Health Authority cited GALOP's reputation over race issues as the reason for not awarding grant of £25,000), lack of contacts and

information.(eg no work on Home Office funding, work with only one City Challenge or Safer Cities area), and initiatives started and not followed through (eg Safer Cities, Lambeth City Challenge).

2.5 History

These problems are long standing within GALOP.

- Service delivery - although since LESPOP closed GALOP has claimed to provide a service to women, published statistics show no women clients. Concerns over GALOP's services to Black and minority ethnic communities have been expressed since 1992 - Black communities and individuals feel alienated by GALOP (eg, Black community groups chose not to contact GALOP when organising around racism and homophobia in Sept. 1993; GALOP receives no referrals from Black organisations; GALOP has never had any Black committee members) . Over the last 5 years, targets or guidelines for service delivery have fallen into disrepair.

- Accountability -There have been no proper records of membership; membership has not been active or representative of lesbian and gay communities; mechanisms for getting members have been unaccountable. There have never been any evaluation mechanisms or procedures.

- Management - MC documentation has been scanty for at least 6 years. Financial systems have been in disarray for 2 years, resulting in a number of incidents of theft/fraud by staff(ending in April 1993) and by volunteers in (July 1993). Management of staff and work systems, including timesheets and appraisal have never existed.

2.6 What this means for GALOP

GALOP, in order to continue receiving funding, and in order to recreate confidence in the service by those who need it, must:

- be seen to provide a well-informed service to all parts of the lesbian and gay communities
- develop links with lesbian and gay organisations who can refer members of the public to GALOP for help
- develop systems of management of finances, work and staff to ensure proper expenditure of public funds

Without this, GALOP will:

- lose its funding within 1-4 months, and the organisation will cease to exist
- remain isolated from the organisations and communities that should supply it with clients, and fail to provide a much needed service
- risk recurring serious management problems of staff disputes, financial mismanagement and fraud, and poor staff management.

3. Strategic plan

In response to the above problems, the MC has developed the following Strategic Plan with advice from a solicitor and a management consultant. The plan

- recognises the need to address the problems across all areas of activity - management, structure, staffing, service delivery.
- addresses the need for speed of solution in order to retain funding and deliver services to victims or potential victims of violence as soon as possible
- seeks to bring the most appropriate skills to bear on GALOP's problems in order to implement best practice within its management and service delivery.

3.1 Aims and objectives

The MC held a meeting on its Mission, Values and Strategic Priorities with a management consultant.

The following new aims were developed:

- GALOP should provide a relevant and sensitive service to meet the needs of lesbians as well as gay men faced with homophobic violence
- GALOP's service should be based in meaningful community involvement
- GALOP should adopt a multiple agency approach to its work, focusing on community safety, including crime prevention as well as victim support
- GALOP should develop a better use of volunteers
- GALOP should be an active membership organisation
- GALOP's work should be service-driven, rooted in its work with clients.

The future work of GALOP should be based on developed mechanisms of accountability and of consultation, which identify the needs of different parts of the lesbian and gay communities.

It should also work towards a more sophisticated and well-defined advice and information service that:

- provides a range of advice and information, providing pragmatic responses in terms of a wide range of agencies, support services and possible options for clients
- provides a sensitive and appropriate service to different members of the lesbian and gay communities who may bring different experiences of violence, homophobia, the legal system, and other institutions based on their gender, race, disability and so on.
- provides a service drawing on the principles of crime prevention, lessening fear of crime, as well as victim support
- provides a client service whose aims and parameters are clearly defined, and relate to providing practical advice, resource information, signposting to more in-depth services (eg counselling, legal, housing, etc)

3.2 New structure

These aims imply various changes in how GALOP is structured, at every level.

MC/membership

Key areas of membership to be investigated include:

- organisational membership of agencies with whom GALOP will be working in partnership
- constituency based membership involving different stakeholders in GALOP's services

(eg referral agents, representatives from related fields, and so on))

- How GALOP makes its management and service accountable to members of the community
- Strategies for involving the membership meaningfully in steering GALOP's work, including, for example communications strategies (newsletters, etc), and discussion fora on members' specific areas of interest (eg violence against lesbians, public sex environments, etc).
- mechanisms to elect the MC from the membership taking into account both requirements of representation and the skills required for effective management
- the development of a code of conduct for MC and members as a priority

Staffing

The MC proposes that GALOP have 2 staff members, ideally working full time (funding to be investigated) at SO1/2. These posts could be scaled down to 4 days/week in the short term if funding doesn't allow full time. Subject to final decisions on the level of personal direct services to be provided by paid staff, and to encourage improved representation of women within GALOP, steps will be taken to encourage women to apply to one of the posts. The posts are skills based.

Worker 1

This post should be focused on service delivery - developing, training, motivating and monitoring an active and professional volunteer pool. S/he will have responsibility for ensuring a high quality telephone advice and information service. S/he will collect, analyse and disseminate information coming out of the advice work. This will be used to identify emerging issues for users of the service. S/he will promote the advice service. S/he will be responsible for maintaining the core funding from the LBGU. S/he will service the management committee, and will be responsible for internal office and information systems.

Worker 2

This post will be responsible for the on-going development of projects, including outreach with communities, educational materials, publications and development of new areas of work. S/he will carry out consultation with community organisations, and work with other agencies, eg health authorities, various local government departments, the Met. S/he will be responsible for developing community safety initiatives, and other outreach work with other agencies as appropriate. S/he will be responsible for development of additional sources of funding (project based), and for press/pr work. S/he will oversee finances.

There will be joint responsibility for developing and maintaining the membership. Both workers will be responsible for, within their various tasks, working towards a service meeting the needs of all parts of the lesbian and gay communities. The level of advice and information work to be carried out in relation to other duties by each worker requires further discussion. Workers will be required to co-work on issues/tasks as appropriate. Workers will be self servicing. Workers will be directly managed by the MC through a system of work programming, targets and reporting. Additional support arrangements will be developed as required.

A bookkeeper will be employed to carry out basic bookkeeping, PAYE, etc.

4. Implementation

The target for resolution of current difficulties and the relaunching of GALOP as a viable organisation is the AGM to be held in November. The timetable is essential to capitalise on work to date and the goodwill shown by funders, supporters and community organisations and give them real confidence that GALOP will be the service they require. Therefore the committee needs to devote all of GALOP's resources to the task of developing the appropriate structures to meet the agreed aims and objectives.

The committee wishes to consult as fully as possible with funders, supporters and staff in preparing its plans and to fulfil as far as possible the requirements of good practice as an employer. The required timetable puts considerable limitations on its ability to do so - but the committee is convinced that further delay will mean the end of GALOP as an organisation and it must fulfil its primary responsibility to the organisation and the needs it is intended to meet.

4.1 Skills required during restructuring

The committee must buy both time and expertise to assist it in meeting its objective. It feels this can best be provided within the following roles:

- a consultant
- admin/finance support
- an active management committee

Main priorities over the next 4 months will be: recruiting community support, developing structures, changing image and preparing the organisation for a new sort of service delivery. Responsibilities as follows:

Role of MC

Management

- existing staff situation
- management of consultant and of admin support
- direct financial management

Service delivery

- management of temporary arrangements

Liaison

- police
- LBGU
- involvement in liaison over future service
- community groups/voluntary sector
- others

Press

- reactive
- proactive

Consultant

Objectives:

- to prepare GALOP for AGM/relaunch

to develop systems of service delivery in line with new aims and objectives
to develop management systems

Tasks

- develop work monitoring and evaluation systems, advice guidelines, policies relating to advice delivery
- consult with communities re details/methods of advice needed
- consult with professionals in relevant fields
- develop recruiting procedure, documents
- develop financial management systems
- develop staff management systems
- develop GALOP's structure/constitution - legal responsibilities
- identify appropriate systems of accountability for GALOP to lesbian and gay communities it serves and to develop membership and other structures to meet this
- develop policies relating to management practice, service delivery, etc

It is envisaged that we would require a minimum of the following hours of consultant time:

September - 8 days

October - 8 days

November - 6 days

Skills required

- experience of managing change
- experience of setting up new organisational structures
- experience of setting up financial management systems
- experience of setting up staff management systems
- good communication skills - verbal and written
- experience of consultation with community organisations and communities
- experience of developing policies and procedures
- experience of advice services
- understanding of lesbian and gay issues
- understanding of different models of accountability

Admin/finance support

Tasks

- service MC - minutes, room booking, other admin tasks as required
- admin support for consultant
- finances - bookkeeping, financial reports to MC, banking, cashflows, etc
- set up proper bookkeeping systems under rec's from consultant for fin management

Skills required

- minute taking
- bookkeeping or accounting qualifications as well as work experience
- experience of voluntary sector
- experience of servicing/working to a voluntary MC
- administrative experience

It is envisioned that we would require as a bare minimum the following amount of admin/finance support time:

September - 8 days/month

October - 8 days/month

November - 5 days/month

Both admin support and consultant to start as soon as possible : the committee are aiming for 1 September

4.2 Finances

The current state of GALOP finances, due to lack of financial management systems in the past, is parlous. It is estimated that, at the end of August, the balance less outstanding debts will be £548. The third quarter instalment of the LBGU grant is not due until mid October. Although some negotiation may be possible with debtors to allow a more gradual remuneration, the financial position is nonetheless very serious. GALOP's cashflow is never likely to show enough of a surplus to allow for comfortable refund of moneys to debtors. For this reason, every possible savings of running costs must now be found, both for the organisation to continue and to make room for restructuring resources. It is envisioned that the costs of the consultant will be in the region of £2,400 in September, £2,400 in October and £1,800 in November (at a rate of £300 per day).

4.2 Service delivery

The MC are proposing closing the helpline for a period of not more than 3 months while the above work is carried out, for the following reasons:

- there have been fundamental questions regarding what GALOP should be doing with its advice work,
- there are concerns from other organisations about what it has been doing and the limited range of advice and of advice users,
- there is a need to generate confidence in order to rebuild client group and referral network

In order to achieve this, a clean break must be seen to occur between the existing GALOP service and the future one. It would not be effective or efficient to continue spending the organisation's resources on maintaining the existing service, which has fallen into disarray.

In addition, the full financial and staffing resource of the organisation must be concentrated on achieving the priority goals of the organisation over the next 4 months, in order to relaunch the new GALOP. There will therefore be no capacity to maintain the helpline as it now exists.

It is at this stage unwise to use volunteers for such a specialist and sensitive service without clear service delivery guidelines, better info systems, proper training systems in place and close supervision/work management, none of which is available at the moment

Temporary service proposals - Helpline

The management committee is concerned to lessen any damaging effects of closing GALOP's helpline for this period as far as possible. To that end, we propose the following interim mechanisms to help clients, to inform prospective clients, and to assist

other agencies in assisting victims of homophobic violence.

- negotiate with other service delivery organisations re amount of support they could provide under supervision from MC - Switchboard, GLAD, PACE and an appropriate firm of solicitors
- emergency and other numbers on ansaphone message
- publicity mailing/press coverage re changes and temporary measures - mailings to community organisations
- written information on action and contacts in an emergency - poss publicised in press or available through community organisations

4.3 Current posts

The committee feels it has no alternative but to make the current posts redundant because they have ceased to exist being neither in line with long term proposals or the process of implementation of change

- **interim** - the interim arrangement for a consultancy is essentially to develop all the structures and mechanisms required for a relaunched organisation, necessary for the organisation to survive. Neither of the current posts are significantly focused on development work of this kind. In addition, neither post contains the requirement for financial qualifications which is an essential part of the administrative support role in the interim

In addition the committee recognises its financial responsibilities - it simply does not have the funding to maintain existing posts while getting the expert resources required to restructure and relaunch GALOP.

- **long term** - the management committee are proposing a co-operative working structure as most appropriate for GALOP in the longer term, taking line management responsibility back into the committee itself and moving away from the current line management arrangements. The committee considers this to be a fundamental shift in both posts. In addition GALOP has 2 existing posts and is providing a direct service to members of the public yet neither of the 2 posts focuses on service delivery. This is a key requirement for one of the posts in the revised structure. In addition, both new posts emphasise working productively with other organisations in a range of fields, as well as community groups and individuals. This focus on other organisations and related fields is fundamentally different from existing work and job descriptions.

The committee will endeavour to meet not only the requirement of the law in consultation with staff but also the expectations of good practice -but operating within its primary responsibility to secure a future for GALOP as a viable organisation.

Consultation period will start on 2 August, and redundancy will be offered 18 August. Staff will be given 4 weeks' notice, which will end on 15 September. Staff will be offered pay in lieu of notice, and Jeremy Clarke will be due statutory redundancy pay of 1 week per full year of service. Unfortunately, Paul Sigel has not been with the organisation long enough to be due any statutory redundancy payment.

Redeployment

The committee recognised that it does not have the information required to make an objective assessment of whether existing staff can do either the interim posts required or the resultant jobs, because of lack of staff appraisal systems in past. It would be irresponsible to organisation and unfair to staff to redeploy without interviews.

Staff may therefore apply to be interviewed for either of the fixed term contract posts alongside external candidates, but if they are not selected, they will be made redundant. Staff may wish to apply for the permanent posts when they are advertised, and will be assessed against the person specification and job requirements.

4.4 Timetable

	STAFFING	FINANCES	HELPLINE	RESTRUCTURE	MC
August	C	PS SW	Publicity/temp arrangements HELPLINE CLOSED	Recruit consultant	
Sept		bal. £548		Recruit Staff	
October				Membership Consultation Policies & Procedures	
November	Staff begin			AGM	
December					
January					
February					
March					