



ANCHORED IN VALUES, OPEN TO ALL

THE CENTRE-RIGHT VISION ON LGBT+ INCLUSION AT THE LOCAL LEVEL

A POLITICAL HANDBOOK WITH GUIDELINES
& BEST PRACTICES FOR LOCAL EPP LEADERS

PREPARED BY **eppride**
The LGBTIQ+ network of EPP



FOREWORD

This handbook was born from both conviction and necessity. For many years, EPPride has concentrated its efforts primarily on the national and European levels, where broad frameworks for LGBT inclusion were debated and adopted. Yet, over time, it became increasingly clear that some of the most inspiring examples of courageous and practical leadership were taking place at the local level—where mayors, councillors, and regional leaders of the European People’s Party were quietly but determinedly building inclusive communities. It became EPPride’s task to shed light on this level of governance, to gather and share the best practices that often remain unnoticed beyond their immediate context.

In early 2025, the Board of EPPride entrusted me with the responsibility of developing this handbook. It was an honour I accepted with humility and determination. The work, however, was far from simple. Countless hours were devoted to extensive online research, often navigating sources in different languages. I cannot recall how many times I relied on translation tools simply to grasp the richness of initiatives implemented by colleagues across Europe.

Furthermore, my years of experience and network within our political family also proved to be invaluable. From 2021 until 2023, I had the privilege of serving as Secretary-General of YEPP, the youth wing of the EPP, alongside my position as National Chair of JONGCD&V in Flanders, Belgium. This allowed me to build a strong network with dedicated young EPP leaders from across Europe. I reached out directly to multiple individuals who could provide me with more information regarding possible good practices, and I was met without exception by generosity, clarity, and encouragement. For that, I owe a debt of gratitude to my dear friends and allies within the EPP.

The journey of preparing this handbook has been demanding but profoundly rewarding. It was moving to witness first-hand how many initiatives, coming from our own political family, are being taken at the local level to promote inclusion. I was particularly impressed by measures implemented in regions where LGBT inclusion has not traditionally featured prominently on the political agenda. These examples stand as proof of the courage, creativity, and commitment of local EPP politicians, who show that even in challenging contexts, dignity and solidarity can prevail.

It was with pride and deep appreciation that I presented the first edition of this handbook at the 2025 EPPride Annual Meeting in Amsterdam. Yet, as its author, I felt a continuing responsibility to strengthen it wherever possible. The search for successful initiatives by local EPP leaders is never finished: new measures emerge, policies develop and stronger evidence becomes available. A handbook intended to inspire practical local action should therefore remain open to careful review and improvement.

One year later, I therefore look forward to presenting this second edition at the 2026 EPPride Annual Meeting in Brussels. It offers clearer verifiable examples (supported by structured policy cards), a more comprehensive conclusion with practical recommendations, an updated Annex I containing additional examples of good practice and a restructured Annex II which consolidates four separate practical annexes from the first edition into a single modular implementation toolkit.

This second edition remains faithful to the original ambition of the handbook. May it serve as a repository of good practices and a source of inspiration for local EPP leaders across our continent to ensure that every citizen, regardless of who they are, can live freely, safely, and with dignity.

With gratitude and determination,

DR. KEVIN MAAS

Second Vice President of EPPride

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INTRODUCTION

EPP & CENTRE-RIGHT VALUES BEST EQUIPPED TO FURTHER LGBT INCLUSION

The European People's Party (EPP), as the largest political family in Europe, has consistently positioned itself as the guardian of Europe's foundational values: human dignity, freedom, responsibility, solidarity, and respect for the rule of law. These principles, deeply rooted in the Judeo-Christian tradition, form not only the ideological core of the EPP but also the moral compass that enables us to design visionary and sustainable policies. They are inherently well-suited for shaping an inclusive framework for the acceptance and flourishing of LGBT persons within our societies.

Parties situating themselves further to the left, frequently attempt to portray themselves as the exclusive vanguards of LGBT rights, cultivating a moral monopoly on inclusivity. However, history reveals that pioneering steps toward LGBT inclusion have often originated within the sphere of EPP leadership. A paramount example is the recent legalisation of same-sex marriage in Greece under Prime Minister Mitsotakis, leader of EPP party 'New Democracy'. Mitsotakis characterised the reform as *"a milestone for human rights, reflecting today's Greece—a progressive and democratic country, passionately committed to European values"* (Prime Minister of the Hellenic Republic, 2024).

EPPrise AS A COMPLEMENTARY AND INDISPENSABLE PART OF EPP

The role of EPPrise—the official LGBTIQ+ network of the EPP—is both complementary and indispensable to the work of EPP. Founded in 2013 as the *European Centre-Right LGBT+ Alliance* and rebranded in 2024 as *EPPrise*, the organisation enjoys formal recognition as an Associated Entity of the EPP, thereby ensuring its presence within both Congresses and Political Assemblies.

Building upon the same foundational principles and values, EPPrise has consistently maintained a constructive stance towards the broader EPP while simultaneously developing an active portfolio of centre-right policy proposals on LGBT topics. In 2023, EPPrise published its *Political Platform*, a comprehensive advisory handbook to foster LGBT inclusion across Europe (EPPrise, 2023).

TANGIBLE IMPACT OF LOCAL POLICY CREATES OPPORTUNITIES FOR EPPrise

In the past, EPPrise primarily focused on policy development on the various national levels and the European level. However, policies of inclusion and acceptance are most tangible at the local level, closest to the people. Because of this, the current Presidency (2024-'25) wanted to diversify its focus and emphasize more on the importance of local policy on LGBT topics. Many local EPP leaders have already undertaken groundbreaking work in their municipalities and regions in advancing LGBT inclusion while remaining firmly anchored in our centre-right values.

CREATING A POLITICAL HANDBOOK FOR LOCAL EPP LEADERS

In February 2025, the Board of EPPrise appointed Second Vice President, Kevin Maas, to gather these good practices and to create a political handbook for local EPP leaders who want to translate our visionary principles into concrete and effective measures on the ground.

The first draft of this document was discussed in the Presidency meeting and later in the Board meeting of September 2025. All members of the Board were urged to suggest additional good practices.

This publication discusses numerous examples of good practices, based on five crucial policy domains they have a considerable impact on in **part I**. Based on the discussion of these measures, we formulated our conclusion and provided a range of recommendations in **part II**, followed by a list of literature in **part III**. The final section, **part IV**, consists of several relevant annexes.

PART I – POLICY DOMAINS

Each policy domain presented in the ensuing chapters was selected for its capacity to shape not only individual well-being but also the broader fabric of society, where local leadership can exert the most immediate and transformative influence on LGBT inclusion.

- Youth & education: ensuring schools foster respect, inclusion and personal development.
- Sports & cultural: equal participation and dismantling stereotypes.
- Health care: addressing both somatic and mental health.
- Elderly care: dignified conditions for LGBT seniors, who often face specific vulnerabilities.
- Public safety: guaranteeing every person feels secure in public, free from harassment or violence.

I. YOUTH AND EDUCATION POLICY

Based on the centre-right principles of subsidiarity, responsibility, and solidarity, we strongly believe that the sphere of youth policy and education plays a pivotal role in shaping societal attitudes towards diversity and inclusivity. As educational settings constitute the primary socialising environments for young Europeans, local and regional policymakers from EPP member parties have increasingly recognised their responsibility to ensure that schools and youth organisations provide welcoming and inclusive spaces for all, including LGBT youth. In doing so, they not only address issues of equality but also strengthen social cohesion by affirming that every young citizen is a valued participant in society. Taken together, these cases illustrate the variety and richness of centre-right initiatives at the local and regional level, demonstrating that a centre-right vision is best placed to foster LGBT inclusivity, providing more sustainable and value-based solutions than those proposed by the political left.

1. WARSAW LGBT+ DECLARATION (CIVIC PLATFORM, WARSAW, 2019)

In February 2019, Mayor Rafał Trzaskowski, elected with the support of EPP member party Civic Platform (Platforma Obywatelska), signed the Warsaw LGBT+ Declaration. The city describes the declaration as guidance across education, security, culture, sport, administration and work. In education, it established a municipal basis for anti-discrimination work, psychological support and safer school environments (City of Warsaw, 2019).

2. SCHOOL COEXISTENCE FRAMEWORK (PP, MADRID REGION, 2016–2019)

Under Partido Popular regional government, Madrid adopted Laws 2/2016 and 3/2016 protecting trans, intersex and LGBTI people. Their education provisions were subsequently reflected in the region's 2019 school-coexistence rules, which require school plans to take account of the situations protected by those laws. Madrid's public LGBTI programme also reported extensive training and awareness work with pupils, teachers and public servants. The verified output is a legal and administrative framework for prevention and response (Community of Madrid, 2016, 2017 and 2019).

3. RAINBOW LIGHTHOUSE SCHOOLS (HØYRE, BÆRUM, 2022–2023)

Bærum municipality, led by Høyre mayor Lisbeth Hammer Krog since 2011, confirmed that Jar and Stabekk primary schools had obtained Rainbow Lighthouse status after structured competence development on norms, gender and sexuality. The quality mark is designed to help workplaces prevent discrimination and provide more inclusive services (Bærum Municipality, 2023).

4. QUEER HISTORY AND EDUCATIONAL MATERIALS (CDU–SPD, BERLIN, 2023)

The Berlin Senate's 2023 LSBTIQ+ Action Plan, adopted by the CDU–SPD coalition, includes education and remembrance measures such as supporting Queer History Month, developing teaching materials from research and testimony, and encouraging schools to address LGBTIQ+ history in lessons and project days. This embeds inclusion in democratic and historical education while leaving implementation to the competent Senate and district authorities (State of Berlin, 2023).

POLICY CARD I.1: WARSAW LGBT+ DECLARATION

Objective: Create safer and more inclusive municipal schools.

Target group: Pupils in Warsaw municipal schools, particularly LGBTIQ+ young people.

Instrument: A mayoral declaration covering education, psychological support and anti-discrimination action.

Implementation steps:

1. Secure a formal municipal commitment.
2. Map responsibilities across education and support services.
3. Train relevant school staff and publish referral routes.
4. Monitor implementation school by school.

Indicators: Schools implementing agreed measures; staff trained; referrals and reported incidents. Outcomes require separate evaluation.

POLICY CARD I.2: MADRID SCHOOL COEXISTENCE FRAMEWORK

Objective: Embed LGBTI protection in school governance.

Target group: Pupils, families and school staff in Madrid.

Instrument: Equality laws implemented through mandatory school-coexistence plans.

Implementation steps:

1. Adopt the legal framework.
2. Update school coexistence plans.
3. Train staff and publish support routes.
4. Review compliance and incident handling.

Indicators: Plans updated; staff trained; incidents handled.

POLICY CARD I.3: BÆRUM RAINBOW LIGHTHOUSE SCHOOLS

Objective: Build sustained organisational competence on gender and sexual diversity.

Target group: School staff, pupils and families at participating municipal schools.

Instrument: External quality-mark process combining training, reflection and an institutional action plan.

Implementation steps:

1. Select participating schools and appoint responsible staff.
2. Complete structured competence development.
3. Adopt and implement a school action plan.
4. Maintain and periodically renew the quality mark.

Indicators: Certification achieved; staff completion; action-plan delivery; school-climate outcomes evaluated separately.

POLICY CARD I.4: BERLIN QUEER HISTORY EDUCATION

Objective: Integrate LGBTIQ+ history into democratic and historical education.

Target group: Teachers and pupils in Berlin schools.

Instrument: Action-plan measures supporting Queer History Month, teaching materials and project days.

Implementation steps:

1. Develop materials from research and testimony.
2. Invite schools to participate in themed lessons and projects.
3. Support teacher access to reliable resources.
4. Document participation and review educational quality.

Indicators: Materials produced; schools and teachers participating; pupil learning assessed through appropriate educational evaluation.

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II. SPORTS AND CULTURAL POLICY

191 *Sport and culture are powerful vectors for socialisation, identity formation, and community cohesion.*
192 *Local governments are uniquely placed to harness sports clubs, cultural programming, municipal*
193 *festivals, and leisure infrastructure to increase visibility and institutionalise non-discrimination for LGBT*
194 *persons. Policies in these domains should reduce barriers to participation by removing hostile and*
195 *exclusionary practices, and should also foster positive contact and representation that normalises*
196 *diversity in public life. The following cases show how members of the EPP family have used municipal*
197 *or regional levers to advance these objectives.*

198 **1. REGIONAL PROTOCOL FOR LGBTI INCLUSION IN SPORT (PP, MADRID, 2017)**

199 In 2017, the Partido Popular-led Community of Madrid announced a regional protocol to safeguard
200 LGBTI rights in sport, following the two equality laws adopted in 2016. The Sports and Social Policy
201 departments worked with the association Deporte y Diversidad; fifteen volunteers received equality
202 and non-discrimination training, with provision for continued training. This is a concrete
203 implementation measure linking legislation, sport administration and civil society (Community of
204 Madrid, 2017).

205 **2. SANDVIKA PRIDE YOUTH PROJECT (HØYRE, BÆRUM, 2022–ONGOING)**

206 Bærum's youth services launched Sandvika Pride in 2022 as a youth-led municipal project during
207 Norway's Queer Cultural Year. The project developed into a year-round initiative with a parade,
208 workshops and cooperation involving the youth health service, schools, faith communities and civil-
209 society organisations. The municipality has continued to promote and participate in the event under
210 Høyre mayor Lisbeth Hammer Krog, giving local visibility to freedom, safety and community belonging
211 (Bærum Municipality, 2023 and 2024).

212 **3. DIVERSITY CONCEPT FOR BERLIN SPORT (CDU–SPD, BERLIN, 2023–2024)**

213 In November 2023, the CDU–SPD Berlin Senate backed the development of a concept for gender and
214 sexual diversity in organised sport. The Landessportbund Berlin was tasked with developing it in 2024
215 together with district sport bodies, federations, women's and LGBTIQ+ clubs and other civil-society
216 partners. The measure provides clubs and associations with a structured route towards greater
217 participation and protection from discrimination (State of Berlin, 2023).

ADDITION: EVIDENCE-BASED TOOLS AND GUIDELINES

The following evidence-based instruments and toolkits—developed at European level or by civil society experts—offer readily transferable templates. These documents provide methodological backing for local EPP leaders who wish to design sport and cultural programming that measurably reduces exclusion and raises participation among LGBT citizens.

ENGSO INDEX	A compendium of sport inclusion practices for municipalities (codes of conduct, inclusive club charters, training for staff) (<i>ENGSO, 2023</i>).
OUTSPORT REPORT	Empirical evidence on barriers experienced by LGBT people in sport and recommendations for local policy (reporting mechanisms, outreach, safe reporting pathways) (<i>OUTSPORT, 2019</i>).
BILITIS TOOLKIT	Guidance for major sports events to advance LGBTIQ+ equality. Municipalities hosting can follow this to ensure inclusive bidding and legacy planning (<i>Bilitis Foundation, 2022</i>).

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POLICY CARD II.1: MADRID SPORT INCLUSION PROTOCOL

Objective: Safeguard equal participation in organised sport.

Target group: Athletes, volunteers, coaches and sports organisations.

Instrument: A regional protocol linking equality law, sport administration and civil society.

Implementation steps:

1. Agree responsibilities across departments.
2. Partner with specialist sport organisations.
3. Train volunteers and relevant staff.
4. Maintain referral and complaint routes.

Indicators: Staff and volunteers trained; organisations participating; complaints and referrals recorded.

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POLICY CARD II.2: SANDVIKA PRIDE YOUTH PROJECT

Objective: Create a visible, youth-led platform for belonging.

Target group: Young people, schools, families and the wider community.

Instrument: A municipal youth project combining a Pride event with year-round cooperation.

Implementation steps:

1. Give young people a formal organising role.
2. Connect youth, health and school services.
3. Build partnerships with faith and civic groups.
4. Continue activities beyond the annual event.

Indicators: Youth participation; partner organisations; activities delivered; participant feedback.

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POLICY CARD II.3: BERLIN SPORT DIVERSITY CONCEPT

Objective: Reduce barriers in organised sport.

Target group: Clubs, federations, athletes and volunteers.

Instrument: A jointly developed diversity concept for sport organisations.

Implementation steps:

1. Mandate a participatory drafting process.
2. Include district and specialist sport bodies.
3. Translate priorities into club-level guidance.
4. Monitor adoption across participating bodies.

Indicators: Concept completed; bodies consulted; guidance adopted; participation monitored.

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III. HEALTH CARE POLICY

Health is both a fundamental right and a cornerstone of social cohesion. For LGBT persons, however, healthcare access has often been impeded by prejudice, invisibility, or structural neglect. EPP-led municipalities and regions have pioneered approaches that ensure equal treatment and address specific needs—particularly in mental health, where LGBT individuals remain at disproportionate risk of depression, anxiety, and suicide. By strengthening inclusivity in healthcare provision, local leaders demonstrate the EPP’s commitment to dignity, solidarity, and responsible governance.

1. LGBTI INFORMATION AND CARE PROGRAMME (PP, MADRID, 2016–2017)

The Partido Popular-led Community of Madrid operated a free public LGBTI information and care programme providing psychological, social and legal support to LGBTI people and their families. The regional government reported more than 15,000 interventions and 222 training and awareness activities in 2016, involving over 6,500 participants. These figures demonstrate service delivery and reach, while not establishing longer-term clinical outcomes (Community of Madrid, 2017 and 2018).

2. HEALTH MEASURES IN THE LSBTIQ+ ACTION PLAN (CDU–SPD, BERLIN, 2023)

The Berlin Senate’s 2023 LSBTIQ+ Action Plan contains a dedicated health field within a package of 340 measures. It addresses discrimination in healthcare, access to services for trans, intersex and non-binary people, health-related advice and the problem of loneliness. Adopted by the CDU–SPD coalition, the plan assigns implementation to the competent Senate and district administrations and provides a framework for expanding existing services (State of Berlin, 2023).

3. HEALTH CARE WORKFORCE COMPETENCE (HØYRE, BÆRUM, 2019–2024)

Bærum’s action plan on gender and sexual diversity required relevant knowledge to be incorporated into competence programmes for health, mental-health, social and care staff. Implementation reports documented dialogue with FRI, work on e-learning and support for civil-society organisations through municipal health and welfare grants. In 2024, the Høyre-led municipality stated that gender and sexual diversity knowledge would be integrated into competence plans for all municipal employees (Bærum Municipality, 2019, 2021 and 2024).

POLICY CARD III.1: MADRID LGBTI CARE PROGRAMME

Objective: Provide accessible psychological, social and legal support.

Target group: LGBTI people and their families across the region.

Instrument: A free public information and multidisciplinary care service.

Implementation steps:

1. Establish a recognisable public access point.
2. Provide psychological, social and legal support.
3. Train public servants and community partners.
4. Record service reach without overstating outcomes.

Indicators: Interventions delivered; users reached; training activities; referral completion.

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POLICY CARD III.2: BERLIN HEALTH ACTION-PLAN MEASURES

Objective: Improve equitable access to health services.

Target group: LGBTIQ+, trans, intersex and non-binary residents.

Instrument: A dedicated health field within a cross-government LSBTIQ+ action plan.

Implementation steps:

1. Map discrimination and access barriers.
2. Assign measures to competent administrations.
3. Support advice and specialised services.
4. Report implementation by responsible authority.

Indicators: Measures implemented; service reach; waiting times; user-reported access barriers.

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POLICY CARD III.3: BÆRUM WORKFORCE COMPETENCE

Objective: Embed inclusion competence in mainstream care.

Target group: Municipal health, mental-health, social and care staff.

Instrument: Diversity requirements in workforce competence plans and e-learning.

Implementation steps:

1. Define competence needs by service.
2. Cooperate with specialist civil society.
3. Integrate learning into staff programmes.
4. Review completion and service practice.

Indicators: Staff completing training; services covered; action-plan delivery; user feedback.

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IV. ELDERLY CARE POLICY

Elderly care represents a crucial but often overlooked dimension of LGBT inclusion. Many LGBT seniors came of age in times of greater stigma and may still conceal their identities. This invisibility risks leading to isolation, neglect, or discriminatory treatment in residential facilities. By investing in inclusive elderly care, local EPP leaders not only improve quality of life for seniors but also uphold intergenerational solidarity.

1. RAINBOW-CERTIFIED SENIOR CENTRE (HØYRE, BÆRUM, 2024)

Rykkinn Seniorsenter became Rainbow-certified by FRI in January 2024 after almost a year of planning and staff training. The centre integrated diversity into staff meetings, held dialogue with users and volunteers, and organised Pride-related cultural and information activities. The measure grew out of Bærum's municipal action plan under Høyre mayor Lisbeth Hammer Krog. Certification confirms completed competence development; resident outcomes still require separate evaluation (Bærum Municipality, 2025).

2. LEGAL PROTECTION AND A COMMUNITY CENTRE FOR LGBTI SENIORS (PP, MADRID, 2016–2022)

Madrid's 2016 laws require public and private care homes to protect older LGBTI people from discrimination, respect identity and relationships, and maintain necessary treatment. The PP-led regional government later supported Fundación 26 de Diciembre and, in 2022, documented the opening of its community centre for older LGBTI people, offering psychological support, social information and intergenerational activities. The measure combines enforceable safeguards with a community-based service (Community of Madrid, 2016 and 2022).

3. SPECIALIST OFFICE FOR LGBTI PEOPLE, AGEING AND CARE (CDU–SPD, BERLIN, 2023–ONGOING)

Berlin maintains a specialist office for LGBTI people, ageing and care that connects queer communities with care professionals, institutions and public administration. The CDU–SPD Senate's 2023 action plan continued and expanded work on ageing, care, anti-discrimination and loneliness. The approach strengthens professional competence and makes existing services easier to navigate without segregating older people from mainstream care (State of Berlin, 2023; Berlin Senate Department for Care, current service information).

POLICY CARD IV.1: RYKKINN RAINBOW-CERTIFIED SENIOR CENTRE

Objective: Make mainstream senior services visibly inclusive.

Target group: Older LGBTI people, staff, users and volunteers.

Instrument: Certification combining training, dialogue and an institutional action plan.

Implementation steps:

1. Prepare the centre and appoint responsible staff.
2. Complete structured competence training.
3. Engage users and volunteers in dialogue.
4. Maintain inclusive cultural and service practices.

Indicators: Certification maintained; staff trained; activities delivered; user experience assessed.

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POLICY CARD IV.2: MADRID PROTECTION AND SENIOR CENTRE

Objective: Combine legal safeguards with community support.

Target group: Older LGBTI people using residential or community services.

Instrument: Equality-law duties complemented by a supported community centre.

Implementation steps:

1. Codify non-discrimination duties in care.
2. Protect identity, relationships and treatment.
3. Support accessible psychological and social advice.
4. Connect community services with mainstream care.

Indicators: Safeguards applied; centre users reached; referrals completed; complaints monitored.

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POLICY CARD IV.3: BERLIN SPECIALIST AGEING AND CARE OFFICE

Objective: Strengthen inclusive ageing and care systems.

Target group: Older LGBTI people, care professionals and public administrations.

Instrument: A specialist office connecting communities, providers and government.

Implementation steps:

1. Maintain a visible expert contact point.
2. Advise care institutions and professionals.
3. Coordinate community and administrative partners.
4. Address discrimination, navigation and loneliness.

Indicators: Institutions advised; professionals reached; referrals supported; barriers documented.

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V. PUBLIC SAFETY POLICY

Safety is the foundation of civic life. When LGBT citizens face harassment or violence in public spaces, their freedom of movement and participation in society are curtailed. Local governments are uniquely positioned to guarantee safe streets, whether through police reforms, awareness campaigns, or targeted support services. In doing so, EPP leaders deliver on their responsibility to maintain order while protecting dignity.

1. EMERGENCY AND VICTIM-SUPPORT PROTOCOL (PP, MADRID, 2016)

In May 2016, the Partido Popular-led Community of Madrid activated a protocol for LGTBI-phobic assaults through the regional 112 emergency centre. It linked personalised victim support with mobile social-emergency units and was complemented by cooperation with the Madrid Bar Association for legal assistance in cases of aggression, discrimination and hate crime. The measure created an identifiable regional response pathway; reporting or crime-reduction effects should be evaluated separately (Community of Madrid, 2017).

2. QUEER LIAISON (CDU–SPD, BERLIN, 2023)

In July 2023, the CDU–SPD Berlin Senate appointed the state government’s first liaison for Queer Berlin. The role includes dialogue with queer communities and district contacts, public representation and coordination of a state-wide round table on violence against queer people. The post was followed by the Senate’s 2023 LSBTIQ+ Action Plan, which responds to rising anti-LGBTIQ+ hostility across multiple policy fields (State of Berlin, 2023).

3. POLICE ENGAGEMENT AT PRIDE (CD&V, ANTWERP, 2007–2018)

Antwerp Police has been involved in Antwerp Pride since the event began in 2007, both to secure the event and to signal support for the LGBTQIA+ community. Officers have participated in uniform, staffed the Pride Village and made themselves available for questions and incident reporting. The practice began and continued during city coalitions that included CD&V. This is a verified accessibility and visibility measure; the available sources do not establish a causal increase in reporting or trust (Antwerp Police, 2022; Antwerp coalition records, 2007–2018).

POLICY CARD V.1: MADRID EMERGENCY AND VICTIM SUPPORT

Objective: Provide a coordinated response to LGBTI-phobic assaults.

Target group: Victims contacting emergency, social or legal services.

Instrument: A 112-protocol linking emergency response, mobile social support and legal assistance.

Implementation steps:

1. Create a clear emergency activation route.
2. Coordinate social-emergency support.
3. Connect victims with legal assistance.
4. Document referrals and case handling.

Indicators: Protocols activated; response times; referrals completed; victim experience assessed.

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POLICY CARD V.2: BERLIN QUEER LIAISON

Objective: Improve dialogue and coordination against anti-LGBTIQ+ violence.

Target group: Queer communities, district contacts and public authorities.

Instrument: A government liaison role with a state-wide coordination mandate.

Implementation steps:

1. Appoint an accountable liaison.
2. Maintain dialogue with community organisations.
3. Coordinate district and Senate contacts.
4. Convene a round table on violence.

Indicators: Stakeholders engaged; meetings held; actions assigned; follow-up publicly reported.

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POLICY CARD V.3: ANTWERP PRIDE POLICE ENGAGEMENT

Objective: Make police contact visible and approachable during Pride.

Target group: Pride participants and the wider LGBTQIA+ community.

Instrument: Uniformed participation, event security and a staffed public information point.

Implementation steps:

1. Plan security with organisers.
2. Assign approachable, identifiable officers.
3. Provide a low-threshold reporting point.
4. Review incidents and community feedback.

Indicators: Contacts and reports received; incidents handled; response times; community feedback.

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PART II – CONCLUSION

The examples presented in this handbook demonstrate that LGBT inclusion is not an abstract ambition reserved for national or European institutions. It is shaped in schools, sports clubs, healthcare services, care facilities, public spaces and municipal administrations. Local and regional leaders therefore have both an opportunity and a responsibility to ensure that every citizen can participate in community life with dignity and safety.

For the EPP political family, this responsibility does not require the adoption of a left-wing political agenda. It follows naturally from our own centre-right principles: respect for human dignity, individual freedom, responsibility, solidarity, subsidiarity and the rule of law. These values provide a credible foundation for policies that protect citizens from discrimination while strengthening social cohesion and mutual responsibility.

There is no single model that can or should be imposed across Europe. Legal frameworks, local competences, social circumstances and political traditions differ considerably between member parties and regions. Effective centre-right leadership therefore means translating shared values into measures that are locally appropriate, proportionate, workable and accountable.

The practices collected in this handbook should consequently be understood as a source of inspiration rather than a uniform blueprint. EPPride can support this process by facilitating exchange, documenting reliable practices and helping local representatives learn from colleagues across the EPP family.

KEY MESSAGES

- **Human dignity begins locally:** Citizens experience freedom, security and belonging through the institutions and services closest to their daily lives.
- **Subsidiarity enables practical action:** Local and regional authorities are often best placed to identify barriers and develop proportionate responses suited to their communities.
- **Centre-right values provide a credible foundation for inclusion:** Responsibility, freedom, solidarity, community and respect for the rule of law offer a principled basis for protecting every citizen's dignity.
- **Cooperation strengthens our political family:** EPPride can help member parties exchange experience, improve policy design and identify approaches that respect both shared values and national or local circumstances.

PRACTICAL RECOMMENDATIONS FOR LOCAL EPP LEADERS

1. Assess local needs and responsibilities

Begin with a proportionate assessment of the barriers citizens encounter, the legal duties of the authority and the services for which the municipality or region is responsible. Use available administrative data, professional experience and structured community consultation.

2. Assign clear political and administrative ownership

Identify a responsible political officeholder and an administrative contact for implementation. Measures are more likely to succeed when responsibilities, timelines and reporting arrangements are clear.

3. Integrate inclusion into mainstream public services

Where possible, incorporate relevant safeguards into existing policies for education, healthcare, elderly care, sport, culture and public safety. Mainstreaming avoids unnecessary parallel structures and helps make inclusion part of ordinary good governance.

4. Build practical partnerships and professional competence

Cooperate with schools, healthcare providers, police services, sports organisations and credible civil-society partners. Provide targeted and role-appropriate training where a demonstrable knowledge gap affects service quality or equal access.

5. Measure, review and share results

Define realistic indicators before implementation, distinguish activities and outputs from longer-term outcomes, and review whether measures are effective and proportionate. Share verified lessons, including difficulties, with EPPride and colleagues across the EPP family.

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PART III – LIST OF LITERATURE

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PART IV – ANNEXES

This final section consists of two complementary annexes. Annex I provides an additional collection of local and regional good practices. Annex II offers a proportionate implementation toolkit to help local EPP leaders translate a chosen inclusion measure into responsible implementation

ANNEX I – COMPLETE POLICY CARDS COLLECTION

INTRODUCTION

This annex provides a source-based overview of additional local and regional measures implemented while an EPP member party held executive responsibility, either as lead party or as a member of the governing coalition. Inclusion therefore does not imply that the EPP member party was the sole originator of every measure. The collection is designed as a practical reference: each entry summarises the context, the measure and its documented output or relevance for LGBT inclusion. Where no evaluation is available, the text deliberately avoids presenting intended benefits as proven impact.

POLICY DOMAIN	N°	PARTY & YEAR	CONTEXT & BACKGROUND	POLICY PROPOSAL	IMPACT ON LGBT COMMUNITY
YOUTH & EDUCATION	1	Kokoomus Helsinki 2021-2026	LGBTQ+ young people need accessible support beyond school and clinical settings. Helsinki Youth Services continued and developed a dedicated municipal offer under an NCP mayor.	IrisHelsinki provides regular youth evenings, small-group activities, outings and outreach in educational institutions for LGBTQ+ aged 13-25.	A permanent, low-threshold safe space is available. Helsinki Pride recognised IrisHelsinki with its Pride Changes the World Award in 2026.
	2	PP Galicia 2024-2025	The regional government sought more precise information on bullying and cyberbullying affecting LGBT pupils and clearer safeguards for gender-diverse students.	A school-climate detection tool explicitly covering LGBT pupils was introduced, alongside updated educational protocol on gender-identity diversity.	The measure embeds LGBT-related risks in system-wide detection and follow-up.
	3	CSU Bavaria 2023-2026	Specialised services and peer structures are harder to access in rural areas than in major cities.	The Bavarian Action Plan QUEER supports QueerStart, specialist training and local youth groups, with additional measures aimed at rural communities.	The programme expands the availability and regional reach of informed support; participant-level outcomes have not yet been published.

POLICY DOMAIN	Nº	PARTY & YEAR	CONTEXT & BACKGROUND	POLICY PROPOSAL	IMPACT ON LGBT COMMUNITY
SPORTS & CULTURE	4	PP Galicia, 2023-2024	A regional diagnosis identified continuing barriers and discrimination affecting LGBT people in sport.	The government published a practical LGBT Equality Decalogue for sport and linked it to complaint, legal and psychosocial support channels.	Athletes, clubs and federations now have a visible standard and a documented route for reporting discrimination and obtaining support.
	5	CDU Schleswig-Holstein, 2017-2021	Community and cultural activity outside the largest cities required small-scale, accessible public support.	Through Echte Vielfalt, the Land funded Rainbow Days, queer cinema, youth-led Pride activities, exhibitions and other local cultural projects.	The implementation report records completed grants and amounts, demonstrating concrete support rather than an unverified outcome claim.
	6	PSD Lisbon, 2024-2026	Lisbon's municipal LGBTI+ plan treats culture and public participation as instruments for visibility and belonging.	The city provides recurring support for Queer Lisboa, the Lisbon Pride March and Arraial Pride under the second municipal LGBTI+ plan.	Municipal backing gives recurring cultural and community initiatives an institutional basis; the plan does not yet provide final reach figures.
HEALTH CARE	7	PP Galicia, 2025	Primary-care professionals required a more consistent framework for respectful and informed care of trans patients.	The Galician LGBTIQ Observatory approved official recommendations for the care of trans people in primary health care.	The measure supplies a regional professional reference point. Patient-experience and health-outcome evaluations are not yet available.
	8	Moderates Gothenburg, 2019	Municipal professionals working with residents, clients and pupils encountered sexual-health and diversity questions in daily practice.	The city's sexual and reproductive health and rights programme introduced training on LGBT issues, norms and practical professional responses.	The training created a structured route for competence-building across municipal services; published outcome measures are limited.
	9	CSU Bavaria, 2026	Specialised LGBT counselling was unevenly distributed between Bavaria's administrative regions.	The Land expanded the regional counselling network, including a new service in the Upper Palatinate, and allocated EUR 1.1 million for 2026 and EUR 1.66 million for 2027.	The expansion is intended to provide an LGBT-specific counselling offer in every Bavarian administrative region and shorten travel and referral routes.
	10	PSD Lisbon, 2024-2026	Municipal policy identified continuing needs in HIV/STI prevention, mental health and access to community-based support.	The second municipal LGBTI+ plan maintains annual HIV/STI prevention activity and support for civil-society organisations promoting LGBT health.	The measures secure a municipal framework for prevention and community referral; final programme reach should be added after evaluation.

POLICY DOMAIN	Nº	PARTY & YEAR	CONTEXT & BACKGROUND	POLICY PROPOSAL	IMPACT ON LGBT COMMUNITY
ELDERLY CARE	11	Kokoomus Helsinki, 2021-2026	Older LGBT residents may avoid visibility or peer contact when care settings lack informed practice.	Municipal senior centres offer year-round rainbow activities, peer-support groups, staff learning and guidance developed with experts by experience.	LGBT inclusion is embedded in everyday senior services across several centres, rather than confined to a single annual event.
	12	CDU Schleswig-Holstein, 2023	Care providers need practical quality standards for respectful treatment of LGBT residents.	The Land's elderly-care award recognised Lebensort Vielfalt at Servicehaus Kiel-Ellerbek as Schleswig-Holstein's first LGBT-sensitive certified residential care facility.	The certification and official recognition make a tested care model visible to other providers; resident outcomes were not reported.
	13	CDU Hesse, 2018-2023	Older LGBT people depend on care institutions that understand sexual and gender diversity and protect personal autonomy.	Hesse supported the Regenbogenschlüssel certification model, incorporated diversity into care training and funded the specialist office LSBT* im Alter from 2020.	The official action plan documents implementation and approximately EUR 760,000 in approvals for the wider health, care, ageing and disability field during 2015-2024.
PUBLIC SAFETY	14	CSU Bavaria, 2024-2026	Victims of hate crime do not always make independent contact with specialist services after reporting an offence.	With consent, police in Munich, Middle Franconia and the Upper Palatinate can refer victims proactively to Strong!, B.U.D. or WEISSER RING.	The operational referral route reduces the gap between reporting and specialist victim support.
	15	CSU Bavaria, 2023-2026	Underreporting and inconsistent recognition can obscure anti-LGBT hate crime.	Bavaria established designated hate-crime contacts, police training and specific statistical recording of offences motivated by hostility towards LGBT people.	The measure strengthens institutional accessibility and the evidence base for enforcement.
	16	CDU Schleswig-Holstein, 2017-2021	Police officers need consistent skills to recognise LGBT-related hostility and interact appropriately with victims.	LGBT issues became a fixed component of initial and continuing police training, including two teaching units for all trainees in two career tracks.	The official report confirms systematic training coverage and a focus on recognising and recording hate crime.
	17	CDU Schleswig-Holstein, 2025	Trust and information exchange between police services and LGBT communities require permanent channels.	The state police concluded a formal cooperation agreement with velspol Schleswig-Holstein, linked to the publicly supported STOP the HATE initiative.	The agreement institutionalises dialogue and cooperation on anti-LGBT hate crime; longer-term effects still require evaluation.
	18	PP Galicia, 2025	Regional policy required more systematic information on incidents motivated by hostility towards LGBT people.	The Galician LGBTIQ Observatory agreed on a structured instrument to supplement annual information on hate incidents.	More consistent data collection can improve diagnosis and policy follow-up.

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CONCLUSION

Taken together, these measures show how centre-right participation in government can translate human dignity, responsibility, solidarity and subsidiarity into practical local action. The strongest examples combine a clearly assigned public responsibility with accessible services, professional training, stable cooperation and transparent follow-up. Local leaders should treat the examples as adaptable reference points rather than rigid blueprints. Replication should begin with local needs, legal competences and dialogue with affected citizens. Authorities should also collect implementation data and, where proportionate, evaluate outcomes so that future editions can distinguish promising practice from demonstrated impact.

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ANNEX II – LOCAL INCLUSION IMPLEMENTATION TOOLKIT

This toolkit helps translate inclusion measures into responsible implementation. It is not a uniform institutional model. Local authorities differ in legal competences, population size, administrative capacity, political context and community needs. Local EPP leaders should therefore adapt only the elements that add practical value in their own circumstances. No municipality is expected to establish a dedicated LGBT advisory council. The appropriate model is the least burdensome arrangement that still enables relevant experience to inform a sound decision. The seven steps can be scaled down for a single event or expanded for a multi-year policy programme. They do not need to be administratively separate phases.

STEP 1 – ASSESS LOCAL NEEDS AND RESPONSIBILITIES

An inclusion initiative is strongest when it responds to a documented local issue and falls within the authority's competence. A short, proportionate assessment is usually sufficient.

- What barrier, service gap or safety concern is the authority seeking to address?
- Which residents, service users, staff or organisations experience the issue directly?
- Which municipal or regional competence provides the legal basis for action?
- What is already being done by public services, civil society or neighbouring authorities?
- What resources, partners and political decisions are realistically available?
- Could the measure create unintended exclusion, privacy risks or disproportionate administrative burdens?

MINIMUM OUTPUT: A SHORT IMPLEMENTATION BRIEF

FIELD	PRACTICAL QUESTION
NEED	What concrete local problem or service gap are we addressing?
COMPETENCE	Which authority or service is legally and operationally responsible?
OBJECTIVE	What realistic change should the measure produce?
OWNER	Which political office-holder and administrative lead are accountable?
RESOURCES	What staff time, budget, expertise and partnerships are required?
EVIDENCE	Which baseline information is available and what remains uncertain?

STEP 2 – ENGAGE STAKEHOLDERS

Consultation improves policy when it brings relevant experience into a clearly defined decision. It should not become a parallel decision-making structure, an indefinite procedural obligation or a substitute for elected responsibility. The elected authority retains the final mandate and must balance inclusion with legality, proportionality, budget and the common good. A dedicated LGBT advisory committee is an option, not a benchmark of political commitment. Smaller municipalities may achieve more meaningful engagement through existing institutions or focused consultation.

POSSIBLE CONSULTATION MODELS

MODEL	MOST SUITABLE WHEN	MINIMUM SAFEGUARDS
EXISTING ADVISORY BODY	A citizens', youth, senior, health, safety or equality council already covers the policy area.	Add relevant expertise or guests, record how advice is considered.
TEMPORARY WORKING GROUP	A defined project needs concentrated input for a limited period.	Clear task, balanced participation, end date and public summary.
ROUNDTABLE OR LISTENING SESSION	The authority needs qualitative insight without creating a permanent structure.	Accessible invitation, respectful moderation and documented themes.
TARGETED BILATERAL CONSULTATION	The issue is technical, sensitive or affects a small number of specialist services.	Consult more than one perspective where possible and protect confidentiality.
WRITTEN OR ONLINE CONSULTATION	Geography, time or scale makes in-person engagement difficult.	Plain-language questions, accessible format and transparent synthesis.
DEDICATED ADVISORY COMMITTEE	Large authority, recurring cross-departmental work and need for structured advice.	Transparent membership, fixed terms, conflict rules and periodic review.

QUESTIONS BEFORE CREATING A PERMANENT COMMITTEE

- Is there a recurring flow of decisions for which standing advice would materially improve quality?
- Can the authority support transparent selection, administration and follow-up?
- Would a broader advisory body avoid duplication and reduce polarisation?
- How will diverse views within the LGBT community and the wider local community be heard?
- When and how will the committee's necessity and effectiveness be reviewed?

STEP 3 – DESIGN THE IMPLEMENTATION PLAN

A credible plan identifies who will do what, by when, with which resources and how success or difficulty will be recognised. For a small initiative this may fit on one page; a cross-departmental programme may require a fuller project plan.

COMPONENT	WHAT TO RECORD	PROPORTIONALITY TEST
OBJECTIVE	A specific, realistic and legally grounded result.	Is it within the authority's competence?
TARGET GROUP	Who benefits and who may otherwise be missed?	Targeting necessary and non-discriminatory?
ACTIONS	Concrete tasks/services/guidance/grants...	Is each action necessary for the objective?
OWNERSHIP	Political sponsor, administrative lead, partners.	Clear roles without unnecessary layers?
RESOURCES	Budget, staff, procurement, external expertise.	Will measure be maintained after launch?
RISKS	Legal/GDPR, operational, reputation, participation	Are mitigations practical and balanced?
TIMELINE	Decision, prep, pilot, implementation, review.	Can pilot reduce uncertainty for expansion?
EVIDENCE	Baseline, output indicators, feedback and review.	Data collection limited to what will be used?

RECOMMENDED DECISION GATE

Before launch, the responsible political and administrative leads should confirm: legal competence; assigned ownership; available resources; a realistic communication approach; a safe feedback route; and a proportionate method of follow-up.

STEP 4 – PREPARE AND TRAIN RELEVANT STAFF

Training is valuable when employees need knowledge or practical skills to perform a defined responsibility. It should be role-specific, concise and connected to procedures. A universal full-day course is rarely necessary for every employee.

LEVEL	WHO	POSSIBLE CONTENT
BASIC AWARENESS	Front-line employees and managers affected by the measure.	Legal duties, respectful service, terminology, referral and escalation routes.
ROLE-SPECIFIC COMPETENCE	Teachers, health and care staff, sports staff, police or social services where relevant.	Practical cases, professional standards, risk recognition and service-specific protocols.
SPECIALIST CAPABILITY	Designated contacts, trainers, investigators or programme leads.	Complex cases, safeguarding, data protection, partnership work and quality assurance.

MINIMUM TRAINING SPECIFICATION

- Target group and concrete learning objectives
- Duration proportionate to the role and risk
- Trainer with relevant professional and contextual competence
- Cases based on realistic municipal or regional situations
- Clear link to local procedures, responsibilities and referral routes
- Short evaluation of usefulness and any remaining competence gaps

Authorities may cooperate with civil-society organisations, professional bodies or public training institutes. External expertise should complement, not replace, the authority's responsibility for legal accuracy, neutrality and service quality.

STEP 5 – COMMUNICATE, DELIVER AND HANDLE FEEDBACK

Communication should explain the practical problem, the authority's responsibility and the benefit to fair and reliable public services. It should avoid implying that residents must adopt a particular personal worldview. Centre-right inclusion policy is most persuasive when framed through dignity, freedom, responsibility, safety, equal treatment and social cohesion.

- State what the measure does, whom it serves and which problem it addresses.
- Explain what will not change and which legal or budgetary limits apply.
- Use accessible, factual language and avoid unnecessary political symbolism.
- Provide one identifiable contact point for practical questions.
- Publish implementation dates and distinguish pilots from permanent policy.

FEEDBACK AND COMPLAINTS

Feedback should be easy to provide without requiring a permanent committee. Depending on the measure, authorities can use existing complaint procedures, service surveys, confidential staff reporting, partner meetings, a temporary review session or a designated contact person. Urgent safety or discrimination complaints must follow the competent legal and safeguarding routes.

A useful feedback system records the issue, assigns responsibility, confirms receipt, protects confidentiality, sets a response time and documents closure or escalation.

STEP 6 – MONITOR OUTPUTS AND EVALUATE OUTCOMES

Monitoring shows whether planned work occurred. Evaluation asks whether it made a meaningful difference. Authorities should not claim social impact from activity counts alone, but neither should small municipalities be expected to commission complex research.

LEVEL	QUESTION	EXAMPLE
INPUT	What resources were committed?	Budget, staff time, partner contribution.
OUTPUT	What was delivered and to whom?	Staff trained, services opened, guidance issued, referrals completed.
OUTCOME	What changed for users or services?	Knowledge, accessibility, response quality, perceived safety or satisfaction.
IMPACT	Did the measure contribute to a wider long-term change?	Reduced exclusion or victimisation, where credible longitudinal evidence exists.

ILLUSTRATIVE INDICATORS BY POLICY DOMAIN

DOMAIN	POSSIBLE OUTPUT	POSSIBLE OUTCOME
YOUTH & EDUCATION	Schools participating; staff trained; referrals completed.	Pupils report better knowledge of support and safer help-seeking.
SPORT & CULTURE	Clubs or venues participating; complaints handled.	Participants report improved access and respectful treatment.
HEALTH CARE	Professionals trained; specialist referrals; waiting times.	Users report clearer access and appropriate communication.
ELDERLY CARE	Facilities participating; staff competence activities.	Residents report dignity, openness and confidence in care.
PUBLIC SAFETY	Officers trained; reports recorded; referrals offered.	Victims report accessible contact and appropriate follow-up.

DATA PROTECTION

Sexual orientation and gender identity are sensitive personal data. Collect only what is necessary, use anonymous/aggregated information, set retention limits and consult data-protection officers. Very small numbers should not be published where individuals could be identified.

STEP 7 – REVIEW, IMPROVE AND SHARE GOOD PRACTICE

- Was the measure implemented as planned and within budget?
- Which groups used or did not use the service, and why?
- What feedback came from residents, staff, partners and elected representatives?
- Did any legal, operational, privacy or social-cohesion risks emerge?
- Should the measure continue, change, expand, narrow or end?
- Which lessons can be shared with other local EPP leaders without overstating results?

A decision to adapt or discontinue an initiative is not necessarily failure. Responsible government tests whether a measure serves its public purpose and changes course when evidence, proportionality or local circumstances require it.

LOCAL LEADER'S IMPLEMENTATION CHECKLIST

Use this one-page checklist as a final readiness and review tool. Not every recommended or optional item will apply.

LEVEL	CHECKS
ESSENTIAL	☐ Concrete local need and legal competence identified ☐ Political and administrative owners assigned ☐ Resources and delivery responsibilities confirmed ☐ Basic feedback and complaint route available ☐ Proportionate output monitoring agreed
RECOMMENDED WHERE PROPORTIONATE	☐ Relevant users, professionals and partners consulted ☐ Implementation brief or pilot plan approved ☐ Role-specific staff preparation completed ☐ Outcome feedback collected ☐ Formal review date scheduled
OPTIONAL FOR LARGER OR COMPLEX PROJECTS	☐ Temporary working group or advisory structure established ☐ Dedicated contact person appointed ☐ Baseline study or external evaluation commissioned ☐ Cross-departmental steering group established ☐ Transferable results shared with other authorities

CLOSING PRINCIPLE

Effective inclusion policy does not depend on creating the largest structure. It depends on choosing a legitimate local objective, assigning responsibility, listening where it improves the decision, preparing those who deliver the service and reviewing results honestly. That is practical centre-right governance: close to citizens, careful with institutions and focused on dignity in everyday life.

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