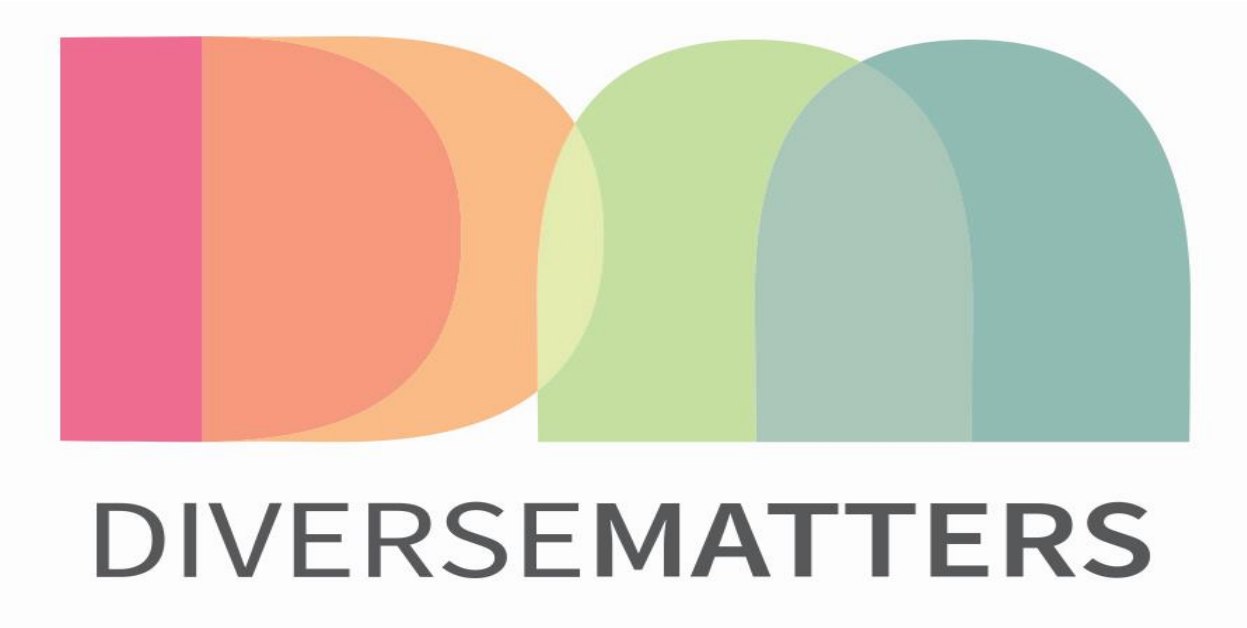

BABCP Diversity and Inclusion Audit

May 2020

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1. The Brief

The British Association for Behavioural and Cognitive Psychotherapies (BABCP) is a multi-disciplinary interest group for people involved in the practice and theory of behavioural and cognitive psychotherapy.

The BABCP are looking for some support on developing an organisational EDI Strategy and also implementing some training for staff trustees and committee members.

The BABCP approached Diverse Matters to carry out an audit to establish how they could be more inclusive within their practices.

2. Audit

Diverse Matters' Diversity and Inclusion audit allows organisations to assess how diversity and inclusion is currently addressed within the organisation. The process involves our consultant speaking to key members of staff, reviewing policies and practices.

The Diversity Matters audit supports you to:

- Identify your Diversity and Inclusion priorities
- Showcase best practice
- Provide recommendations on how to embed EDI practice across the organisation
- Ensure the organisation is compliant with equality legislation
- Improve and progress
- Understand and plan your next steps

We would like to thank everyone who was involved in this process and for their honest feedback and support for driving Diversity and Inclusion within the organisation.

3. Findings

Equality, Diversity and Inclusion: the start of a step change

3.1 Executive summary

Interviews took place with members of the BABCP team, SIG, committee members and trustees and Natasha Broomfield-Reid of Diverse Matters. This exercise was to review current practice and to assess possible areas of development to enhance current practice.

In addition the BABCP's internal documents were reviewed to assess if they could be be more inclusive to operations and teams.

3.2 Methodology

The audit was undertaken in the following ways:

- Interviews with staff
- Interviews with trustees
- Interviews with SIG groups and committee members
- Review of internal documents and social media
- Staff survey
- Members' survey
- Volunteer survey
- Reviewing BABCP magazines (CBT Today)
- Review of the new and current website

The audit is focused on the following areas:

- Policy and Strategy
- Learning and Development
- Employee Networks
- Engagement
- Recruitment and Retention
- Monitoring
- Leadership
- Services/service delivery
- Supplier Procurement

- Accessibility of buildings

We offer both findings and suggested areas for development to promote equality, diversity & inclusion (ED&I). It is a matter of internal consideration for the BABCP which of these to take forward and what initiatives to prioritise in the context of existing and emerging organisational dynamics and drivers. It is our experience that such actions and initiatives only succeed when carefully dovetailed with wider business and strategic considerations, clear leadership and an accurate assessment of cultural readiness for change.

The terms EDI (equality, diversity and inclusion) and Diversity and Inclusion are used within this document. Organisations should be striving for full inclusion in the workplace, working with a diverse range of communities. Equality is still relevant, as there are legal requirements to support those with 'protected characteristics'.

Many organisations have moved to using the terms 'Inclusion' and 'Diversity' rather than Equality. However, this is for the organisation to agree their preferred term.

3.3 Why Diversity and Inclusion?

The benefits of being an inclusive employer are well-documented and wide-ranging; they include: reduced staff turnover, greater productivity, creativity and innovation, better care for people with learning disabilities, higher morale – with employees motivated to give their best for a shared vision and purpose.

A worldwide Deloitte survey in 2014, 'Engaging the 21st century Workforce', recognised that many 'organisations promote diversity, but most fail to realise the business benefits of a diverse workforce.' It asks 'how can you build a truly diverse workforce – one that attracts and engages people of all types and keeps the organisation open to new ideas, new ways of thinking, new people, and new leadership?'

The 'business case' for diversity and inclusion has become more compelling over recent years. Research supporting this comes from the government, prominent academics most notably 'Diversity Matters' by McKinsey & Co. 2015, 2018 and 'Delivering through Diversity 2019'. The business benefits of embedding Diversity and Inclusion result in:

- Increased productivity
- Increased efficiency and effectiveness
- Attraction and retention of talented people
- A responsive service to diverse service users

- Mitigation of business risk
- Avoiding costly litigation and damage to reputation
- Compliance with the law

Inclusive leaders treat diversity as a 'strategic asset' and apply inclusive decision making and practices so that the business benefits can be accrued. Inclusion means identifying, recognising and valuing the benefits that different cognitive styles, backgrounds, life experiences and identities bring, and encouraging a workplace and culture where all can thrive. This means individuals are supported, respected, engaged, have a voice, and are enabled to develop skills and talents and progress their careers whilst committing to clear core company values, vision and mission.

3.4 Sector views

Green Park and Addaction co-produced a report that drew on interviews and reflections from 42 charities about their perspective on the importance of diversity. This is a very useful document about the importance of leadership, transparency, data collection and recruiting and retaining the right people.

They highlighted ten key insights:

1. **There's more than a moral case to diversity and inclusion**

Thinking differently will deliver social and financial benefits not currently being harnessed. Diversity is not just about doing the right thing – a diverse organisation will be competitive across a range of measures, as it uses a wider range of tools and is more agile.

2. **Closing the gap between what you say and what you do will increase engagement as well as trust**

Many organisations risk becoming self-serving and irrelevant if they fail to engage with and listen to the demands of the outside world. An organisation is not there to serve its own purposes but to help drive social change and have a positive impact. That task is harder if the organisation itself is exclusive.

3. **You don't need a separate diversity strategy**

Organisations have been talking about diversity and inclusion for a long time without significant progress. Failing to weave it into a broader corporate strategy in which thinking and acting differently can help deliver an organisation's goals is destined to fail.

4. **Handing the responsibility to someone else won't work**

Diversity and inclusion are part of culture, and this needs to be owned at every level, beginning with the board. Wrongly parking this within a particular team or unit without also giving it authority and authenticity will only increase frustration and reduce chances of attracting and retaining diverse talent.

5. **The language needs to change**

The language around diversity needs to be energised in order for the approach to change. Increasingly we should be talking about the opportunities created by different, innovative and fresh thinking rather than sticking to "paint by numbers" approaches.

6. **If you are looking for diversity, be clear what you mean**

Have a common definition across the whole of your organisation which everyone understands and can talk confidently about. Be honest – organisations that look different but don't think differently are not truly diverse. Would your organisation pass the 'does everyone listen to radio 4?' test?

7. **It doesn't stop with diversity**

Diversity is a reality, inclusion is a choice. it's not enough to just have a diverse workforce, you must also work to create the culture in which people can be themselves and be developed so that the talent you have worked so hard to attract can be retained and add value to your strategy, progress and impact.

8. **No-one represents a constituency**

No-one in a charity – executive or board, volunteer or expert citizen – represents a constituency. Be careful not to ask, 'What do younger people think?' and ensure that those you are appointing or recruiting have a mandate beyond their diverse characteristic.

9. **The way it's always been done is no longer an option**

In order for an organisation to become more effective everyone has to change. Including you.

10. **There is no one answer to getting it right**

It is important that you work broadly with internal and external bodies to ensure maximum collaboration, accountability and knowledge-sharing. This includes working with recruitment

partners on innovating your process and challenging recruitment suppliers where necessary on their own insights and practices

3.5 Key Themes

GOOD PRACTICE WITHIN BABCP

Good practice highlighted through interviews included*: (this is an overview and not an exhaustive list and in no priority order)*

- The SIGS carry out excellent work in addressing EDI. For example members of the Equality & Culture Special Interest Group have consulted widely with BAME mental health service users to produce the BAME Positive Practice Guide for NHS IAPT services. The SIG have also worked hard to put on events to promote this and to train other therapists in having conversations about culture and the impact on distress and on therapy.
- The organisation is a member of the group of psychotherapy organisations who are joined in producing and adhering to the Memorandum Of Understanding against conversion therapy. Senior staff members attend this meeting and are responsible for ensuring training standards and training provision include guidance on working with LGBTQ+ populations. The Women and Gender Minorities SIG is also active in providing CPD events around trans issues.
- EDI considerations within the complaints procedures eg if a complainant has an additional need such as dyslexia, autism it is ensured that the procedure is carried out in a way that meets their needs.
- There are key People policies in place and ready for dissemination.
- Some good processes in place regarding recruitment and selection.
- The public engagement strategy produced in consultation with people with lived experience of mental health problems.

3.6 Challenges

Note: the below are not in order of priority or importance

- EDI issues are addressed via SIG groups, committees, development of some materials but this is not embedded fully within the organisational processes and strategies. SIG groups are not funded which can cause issues/restrictions when organising events.
- EDI is not fully integrated within all processes and functions
- Not a wide awareness of EDI for all stakeholders
- Wider buy in from all stakeholders

3.7 Surveys

Staff survey: 10 respondents

Question	Response
EDI Awareness	
Before you started this survey, could you describe the term – Diversity?	Yes 90% No 10%
Before you started this survey, could you describe the term – Inclusion?	Yes 90% No 10%
Before you started this survey, could you describe the term – Equality?	Yes 90% No 10%
Before you started this survey, could you describe the term – Protected Characteristics	Yes 50% No 50%
Do you have understanding and knowledge of the Equality Act and how it relates to how BABCP should operate?	Yes 50% No 50%
Has the BABCP made you aware of their Equality & Diversity policies and procedures?	Yes 40% No 60%
I would like more information, support and/or training on: Age Cultural awareness Disability Equality legislation Faith Gender	 40% 50% 60% 30% 30% 30%

Gypsy/traveller community LGBT+ Maternity/Paternity Mental Health Race Transgender Unconscious Bias	30% 30% 50% 50% 30% 40% 60%
Being and inclusive organisation	
How accessible is your workplace for disabled people? Consider both visible and non-visible disabilities eg deaf/hard of hearing, cancer, dyslexia, autism, physical mobility.	Good 30% Satisfactory 60% Poor 10%
Does your organisation accommodate employees that hold religious practices?	Yes 90% No 10%
Do you believe that you have been treated less favourably at work?	No 100%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Volunteers?	Yes 20% No 80%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Staff?	Yes 40% No 60%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Service delivery?	Yes 30% No 70%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Members?	Yes 30% No 70%
I can give examples of new things BABCP has introduced because of the diverse experience of people who work for or with them or who we support	Yes 40% No 40% Not Really 10% N/A 10%
Which of the following requests do you think would be given fair consideration by your manager? (Select all that apply)	

Flexible working Part time working Working from home Job share None of the above	90% 70% 70% 40% 0%
Do you think your organisation provides equal opportunities to career progression for all employees eg with relation to age, ethnicity, gender, disability, sexual orientation etc?	Yes 90% No 10%
Do you think your organisation could do more to encourage people from different sections of the community to work within your organisation?	Yes 70% No 30%
Do you think the people you work with are accepting of other people whatever their background? Yes they all are I think most are I don't think they all are	 20% 60% 20%
Do you believe you have been treated less favourably at BABCP within your role?	No 100%
If yes how was it dealt with?	Dealt with well by authority 10% N/A 90%
Are you aware of the procedures in place within the organisation to report discrimination/inappropriate behaviour?	Yes 60% No 40%
Who has responsibility for, Diversity and Inclusion in your organisation? (Select all that apply) Senior Management HR Function Everyone Unclear Unsure	 30% 20% 70% 10% 10%

Communication	
How good is your organisation at telling you what they have found out about themselves, and the things they are doing as a result?	
Poor	70%
Good	20%
Satisfactory	10%
How good is your organisation at asking you what you think about their Diversity and Inclusion practices?	
Poor	70%
Satisfactory	20%
Excellent	10%
Are you aware of the procedure/s in place within the organisation to report discrimination/inappropriate behaviour?	Yes 60% No 40%
How regularly do you have 1-2-1/support and supervision sessions with your line manager?	
Quarterly	20%
Monthly	50%
Every 2 weeks	10%
Infrequently	10%
I don't have 1-2-1/support sessions	10%
How regularly do you have appraisals?	
Every 12 months	40%
I don't have appraisals	60%
If yes, how regularly do you have reviews?	
Quarterly	20%
Monthly	50%
Every 2 weeks	10%
Infrequently	10%
Are Diversity and Inclusion issues discussed within your appraisals?	Yes 90% No 10%

Do you feel valued and respected by the following: My colleagues My line managers Senior managers Others within the organisation	 80% 90% 70% 70%
Do the following groups of people show that they take Equality, Diversity and Inclusion seriously in the way they behave and the things they say? My colleagues My line managers Senior managers Others within the organisation Members	 Yes 70% No 10% Don't know 20% Yes 90% Don't know 10% Yes 80% Don't know 20% Yes 10% Don't know 90% Yes 10% Don't know 90%
Thinking back on the answers you have provided us with today, how do you feel that BABCP performs in relation to Equality, Diversity & Inclusion? Good Satisfactory Poor	 20% 50% 30%
What EDI activities would you like to see within the organisation to support the organisation become more inclusive?	• Lots more training and active promotion of celebrating diversity;

	consultation and use of expertise from both within and outside the organisation. I think it is very well-meaning, but I think that some areas are behind the curve because of naivety more than anything- and we have no excuse as a mental health organisation not to do all we can to ensure that we are inclusive. The willingness is there, generally, I think. There should be a space at every table we have (meetings, recruitment, committees, etc.) which is deliberately and overtly directed towards ensuring that voices are heard, that we don't inadvertently exclude or treat people less favourably- and that we are raising our awareness of unconscious bias. Where I put 'satisfactory' I think it's somewhere between 'satisfactory' and 'poor'. • We all need training in this area, in all aspects of EDI. • Standardised training • Statutory training only
Anything else you would like to add regarding Equality, Diversity and Inclusion at BABCP?	• Very happy that the organisation is taking action to address this area, and taking it more seriously. • This has been a good exercise to do, something to make us think about the work that needs doing by all of us. • Some of these questions could be used to identfy an individual from the limited members of staff ie. length of time employed as there was no 'prefer not to say' option. Completing this was a good excercise in its own

	right. Some questions require intimate knowledge of other members of staff. i.e I have no idea if they have religionus practices and therefore have no idea if they are supported.

Volunteers – 17 respondents

Question	Response
EDI Awareness	
Before you started this survey, could you describe the term – Diversity?	Yes 100%
Before you started this survey, could you describe the term – Inclusion?	Yes 100%
Before you started this survey, could you describe the term – Equality?	Yes 100%
Before you started this survey, could you describe the term – Protected Characteristics	Yes 82% No 18%
Do you have understanding and knowledge of the Equality Act and how it relates to how BABCP should operate?	Yes 82.4% No 17.6%
Has the BABCP made you aware of their Equality & Diversity policies and procedures?	Yes 29.4% No 70.6%
I would like more information, support and/or training on: Age Cultural awareness Disability Equality legislation Faith Gender	 29.4% 64.7% 41.2% 47.1% 23.5% 47.1%

Gypsy/traveller community LGBT+ Maternity/Paternity Mental Health Race Transgender Unconscious Bias BABCP policies Intersectionality, Whiteness and class Social class None	41.2% 47.1% 29.4% 17.6% 41.2% 52.9% 70.6% 5.9% 5.9% 5.9% 5.9%
Being and inclusive organisation	
How accessible is BABCP for disabled people? Consider both visible and non-visible disabilities eg deaf/hard of hearing, cancer, dyslexia, autism, physical mobility. Excellent Good Satisfactory Poor	 5.9% 29.4% 35.3% 29.4%
Does your organisation accommodate employees that hold religious practices?	Yes 29.4% Don't know 70.6%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Volunteers?	Yes 29% No 71%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Staff?	Yes 18% No 82%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Service delivery?	Yes 24% No 76%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Members?	Yes 24% No 76%

Do you believe you have been treated less favourably at BABCP within your volunteer role?	Yes 17.6% No 82.4%
If yes, do you feel it is because of one or more of the following protected characteristics? (select all that apply) Race Gender Transgender status Sexual orientation Disability Marital status Pregnancy and maternity Religion/belief or non belief Age N/A	 5.9% 17.6% 5.9% 11.8% 11.8% 5.9% 5.9% 5.9% 11.8% 82.6%
If you have been treated less favourably on the grounds of a protected characteristic, how was it dealt with?	Dealt with by you 5.9% Ignored by people in authority 5.9% N/A 82.6%
Are you aware of the procedures in place within the organisation to report discrimination/inappropriate behaviour?	Yes 41.2% No 58.8%
Do you think your organisation could do more to encourage people from different sections of the community to work within your organisation?	Yes 88.2% No 11.8%
Do you think the people you work with are accepting of other people whatever their background? Yes they all are I think most are I don't think they all are	 35.3% 41.2% 23.5%
Who has responsibility for, Diversity and Inclusion in your organisation? (Select all that apply)	

Senior Management HR Function Everyone Organisation Unsure	23.5% 29.4% 94.1% 5.9% 5.9%
Communication	
How good is your organisation at telling you what they have found out about themselves, and the things they are doing as a result? Excellent Good Satisfactory Poor	 5.9% 17.6% 41.2% 35.5%
How good is your organisation at asking you what you think about their Diversity and Inclusion practices? Good Satisfactory Poor	 17.6% 47.1% 5.3%
Are you aware of the procedure/s in place within the organisation to report discrimination/inappropriate behaviour?	Yes 41.2% No 58.8%
How regularly do you have 1-2-1/support with who you report to in your volunteer role? Quarterly Monthly I don't have 1-2-1 support	 5.9% 5.9% 70.6%
How regularly do you have appraisals? Every 12 months I don't have appraisals	 5.9% 94.1%
If yes, how regularly do you have reviews?	

Every 12 months I don't have appraisals	5.9% 94.1%
Are Diversity and Inclusion issues discussed within your appraisals?	Yes 11.8% No 88.2%
Do you feel valued and respected by the following: My colleagues My line managers Senior managers Others within the organisation	 88.2% 52.9% 41.2% 58.8%
Do the following groups of people show that they take Equality, Diversity and Inclusion seriously in the way they behave and the things they say? My colleagues My line managers Senior managers Others within the organisation Members	 Yes 94% Don't know 6% Yes 41% Don't know 29.4% N/A 29.4% Yes 41% No 5.9% Don't know 47% N/A 5.9% Yes 35% No 12% Don't know 53% Yes 47% No 18% Don't know 35%

Thinking back on the answers you have provided us with today, how do you feel that BABCP performs in relation to Equality, Diversity & Inclusion? Excellent Good Satisfactory Poor	 0% 29.4% 47.10% 23.5%
What EDI activities would you like to see within the organisation to support the organisation become more inclusive?	• I wonder if a blended learning approach (for all CPD activities) would be really useful for the BABCP. By blended I mean traditional workshop and conference presentations and an e-learning programme. Subject experts, SIGs etc could all write content for an e-learning platform. It's cost effective and might mean that learning is more accessible. • Training, research, communications, publications, data collection and monitoring, speaking out on issues of racism and injustice that impact therapists and service users. Review of the ethical guidelines, central support from EDI work in the organisation (staffing and funding). • More opportunities to attend free training on this subject. Possibly E-learning. • I would like to see EDI embedded within the organisation at all levels. I would like training of EDI to be included in the requirements for accreditation and re-accreditation. I would like a greater presence of EDI in CPD available, conferences and BABCP website and journals. I would

	like clear statements made to members that they need to be aware of and uphold the Equality Act within their work and that discriminating against those with protected characteristics can result in accreditation being withdrawn through the complaints procedure. I would like Head Office support and subsidy of EDI training for members. I would like EDI training not to have to justify its CBT content but be valued in its own right. I would like those delivering training who have the expertise to be paid a decent professional rate and not be expected to do so for free or for a reduced rate as this gives the message that they are not as valued as other trainers and downgrades the importance of the information they are sharing. • The organisation needs to put its whole weight behind EDI. IAPT appears to be their main concern and seems to be where they focus resources. In its history the President role has been comprised of over 70% men . I don't know who elects and what the process is. More effort needs to be made to include members in the AGM. Volunteers are completely taken advantage of. Academics are given greater prominence than rank and file clinicians at conferences. The submission process to the scientific committee needs an

	overhaul. The BABCP should welcome challenge and be prepared to learn and unlearn. Spaces and platforms need to be more inclusive. Women should have access to mentors as they are under represented in senior roles. • That they offer activities to address this and communicate this to organisations and request evidence of their practice in relation to this. Being more proactive. • It would be good to see BABCP actively encourage this with accreditation process for all therapist to meet a certain level of standard. • They need to hold EDI centrally. It's too much for volunteers to do. • Full support for the community initiatives of the Diversity SIG including financial. • Funding for social events. • Representation at board level. • Taking a lead of disseminating CBT more widely in non-traditional settings.
Anything else you would like to add regarding Equality, Diversity and Inclusion at BABCP?	• It's important not to focus on identity for the sake of it - the most important is inclusivity and our ability to include everyone. • I'm glad that BABCP have commissioned this audit! • Please address the option of delivering training by webinar it will be much more accessible for people with long term conditions for whom

	travelling is problematic and who may live in rural areas. • I look forward to the overhaul of EDI at BABCP and want to see it as an integral part of what they do in the future because right now it doesn't feel that it is visible at all and I often feel invisible as a result. • More training to address this. • Thank you for being proactive! • BABCP board and back office are great, but this work desperately needs to be resourced and held centrally by the BABCP, otherwise we're not embedding EDI into the culture of the organisation and it's not sustainable nor fair to expect individual SIGs/ branches to do this work. It all needs to be consolidated. • Please don't spend too much time on this. Please focus on the core purposes of BABCP. • I would support any activity which would ensure BABCP compliance.

Members – 38 respondents

Question	Response
Has the BABCP made you aware of their Equality & Diversity policies and procedures?	Yes 23.70% No 76.30%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Volunteers?	Yes 11% No 89%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Staff?	Yes 13% No 87%

Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Service delivery?	Yes 32% No 68%
Could you describe how the organisation addresses equality, diversity and inclusion policy and practice relating to Members?	Yes 26% No 73%
Has BABCP raised issues regarding the advantages of having diversity within your organisation?	Yes 31.60% No 68.40%
Do you think your organisation could do more to encourage people from different sections of the community to work within your organisation?	Yes 63.20% No 36.80%
How do you feel that BABCP performs in relation to Equality, Diversity & Inclusion? Excellent Good Satisfactory Poor	 5.30% 31.60% 34.20% 28.90%
How good is BABCP at telling you what they have found out about themselves, and the things they are doing as a result? Excellent Good Satisfactory Poor	 7.90% 39.50% 23.70% 28.90%
How good is your organisation at asking you what you think about their Diversity and Inclusion practices? Excellent Good Satisfactory Poor	 0% 28.90% 36.80% 34.20%

What EDI activities would you like to see within the organisation to support the organisation become more inclusive?	• Networking and signposting. • Research disseminated - practical application to client work - diversity in worforce training. • Fair hiring and people selected on the competence of their skills and practice. • More groups that therapist can join, more free training regarding EDI within therapists. • Have more ethnic staff, ensure that CBT is a technique that is acceptable to the Ethnic Minority groups well as the Disabled groups. • I would prefer that EDI activities are inclusive of "people" from different experiences/culture/ethnicity rather than identity politics which makes it a tick box exercise. I want to be seen as a person rather than my colour or gender etc. • Outreach to organisations. • Taking into account disability and accreditation criteria
Anything else you would like to add regarding Equality, Diversity and Inclusion at BABCP?	• EDI events at the conference. • More professional practice guidelines, good practice guides etc like BABCPs • Equal opportunities for all! Not equal outcomes! • I don't know how to connect to other Asian therapists other than the ones that have trained with me on my course. I have lots of ideas of how I would like to help increase education and signposting for mental health within my community but no idea of how to implement this. More support

	around this from the BABCP would be appreciated. • Turn words and its rhetoric into real and meaningful action. • I would rather that you focus on equality of opportunity rather than equality of outcomes. • I am excluded from BABCP accreditation because I do not do enough CBT clinical hours. I work full-time in education, so any clinical work that I do is entirely in my own time. Due to developing a long-term condition 5 years ago, I cannot put a lot of extra hours into meeting the accreditation hours on top of trying to keep working full time. Other courses base accreditation criteria on number and variety of clients seen rather than a set amount of hours per week, month, or year. This still means that it will take me longer to achieve the criteria but at least the option is still there rather than the limited criteria of specific number of hours worked. I feel very cheated as I have amassed a lot of experience in CBT therapy and religiously attended regular CBT supervision over many years but accreditation policy and criteria does not permit me to apply for accreditation. As a result I have now trained in another psychotherapy that will allow me to achieve accreditation even although it will be at a much slower pace and will take longer than someone who is utilising CBT in their

	full time jobs and can amass the critical specified hours. • The culture and diversity group is unsatisfactory. Why is there a white-male representation for diversity? The CA-CBT manual is unsatisfying, instead of promoting equality it promotes categorising culture. Rubbish all the way round. A new culture and diversity group needs to be formed, with better diverse representation. Representation is key and so far this diversity group, has not made me feel willing to engage with them. This is in correlation to their guide/manual and group format. You need a new lead!, it's just not good enough! • Better culture and diversity SIG. • There is no such thing as culturally adaptive therapy - this needs better thought. • Better representation. • New culture and diversity lead. • Better evaluation. • Offer advice to show where small changes could make big differences. Encourage/allow people the space to be heard. • More inclusion of people with lived experience of mental health problems • It is nice to see this survey

3.8 Policy

Within the employee handbook there is a range of People policies that were reviewed including:

- Equal Opportunities policy
- Dignity at Work
- Pregnancy and Maternity policy
- Paternity policy
- Maternity policy
- Adoption leave
- Shared parental leave
- Flexible Working policy

It is noted that the document reviewed was a draft handbook and had not been released. Feedback regarding the policies have been highlighted within the recommendations/areas for development. The handbook is very thorough and clear and has a range of policies in place for staff.

Diversity and Inclusion strategy

There is currently no Diversity and Inclusion strategy or specific Diversity and Inclusion deliverables within an organisational strategy. Specific EDI related projects or pieces of work have been undertaken but this was not a result of a wider strategic Diversity plan. Diversity, Inclusivity and Collaboration are part of the organisation's Values and is referenced in the BABCP strategy which is positive and so any further work can also refer to the Values.

There is currently also no strategic Equality, Diversity and Inclusion forum or committee. To ensure that Equality Diversity and Inclusion issues remain on the agenda to consider creating a EDI committee or integrate EDI issues into a current group eg Organisational development, People Committee or Senior Management meeting. This may be an opportunity for the Equality specific SIG groups to play a greater part in organisational development. Their feedback and contribution could more structurally and effectively be reported to senior management.

Any final Diversity and Inclusion strategy should also ensure this links and works alongside the wider organisational strategy and objectives. Embedding Diversity and Inclusion in an ongoing process and one of continuous development. Therefore the organisation can agree which

priorities they would like to address eg address internal stakeholders as a priority, followed by staff and volunteers and then develop and enhance service delivery policy or practice. Alternatively, the organisation could not develop a separate Diversity and Inclusion strategy but work to address Diversity and Inclusion issues within all functions but be clear on setting realistic timescales for completion and embedding.

Organisational culture and change is paramount in any development of a Diversity and Inclusion strategy and part of the work will include getting 'buy in' and understanding from all levels and roles within the organisation (staff, volunteers and membership).

However, for any strategy to be effective this needs to be embedded into the organisational strategy and development of the organisation in addition to the below:

- Developed in partnership with the board and senior management.
- Being signed off by board/senior management.
- The actions/deliverables of the strategy being embedded into the department/function action plans.
- Regularly reviewed and reported to board and senior management.
- EDI KPI's to be developed and reported to senior management/board.

Equality analysis

There is currently no process in place to ensure that projects, policies, procedures and practice do not disadvantage or discriminate. It is good practice to implement an Equality analysis process (also known as equality impact assessments) so that it has been recognised that the BABCP is proactively working to ensuring that their practices are inclusive. This would support the organisation's aim to reach current under representative communities.

Equality Analysis should be carried out where a:

- service/project is being reviewed or developed
- new policy, procedure or guidance is being developed
- restructure is taking place
- new function is being developed
- funding bid or tender is being submitted
- event being planned

Good practice would ensure that the equality analysis process was built into the organisation's current internal processes eg project management, organisational development processes, event

management. Therefore, this would not be a stand alone process that is one person's responsibility. This would be embedded in the appropriate processes so that relevant manager's leading on projects, policies and functions would have responsibility for ensuring that the equality analyses were carried out.

Policy and strategy	Areas for development
Strategy	To develop a Diversity and Inclusion strategy for the organisation or develop specific Equality, Diversity and Inclusion deliverables within the organisational plan/strategy.
	To ensure there are clear lines for reporting the progress of the strategy.
	To agree priorities for the organisation to address – setting realistic deliverables and timescales for completion.
	To ensure the strategy is communicated and implemented effectively eg regular reviews of progress, timescales, lessons learnt, next steps.
Policy review/handbook	The below points provide guidance on suggested changes based on good practice. 4.2 Health questionnaire – there is reference to this being non mandatory. Good practice is that post offer of a role, a health questionnaire should be completed by all applicants where information including reasonable adjustments should be asked, therefore they can be put in place in a timely manner before the employee commences their role. 4.3 There is reference to personal data but it would also be beneficial to reference GDPR. 4.12 Dress code – it would also be beneficial to include reference to dress code and gender expression eg an employee can

	appropriately dress according to their gender expression. Maternity, Paternity and Shared parental leave – it is now good practice (according to Stonewall) that these policies should be gender neutral and inclusive to LGBT+ communities. Therefore terms such as 'mother' should not be used. Alternative terms in these policies can include – birth parent, primary parent. 5.36 – Time off for Dependents – the terms husband/wife are fine but as the term parterns is already there, it may be beneficial to use 'partner' only. 7.2 Fire evacuation – it may be beneficial to also make reference to the Egress and PEEPS plan to confirm that disabled employees evavuation needs will be addressed. 8.9 and 8.17 It is great that the handbook demonstrates commitment to disabled people and employees with health conditions. Disability related absence should be recorded separately to non disability related absence therefore it may be beneficial to also have a managers guide/FAQ's in supporting and managing staff. 8.10 stress – it is positive this is addressed. It may be beneficial to also reference any support that is available regarding stress and absence eg employee assistance helpline, line manager support, therapy support or other. 12.1 To also reference in the purpose gender identity and expression, pregnancy, civil partnership status to other protected characteristics.

	12.3 Third party harassment needs to be removed as this is no longer in the Equality Act. It would also be beneficial in the Equal Opportunities policy to make reference to equal opportunities to service users, members and volunteers in addition to employees. The term 'gender reassignment' is used which is of course acceptable as this is named within the Equality Act. However, LGBT+ specialist organisations have been requested that this is changed and more inclusive terms would include gender transition, gender identity and expression. Dignity at Work policy – it would be beneficial to include support systems for employees who are impacted/involved with a case of inappropriate behaviour/bullying and harassment. 16.5 Retirement – the handbook states that The Association does not operate a compulsory retirement age. This needs to be removed as there is no longer a compulsory retirement age, this was removed when the Equality Act was brought in.
	Review all policies for staff and ensure there are also appropriate policies in place for volunteers where they are currently missing. Although there are different legal requirements regarding volunteers and equality it is good practice to have appropriate inclusive policies in place.
Additional policies	Consider developing line manager guidance documents so they are clear in how they are supporting diverse teams effectively eg Line manager guidance to support disabled employees, managing mental health in the

	workplace, how employees can request reasonable adjustments and how the process works, Line manager guidance to support Lesbian Gay and Bisexual employees, Line managers guide re: Faith. Short 'frequently asked questions' documents could also be developed alongside the manager guidance documents so that all staff are clear what support is available
	To agree the most effective communication methods to ensure that all employees are aware of the policies and the importance and implementation.
Equality analysis	An equality analysis process is implemented – ensuring this is integrated within current practices.
	Equality analysis training developed for relevant employees/managers
	Equality analysis process, procedure and guidance developed.
	To ensure when implemented that the senior managers are highlighting when analysis are not carried out and championing their value.
Committees	It would be beneficial to review the terms of references of all the Committees to see if they can be amended so they are more explicit re: EDI in terms of aims and objectives.

3.9 Learning and Development

There is no formal EDI training in place.

For all staff and volunteers (including board) to understand the business and moral case for diversity as well as gaining an understanding of Equality, Diversity and Inclusion to their role, it would be beneficial that all staff receive EDI training. EDI training is always more effective if facilitated training is in place. This allows the learners to ask questions, check understanding, gain an understanding of the organisation's journey in embedding Diversity and Inclusion as well

as the facilitator being able to gauge understanding as well as challenging any relevant issues with the learners.

Additional approaches should also be considered eg a blended approach of facilitated learning in addition to e-learning, webinars, workbooks and bitesize learning. As the BABCP staff team is not large, delivering training to the whole team would be manageable. In light of Covid-19 and social distancing, depending on if and when BABCP decide to implement training, online or webinar learning may be a solution.

Training for volunteers should also be considered so that they are clear from the outset that Inclusion is part of the organisations values and culture. Training could be tailored so that the training is relevant to their volunteer role eg working with communities, students, young people.

An intranet is also a great place to hold useful information which can be accessed by staff and volunteers. The BABCP could commence adding Diversity and Inclusion information and awareness which can be accessed by staff and volunteers.

The increased awareness aims to give the staff and volunteer teams greater confidence when working and engaging with communities.

The surveys also highlighted that there all stakeholders would benefit from appropriate EDI training.

Learning and Development	Areas for development
	To consider EDI training mandatory for all staff and volunteers. Core EDI learning could include areas including the following learning objectives: • Have greater understanding and awareness of the benefits Diversity and Inclusion to organisations and performance (business case for Diversity and Inclusion). • Understanding of the moral case for Diversity and Inclusion- why does diversity and inclusion matter? • Have a greater understanding of the relevance of EDI to individual roles within the business. • Have a greater understanding of how to develop an Inclusive workplace.

	• Understand own and commonly held biases and impact this may have within the organisation. • Identify key tools to help manage unconscious bias.
	Roll out EDI in a continuous learning and awareness to address all protected characteristics eg LGBT+ inclusion, Race inclusion disability inclusion, mental health, faith, disability (visible and non visible). To review surveys to identify and prioritise learning delivered.
	Provide awareness materials on an intranet/sharepoint/shared drive that can be accessed by all staff and volunteers. Share useful information to teams as part of continuous learning. There are numerous free EDI learning on Youtube/Ted Talks etc • Stonewall Youtube Channel • Scope Youtube channel • Business Disability Forum Youtube channel • Equality and Human Rights Commission Youtube channel • Ted Talks - Diversity

3.10 Employee Networks

There are no staff employee networks within the BABCP. Employee networks bring employees with shared characteristics such as gender, race, cultural heritage, sexual orientation, faith, age and disability together in a safe space and offer varying opportunities for their members. These include social and development opportunities, mentoring, volunteering, sharing best practice and a chance to gain skills and experience in areas they may not get the opportunity to do in their job role. There is only a small team so it is not critical that a network is in place but it would be beneficial for the organisation to have a forum where EDI issues are discussed within the staff team. This could be a specific forum or tabled within a current meeting/forum that takes places (that is different to the SIG). It would also be beneficial to have a lead/senior manager who leads of EDI, this can help to drive and embed EDI more effectively. It should be recognised that if and

when an EDI lead is in place, it is understood that addressing and embedding EDI is everyone's responsibility.

An option may be that the SIGs may form part of any forthcoming EDI Committee or working group. The current SIGs include Equality and Culture SIG and Women and Gender Minorities SIG. These provide CPD and resources to improve equality and diversity in therapy provision. They have provided invaluable to EDI development at BABCP and have been a driver for raising EDI issues within the organisation. It would be beneficial if the SIGs were not stand alone groups and the work they carried out formed part of the internal EDI BABCP development.

It is recognised that there are some great links with some members of the teams and the SIG groups but it would be more beneficial if the structure was reviewed so that there is greater ownership and closer working relationships eg SIG and relevant committees that addressed SIG had a formal reporting structure to the senior management and board eg quarterly meeting/reporting and that sufficient budget was provided to the SIG's.

Networks	Areas for development
SIG's	To review the structure, engagement and reporting processes of the SIGs. To assess how they can become more integral to the organisational development processes of BABCP. To also consider how these can be funded and members supported.
Senior champion	Consider having a senior manager/board member as a sponsor/senior Diversity and Inclusion champion who can support development and action
EDI strategic development/engagement	Create a forum to address EDI or to ensure EDI deliverables/activities are incorporated into a current meeting/forum eg senior management meeting, organisational strategy or development meeting

3.11 Engagement

Currently there are no regular internal communications regarding Equality, Diversity and Inclusion within the BABCP.

The organisation does sporadically carry out volunteer or staff engagement surveys to understand how they feel about policy and practice within the organisation.

The surveys highlighted that BABCP could provide more information to volunteers and members about their any work regarding EDI if and when this takes place.

The website does contain some information regarding EDI, but these are for therapists not the staff. E.g. Anti-homophobia information and BAME involvement.

There is currently no information highlighting that Diversity and Inclusion is important to the BABCP and the commitment it is making to enhance diversity and inclusion within the organisation.

To ensure the website is fully accessible to the widest number of people it would also be beneficial to carry out an access audit, to ensure that there are no barriers to accessing information on the website.

There are some EDI messages on the social media pages eg Twitter such as the sharing of Saiqa Naz's online workshop which explored racism, structural racism and adapting therapies, mental health awareness week, BAME positive Practice Guide, Stress awareness month, SIG activities, Time to Talk Day.

The CBT Today magazine does include EDI articles eg seminars/events, Practice Guide.

During the interviews it was fedback that there could be greater outreach by BABCP and this may help to engage wider communities.

BABCP carry out seminars, conferences and events which provide a great platform to support therapists and other relevant professionals. The speakers and topics discussed are often prioritised in relation to science. To consider giving greater opportunities to EDI therapy related issues which are equally as beneficial to attendees even if they are not science focused eg therapy support to wider communities, addressing issues that impact under represented communities. This would demonstrate that BABCP acknowledges the impact of wellbeing and mental health to wider communities. It is also acknowledged that topics that are often researched are not equitable and do not address wider communities so by providing a platform to address those gaps BABCP would be demonstrating good practice.

Engagement	Areas for development
Internal communications	In any internal communications sent out eg email bulletins, team meetings, ensure that there are regular EDI messages sent out within them. They do not have to be specifically labelled as 'Equality, Diversity and Inclusion' but can form part of the business as usual messages. To ensure that any

	EDI developments taking place within BABCP are shared with staff, members and volunteers. For example this could include promotion of cultural events, community events, festivals or campaigns. Previously there has been some awareness regarding 'Time to Talk' Day but this could be done more widely eg Black History month, LGBT+ History month, Pride month, Eid, Ramadan, Mental health awareness week, International day for persons with a disability. These days can be linked to the work of BABCP, employees or volunteers. During Black History month this could be an opportunity to remind people of the inequalities regarding therapies to BAME communities and BABCP BAME good practice guide.
Senior management	Senior managers and board to be visible interally regarding their commitment to Diversity and Inclusion eg articles, blogs, visibility on Twitter, attending EDI events, joining EDI webinars, endorsing EDI activities of the organisation, completing short videos re: EDI issues.
	The Diverse Matters survey has provided an opportunity for staff, volunteers and members to feedback. In the future to consider rerunning the survey and/or when carrying out a organisational staff/volunteer/member survey to include specific questions relating to diversity and inclusion. Suggested questions could include: Inclusion and Fairness • I feel recognised for the work I do • I believe that BABCP takes Equality, Diversity and Inclusion issues seriously • I think that BABCP supports individual differences • I am treated with respect by the people I work with • I have personally experienced bullying/harassment in the workplace in the last 12 months (yes/no answer) • I believe action would be taken where bullying and harassment is reported

	If the survey is for staff only to anonymise and not share detail regarding protected characteristics so that no one can be identified. For ongoing engagement and development in addition to the staff/volunteer engagement surveys it would be beneficial to implement additional activities so that staff and volunteers are able to provide feedback regarding EDI issues eg online forums, suggestion/idea shares.
	Carry out a regular volunteer engagement to assess how they feel within the organisation. Both the staff and volunteer survey will enable the organisation to assess if there are any issues of concern that needs to be addressed.
Campaigns/research	When planning for future campaigns/research to carry out a equality analysis to ensure that the campaigns are inclusive as possible and cover a wide range of protected characteristics. Following an equality analysis the work does not always have to be addressed immediately (depending on the campaign)– deliverables can be included into future organisational plans. To build on the BAME practice guide and consider which other guides, literature and materials may be beneficial to develop.
External communications	It was positive that the CBT Today magazines reviewed made reference to the BAME Practice Guide, Work in Uganda and Diversity related events. To continue this and address any gaps in information that can be shared eg regarding specific communities/under represented communities. To offer to provide the magazine in alternative formats if required eg audio, large print but to ensure a preferred supplier is in place prior to doing this.
Website	As part of the ongoing work on the new website to fully review the accessibility of the website and ensure it meets the accessibility guidelines (WCAG – website content accessibility guidelines). The website provides a wealth of

	information therefore should reach as many people as possible. An audit will ensure that the website can be accessed by visitors of the site with a range of disabilities. I could not clearly see an Accessibility statement which is good practice within websites. The current website includes information regarding the SIG's which is really positive. In addition to demonstrate to visitors to the site it would be beneficial to add: • The importance of EDI to BABCP. • Work carried out to engage with diverse communities. • Key EDI messages relating to therapy. • EDI strategy/deliverables (when they have been completed). • EDI accreditations or campaigns BABCP have signed up (as and when) eg Workplace Wellbeing Charter. • Informing visitors how they can request alternative formatted materials eg easy read, large print, audio, braille (however, prior to this to have a supplier in place who can develop the materials in a timely manner). • In the jobs page to also reference the importance of EDI to the organisation and those where there are vacant roles. This would also be beneficial when advertising for any volunteer roles. It needs to be clear from the outset that EDI is important. Where appropriate a statement could also be added to state that the organisation is striving to be as diverse as possible and is therefore particularly seeking applicants from currently under represented communities.
Social media	To continue to share messages regarding EDI and therapies and other relevant EDI information. To consider what

	additional information could be shared that would be beneficial to those accessing BABCP social media eg LGBT+ inclusion, disability inclusion, faith.
External engagement	To consider what external outreach activities could take place to promote and provide wider awareness of BABCP and its services. International development – to consider how the BABCP could be more accessible internationally. The CBT Today magazine highlighted the work overseas. BABCP to consider how their work can support wider international countries and be made more accessible to them.
Conferences and events	To carry out equality analysis prior to finalising conference/seminar events so that the final programme is as inclusive as wide reaching as possible. To also review the current process of choosing focus areas/topics on the agenda so that beneficial EDI and current/topical issues are not missed eg not just science based. This may encourage greater involvement and attendance from therapist and professionals from wider communities.

3.12 Recruitment and Retention

The BABCP does hold some EDI/demographic recruitment data of its staff and volunteers. However it does not monitor this for any trends or issues within the recruitment process. It is beneficial that the organisation should consider how they recruit and if they could enhance the recruitment process so that there is greater diversity among the teams. This should also be considered when recruiting trustees.

Reasonable adjustments can be put in place when requested during the interview process and when in role but there is no formal written procedure.

The current induction does not provide an awareness regarding wider Diversity and Inclusion with information shared that is in the handbook. It would be beneficial to review the current induction and embed Diversity and Inclusion awareness and practice.

Currently EDI questions are not mandatory in interviews, role descriptions are not reviewed to ensure they are not gender specific. Applicants are not asked if they require information in an alternative format. BABCP are carrying out good practice regarding recruitment and short listing processes as identifiable characteristics are either not requested or are removed from applications for assessment. Exit interview are also reviewed to assess if there are any issues or concerns.

Recruitment and retention	Areas for Development
	Carry out an inclusive recruitment review to review the whole recruitment process from advertising to induction for both staff volunteers and trustees. To review all aspects of the process to assess when policies, procedures and practices can be enhanced to ensure they are inclusive to all protected characteristics (eg advertising, application packs, role descriptions, interviews/assessments, induction, online recruitment etc). To update policies and procedures as a result of the review.
	Deliver Inclusive Recruitment training to Recruiting managers (both volunteer and employee managers) to support them recruit more diverse staff and volunteers.
	To use the data held within the recruitment process to ensure there are no issues or concerns.
	Enhance the reasonable adjustment process so that a formal process is clear and in place to ensure the appropriate staff are informed and implement the reasonable adjustments in a timely manner.
	To consider EDI questions being mandatory in all interviews (ensuring are relevant to the role). This ensures candidates are aware from the outset that BABCP is committed to Diversity and Incluson. Interview questions should be both competency and value based. Within the BABCP self assessment it states that EDI questions are asked of applicants. To review these to see if they can be enhanced. Below are examples of EDI questions that can be used within the interview process:

	Two people as a minimum should conduct the interview and if possible one person will be the person who will manage the successful candidate At least one person should also have completed Diversity and Inclusion/Recruitment and selection training. *Example question 1:* Can you give an example of when you have had to challenge someone regarding inappropriate behaviour (if they say no – ask hypothetically how they deal with it). • How did you manage this? • How did you take responsibility for this? • What actions did you make to ensure it didn't happen again? • What was the outcome? *Example question 2:* Can you give me an example of when you were aware that discrimination was taking place, what did you do? • What was the situation? • What did you do? • What was the outcome? *Example question 3* How would you respond if you observed another volunteer/member of staff/trustee using inappropriate or discriminatory language? • What actions would you take? • Who would you speak to? *Example question 4:* Can you explain how within your role as a manager/employee/trustee you would demonstrate the organisation is inclusive and accessible?

	Example question 5 As a senior manager how would you ensure that Equality, Diversity practice in inclusive within all functions of the organisation (your functional areas)?
	To consider carrying out targeted recruitment so that there is a greater diversity of applicants for roles when they are advertised, shortlisted and recruited (for staff, volunteer and trustee roles).
	When advertising roles ensure it is clear that you are committed to Diversity and Inclusion eg state you welcome all applicants but would particularly welcome applicants from currently under represented communities, state that applications can be requested in different formats (prior to this agree a preferred supplier who could provide this in a timely manner).
	Consider signing up to EDI accreditions/campaigns, Mindful employer, Disability confidence scheme and implement the required actions. The logos can then be promoted in materials and when recruiting. To promote the Workplace Wellbeing Charter within recruitment processes.
	To review role descriptions to ensure they are gender neutral and do not discriminate in any way eg for disabled people/other communities and are fit for purpose.
	To review the induction and enhance to demonstrate commitment to EDI. This could include: • Information provided to them regarding Equality related SIGs. • Reminding them of processes regarding to disability and reasonable adjustments. • Ensuring they read and sign to state they have completed EDI policy, Dignity at Work. • Include EDI training as part of induction processes. • Inform them of how they access support – eg mental health/wellbeing, dealing with inappropriate behaviours, bullying and harassment.

	To consider carrying out a due diligence review for organisations whose vacancies are promoted on the BABCP website to ensure they are EDI compliant – eg do they have an EDI policy, provide EDI training to their teams, complaints procedure, any issues with discrimination (discrimination claims against them), commitment to EDI.

3.13 Monitoring

Currently there is insufficient demographic/EDI monitoring of staff, volunteers and trustees. Some data is held which is positive but it would be beneficial to identify where there are gaps and communicate messages to the appropriate groups so that the missing data can be collated. This would allow the organisation to enhance practice more effectively eg demographic data, of staff, volunteers/committee members, membership.

Effective monitoring is key to enhance Diversity and Inclusion practice. This can help within many functions of the organisation to assess representation/under representation for recruitment or service delivery processes, assessing progression within the organisation.

Prior to monitoring exercises carried out, to inform the teams of the reason for monitoring, how this can help the organisation, any actions that will be carried out and providing feedback regarding positive changes.

Monitoring	Areas for development
	To carry out a monitoring exercise to collate the EDI/demographic data of current volunteers, staff and trustees. Prior to this to ensure communications are in place regarding the purpose of collating the data and how it will enable the organisation to enhance practice.
	To consider in due course monitoring: • Leavers • Job/role satisfaction (staff/volunteer engagement surveys) – it is noted if figures are low for some protected characteristics this information will not be shared to maintain anonymity.

	• Demographic data of staff (to reduce current gaps in representation). • Demographic data of volunteers (to reduce current gaps in representation). • Staff and volunteer complaints. • Service users. • Complaints against members of BABCP. • Membership (to allow for analysis of engagement, who is joining the organisation).

3.14 Leadership

Leaders and Managers are on board regarding the need to address Diversity and Inclusion more widely.

There is not a specific EDI senior leader or board EDI champion in place.

It was recognised that it would be beneficial to have further discussions with the board regarding the business case for diversity and the importance of addressing diversity more widely within the organisation. Board understanding and 'buy in' is critical for any future strategic work and embedding of Diversity and Inclusion.

Where organisations have been successful in embedding EDI within their organisations, it was clear that there was leadership buy in and visibility within their organisations. Leaders need to be visible and demonstrate they value Diversity and Inclusion by involvement in relevant programmes and activities and demonstrating inclusive leadership behaviours. This should be regularly communicated within the organisation so staff and volunteers understand the importance and how embedding EDI can have a positive impact regarding the success of the organisation.

It was acknowledged that the board could be more representative of the community. A diverse board also demonstrates to the organisation that diversity is valued. As stated at the beginning of this report, there are several research pieces and evidence that highlights that the greater the diversity of those in senior management and boards, organisations become more effective and successful. Diverse teams enhance performance. There is also an option of co-opting members

to the board with people who have the required skills set who have diverse backgrounds/those with protected characteristics.

Following the senior management agreeing next steps in moving forward with a Diversity and Inclusion strategy/action plan. An effective communication plan needs to be agreed to ensure:

- Visibility in demonstrating the organisation's commitment to Diversity and Inclusion
- Ongoing awareness regarding a range of Diversity issues
- A range of methods to 'get the message across'
- Provide updates regarding progress and actions
- Responsibilities of all staff and volunteers regarding Diversity and Inclusion
- Ongoing engagement

Leadership	Areas for development
	To consider a EDI senior champion role who can drive the EDI forward within BABCP (but also ensuring everyone understand that embedding EDI is everyone's responsibility).
	To develop a senior management EDI communications plan.
	EDI reporting to become inclusive within senior management reporting.
	Leaders/senior managers are visible in attending EDI related events or engaging in EDI activities eg being part of BABCP online learning.

3.15 Service Delivery

There are not any specific EDI projects within the core organisational provision. However, the public engagement strategy is aiming to include voices with lived experience of mental health. There is also a podcast produced by the BABCP which is an outreach tool aimed at sharing CBT with a wide audience.

The BABCP makes sure that member CPD events are assessed on the accessibility of venues and sign language interpreters have been previously requested but not always able to be provided.

The organisation has also developed a BAME good practice which is excellent practice. BABCP have also produced a memorandum of understanding against conversion therapy and there is a podcast that includes lived experience of people with mental health issues. To support this to

consider additional materials and resources that could be developed to support members and visitors to the website and social media.

Service delivery	Areas for development
	Develop additional materials which could engage and raise awareness with different communities eg easy read, large print, audio materials, producing awareness materials using British Sign Language (BSL) clips.
	Implement effective ways of collating demographic monitoring data from service users who access information and support.
	Conduct a review of current outcomes/services and policies to see if they are EDI inclusive eg events, conferences (including accessibility and content).
	When developing promotional materials that contain imagery to ensure where possible they visibly demonstrate diversity and inclusion.
	To consider additional projects that can be developed that considers greater intersectionality eg LGBT+ and mental health, impact of mental health in BAME communities due to Covid-19, faith and mental health, disability and mental health – barriers to access for under represented communities etc. To continue to include the voices of those with lived experiences.
	To consider more structured and co-ordinated service user/co-production engagement projects to inform new work, confereces and deliveries within BABCP.
	Review public engagement strategy to see if this can be more inclusive to wider communities.
	Carry out an equality analysis (equality impact assessment) regarding the accreditation process to assess how the process can be enhanced to fully consider EDI/diverse communities. Consider mandatory EDI deliverables/actions for all those accredited to ensure they have understanding of therapies and how it impacts on wider/under represented communities.
	When developing new learning eg online learning, seminars to ensure that content/learning objectives ensure that they

	are EDI inclusive eg covering a range of communities/protected characteristics, address difference?

3.16 Suppliers/Procurement

Currently EDI considerations are inclusive within procurement processes but not discussed at contract monitoring meetings. EDI complaints of contractors are not monitored. BABCP have stated that although they carry out tender processes this is not carried out regularly.

Suppliers/procurement	Areas for development
	To continue to assess EDI considerations within any tender process. It would be beneficial to review the tender/procurement process to see if it could be enhanced in any way eg EDI expectations of suppliers.
	When BABCP manage tenders – to consider how they can monitor EDI compliance throughout the length of the tender eg ensure EDI issues are addressed at any review meetings .
	To review and enhance BABCP procurement policy or develop one if there is not one currently in place.

3.17 Physical Access

It is good practice that buildings should be accessible in line with the Equality Act and that all buildings should have had an access survey carried out and to implement reasonable adjustments as appropriate.

Any property strategies and guidance should also highlight that the BABCP should ensure that prior to moving into any new building that they are compliant in line with the Equality Act.

The BABCP does carry out access audits for events for their members.

Access	Areas for development
	Business Lodge (BABCP landlord) carry out accessibility assessments for the BABCP office. To check if this as been carried out and any actions required.
	To source alternative offices/meeting spaces which can be used if any visitors have mobility issues/are disabled or pregnant as a reasonable adjustment.

4 Equality, Diversity and Inclusion memberships and accreditations

Some organisations find diversity and inclusion audits, memberships and accreditations beneficial to support them to assess how they are performing in embedding diversity and inclusion. There are a range of accreditations available, some addressing wider diversity assessing all protected characteristics and others focusing on one protected characteristic e.g. Stonewall (LGBT), Race for Opportunity (ethnicity). Information below provides an overview of some of the available EDI accreditations that the BABCP may want to consider in the future.

Effectively embedding diversity and inclusion can be done without achieving accreditations and EDI memberships. However, achieving the accreditations does demonstrate that both internally and externally that Diversity and Inclusion is important to the organisation and that it is striving to continually improve its practices for its service users, volunteers, employees and external partners. However, gaining an accreditation takes time and resources.

The BABCP currently support the Workplace Wellbeing Charter.

1. **National Centre for Diversity (Investors in Diversity and Leaders in Diversity)**

National Centre for Diversity https://nationalcentrefordiversity.com/diversity-accreditations/

The Investors in Diversity Standard aims to provide an all-encompassing methodology for improving Equality, Diversity and Inclusion (EDI) practices in the workplace. The aim of the process is to help organisations establish, embed and consolidate behaviours which promote inclusion. As part of the process organisations are given support via an Advisor. A 360-degree consultation and communication plan is in place and together the organisation and Advisor develop an action plan. If successful the award is in place for 2 years then a reassessment needs to take place. Strands addressed include 'committing', 'learning' developing' and 'improving'.

2. Stonewall Top 100 Workplace Equality Index (WEI)

http://www.stonewall.org.uk/workplace-equality-index

The Workplace Equality Index is the definitive benchmarking tool for employers to measure their progress on lesbian, gay, bi and trans inclusion in the workplace.

Those who take part know that people perform better when they can be themselves.

Participating employers demonstrate their work in 10 areas of employment policy and practice. Staff from across the organisation also complete an anonymous survey about their experiences of diversity and inclusion at work.

Organisations then receive their scores, enabling them to understand what's going well and where they need to focus their efforts, as well as see how they've performed in comparison with their sector and region. The 100 best-performing organisations are celebrated publicly.

To take part in the index, organisations must become members – 'Stonewall Diversity Champions'.

Membership includes access to various support services including advice service, access to LGBT+ guides/toolkits, opportunity to attend webinars and events.

The accreditation symbol is often used by employers on their recruitment information, and external communication and many remark on how important it is as a sign of a good employer.

3. Business Disability Forum (BDF)– Disability Standard

http://www.businessdisabilityforum.org.uk/disability-standard/

Business Disability Forum provides a unique range of advice, support and expert tools to help organisations become disability-smart. The Disability Standard is at the heart of what they do. It helps organisations to measure and improve their progress towards becoming disability-smart. The standard measures 10 areas – Commitment, Adjustments, Know How, Recruitment, Retention, Products and Services, Suppliers and Partners, Communication, Premises, Information and Communication Technology.

Organisations initially complete a self-assessment and this is then reviewed by a nominated representative from BDF who reviews and scores the assessment. The final score then identifies if the organisation achieves the Bronze, Silver or Gold status within the standard.

To take part in the Standard, organisations must sign up to be a member.

Membership includes access to various support services including advice service, access to disability guides, opportunity to attend webinars and events, website review.

4. **Excellence in Diversity – Top 50 Inclusive Employers**

http://www.excellenceindiversity.co.uk/inclusivetop50/

The Inclusive Top 50 UK Employers is a definitive list of UK based organisations that promote inclusion across all protected characteristics, throughout each level of employment within their organisation.

Representing the promotion of all strands of diversity including Age, Disability, Gender, LGBT & Race, the list will highlight many different organisations across various different sectors.

Organisations complete a survey and respond to a series of questions regarding all protected characteristics. The information is reviewed by an agreed panel who then decide which organisations make it into the top 50.

No membership is required although there is a fee to enter and various membership options. (minimal fee £200.00).

5. **Race for Opportunity/Opportunity now**

https://www.bitc.org.uk/

Race for Opportunity and Opportunity Now are under the umbrella of the 'Business in the Community'. (Race as one would expect focuses on race issues and Opportunity Now' addresses gender).

There is an option of becoming a member which gives you access to information/resources. They also carry out benchmarking/auditing including: Diversity and Wellbeing Benchmark Survey. It is the UK's most comprehensive gender and race benchmark, which has recently introduced elements of age diversity and employee wellbeing.

6. **Mindful employer**

http://www.mindfulemployer.net/

UK-wide campaign run by Workways, part of Devon Partnership NHS Trust. MINDFUL EMPLOYER® is not an accreditation, award or quality standards.

Organisations can sign up to the Charter to show and it demonstrates to employees and others that you:

- Are a good employer
- Expresses corporate social responsibility
- Reduces staff and training costs
- Helps towards complying with legislation (e.g. Equality Act & HSE)
- Reduces sickness absence
- Enhances customer service
- Improves productivity
- Helps retain staff who have experienced discrimination in the past

- Makes for a healthier workplace

Any employer can sign the Charter - small, medium or large, public, private or voluntary sector.

MINDFUL EMPLOYER® provides businesses and organisations with easier access to information and support for staff who experience stress, anxiety, depression or other mental health conditions

7. Mind Workplace Wellbeing benchmark

https://mind.org.uk/workplace/workplace-wellbeing-index/

The Workplace Wellbeing Index is a benchmark of best policy and practice. It will help you find out where you are doing well and where you could improve your approach to mental health in the workplace.

Mind state that taking part in their Index will enable your organisation to:

- Gain public recognition of your organisation's commitment to workplace wellbeing
- Share and access best practice learning from other employers participating in the Index
- Find out what your employees really feel about how you support their mental health.

8. **Disability Confidence Scheme**

https://www.gov.uk/government/collections/disability-confident-campaign

Disability Confident is a scheme that is designed to help you recruit and retain disabled people and people with health conditions for their skills and talent.

9. **ENEI – Employers Network for Equality and Inclusion**

https://www.enei.org.uk/membership/

Employers Network for Equality and Inclusion has three types of membership – core, corporate and foundation membership.

Membership includes access to various support services including advice service, access to guides (regarding all protected characteristics), opportunity to attend webinars and events, ENEI self-assessment. ENEI also have annual awards which highlight best practice within Equality, Diversity and Inclusion.

5 Next steps and contact details

I hope the information in this document is of interest to you and enables the BABCP to consider how to commence its Diversity and Inclusion journey.

The recommendations within this report and survey responses will enable the organisation to develop EDI deliverables/strategy.

If you do have any questions surrounding this audit, or if you would like any information then please do not hesitate to contact me.

Natasha Broomfield-Reid

07957 264226/07932 015011

natasha@diversematters.co.uk