

British Psychotherapy Foundation (The bpf)

Report Prepared by

Helen Redman



Investors
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Silver UK

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Introduction & context

Our in-house expert team have collated and analysed the information and feedback from the Investors in Diversity Silver survey questionnaire completed by your employees, and from the focus groups and individual conversations with staff. The combination of this evidence provides an indication of the organisation's current FREDIE culture, identifies areas of good practice and highlights areas the organisation could consider improving. What follows is an assessment of your performance.

Your results have been measured against the four pillars below

Pillar 1: Diverse & Inclusive Leadership

Pillar 2: Policy, Practice & Process

Pillar 3: Recruitment, Retention & Progression

Pillar 4: Recording & Monitoring

We have examined your results in detail, which encompass maturity. We look at your performance across three different levels:

1. Overall
2. By pillar
3. In each individual question

Your performance is benchmarked against at least 100 organisations

Each pillar is measured against the maturity model as shown below.

Evolving

This organisation has shown a strong level of maturity and evolution of good FREDIE practices consistently across this Pillar of the Investors in Diversity Framework. An organisation at this high level of maturity is a leading example of how FREDIE is embedded fully across an organisation's culture. At this level the organisation is eligible to apply for Investors in Diversity Gold.

Embedding

This organisation demonstrates a commitment to embedding good FREDIE practices in this pillar and has a good level of maturity; there is still work to be done but this organisation is moving in the right direction. At this level the organisation is eligible to apply for Investors in Diversity Gold.

Implementing

This organisation is implementing the requirements of Investors in Diversity for this pillar but there is work still to be done. Although the organisation has achieved Investors in Diversity, the accreditation is only awarded for 2 years. At the end of this time, the organisation will have to demonstrate that they have taken on board the feedback from the report and have put improvements in place.

Establishing

This organisation has to still establish improvements to make before meeting requirements of this pillar of Investors in Diversity at Silver level. Effort and commitment are needed in order to improve.

Discovering

An organisation that discovering it has more work to demonstrate an overall commitment to many aspects of this pillar.

Participation

Employee participation in the survey and the focus groups was as follows:

Total number of staff: 42

Number of surveys returned: 18 (42%)

Number of staff interviewed (focus groups & one-to-ones): 22

Member survey responses: 35

Number of members interviewed in focus groups: 3

Trainee survey responses: 46

Although staff participation numbers are lower than during the first accreditation, at least half of the staff cohort attended focus groups, meaning that the collation of evidence was more holistic in its approach. Lower participation rates can be attributed to email reminders not being sent to colleagues.

It was also encouraging to see that members and trainees were keen to have their voices heard, either by participating in the survey or by taking part in focus groups, though these numbers were also lower than during the first accreditation. Members and trainees operate in a 'grey area' within the bpf, as they are not paid colleagues but are paying for training or membership services. In this respect, they are still classed as 'internal' for the purpose of this reaccreditation.

I would like to thank all colleagues, members and trainees for taking part in the reaccreditation process. Particular thanks goes to Wayne Full, who has coordinated all activities with excellent efficiency and has maintained a high level of support to the assessor throughout.

Investors in Diversity Silver Result

We are pleased to confirm that the bpf has successfully attained **Investors in Diversity Silver**.

The Investors in Diversity journey and the achievement of Silver gives a positive message of commitment to both internal and external stakeholders. Every person should be thanked for their input and contribution.

Although your organisation has been recognised as achieving Investors in Diversity Silver, it is important to be aware that there are aspects that you need to improve and develop to fully embed a culture of FREDIE within your organisation. We recommend that you review the breakdown of responses against each individual question to see what to focus on next and where to celebrate, and maintain, good practice. The National Centre for Diversity looks forward to working with you as you progress through the Investors in Diversity framework, taking on board the feedback and comments set out in this report.

Executive Summary

The British Psychotherapy Foundation (the bpf) is a charitable organisation providing membership and training for psychoanalysts and psychotherapists. Its values (as stated on the website) are: Reflectivity, Equity, Accessibility, Integrity and Inclusivity, which are aligned with FREDIE values.

There has been a great deal of activity in the inclusion sphere since the initial accreditation in 2024. This has included a strategic approach to developing and embedding new initiatives, activities, policies and processes. The benefits of this are clearly seen in the positive survey results and comments from focus group participants. A wealth of evidence was provided by the Inclusion Lead in a series of summary documents for colleagues, members and trainees.

When asked about the importance of FREDIE themes in the workplace, positive response rates indicate that colleagues understand FREDIE, as seen in the table below.

Question 2	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Which of the following are important to you in the workplace? Tick all that apply.							
To be treated fairly						100.0%	No RAG rating
To be appropriately respected						100.0%	
To have equal rights						100.0%	
To be valued based on your qualities, whatever your differences						100.0%	
That people (colleagues, managers and leaders) behave inclusively towards you						100.0%	
That you are able to have a positive connection with people at work						100.0%	

A key area of focus has been engaging with members and trainees. It is acknowledged that these groups are harder to access due to geographical limitations and the amount of time spent interacting with the organisation. Nevertheless, the bpf has been relentless in developing initiatives and enhancing the training offer to embed FREDIE and create a more inclusive virtual environment.

It is a great achievement to be awarded the Investors in Diversity Award. Senior leaders at the bpf aspire to achieving Investors in Diversity Gold, and it is recommended that this journey continues at the same momentum over the next 12 months to realise this aim.

Pillar 1: Diverse & Inclusive Leadership

Pillar 1 examines levels of diversity and inclusion commitment, support, and accountability at management and leadership levels. This includes:

- ✓ the degree to which the leadership team sets the organisations' FREDIE strategy
- ✓ the role your leadership team plays in the identification of FREDIE approaches and objectives
- ✓ your leadership team leading the way in achieving these approaches, including accountability
- ✓ the learning environment in relation to development of effective FREDIE leadership
- ✓ the ways in which leadership commitment is demonstrated

Your Performance

Your Investors in Diversity Silver Survey maturity model result for Pillar 1 is

Evolving

Relevant Data

<i>Pillar 1: Diverse & Inclusive Leadership</i>							
Question 3 & 4	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Do you feel fairly treated?	< 55%	55% - 64%	65% - 74%	75% - 84%	>= 85%	88.0%	Evolving
Do you feel respected?	< 55%	55% - 64%	65% - 74%	75% - 84%	>= 85%	94.0%	Evolving
Do you feel you have equal rights?	< 55%	55% - 64%	65% - 74%	75% - 84%	>= 85%	88.0%	Evolving
Do you feel your diversity is respected?	< 55%	55% - 64%	65% - 74%	75% - 84%	>= 85%	88.0%	Evolving
Do you feel included?	< 55%	55% - 64%	65% - 74%	75% - 84%	>= 85%	88.0%	Evolving
Do you feel engaged and connected to people at work?	< 55%	55% - 64%	65% - 74%	75% - 84%	>= 85%	94.0%	Evolving
Are you aware of any plans to improve Fairness, Respect, Equity, Diversity, Inclusion & Engagement (FREDIE) in your organisation?	< 50%	50% - 55%	56% - 60%	61% - 84%	>= 85%	94.0%	Evolving

Question 5	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Asterisk denotes - Should not contribute to overall pillar. * Could be intrinsic and not work related ** Job function might not allow this *** some people are happy to see a job as a means to an end.							
Whilst at work do you feel a sense of :							
Belonging	< 54%	55% - 64%	65% - 69%	70% - 84%	>= 85%	100%	Evolving
Self-esteem*						94.0%	No RAG Rating
Autonomy **						100.0%	
Certainty about the part you play in your org.	< 54%	55% - 64%	65% - 69%	70% - 84%	>= 85%	94.0%	Evolving
It's more than a job***						82.0%	No RAG Rating
Being safe at work	< 78%	79% - 84%	85% - 89%	90% - 94%	>= 95%	86.0%	Implementing

Question 6 & 7	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Which of the following people in your organisation do you feel take FREDIE seriously in the way that they behave?							
Colleague	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving
Line Manager	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	94.0%	Evolving
Senior Manager	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	88.0%	Evolving
We have talked as a team about the advantages of having diversity amongst the people who work for us.	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving

Question 8	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Do you think that the following people are accepting of people from diverse backgrounds?							
Colleague	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving
Line Manager	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving
Senior Managers	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	100.0%	Evolving
Others in the Organisation	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	59.0%	Establishing
None of the above	>= 15%	14% - 12%	11% - 9%	8% - 6%	< 6%	0.0%	Evolving

Question 9	Which of the following people do you trust at work?						
Colleague	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	94.0%	Evolving
Line Manager	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	94.0%	Evolving
Senior Managers	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	82.0%	Evolving
Others in the Organisation	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	71.0%	Embedding
None of the above	>= 15%	14% - 12%	11% - 9%	8% - 6%	< 6%	0.0%	Evolving

Question 10	Do you feel respected by any of the following people?						
Colleague	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving
Line Manager	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	94.0%	Evolving
Senior Managers	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	94.0%	Evolving
Others in the Organisation	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	65.0%	Implementing
None of the above	>= 15%	14% - 12%	11% - 9%	8% - 6%	< 6%	0.0%	Evolving

Question 11	Do you feel included by any of the following people?						
Colleague	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving
Line Manager	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	94.0%	Evolving
Senior Managers	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	88.0%	Evolving
Others in the Organisation	< 50%	50% - 59%	60% - 69%	70% - 74%	>= 75%	71.0%	Embedding
None of the above	>= 15%	14% - 12%	11% - 9%	8% - 6%	< 6%	0.0%	Evolving

Question 12	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Do you think the org should be awarded IID Silver? (Combined responses of 'Yes – it is a role model for others' and 'Yes – but it needs to improve a few things')	< 60%	60% - 69%	70% - 79%	80% - 84%	>= 85%	100.0%	Evolving

Analysis & Insights

The comprehensive inclusion action plan is owned and monitored by members of the senior leadership team. To this end, there have been many developments since the initial IiD accreditation which have supported the bpf's inclusion journey and benefited colleagues, members and trainees. The action plan is aligned with the bpf's business plan.

Trustees are actively involved in progressing FREDIE, with a trustee nominated to have specific oversight of EDI. In focus groups, senior leaders explained that FREDIE is a regular agenda item in meetings, and where appropriate, colleagues from all levels of the organisation are invited to express their views and be heard. There is a risk register which is discussed, and an external consultant has been deployed to provide external insights. Colleagues are confident in approaching the CEO with any issues or ideas they have, and there are regular opportunities for FREDIE discussions at all staff meetings throughout the year. At a staff away day, colleagues were given specific FREDIE related tasks to complete in groups to generate ideas to progress. There are some forums available for staff to engage with and explore FREDIE themes.

Managers explained how they are now conscious of their external presence and have adapted marketing campaigns to break through the traditional 'white, middle-class' image of psychotherapy. Of specific note is the activity of a trainee who wanted to be involved with developing marketing for non-white groups and was duly paid for their assistance. Colleagues are aware of the difficulties in changing the image of the sector and would like to see more emphasis

on this work. Similarly, colleagues mentioned the accredited list of psychotherapists including speakers of languages other than English to enable wider access.

When asked, colleagues were positive about their experiences working at the bpf, in that they felt very supported by colleagues at all levels and trusted to carry out their roles. This is also demonstrated in the positive survey responses.

There has been a conscious decision to create strategic objectives to consult with members and trainees on change. It has been noted that some students have specifically chosen this organisation as their training provider due to its visible commitment to EDI and the liD accreditation. There is a framework to internally review all training provision by course, to check for inclusive course content and accessibility. Students are active stakeholders in this process. To this end, the bpf is pursuing registration as a higher education provider, and the activities within the inclusion action plan have supported this process.

Members described how they feel welcomed by the organisation and valued for having different perspectives due to their backgrounds. For members, there is a programme of events which includes some delicate themes, such as the Palestine/Israel debate, a recording of which was published externally. Members expressed a desire for more information, training and guidance on embedding race issues into their practice.

There are limitations in terms of access for disabled people due to the headquarters being in an older building. Senior leaders are aware and concerned about this. The library has been moved for better access, though colleagues and leaders feel that there needs to be further consideration of disabled facilities, ramps etc where possible.

Colleagues and trustees mentioned specific training which had helped them to become more aware and develop in their roles.

Survey results from members and trainees demonstrate that the bpf shares its FREDIE values clearly, leading these groups to feel welcomed and included on the whole. However, there were survey responses which indicated that some members feel distanced from the organisation.

Quotes

“I am very attached to this workplace”

“I trust my colleagues to do their jobs, so don’t need to get into the details of when they are working (or not).”

“I feel they are invested in me”

“There is still work to do, but we are moving in the right direction”

“We are open to feedback and use it to our advantage”

“We are doing this because it matters and we believe in it. It allows integrated conversations and takes people away from their silos”

“The main issue in the accessibility of the building but I appreciate that the cost of trying to make it fully accessibility would be extremely expensive”

“As a member, it seems that only those who contribute to what can be displayed on social media are valued.”

“One inevitably feels different when the majority of trainees and teaching staff are white British. As a trainee, I am the only one in my group with a foreign accent.”

“My feeling is that there is insufficient communication between the organisation and its members especially as we are now more than ever before a UK national organisation.”

“There are different groups members can join and be a part of. There are also lots of different spaces where members can come together to think about difference and sameness.”

“Run regular support/networking groups for people of different backgrounds that are open to all eg LGBTQ and Jewish Members and trainees discussion groups.”

“Give members the tools to set up support groups”

Pillar 2: Policy, Practice & Process

Pillar 2 evaluates the systems and practices used to effectively integrate and embed diversity and inclusion across your organisation. This includes:

- ✓ the systems and documentation you have in place to communicate your approach to FREDIE
- ✓ the ways you embed your approach to FREDIE in the delivery of your products or services
- ✓ the ways you internally embed FREDIE in your organisation

Your Performance

Implementing

Your Investors in Diversity Silver Survey maturity model result for Pillar 2 is

Relevant Data

Pillar 2: Policy, Practice & Process							
Question 13 & 14	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
My organisation has Equity, Diversity and Inclusion Policies that are in place (Combined response for 'Strongly Agree' and 'Agree')	< 80%	80% - 84%	85% - 89%	90% - 94%	>= 95%	100.0%	Evolving
I understand Equity, Diversity, and Inclusion Policies that are in place (Combined response of 'Strongly Agree' and 'Agree')	< 59%	59% - 68%	69% - 74%	75% - 84%	>= 85%	100.0%	Evolving
I follow Equity, Diversity, and Inclusion Policies that are in place (Combined response of 'Strongly Agree' and 'Agree')	< 59%	59% - 68%	69% - 74%	75% - 84%	>= 85%	98.0%	Evolving

Question 15	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
When your organisation is updating or creating a new policy, does it: (Response of 'Yes')							
Engage with you as part of the process (Does not contribute to RAG rating)						88.0%	No RAG Rating
Communicate the updates and changes with you when they are agreed	< 59%	59% - 68%	69% - 74%	75% - 84%	>= 85%	100.0%	Evolving

Question 16	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Does your organisation have: (Response of 'Yes') individual RAG							
EDI or FREDIE working group	< 79%	79% - 84%	85% - 89%	90% - 94%	>= 95%	53.0%	Discovering

Question 17	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
The following are accessible to people whatever their background, age, disability, ethnicity, or religion. (Examples might include wheelchair access, a quiet room, information available in different languages etc.)							
Buildings	< 58%	58% - 64%	65% - 74%	75% - 79%	>= 80%	65.0%	Implementing
Facilities	< 58%	58% - 64%	65% - 74%	75% - 79%	>= 80%	70.0%	Implementing
Information	< 58%	58% - 64%	65% - 74%	75% - 79%	>= 80%	82.0%	Evolving

Analysis & Insights

There has been considerable work to develop a range of new policies and procedures to support colleagues, members and trainees across the organisation. These include recruitment, complaints, behaviours and operational matters. The policies have been developed with FREDIE in mind using a checklist, and where required, the process has been paused for further consultation and reflection. An example includes the maternity/paternity policy for students, where student stakeholders were consulted on the support they would need. Definitions of behaviours were described by colleagues as being helpful.

The positive survey results in respect of policy and practice are mirrored by the discussions held in interviews and focus groups. In focus groups, colleagues discussed that the new policies and procedures have helped to create a fairer and more professional culture with defensiveness being visibly reduced. It was noted that there are currently no outstanding complaints, but colleagues were confident that they knew how to access support should the need arise. New policies are rolled out via an online system whereby colleagues can read and accept the information. However, compliance with this system is not monitored or followed up.

As previously mentioned, training delivery is undergoing a systematic review to identify where improvements can be made to course content and delivery. As a result, one of the training programmes received an award for diversity. Also, to support students, new policies have been developed to provide transparency with regard to funding, complaints and student support. Some elements of finance have been outsourced, leading to a reduction in complaints. It was noted that there is still work to be done in respect of processes to enable the bpf to achieve registration with the Office for Students.

Quotes

“There is always work to do”

“We are learning from our mistakes”

“We are still evolving as an organisation”

“We need to keep listening to our community and respond”

“I have a Learning Support Agreement in place for neurodiverse learning traits. Although my direct experience has been broadly positive, there is a sense that the concept of neurodiversity is something the the bpf is slow to engage with and understanding is uneven across the organisation, meaning some peers have described feeling unsupported by members who lack the expertise to understand how they are impacted.”

Pillar 3: Recruitment, Retention & Progression

Pillar 3 looks at how your organisation integrates good FREDIE practices across the life cycle of the employee from recruitment and selection through to retention, development, progression and additional supports. This includes:

- ✓ how you embed FREDIE in your recruitment and selection processes
- ✓ the structures you have in place to retain a diverse workforce, including benefits, rewards and recognition
- ✓ the arrangements in place to provide staff with learning opportunities around FREDIE
- ✓ your approach to ensuring that people reflecting the Protected Characteristics are encouraged to apply for positions and progress through your organisation
- ✓ the additional support that might be in place for staff

Your Performance

Your Investors in Diversity Silver Survey maturity model result for Pillar 3 is

Evolving

Relevant Data

Pillar 3: Recruitment, Retention & Progression							
Question 18, 19 & 20	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Have you witnessed any of the following between staff within your organisation, in the last 12 months? (Response of 'Yes')							
Inappropriate behaviour	>= 31%	30% - 25%	24% - 22%	21% - 19%	< 19%	0.0%	Evolving
Discrimination	>= 16%	15% - 11%	10% - 9%	8% - 6%	< 6%	0.0%	Evolving
Harassment and/or bullying	>= 18%	17% - 16%	15% - 13%	12% - 10%	< 10%	0.0%	Evolving
Did you report it	N/A						No RAG Rating
If you did report it, was it handled Satisfactorily?							
Inappropriate behaviour						0.0%	No RAG Rating
Discrimination						0.0%	
Harassment and/or bullying						0.0%	

Question 22 & 24	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Have you been bullied, harassed, or discriminated against, at work in the last 12 months?							
Yes bullying/harassment	>= 25%	24% - 21%	20% - 18%	17% - 15%	< 15%	0.0%	Evolving
Yes discrimination	>= 16%	15% - 11%	10% - 9%	8% - 6%	< 6%	0.0%	Evolving
Yes inappropriate behaviour	>= 23%	22% - 21%	20% - 18%	17% - 15%	< 15%	0.0%	Evolving
If you were the victim of discrimination, bullying, or harassment would you know where to go for help?	< 78%	78% - 84%	85% - 89%	90% - 94%	>= 95%	100.0%	Evolving
Question 23	If you have been bullied, harassed, or discriminated against at work in the last 12 months, was this on the grounds of...						
Race						0.0%	No RAG Rating
Gender						0.0%	
Transgender Status						0.0%	
Sexual Orientation						0.0%	
Disability						0.0%	
Marriage and Civil Partnership						0.0%	
Pregnancy and Maternity						0.0%	
Religion/Belief or non-belief						0.0%	
Age						0.0%	
Other						0.0%	
Question 25	Do you feel you have been treated less favourably than those you work with because of one or more of the following protected characteristics:						
Race						0.0%	No RAG Rating
Sex						0.0%	
Gender Reassignment						0.0%	
Sexual Orientation						0.0%	
Disability						0.0%	
Marriage and Civil Partnership						0.0%	
Pregnancy and Maternity						0.0%	
Religion/Belief or non-belief						0.0%	
Age						0.0%	
Not been treated less favourably						100.0%	

Question 26	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
If you have been treated less favourably than those you work with on the grounds of a protected characteristic, how was it dealt with...							
Ignored by you						0.0%	No RAG Rating
Dealt with by you						0.0%	
Ignored by people in authority	>= 20%	19% - 14%	13% - 10%	9% - 7%	< 7%	0.0%	Evolving
Dealt with well by people in authority	< 80%	80% - 84%	85% - 89%	90% - 94%	>= 95%	0.0%	Discovering
Dealt with poorly by people in authority	>= 90%	89% - 85%	84% - 80%	79% - 75%	< 75%	0.0%	Evolving
Other						0.0%	No RAG Rating

Question 27	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Do you think that your organisation could do more to be more inclusive of...							
Ethnic Minorities						0.0%	No RAG Rating
LGBTQIA+						0.0%	
Disabled People						6.0%	
Men						0.0%	
Women						0.0%	
Someone who is pregnant						0.0%	
People who are married or in civil partnerships						0.0%	
People of different ages						0.0%	
People of different religions or faiths						0.0%	
People with no religion						0.0%	
People with criminal convictions						6.0%	
I think we are inclusive of all people						81.0%	
Other						6.0%	

Question 28 & 29	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Do you feel that you have an equal opportunity to succeed within your organisation?	< 69%	69% - 73%	74% - 79%	80% - 89%	>= 90%	100.0%	Evolving
Do you feel that there is fairness for all within your organisation?	< 69%	69% - 73%	74% - 79%	80% - 89%	>= 90%	94.0%	Evolving

Question 30, 31 & 32	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
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Question 33	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
In the last 12 months, have you had effective training in any of the following?							
FREDIE						75.0%	No RAG Rating
Equality Act 2010						25.0%	
Disability						6.0%	
Unconscious Bias						13.0%	
Neurodiversity						13.0%	
Race/Ethnicity						6.0%	
Gender						6.0%	
Faith or Belief						6.0%	
Sexual Orientation						6.0%	
Age						6.0%	
Transgender						6.0%	
Cultural Awareness						13.0%	
Mental wellbeing						38.0%	
Concious Inclusion						6.0%	
Inclusive Leadership						19.0%	
Inclusive Recruitment						6.0%	
Making Inclusion Safe Again						6.0%	
3 Margins of Inclusion						0.0%	
Other						13.0%	

Question 34	Discovering	Establishing	Implementing	Embedding	Evolving	Org Score	RAG Rating
Have you had any training in promoting good mental wellbeing at work?						56.0%	No RAG Rating
Question 35	If you answered yes to the previous question, do you think that you have a better grasp of:						
Management of your own mental wellbeing						89.0%	No RAG Rating
Being able to support colleagues that may be having a mental health issue						67.0%	
Other						11.0%	

Analysis & Insights

As part of the policy and process review, a series of new procedures to support the onboarding and retention of colleagues have been put in place. Colleagues have welcomed the new behaviours, competencies and appraisal structure (which include FREDIE), with many reporting that they have regular and supportive meetings with their managers. In focus groups, colleagues were also supportive of the new policies relating to specific characteristics, e.g. menopause, flexible and hybrid working (including working from overseas). Colleagues also described the support and adjustments they had received in respect of flexible working and their individual

needs, e.g. diagnosis, maternity and grandparenting. Some colleagues mentioned that the reasonable adjustments available to colleagues, members and trainees were not particularly visible.

In focus groups, there was mention of professional standards in the sector for members, and whether this needs to be reviewed.

Newer colleagues described a positive recruitment experience. Recruitment activities have been enhanced, with the Disability Confident and liD kitemarks being displayed on adverts and on the website. Applicants are encouraged to discuss the need for reasonable adjustments in advance, and the use of closed captioning is being explored. Interview panels consist of two or three colleagues, with a view to being as diverse as possible. It is noted that application forms are not currently redacted. This is an area for development to mitigate unconscious bias during the recruitment process. Where there has been a restructure, senior leaders used the FREDIE framework to support the process. An exit interview process has been implemented, with the outcomes being shared with relevant managers and followed up.

Colleagues were overwhelmingly positive about the culture, with very low numbers having seen inappropriate behaviours (see survey results) and all being clear and confident about reporting instances should they arise.

In focus groups, colleagues could describe the support they had had to attend training and valued that peers shared the outcomes of training they had attended in staff meetings. The new training and development policy supports free internal training and subsidises external training where possible. In focus groups, colleagues described that they had access to mental health training and follow up events, as well as easy to access support from their colleagues and line managers. The internal training offer is currently being reviewed.

The survey results are slightly less positive in terms of promotion and remuneration. As a small organisation, it is acknowledged that it is difficult, but not impossible for colleagues to have promotion opportunities. In terms of pay, it has been challenging to provide increases for a few years, though there is a Remuneration Committee which is considering a cost-of-living increase. Where permanent contracts are not available, fixed-term contracts have clear end dates and are reviewed with enough time to consider next steps.

Quotes

“There is a positive culture here”

“Noone has to carry a badge – you are who you are”

“I trust people’s autonomy”

“It’s more diverse than it was”

“We are encouraged to think about sameness and difference”

“It is a flexible organisation and people take responsibility for themselves. This is empowering”

Pillar 4: Recording & Monitoring

Pillar 4 assesses the approach and rigour around diversity data collection, and the extent to which your organisation takes a data-driven approach to decision-making for FREDIE progress. This includes:

- ✓ the data you gather from staff (and service users where applicable) to support your FREDIE strategy
- ✓ the measures you take to improve responses to requests for FREDIE data
- ✓ how this data is used to inform your decision making and improvement activities

Your Performance

Your Investors in Diversity Silver Survey maturity model result for Pillar 4 is:

Evolving

Relevant Data

Pillar 4: Recording & Monitoring								
Question 37 & 38	Discovering	Establishing	Implementing	Embedding		Evolving	Org Score	RAG Rating
How good is your organisation at asking you what you think about their FREDIE practices? (Combined response of 'Very Good' and 'Good')	< 64%	64% - 74%	75% - 79%	80%	80% - 89%	>= 90%	94.0%	Evolving
How good is your organisation at sharing feedback and the changes made as a result? (Combined response of 'Very Good' and 'Good')	< 64%	64% - 74%	75% - 79%	80%	80% - 89%	>= 90%	100.0%	Evolving

Analysis & Insights

Evidence provided shows that senior leaders are keen to explore and use the data available to them. The inclusion action plan demonstrates that data from the employee assistance programme and internal survey results are used to inform further consultation with stakeholders as required. This also includes training data. Actions taken as a result of this analysis are communicated in newsletters and meetings.

An HR report is published quarterly which provides a useful oversight into starters, leavers, complaints and training activities. It is noted that staff demographic data is not explored, and this may provide useful insights into trends and areas for development.

Data pertaining to students is rigorously analysed for trends in demographics and financial wellbeing, resulting in changes to training support and student finance, and developing graduate roles.

In focus groups, members mentioned that client demographic data would be useful to enable better matching of clinicians to clients.

Quotes

“There is a long way to go, but we are thinking about it”

“There is still a strong bias in a systemic way in the organisation. I have been mistreated indirectly because of my ethnicity and sexual orientation”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey. You may wish to include these in your two-year Inclusion Improvement Plan.

1. Ensure that engagement with new policies and procedures is managed by monitoring acceptance via the appropriate system.
2. Amend recruitment processes to include redaction of applications to avoid unintentional bias.
3. Report on and monitor staff demographic data.
4. Improve the visibility of accessibility support services available for colleagues and trainees. Consult with relevant stakeholders to understand the best way to carry this out.
5. Continue to consider how accommodation can be adapted for improved disabled access.
6. As part of the training review, explore how the offer can include more advanced EDI training opportunities for colleagues.
7. Improve engagement with trainees by setting up a student management committee with a student chair.
8. Improve communication with members by ensuring that messages are provided in a range of formats: emails, social media and accessible online events.
9. Provide support to members and trainees in delivering services for clients from a range of different backgrounds – particularly race and transgender groups.