

Equality and Disability Action Plans 2023-28

October 2023

Updated July 2025

**Business Services Organisation
(BSO)**

1. Equality Action Plan 2023-28: What we will do to promote equality and good relations

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Communications and Engagement</p> <p>Hold communications campaign on the new BSO Corporate Communications Style Guidance for Accessibility.</p> <ul style="list-style-type: none"> Website content will be added to the new BSO Corporate Communications Style Guidance for Accessibility. The need for Service Areas to give consideration to development of information in signed video format will be included in the BSO Corporate 	<p>To educate BSO staff on how to communicate effectively and inclusively with colleagues and customers across all Section 75 categories.</p> <p>Staff with a disability will have full and equal access to all BSO communication.</p> <p>BSO customers will receive inclusive communication.</p>	<p>Feedback from disabled staff members indicates increased accessibility of BSO written information and communication.</p>	<p>Comms and Engagement team with input from the equality team/web team and other appropriate stakeholders</p> <p>31 March 2026 and annually (comms campaign)</p>

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<p>Communications Style Guidance for Accessibility.</p> <ul style="list-style-type: none"> We will build asking for user feedback as part of user engagement on the new BSO Corporate Communications Style Guidance for Accessibility and its equality screening. 			
<p>Leadership Centre</p> <p>We will develop a way of monitoring participation in our programmes across the Section 75 categories.</p>	<p>Accurate data in relation to participation to help identify any under-represented groups</p>	<p>Produce annual report on participation by Section 75 category</p>	<p>HSC Leadership Centre team 30 March 2026</p>
<p>Leadership Centre</p> <p>Ensure that images used for promotion of programmes are</p>	<p>Ethnicity, Disability, Sexual Orientation, Gender</p>	<p>All brochure course promotion material with pictures, quotes from previous learners will</p>	<p>HSC Leadership Centre team</p>

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<p>diverse and reflective of the workforce.</p> <p>State we particularly welcome staff from under-represented groups.</p> <p>Encourage organisations to do the above in relation to programmes that we commission.</p> <p>Promote brochure programmes directly via staff fora, including disability, LGBT+, and ethnic minority backgrounds.</p>	<p>To identify and increase participation from staff from ethnic minorities, staff with a disability, staff who identify as Lesbian, Gay or Bisexual and staff from a range of gender identities on programmes</p> <p>Staff from fora relating to disability, LGBT+, and ethnic minority backgrounds feel invited</p>	<p>include staff from ethnic minority backgrounds and/or LGBT+ and/or staff with a disability.</p> <p>Feedback from staff fora</p> <p>Utilise monitoring data to target underrepresented groups</p>	<p>31 March 2026</p>
<p>Leadership Centre</p> <p>Ensure that in our core regional leadership programme, we include dedicated sessions highlighting the</p>	<p>Ethnicity, Disability, Sexual Orientation, Gender</p> <p>To support a range of HSC leaders from band 7 to director</p>	<p>10% of books and other resources are produced by people with disabilities, who</p>	<p>HSC Leadership Centre team</p>

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<p>lived experience of staff from within some of the Section 75 categories by inclusion of staff stories – live or pre-recorded as part of core modules.</p> <p>Include books podcasts and/or resources by diverse authors in course materials to support increasing an understanding of diversity in our book bundles in terms of content and authors.</p> <p>Highlight current under representation of minority ethnic staff, staff with a disability, staff who identify as Lesbian, Gay or Bisexual, and staff from a range of gender identities.</p>	<p>level to be a genuinely inclusive leader through exploring barriers and recognising unique contributions made by for staff with disabilities, who are LGBT+ or from an ethnic minority.</p>	<p>are LGBT+ or from an ethnic minority</p>	<p>31 March 2026 and annually</p>

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Encourage those participants to pro-actively support their staff from diverse backgrounds onto development/leadership programmes.			
<p>Leadership Centre</p> <p>Invite speakers from diverse backgrounds into our programmes both in terms of as role models and to share their experience.</p>	<p>Ethnicity, Disability, Sexual Orientation, Gender</p> <p>To enable course participants to hear from experts and consider case studies which also offer an intersectional perspective. This is so participants can learn a more inclusive leadership style, in</p>	<p>For programmes which use external speakers – 50% will include someone who identifies as from an ethnic minority/ LGBT+/disability where the perspective is relevant to the topic and to promoting intersectionality.</p>	<p>HSC Leadership Centre team</p> <p>31 March 2026</p>

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Source and utilise case studies from people from diverse backgrounds.	particular for staff with disabilities, who are LGBT+ or from an ethnic minority.	In general programmes, we will ensure that at least 25% of speakers identify as having a disability, LGBT+ or from an ethnic minority	
Leadership Centre Where appropriate deliver longer programmes on a hybrid model to better facilitate those with disabilities and dependents.	Disability, Dependents Reduce the requirement to travel to every module to offer more flexibility to participants to engage	Due to the lack of base line data, we will carry out a survey of participants to establish impact	HSC Leadership Centre team 31 March 2026

<p>HSC Digital</p> <p>We will strengthen our governance processes relating to the development and procurement of new IT systems to include the following:</p> <ul style="list-style-type: none"> • We will develop a checklist to sit alongside the Business Case template to include equality screening and user testing by people with a range of disabilities; • We will develop an accountability matrix and guidance for staff representing BSO on regional groups to use our influence to ensure consideration of equality issues (including user testing by people with a range of disabilities) is mainstreamed. 	<p>Disability</p> <p>Enabling staff and users with disabilities to access systems.</p>	<p>Checklist developed and linked to Business Case template</p> <p>Accountability matrix and guidance developed and shared with staff</p> <p>User testing of systems by people with a range of disabilities confirms accessibility</p>	<p>Senior Management Team (SMT) Director of Digital Operations</p> <p>31 March 2026</p>
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<ul style="list-style-type: none">• As Programmes are taken forward, the responsible Director/equivalent will be required to give assurance to SMT, to include evidence of compliance with Section 75 processes and information on what equality issues have been identified and how they are being addressed.• We will convene a roundtable with disability organisations and Tapestry members to agree how ITS can best mainstream this in their processes.			
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<p>Human Resources</p> <p>We will promote the completion of equality information during induction of new staff</p> <p>We will promote the completion of equality information for existing staff.</p>	<p>To improve the data we hold which helps BSO understand the breakdown of the organisation by Section 75 group and helps BSO monitor any inequalities relating to employment practices</p>	<p>Increase the share of staff who have completed their equality information by at least 10 percentage points; Baseline data as at Sept 23 – fields where staff have provided their information: disability 37%; ethnicity 24%; dependents 19%; sexual orientation 18%</p>	<p>Assistant Director of HR</p> <p>31 March 2026 and annually</p>
<p>Human Resources</p> <p>We will develop a Section 75 profile of the workforce</p> <p>We will identify specific Section 75 groups to engage with and encourage to seek and retain employment with BSO</p>	<p>To understand the profile of the organisation with regards Section 75 groups and to identify those groups which are under-represented and develop associated action plans</p> <p>More people from under-represented groups apply for jobs with BSO, gain employment and remain in</p>	<p>Workforce profile developed</p> <p>Specific Section 75 groups to be engaged with identified</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>

	employment with the organisation		
<p>Human Resources</p> <p>We will monitor applicant data and staff numbers from different racial groups.</p> <p>We will engage with a range of relevant voluntary sector groups representing different ethnic minorities in order to promote BSO an employer.</p> <p>We will provide awareness to managers about understanding</p>	<p>Ethnicity</p> <p>More people from different racial groups apply for jobs with BSO, gain employment and remain in employment with the organisation</p> <p>Staff from different racial groups feel well supported by the BSO and that their specific needs are met by line</p>	<p>Monitoring data of applicants and staff by racial group produced and analysed</p> <p>Written evidence of promotion activities</p> <p>Number of managers attending unconscious bias awareness sessions</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>

<p>unconscious bias and how to overcome it in recruitment.</p> <p>We will engage with staff from a range of racial groups to understand their experience of working in BSO and to identify their support needs.</p>	<p>managers and the organisation</p>	<p>Written evidence of engagement and support needs analysis produced</p>	
<p>Human Resources</p> <p>Working together with Tapestry, we will engage with our staff to understand the caring responsibilities of the BSO workforce.</p> <p>We will examine how BSO can improve employee experience for colleagues who have caring responsibilities.</p>	<p>Dependents</p> <p>To support people with dependents in the workplace</p> <p>Staff who have caring responsibilities feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Written evidence of engagement and support needs analysis produced</p> <p>Proposal as to how BSO can improve carers' employment experience produced</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>
<p>Human Resources</p> <p>Working together with Tapestry, we will co-produce, commission and deliver, and evaluate a training plan for staff on disability equality.</p>	<p>To promote positive attitudes towards disability and raise awareness among staff of disability equality.</p>	<p>Training Plan developed and made available to staff.</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>

	Staff with a disability feel their needs are met.	Training evaluations indicate increased awareness of disability.	
<p>Human Resources</p> <p>We will explore sharing bi-annual flexible working ELT reports with BSO staff. These reports provide a breakdown of all applications for flexible working by S75 categories during the financial year showing the type of flexible working requests.</p>	<p>Dependents</p> <p>To understand needs, uptake and experience of flexible working across the organisation including for those staff with caring responsibilities</p> <p>Staff who have caring responsibilities feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Increase in the number of staff availing of flexible working</p> <p>Monitoring data of applications and decisions by equality category produced, analysed and share with staff</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>

2. Disability Action Plan 2023-28: What we will do to promote positive attitudes towards disabled people and encourage the participation of disabled people in public life

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Human Resources</p> <p>We will engage with Tapestry to explore and/or co-produce:</p> <ul style="list-style-type: none"> • input to all new and revised HR policies, as routine part of the development/ review process; • other line manager training and guidance; • the need for coaching or mentoring; • the need for dedicated leadership development programmes for staff with a disability. 	<p>Encourage the participation of disabled people in public life</p> <p>Staff with a disability feel their voice is heard by decision-makers in the organisation</p>	<p>Evidence of draft/revised HR policies and papers/presentations on areas where input is sought shared with Tapestry members for views before approval and feedback provided on consideration of views</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>
<p>Human Resources</p>	<p>Promote positive attitudes towards disabled people and</p>	<p>Awareness programme delivered</p>	<p>Assistant Director of HR</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>We will raise awareness in the organisation with regards neurodiversity, with input from people with lived experience.</p> <p>We will promote guidance for managers who manage neurodiverse staff.</p>	<p>encourage the participation of disabled people in public life</p> <p>To support neurodiverse staff in employment with BSO</p> <p>Neurodiverse staff feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Guidance disseminated out in BSO</p>	<p>31 March 2026</p>
<p>Human Resources</p> <p>Together with people living with a range of disabilities, we will develop, deliver and review a programme of short learning sessions for staff (line</p>	<p>Promote positive attitudes towards disabled people and encourage the participation of disabled people in public life</p>	<p>Increase in the number of people with disabilities employed by BSO</p>	<p>Assistant Director of HR</p> <p>31 March 2027</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
managers and beyond) to share learning on reasonable adjustments.	<p>More staff with a disability remain in BSO employment</p> <p>Staff with a disability feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>		
<p>Human Resources</p> <p>Together with people living with a range of disabilities, we will review our recruitment and selection process step-by-step and develop and implement actions to remove the barriers identified</p>	<p>Encourage the participation of disabled people in public life</p> <p>More people with a disability apply for jobs with BSO and gain employment</p>	<p>Written evidence of review outcomes and actions developed and actions implemented</p> <p>Increase in the number of people with disabilities applying and employed by BSO</p>	<p>Assistant Director of HR</p> <p>31 March 2027</p>
<p>Human Resources</p> <p>We will engage with relevant voluntary sector groups representing</p>	<p>Encourage the participation of disabled people in public life</p>	<p>Increase in the number of people with disabilities employed by BSO</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
people living with disability in order to promote BSO an employer.	To encourage people with disabilities to consider BSO as an employer		
<p>Human Resources</p> <p>Together with people living with a range of disabilities, we will review the accessibility of each of our eLearning programmes and develop actions to remove the barriers identified</p> <p>Together with people living with a range of disabilities, we will raise awareness amongst all trainers delivering in person training of practical accessibility needs of staff living with a range of disabilities.</p> <p>We will consult with Leadership Centre and appropriate voluntary sectors to ensure training meets needs. This will be done on a regional basis.</p>	Staff with a disability have full and equal access to all eLearning and in person learning and development opportunities	<p>Written evidence of review outcomes and actions developed</p> <p>Written evidence of awareness raising for all trainers</p>	<p>Assistant Director of HR</p> <p>31 March 2026</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Awareness Days Raise awareness of the lived experience of people with specific disabilities and conditions.</p>	<p>Promoting positive attitudes: Increased staff awareness of a range of disabilities and conditions.</p>	<p>2 awareness days profiled every year. >50% of staff taking part in the evaluation indicate they know more about people living with disabilities and conditions as a result of the awareness days.</p>	<p>Equality Unit. 31 March 2028 annually</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Placement Scheme</p> <p>Create and promote meaningful placement opportunities for people with disabilities.</p>	<p>Promoting positive attitudes and Encouraging participation in public life:</p> <p>People with a disability gain meaningful work experience.</p> <p>People with a disability are successful in applying for paid employment after they have completed a placement.</p>	<p>At least 10 placements in the BSO offered each year.</p> <p>Feedback through annual evaluation of scheme indicates that placement meets expectations.</p> <p>At least 2 placement participants each year are successful in applying for paid employment within 12 months of completing their placement.</p>	<p>Senior Management Team (SMT) with support from Equality Unit.</p> <p>31 March 2028 annually</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Tapestry</p> <p>Promote and encourage staff to participate in the disability staff network and support the network in the delivery of its priorities.</p>	<p>Encouraging participation in public life:</p> <p>Staff with a disability feel more confident that their voice is heard in decision-making.</p> <p>Staff with a disability feel more confident that their needs are considered in decision-making.</p> <p>Staff with a disability feel better supported.</p>	<p>Increase in Tapestry membership or in participation at meetings</p> <p>Tapestry staff survey</p>	<p>Senior Management Team (SMT) with support from Equality Unit</p> <p>31 March 2028 annually</p>

Please note: Original Plans (Sept 2023) Signed by:

Karen Bailey

J. Ede

Chair

Date: 29.09.2023

Karen Bailey

Chief Executive

Date: 29.09.2023

