

## **Workforce Race Equality Standards Report and Actions 2021-2022**

### **Priory Healthcare and Partnerships in Care**

As an organisation Priory continues to be committed to improving equality, diversity and inclusion; regularly reviewing and updating existing policies and procedures. We proactively collate relevant data from numerous internal sources, which measures our progress and areas of improvements for Equality, Diversity and Inclusion.

Managers at all levels within Priory are equipped to advocate diversity and inclusion so as to ensure this remains a proactive focus and practical action. Equally, all colleagues are encouraged and invited to play an integral role in developing a culture where all colleagues are respected and included, regardless of their background, race, disability or gender.

Our Diversity & Inclusion Steering Group persist with driving equality and diversity across the whole company. That, along with improved technological systems (including payroll, resourcing platforms and learning management) all of which help us to more accurately review and act on trends and information. Our Board of Directors continue to take the lead on working to create a business and culture where discrimination, harassment and victimisation are eliminated and that all colleagues adhere to our key values and behaviours:

- **Striving for Excellence:** For diligently working to improve the services we provide.
- **Putting People First:** For putting the needs of colleagues and service users above all else.
- **Being Positive:** For striving to get things done, never giving up and learning from mistakes.
- **Acting with Integrity:** For being honest, transparent and decent, and treating colleagues with respect.
- **Being Supportive:** For supporting colleagues, service users and their families.

In promoting these values and behaviours across Priory we are striving to ensure that protected characteristics have no bearing on anything from recruitment into a role, access to learning and development and in general how a person is treated.

We continue to ensure that all our colleagues have access to Diversity and Inclusion training and where issues, which contradict our aims and behaviours, are highlighted in this regard our Human Resource teams represent the Board in supporting management and learning improvement. Our management teams promote good behaviours. The relevant training module has been renewed and updated to align with our Diversity and Inclusion Strategy.

We are using our improved data reporting to work on continuous awareness and improvements ensuring Equality, Diversity and Inclusion remains at the top of our agenda.

We continue to develop our Diversity & Inclusion strategy including the implementation of a plan of ongoing and consistent communications across all staff groups.

The following are areas of current focus:

- Reviewing our Diversity and Inclusion strategy – ‘Thriving at Priory’.
- Partnering with the Workforce Committee on activity to promote and support this strategy.
- Working with leaders across the business to put Diversity and Inclusion at the heart of everything we do.
- Embedding and promoting the network of Diversity champions and work in partnership with Your Say Forums across Priory. During August 2022 a new Disability and Difference Network was launched
- Reviewing current training to understand what else is needed to support colleagues and service users, following feedback from our Non-Executive Directors.
- Establishing how representative our workforce and service user population and review every six months.
- Reviewing our recruitment approach through the lens of Diversity and Inclusion from reviewing job adverts to supporting hiring managers with practical advice and looking at interview questions and unconscious bias.
- External specialists have been commissioned to undertake an audit of Equality, Diversity and Inclusion policies, processes and practices. They will make recommendations that will be reviewed at the Workforce Committee.
- Promoting the colleague networks e.g. Women, BME, LGBTQ+ and parents and give colleagues the opportunity to establish further groups.
- Celebrating diversity and raise awareness of keys dates and awareness dates through our internal communications channels.
- Continued to develop our Diversity networks to support and promote the diversity calendar of events.
- Monthly focus on our diversity networks to engage colleagues and embed our diversity and inclusion message.
- Our unconscious bias training has been rolled out to our target audiences, with 83% attendance with future dates arranged. It will also be made a requirement for all managerial roles going forwards.
- Item added to Priory’s Data Quality Improvement Plan to ensure systems are capturing key information about protected characteristics in our systems, to improve our ability to disaggregate our data by these characteristics.

The below data is taken from our ethnicity data in iTrent (HR/Payment system) and Priory Academy (Learning Management System) for the period 01/04/2021 to 31/03/2022 for colleagues in the Healthcare division of Priory.

Full Workforce	Total Staff	%
<b>Total Number in Workforce</b>	5,436	
<b>Total Number Not Stated</b>	212	4%
<b>Total Number of BME Staff</b>	1,257	23%
<b>Total Number of White Staff</b>	3,967	73%

Clinical		
Full Workforce	Total Staff	%
<b>Total Number in Workforce</b>	4,195	
<b>Total Number Not Stated</b>	170	4%
<b>Total Number of BME Staff</b>	1,098	26%
<b>Total Number of White Staff</b>	2,927	70%

Non-Clinical		
Full Workforce	Total Staff	%
<b>Total Number in Workforce</b>	1,241	
<b>Total Number Not Stated</b>	42	3%
<b>Total Number of BME Staff</b>	159	13%
<b>Total Number of White Staff</b>	1,040	84%

**1. Percentage of staff in each band compared with percentage of staff in the overall workforce disaggregated by clinical and non-clinical staff:**

The table below shows the required breakdown for the period 01/04/2021 to 31/03/2022 for colleagues in the Healthcare division of Priory.

Clinical Staff				
Band	%BME	% White	% Not Stated	Total Staff
Band 1	22%	76%	2%	287
Band 2	22%	76%	2%	633
Band 3	23%	73%	4%	855
Band 4	31%	65%	4%	739
Band 5	18%	73%	9%	260
Band 6	26%	69%	6%	585
Band 7	29%	67%	5%	435
Band 8a	32%	63%	5%	172
Band 8b	9%	91%	0%	34
Band 8c	34%	62%	3%	29
Band 8d	37%	61%	2%	46
Band 9	71%	29%	0%	7
Other	53%	45%	2%	113

Non Clinical Staff				
Band	%BME	% White	% Not Stated	Total Staff
Band 1	12%	84%	4%	133
Band 2	13%	83%	4%	446
Band 3	11%	88%	1%	157
Band 4	11%	85%	4%	203
Band 5	17%	81%	2%	166
Band 6	15%	81%	4%	27
Band 7	9%	83%	9%	23
Band 8a	12%	88%	0%	26
Band 8b	15%	82%	3%	33
Band 8c	14%	86%	0%	7
Band 8d	13%	80%	7%	15
Band 9	0%	100%	0%	2
Other	0%	100%	0%	3

**2. Relative likelihood of staff being appointed from shortlisting across all posts:**

The table below shows the required breakdown for the period 01/04/2021 to 31/03/2022 for colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of shortlisted applicants:	<b>1,875</b>	<b>1,051</b>	<b>47</b>
Number appointed from shortlisting:	<b>1,115</b>	<b>612</b>	<b>29</b>
Relative likelihood of shortlisting/appointed:	<b>0.59</b>	<b>0.58</b>	<b>0.62</b>
Relative likelihood of white staff being appointed from shortlisting compared to BME staff:	<b>0.59/0.58 = 1.02 times more likely</b>		

**3. Relative likelihood of staff entering the formal disciplinary process:**

The table below shows the required breakdown for the period 01/04/2021 to 31/03/2022 for colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of staff entering the formal disciplinary process	<b>17</b>	<b>9</b>	<b>1</b>
Likelihood of staff entering the formal disciplinary process	<b>0.43</b>	<b>0.72</b>	<b>0.47</b>
Relative likelihood of BME Staff entering the formal disciplinary process compared with White staff	<b>0.72/0.43 = 1.67 times more likely</b>		

**4. Relative likelihood of staff accessing non-mandatory training and CPD:**

The table below shows the required breakdown as a snapshot for the end of the year (final quarter of 2021-2022) for colleagues in the Healthcare division of Priory.

<b>Measure</b>	<b>White</b>	<b>BME</b>	<b>Not Stated</b>
Number of staff completing CPD (non-mandatory training)	<b>49</b>	<b>12</b>	<b>3</b>
Likelihood of staff completing CPD (non-mandatory training)	<b>0.012</b>	<b>0.008</b>	<b>0.011</b>
Relative likelihood of BME Staff completing CPD (non-mandatory training) compared with White staff	<b><math>0.008/0.012 = 0.6</math> times more likely</b>		

**5. Percentage of staff experiencing harassment, bullying or abuse from patients, relative or the public in the last 12 months:**

<b>Measure</b>	<b>White</b>	<b>BME</b>	<b>Not Stated</b>
Number of staff the say they have experienced bullying/harassment/abuse from patients/relatives or public	<b>59</b>	<b>1</b>	<b>7</b>
Likelihood of staff being bullied/harassed/abuse by patients/relatives or public	<b>0.016</b>	<b>0.0001</b>	<b>0.070</b>
Relative likelihood of BME staff being bullied/harassed/ abused by patients/relatives or public	<b><math>0.0001/0.016 = 0.006</math> less likely</b>		

**6. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months:**

<b>Measure</b>	<b>White</b>	<b>BME</b>	<b>Not Stated</b>
Number of staff the say they have experienced bullying/harassment/abuse from staff	<b>22</b>	<b>1</b>	<b>5</b>
Likelihood of staff being bullied/harassed/abuse by staff	<b>0.006</b>	<b>0.0001</b>	<b>0.050</b>
Relative likelihood of BME staff being bullied/harassed/ abused by staff	<b><math>0.0001/0.006 = 0.016</math> less likely</b>		

**7. Percentage believing that the Priory Group provides equal opportunities for progression or promotion:**

As an independent provider, we have our own employee engagement survey which asks questions that are different to the ones used by the NHS. The following questions have been asked within our Colleague Engagement Survey and the results from the latest annual survey are included below. Disaggregation of data by ethnicity is not currently available for the Priory Colleague Engagement Survey.

Measure	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree
I have received the training and development I need to do my job well	74%	16%	10%
The Priory provides equal opportunities for career progression or promotion	90%	9%	1%
I have the right opportunities to learn and grow at work	79%	12%	9%

**8. In the last 12 months have you personally experienced discrimination at work from you manager, team leader or colleagues:**

Measure	White	BME	Not Stated
Number of staff the say they have experienced bullying/harassment/abuse from staff	9	1	6
Likelihood of staff being bullied/harassed/abuse by staff	0.002	0.0001	0.060
Relative likelihood of BME staff being bullied/harassed/abused by staff	0.0001/0.002 = 0.05 less likely		

**9. Percentage difference between the Board membership and the overall workforce:**

During the period 01/04/2021 to 31/03/2022, Priory's BME workforce was 23%.

0 of Priory's 7 UK Board members were recorded as BME at the end of March 2022. Therefore the difference between the Priory's UK Board and overall workforce is -23%.

1 of Priory's 15 Healthcare Operating Board members were recorded as BME at the end of March 2022. Therefore the difference between Priory Healthcare's Operating Board and overall workforce is -16%.

**Action Plan**

<b>Action</b>	<b>Target Date</b>	<b>Progress</b>	<b>Date Completed</b>
Complete a data gathering exercise using the Priory Academy system to ensure protected characteristics information is collected about all colleagues (with the option for the information to be declined)	31/12/2022	17/10/2022 - Collection to be launched in October 2022	
Ensure at next colleague engagement survey that data can be collated by White/Non-White staff groups for reporting	Spring 2023	17/10/2022 – No action taken as survey not yet in development for Spring 2023	
Review data for disciplinary process to ensure validity and examine underlying reasons why BME staff are more likely to enter process than White staff	30/04/2023	17/10/2022 – Data review to be completed	