

Workforce Race Equality Standards Report and Actions Update 2022-2023 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 measure 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 is actioned in practice. 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 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 also promote good behaviours in relation to diversity and inclusion. The relevant training module was renewed and updated last year 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:

- Championing the critical importance of diversity to us as an organisation within our organisational strategy through the inclusion of one of our seven strategic goals being specifically aimed at 'embedding a culture openness, inclusion and trust where people feel they belong'.
- Appointment of a new Chair for our Diversity & Inclusion Steering Committee, who now sits on our Workforce Committee, a sub-committee of the UK Board.
- Partnering with the Diversity & Inclusion Steering Committee on activity to promote and support equality, diversity and inclusion across Priory.
- 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.
- Reviewing current training with our Diversity and Inclusion Steering Committee 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 is through the improvement of the data we collect, monitor and report on.
- Promoting the colleague networks e.g. Women, BME, LGBTQ+ and parents and giving colleagues the opportunity to establish further groups, linked to an organisational strategy KPI, to organically increase the number of networks from 6 in 2022 to 10 by 2025 with a 10% year-on-year increase in membership.
- Celebrating diversity and raise awareness of key awareness dates through our internal communications channels.
- Continue 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, including all managerial roles. We are also developing an e-learning module to broaden the reach of our training.
- 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.
- Belonging and inclusivity training has been developed for leaders.
- BME Coaching and Mentoring Programme for aspiring leaders is being rolled out as part of our organisational strategy. A mentorship scheme for other under-represented groups is also being developed.
- A task and finish group has been launched focusing on tackling racism, perpetrated by patients in our services. Actions so far have included – the review of policies and processes to ensure service users are aware of our zero tolerance approach to racism; update to the Datix incident reporting system to improve recording and reporting of racism incidents; creation of manager and employee guides to support those experiencing racism; and the referral process has been amended to ensure the risk of discriminatory behaviour is captured before admission in the same way as the risk of violence and aggression may be captured.

The below data is taken from our ethnicity data in iTrent (HR/Payment system) and Priory Academy (Learning Management System) for the period 01/04/2022 to 31/03/2023 for applicable colleagues¹ in the Healthcare division of Priory.

Full Workforce	Total Staff	%
Total Number in Workforce	6,543	
Total Number of White Staff	4,151	63%
Total Number of BME Staff	2,074	32%
Total Number Not Stated	318	5%

Clinical		
Full Workforce	Total Staff	%
Total Number in Workforce	5,365	
Total Number of White Staff	3,228	60%
Total Number of BME Staff	1,855	35%
Total Number Not Stated	282	5%

Non-Clinical		
Full Workforce	Total Staff	%
Total Number in Workforce	1,179	
Total Number of White Staff	924	78%
Total Number of BME Staff	219	19%
Total Number Not Stated	36	3%

¹ Colleagues working in services who provide NHS Specialised Commissioning funded care.

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 01/04/2022 to 31/03/2023 for applicable colleagues in the Healthcare division of Priory.

Clinical Staff					Non Clinical Staff				
Band	% White	% BME	% Not Stated	Total Staff	Band	% White	% BME	% Not Stated	Total Staff
Band 1	0%	0%	0%	0	Band 1	50%	50%	0%	2
Band 2	63%	35%	2%	671	Band 2	78%	17%	5%	136
Band 3	60%	34%	6%	1167	Band 3	78%	18%	3%	487
Band 4	56%	40%	4%	1403	Band 4	79%	19%	2%	262
Band 5	69%	23%	8%	546	Band 5	74%	22%	3%	172
Band 6	62%	30%	8%	620	Band 6	89%	11%	0%	28
Band 7	60%	34%	6%	504	Band 7	85%	15%	0%	13
Band 8a	59%	36%	5%	223	Band 8a	94%	6%	0%	18
Band 8b	74%	26%	0%	43	Band 8b	73%	24%	3%	33
Band 8c	67%	30%	3%	30	Band 8c	77%	23%	0%	13
Band 8d	45%	52%	2%	44	Band 8d	100%	0%	0%	9
Band 9	45%	36%	18%	11	Band 9	75%	25%	0%	4
Other	39%	59%	2%	105	Other	100%	0%	0%	2

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

The table below shows the required breakdown for the period 01/04/2022 to 31/03/2023 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of applicants with first interview booked	1,721	1,368	518
Number of applicants offered contract	1,122	1,128	256
Relative likelihood of interviewed/offered:	0.65	0.82	0.49
Relative likelihood of white staff being offered from interview compared to BME staff:	0.65/0.82 = 0.79 times more likely		

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

The table below shows the required breakdown for the period 01/04/2022 to 31/03/2023 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of staff entering the formal disciplinary process	13	9	1
Likelihood of staff entering the formal disciplinary process	0.0031	0.0043	0.0031
Relative likelihood of BME Staff entering the formal disciplinary process compared with White staff	0.0043/0.0031 = 1.3863 times more likely		

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

The table below shows the required breakdown for the period 01/04/2022 to 31/03/2023 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of staff completing CPD (non-mandatory training)	216	54	36
	4155	2075	318
Likelihood of staff completing CPD (non-mandatory training)	0.052	0.026	0.113
Relative likelihood of White Staff completing CPD (non-mandatory training) compared with BME staff	0.052/0.026 = 1.997 times more likely		

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

Our incident reporting system will be updated to capture this information in the manner required for WRES reporting.

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

The table below shows the required breakdown for the period 01/04/2022 to 31/03/2023 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of staff the say they have experienced bullying/harassment/abuse from staff	12	4	1
	4155	2075	318
Likelihood of staff being bullied/harassed/abuse by staff	0.003	0.002	0.003
Relative likelihood of BME staff being bullied/harassed/ abused by staff	0.002/0.03 = 0.667 less likely		

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, showing the percentage who agreed or strongly agreed by ethnicity.

Measure	White	BME	Not Stated
I receive / know how to access the training I need to do my job	86%	92%	88%
If I choose to, I have the opportunity to learn and develop new skills in my current role	67%	79%	72%
I believe that Priory provides equal opportunities for career progression	55%	65%	66%

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	1	0	0
Likelihood of staff being bullied/harassed/abuse by staff	0.0002	0.0000	0.0000
Relative likelihood of BME staff being bullied/harassed/abused by staff	-		

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

During the period 01/04/2022 to 31/03/2023 Priory's BME workforce, across applicable colleagues in the Healthcare division of Priory, was 32%.

0 of Priory's 9 UK Board members were recorded as BME at the end of March 2023. Therefore the difference between the Priory's UK Board and overall workforce is -32%.

1 of Priory's 19 Healthcare Operating Board members were recorded as BME at the end of March 2023. Therefore the difference between Priory Healthcare's Operating Board and overall workforce is -27%.

Action Plan Update

Action	Target Date	Progress	Status
<i>Existing Actions</i>			
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 30/08/2023 – Collection delayed but currently in testing and roll out plan scheduled.	Collection Now Scheduled
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	Completed – Data Now Available for Disaggregation
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	Small Numbers of Disciplinary Making Comparison Challenging
<i>New Actions</i>			
Update incident reporting system to capture harassment, bullying or abuse on staff by service users or the public	30/04/2024	System change request to be submitted	-