Workforce Race Equality Standard (WRES)

Data 2020/2021

Looking after you.

Introduction

Spire Healthcare (Spire) is committed to meeting the requirements of the Workforce Race Equality Standard (WRES) for a leading independent hospital group. As part of our partnership with the NHS, this is our fourth publication against this standard.

Spire's Equality Action Plan 2019 highlighted the launch of our new Purpose - Making a positive difference to our patients' lives through outstanding personalised care. Our Purpose makes it clear how our open culture is fundamental in order to deliver excellent patient outcomes and clinical excellence which can only be achieved in a working environment that is respectful, collaborative, inclusive and free from bias. Our aim is to be an employer of choice within the healthcare sector.

Having considered the 2019/2020 data, alongside data from previous years, there has been some improvement for our Black, Asian and Minority ethnic (BAME) colleagues on some of the WRES Indicators (5,6,9) However, we want to make further progress and there is still work to be done to improve our performance on the other indicators. This year's action plan will contain measurable yet more focussed objectives than in previous action plans. This is to ensure that increased emphasis is placed on key indicators which, if addressed fully, will have a positive impact and bring about substantial positive change across Spire, resulting in an improvement across all WRES areas.

The previous report that was compiled in November 2019 outlined our first steps in the development of an Equality, Diversity & Inclusion (EDI) strategy with the framework and action plan supporting the delivery of our Purpose and positive steps to tackle identified inequalities.

During 2020 the focus of our EDI strategy from a people perspective was recognising, understanding, respecting and including our diverse workforce so that we become more successful and effective, and develop as an organisation. Throughout the year we took a number of specific actions to support the broader EDI improvements including:

– **"Black Lives Matter" BAME colleague network**
During 2020, we launched our first "Black Lives Matter" 'Let's talk' colleague network. Spire is supporting a colleague led approach and the BAME network is borne out of this group. This colleague led approach, which places significant focus and attention to our EDI agenda is helping to shape and lead change within our business. They have already been involved in the development of opportunities including extensively extending our Apprenticeship programme and broadening our recruitment and PR materials to better reflect our colleagues.

– **Vulnerable colleague risk assessments**
Spire implemented guidance in response to the findings about the increased risk to BAME colleagues during the COVID-19 pandemic. The guidance encouraged BAME colleagues to conduct individual risk assessments to properly evaluate risk and identify any subsequent appropriate mitigations. Line Managers conducted a follow-up, in-depth assessment, discussing any risks and how to mitigate them including other aspects of wellbeing such as mental health. BAME colleagues were signposted to various available support tools that are available on the Wellbeing Hub on Spire for You.

– **New LEAP (Learn, Engage, Apply & Perform) programme**
This internal leadership programme is a professional development and apprenticeship programme available at each of the leadership levels within Spire. The LEAP learning journey is built around our bespoke Well-Led Leadership Framework which has our Purpose and Values at its heart. The first year was initially aimed at our first level managers.

– **Diversity and inclusion programme**
As part of our commitment to improving diversity and inclusion, we partnered with PDT Global and invested significantly in a diversity and inclusion programme which involved a variety of masterclasses and workshops for key colleague groups throughout the business including our Board and Executive Committee. PDT delivered a three module

Masterclass Driving Racial Equity programme to embed diversity within the business.

Spire's People Plan, focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together to deliver outstanding patient care. There has been excellent progress on creating an open, collaborative, inclusive culture promoted by our Executive Committee. Whilst the pace of some aspects of change has been detrimentally impacted by the impact of COVID-19 and events of 2020, others have been accelerated.

The investment and implementation of a new HR system for the provision of robust data has brought significant challenges for this reporting period. We will continue to monitor our initiatives and are committed to taking further steps to raise the profile of our diversity and inclusion agenda.

Spire's people strategy 2020 – 2025:

- **Find** – We attract and recruit quality people, representative of our communities, who share our values;

- **Keep** – We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it. Our people feel supported and well led;

- **Grow** – Our people are proud to work for Spire working together putting patients first;

- **Reward** – Our people feel valued, motivated and engaged.

Workforce Race Equality Standard (WRES): The 9 indicators

Indicator 1	Percentage of BAME colleagues in each of the Agenda for Change bands 1-9, medical & dental subgroups and very senior managers (VSM), including executive board members compared with the percentage of colleagues in the overall workforce
Indicator 2	Relative likelihood of BAME colleagues being appointed from shortlisting across all posts
Indicator 3	Relative likelihood of BAME colleagues entering the formal disciplinary process, compared to that of white colleagues
Indicator 4	Relative likelihood of white colleagues accessing non mandatory training and Continuous Professional Development (CPD) as compared to BAME colleagues
Indicator 5	Percentage of colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
Indicator 6	Percentage of colleagues experiencing harassment, bullying or abuse from colleagues in the last 12 months
Indicator 7	Percentage of colleagues believing that the Spire provides equal opportunities for career progression or promotion
Indicator 8	In the last 12 months have you personally experienced discrimination at work from any of the following? Manager, team leader or other colleague
Indicator 9	Percentage difference between the organisations' board voting membership and its overall workforce

Workforce Race Equality Standard (WRES): Our data as at 31st March 2020

Indicator		March 2019	March 2020	Comments	Theme from people plan
1. Number of BAME colleagues in each of the pay bands or medical & dental subgroups and very senior managers (VSM), including executive board members compared with the percentage of colleagues in the overall workforce.	Workforce headcount	9248	9901		**Find** We attract and recruit quality people, representative of our communities, who share our values;
	% declared BAME	20.2%	11%	Unfortunately the implementation of our new people system has impacted the amount of data currently available but as we roll out the colleague 'self-service' element, colleagues will be encouraged to self-declare their ethnic background.	
	BAME headcount	1871	1092		
	White headcount	6999	7428		
	Not stated	378	398	As above, colleagues will be encouraged to self-declare their ethnic background as part of the launch of colleague 'self-service' of our people system.	
	Blank This is additional data that has not been declared		983		
2. Relative likelihood of BAME colleagues being appointed from shortlisting across all posts	White	0.25%	0.32%	There are more colleagues whose ethnicity is unknown, which will be addressed as an action, however there is a notable improvement of the number of BAME colleagues who are shortlisted for roles being appointed.	**Find** We attract and recruit quality people, representative of our communities, who share our values
	BAME	0.14%	0.30%		
	Ethnicity unknown	0.11%	0.58%		
3. Relative likelihood of BAME colleagues entering the formal disciplinary process, compared to that of white colleagues	White	0.02%	0.02%	This is the second year that we have been able to consolidate disciplinary data across all hospitals. Likelihood of BAME and non-BAME colleagues entering disciplinary is the same.	**Keep** We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it. Our people feel supported and well led
	BAME	0.02%	0.02%		

Workforce Race Equality Standard (WRES): Our data as at 31st March 2020

Indicator			March 2019	March 2020	Comments	Theme from people plan
4. Relative likelihood of white colleagues accessing non mandatory training and Continuous Professional Development (CPD) as compared to BAME colleagues					We have extensive mandatory training programmes for all colleagues, with 83% of all colleagues currently being fully compliant with standard modules. All colleagues also have access to non-mandatory training and are encouraged to access this to support continued professional development as part of their objectives and development conversations which form part of our 'Enabling Excellence' performance review process. However at the moment non-mandatory training and CPD is not measured and there is an action to implement one	**Grow** Our people are proud to work for Spire working together putting patients first;
5. Percentage of colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	White		16%	15%	A slight decrease across both that maybe the impact of the pandemic Covid-19	**Keep** We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it. Our people feel supported and well led;
	BAME		17%	16%		
6. Percentage of colleagues experiencing harassment, bullying or abuse from colleagues in the last 12 months	White		15%	14%	A slight decrease across both that maybe the impact of the pandemic Covid-19. Further actions to decrease this percentage will be progressed.	**Keep** We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it. Our people feel supported and well led;
	BAME		19%	18%		

Workforce Race Equality Standard (WRES): Our data as at 31st March 2020

Indicator			March 2019	March 2020	Comments	Theme from people plan
7. Percentage of colleagues believing that the Spire provides equal opportunities for career progression or promotion		White	63%	N/A	During 2020 there is no requirement to report on this indicator	**Grow** Our people are proud to work for Spire working together putting patients first; **Reward** Our people feel valued, motivated and engaged.
		BAME	55%			
		Not stated	4%			
8. In the last 12 months have you personally experienced discrimination at work from any of the following? Manager, team leader or other colleague		White	4%	N/A	During 2020 there is no requirement to report on this indicator	**Grow** Our people are proud to work for Spire working together putting patients first; **Reward** Our people feel valued, motivated and engaged.
		BAME	9%			
9. Percentage difference between the organisations' Board voting membership and its overall workforce		White	14.3%	15.9%	Due to the small number of colleagues on the Board there is a disproportionate effect of percentages	**Find** We attract and recruit quality people, representative of our communities, who share our values;
		BAME	-10.2%	-1.9%		

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