

Workforce Race Equality Standard (WRES) Report

2019-2020

Introduction

Organisations: BMI Healthcare Limited, Circle Health Limited and associated companies

Reference period: April 2019-March 2020

Date of Report: February 2021

Board Lead for WRES: David Cooper, Chief People Officer

Background

Reporting our Workforce Race Equality Standard (WRES) is a requirement under our NHS Standard Acute Contract. WRES has been developed as a tool to measure improvements in the workforce with respect to Black, Asian or Minority Ethnic (BAME) colleagues across nine key indicators. The indicators cover a range of areas including pay band representation, recruitment, disciplinary processes and accessing training in addition to a range of measures taken from the employee engagement survey.

This report summarises the findings and recommendations for improvement of WRES for BMI Healthcare (hereafter referred to as 'BMI') and Circle Health entities (hereafter referred to as 'Circle'), for the reporting period of April 2019-March 2020. For the reporting period, the independent sector was required to report to NHS England by January 2021.

Circle Health acquired BMI Healthcare in January 2020. The WRES data is herewith presented separately, reflecting that the HR systems and processes for the two organisations were first integrated in April 2021. The WRES action plan is a summary of progress against the actions agreed by both organisations and is presented in one document to reflect that the strategy in relation to BAME was aligned following the acquisition process.

When coming together, both BMI and Circle represented corporate values, missions and behavioural frameworks centred around empowering and supporting staff to provide the best possible care to patients, all of which supports a culture of respect, collaboration, and inclusion.

Circle Health Group is committed to creating a diverse workforce and to offering equal opportunities for all staff, regardless of any protected characteristics, social status or background. We are passionate about fairness, equality, and inclusion; creating an environment where our people can thrive, grow and develop professionally and personally, regardless of their ethnicity. We value the ethnic diversity of our employees, and we are committed to acting on our WRES analysis which supports our compliance with the Equality Act 2010.

Workforce Data and Performance in 2019/20

The total number of permanent employees within the organisation on 31 March 2020 was 8620 (7933 for BMI and 687 for Circle). The percentage of declared BAME colleagues on 31 March 2020 was 15.5% (15.2% for BMI and 19.5% for Circle). The proportion of colleagues who have chosen not to self-report their ethnicity was 6.2% (6.6% for BMI and 1.9% for Circle) showing a reduction from previous years. The disclosure of ethnicity information during the onboarding process remains a voluntary requirement.

The data was obtained from the organisations' electronic HR systems, learning management systems and employee relations (ER) case trackers.

Circle was unable to report on indicator 4 as its learning management system did not include data of non-mandatory training by ethnicity.

The data for indicators 5,6, 7 and 8 was obtained from the two organisations' staff engagement surveys carried out in 2019 (November 2019 for BMI; January 2020 for Circle). Both organisations expanded their engagement surveys to increase the number of questions asked to include WRES indicators although it is recognised that the data in the report will fluctuate depending on the number of staff completing the survey each year.

Workforce Race Equality Indicators

Indicator 1 - Proportion of staff in each pay group

BMI

	31 March 2019				31 March 2020			
Non-Clinical staff								
	Headcount	% WHITE	% BAME	% UNKNOWN	Headcount	% WHITE	% BAME	% UNKNOWN
Support	2777	85.7%	9.7%	4.6%	2757	82.4%	10.2%	7.5%
Middle	734	84.2%	11.2%	4.6%	715	81.3%	12.2%	6.6%
Senior	253	87.4%	8.7%	4.0%	253	81.4%	9.9%	8.7%
VSM	3	100.0%	0.0%	0.0%	4	100.0%	0.0%	0.0%
Clinical and Medical staff								
	Headcount	% WHITE	% BAME	% UNKNOWN	Headcount	% WHITE	% BAME	% UNKNOWN
Support	1155	80.3%	15.7%	4.0%	1119	78.9%	15.5%	5.6%
Middle	2759	75.5%	19.6%	4.9%	2725	73.1%	20.6%	6.3%
Senior	429	71.1%	24.7%	4.2%	358	72.9%	22.9%	4.2%
VSM	1	100.0%	0.0%	0.0%	2	100.0%	0.0%	0.0%
Consultants	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0.0%
Total	8111		14.8%		7933		15.2%	

Circle

	31 March 2019				31 March 2020			
Non-Clinical staff								
	Headcount	% WHITE	% BAME	% UNKNOWN	Headcount	% WHITE	% BAME	% UNKNOWN
Support	487	68.2%	13.1%	18.7%	261	80.8%	17.6%	1.5%
Middle	78	76.9%	14.1%	9.0%	59	84.7%	15.3%	0.0%
Senior	25	88.0%	4.0%	8.0%	21	100.0%	0.0%	0.0%
VSM	12	91.7%	8.3%	0.0%	14	92.9%	7.1%	0.0%
Clinical and Medical staff								
	Headcount	% WHITE	% BAME	% UNKNOWN	Headcount	% WHITE	% BAME	% UNKNOWN
Support	177	53.1%	21.5%	25.4%	103	42.9%	23.3%	1.7%
Middle	396	60.4%	23.5%	16.2%	198	36.9%	23.7%	1.3%
Senior	47	38.3%	29.8%	31.9%	19	31.9%	21.1%	0.0%
VSM	23	43.5%	34.8%	21.7%	5	17.4%	0.0%	4.3%
Consultants	18	27.8%	44.4%	27.8%	7	57.1%	42.9%	0%
Headcount	1263		18.8%		687		19.5%	

Notes:

- Very Senior Management (VSM) excludes Board members.
- BMI did not employ any Medical Consultants during the reporting period.
- Headcount numbers for Circle decreased considerably, causing large fluctuation in percentages, when its management of Circle Nottingham (Nottingham NHS Treatment Centre) ceased on 29 July 2019.

Indicator 2 - Relative likelihood of staff being appointed from shortlisting across all posts

BMI

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Proportion of appointments from shortlisting in each group	59%	42%	64%	62%	51%	73%
Relative likelihood of appointment from shortlisting	White applicants are 1.41 times more likely to be appointed from shortlisting compared to BAME applicants			White applicants are 1.23 times more likely to be appointed from shortlisting compared to BAME applicants		

Circle

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Proportion of appointments from shortlisting in each group	22%	17%	41%	23%	20%	30%
Relative likelihood of appointment from shortlisting	White applicants are 1.34 times more likely to be appointed from shortlisting compared to BAME applicants			White applicants are 1.17 times more likely to be appointed from shortlisting compared to BAME applicants		

Indicator 3 - Relative likelihood of staff entering the formal disciplinary process

BMI

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Proportion of staff entering a formal disciplinary process in each group	1.7%	2.5%	7%	0.6%	0.8%	0.5%
Relative likelihood of entering the formal disciplinary process	BAME staff are 1.49 times more likely to enter a formal disciplinary process compared to white staff			BAME staff are 1.32 times more likely to enter a formal disciplinary process compared to white staff		

Circle

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Proportion of staff entering a formal disciplinary process in each group	1.3%	1.3%	0.4%	1.2%	0.7%	0%
Relative likelihood of entering the formal disciplinary process	BAME staff are 0.91 times more likely to enter a formal disciplinary process compared to white staff			BAME staff are 0.58 times more likely to enter a formal disciplinary process compared to white staff		

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

BMI

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Proportion of staff accessing non-mandatory training and CPD in each group	76%	83%	61%	42%	49%	96%
Relative likelihood of accessing non-mandatory training and CPD	White staff are 0.92 times more likely to access non-mandatory training and CPD			White staff are 0.87 times more likely to access non-mandatory training and CPD		

Circle

Data not available

Indicators 5, 6, 7 and 8 - Staff engagement survey data

BMI

	31 March 2019		31 March 2020	
	WHITE	BAME	WHITE	BAME
Indicator 5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the previous 12 months	8%	11%	10%	12%
Indicator 6. Percentage of staff experiencing harassment, bullying or abuse from colleagues in the last 12 months	12%	17%	11%	15%
Indicator 7. Percentage believing that the Company provides equal opportunities for career progression or promotion	75%	65%	76%	69%
Indicator 8. Percentage of staff who personally experienced discrimination at work from manager/team leader or other colleagues	8%	15%	7%	14%

Circle

	31 March 2019		31 March 2020	
	WHITE	BAME	WHITE	BAME
Indicator 5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the previous 12 months	14%	9%	14%	9%
Indicator 6. Percentage of staff experiencing harassment, bullying or abuse from colleagues in the last 12 months	12%	4%	12%	4%
Indicator 7. Percentage believing that the Company provides equal opportunities for career progression or promotion	53%	46%	53%	46%
Indicator 8. Percentage of staff who personally experienced discrimination at work from manager/team leader or other colleagues	23%	2%	23%	2%

Notes:

- The results are likely to fluctuate year in year depending on the number of staff completing the survey in each group

Indicator 9 - Percentage difference between the organisations' Board voting membership and their overall workforce

BMI

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Staff in overall workforce	6538	1202	371	6200	1208	525
Total Board Members - % by ethnicity	100%	0%	0%	100%	0%	0%
Voting Board Member - % by ethnicity	100%	0%	0%	100%	0%	0%
Executive Board Member - % by ethnicity	100%	0%	0%	100%	0%	0%
Non-Executive Board Member - % by ethnicity	100%	0%	0%	100%	0%	0%
Overall workforce - % by ethnicity	80.06%	14.80%	4.60%	78.20%	15.20%	6.60%
Difference (Total Board vs Overall workforce)	19.40%	-14.80%	-4.60%	21.80%	-15.20%	-6.60%

Circle

	31 March 2019			31 March 2020		
	WHITE	BAME	UNKNOWN	WHITE	BAME	UNKNOWN
Staff in overall workforce	791	238	234	540	134	13
Total Board Members - % by ethnicity	80%	20%	0%	80%	20%	0%
Voting Board Member - % by ethnicity	80%	20%	0%	80%	20%	0%
Executive Board Member - % by ethnicity	80%	20%	0%	80%	20%	0%
Non-Executive Board Member - % by ethnicity	data not available					
Overall workforce - % by ethnicity	62.60%	18.80%	18.50%	78.60%	19.50%	1.90%
Difference (Total Board vs Overall workforce)	17.40%	1.20%	-18.50%	1.40%	0.50%	-1.90%

Notes:

- Due to the small number of staff on the Board, the effect of percentages is disproportionate

WRES action plans progress

The findings of the report represent a varying landscape across BMI and Circle but continue to point to race equality challenges across both organisations. The primary challenges centre on the underrepresentation of BAME staff in senior roles, the lesser probability of being appointed from the shortlisting stage and their belief that equal opportunities for career progression are not available.

The progress on some of the WRES actions has been hampered by the pre- and post-acquisition activities as well as the COVID-19 pandemic.

Below is a summary of the progress on previous priority actions, as well as a summary of the priorities for 2020/21 as we progress with the integration of BMI and Circle.

Focus Area	Action	Responsibility	Timeframe	Status on 31 March 2020
WRES data	Analyse staff survey data (indicator 5 - 8) to identify key trends by hospital. Identify any hospitals with WRES concerns and report these concerns to the responsible Executive Director.	Reward and OD team	July-19	Ongoing. Part of targeted HR interventions following annual engagement survey.
	Improve data accuracy, including improving level of self-reporting by ethnicity.	HR operations team	Ongoing	Staff encouraged to update personal records (including ethnicity) using HR systems self-service functionality.
	Review the use of HR systems to capture non-mandatory training and CPD for Circle.	HR operations team	June-19	No longer relevant due to acquisition and systems integration.
Engagement	Explore the suitability of introducing a 'dignity at work' month.	Reward and OD team	Sept-19	Ongoing. Review of HR policies and practices as part of integration between Circle and BMI.
	Ensure new Circle Health Group company culture, value and behavioural framework embeds diversity and inclusions standards.	HR team	Sept-21	20/21 action
	Enforce a zero-tolerance approach to bullying/harassment inappropriate behaviours to all staff, patients and visitors. Raise awareness of the appropriate reporting process to improve staff confidence in speaking up.	HR operations team	Sept 21 / ongoing	20/21 action
	Create focus groups to refresh and reshape diversity and inclusion strategy for the combined Group. Identify barriers and priority actions in relation to BAME.	HR Team	Dec-21	20/21 action
Training & Development	Undertake a review of the Equality & Diversity training offered to employees and managers, assessing the suitability against WRES principles.	People Development team	Sept-19	Complete. All staff are required to complete Equality & Diversity training in line with NHS and CSTF. Equality & Diversity also covered in management training including ILM level 3 - Recognising leaders training and level 5 - Operational Leaders.
	Ensure WRES principles are included in the Recruitment and Selection Training.	Talent Acquisition team	Dec-19	Complete. Recruitment Best Practice guide available to recruiting managers.
	Ensure staff induction covers company values and behavioural frameworks, including expectations for inclusivity and diversity.	People Development team	Mar-20	Ongoing. Part of integration of induction frameworks for BMI and Circle.

Training & Development	Encourage and promote the use of performance development plans (PDPs) to communicate career goals and support aspirations across all protected group.	People Development and Reward and OD teams	Mar-20	Ongoing. Part of appraisals and development framework for Circle and BMI, to be integrated.
	Improved promotion of non-mandatory training, apprenticeships, and leadership programmes for all staff.	People Development	Dec-21	20/21 action
	Explore merit of offering unconscious bias training to managers across the Group.	People Development and Reward and OD teams	Dec-21	20/21 action
Recruitment	Review current recruitment practices ensuring they are compliant with WRES principles.	Talent Acquisition Team	Jan-20	Complete. Policies, process and guidance reviewed and updated.
	Explore ways to improve the capture of unsuccessful appointment data, specifically the reasons why a candidate was unsuccessful during shortlisting and interview stage.	Talent Acquisition Team	Jan-20	Ongoing. Part of systems development and integration.
	Focussed recruitment advertising and campaigns to target more diverse audiences at all levels.	Talent Acquisition Team	April 21	20/21 action
	Ensure all vacancies across the Group are advertised through appropriate channels, to promote internal opportunities to a diverse pool of applicants.	Talent Acquisition Team	April 21	20/21 action

