



Workforce Race Equality Standard (WRES) 2018 Reporting Template

1 Name of organisation

East Midlands Ambulance Service NHS Trust

2 Date of report

Month: August

Year: 2018

3 Name and title of Board lead for the Workforce Race Equality Standard

Kerry Gulliver, Director Human Resources and Organisational Development

4 Name and contact details of lead manager compiling this report

Paul Fitzgerald, Equality and Diversity Manager

5 Names of commissioners this report has been sent to

To be submitted to commissioning groups after the Board has received the annual Equality, Diversity and Inclusion report at its meeting on 4 October 2018.

6 Name and contact details of coordinating commissioner this report has been sent to

To be submitted to Hardwick CCG (Co-ordinating Commissioner).

7 Unique URL link on which this Report and associated Action Plan will be found

www.emas.nhs.uk/about-us/equality-and-diversity

8 This report has been signed off by on behalf of the board on

Date: 4 September 2018

Name: Kerry Gulliver

Background narrative

9 Any issues of completeness of data

No

10 Any matters relating to reliability of comparisons with previous years

No

11 Total number of staff employed within this organisation at the date of the report

3684 headcount - March 2018

12 Proportion of BME staff employed within this organisation at the date of the report?

2.49% March 2018

2.42% March 2017

2.38% March 2016

13 The proportion of total staff who have self-reported their ethnicity?

98.60% March 2018

98.96% March 2017

99.08% March 2016

14 Have any steps been taken in the last reporting period to improve the level of self-reporting by ethnicity?

The East Midlands Ambulance Trust (the Trust) shows a high level of reporting by ethnicity and continues to collate equality monitoring information as part of the following mechanisms:

- Annual staff census
- Recruitment processes
- Freedom to speak up concerns
- Education processes in particular apprenticeships

15 Are any steps planned during the current reporting period to improve the level of self-reporting by ethnicity?

- Continuation of existing equality monitoring processes
- Communication to staff about the importance of self-reporting protected characteristics is built into the Trust's 2017/18 Equality, Diversity and Inclusion mandatory education provision.

Workforce data

16 What period does the organisation's workforce data refer to?

1 April 2017 to 31 March 2018

Workforce Race Equality Indicators

For each of these workforce indicators, compare the data for White and BME staff.

17 Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff

	MEASURE	WHITE	BME	ETHNICITY UNKNOWN/NULL
1a) Non Clinical workforce		Verified figures	Verified figures	Verified figures
Under Band 1	Headcount	0	0	0
Band 1	Headcount	37	1	0
Band 2	Headcount	49	7	1
Band 3	Headcount	205	6	1
Band 4	Headcount	117	5	1
Band 5	Headcount	160	8	1
Band 6	Headcount	66	5	0
Band 7	Headcount	36	4	0
Band 8A	Headcount	18	0	0
Band 8B	Headcount	14	1	0
Band 8C	Headcount	11	0	0
Band 8D	Headcount	8	0	0
Band 9	Headcount	1	0	0
VSM	Headcount	4	0	0

	MEASURE	WHITE	BME	ETHNICITY UNKNOWN/NULL
1b) Clinical workforce				
of which Non Medical				
Under Band 1	Headcount	0	0	0
Band 1	Headcount	11	0	0
Band 2	Headcount	165	3	6
Band 3	Headcount	424	11	6
Band 4	Headcount	860	18	11
Band 5	Headcount	126	1	5
Band 6	Headcount	1133	21	21
Band 7	Headcount	53	0	0
Band 8A	Headcount	25	0	0
Band 8B	Headcount	8	0	0
Band 8C	Headcount	4	0	0
Band 8D	Headcount	2	0	0
Band 9	Headcount	0	0	0
VSM	Headcount	2	1	0

The implications of the data and any additional background explanatory narrative

The report highlights that the Trust has fewer BAME people in senior positions (band 8 and above) working in the Trust. While representation at bands 5 to 7 is better, it is still below the average for the East Midlands region.

Analysis conducted during 2016 with Higher Education colleagues and Health Education England resulted in the launch of the Trust's 'Serving Your Community' Campaign promoting clinical careers within the Trust as Ambulance Technicians and also working alongside Universities to increase BAME applicants into Paramedic Science courses. Internal progression for clinical roles is supported through recruitment into Ambulance Technician roles and University courses providing future workforce pipelines.

There has been no increase in non-clinical BAME staff into 8A and above roles since 2017/2018.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective.

Links to EDS2 Goal 3 – Empowered engaged and well supported staff

With our continuing positive action campaign – 'Serving Your Community', the Trust is experiencing increasing interest and applications for posts. We are working with our Recruitment Team and HR colleagues to increase applications by working with Job Centre Plus to run regional job fairs in their units. We have expanded our 'Serving Your Community' campaign into the wider #EMAZING campaign where positive imagery is used across our promotional material. In addition, we are engaging with new Higher Education Partners in the East Midlands to target recruitment to local areas to have a more representative student base for Paramedic Science courses.

Other actions planned for 2018/19 in support of increasing the Trust's diversity profile include:

- Continued engagement with diverse communities
- Engagement of the Trust's staff networks in recruitment processes
- Use of social media to promote staff networks and links with diverse communities
- Continued review of recruitment processes to ensure best practice and scope further opportunities for positive action
- Revise recruitment information packs to include the requirement for recruiting managers to provide a rationale should a shortlisted BAME candidate not be successful at interview.

18 Relative likelihood of White staff being appointed from shortlisting across all posts.

1.38% (2017/18)

2.21% (2016/17)

No data available for 2015/16

The implications of the data and any additional background explanatory narrative

The WRES data shows that there is a 1.38 more likelihood of white staff being appointed than BAME staff. This has been a positive shift since 2016/17 particularly given the large-scale recruitment in this year to support new starters in 2018/19. The implications of this result in creating more challenges in achieving a workforce reflective of our geographic area in terms of diversity.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

EDS2 Goal 3 – Objective 3.1

Recruitment and selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as it can be within all occupations and grades.

- Our recruitment campaign – Serving Your Community, #EMAZING campaign and our targeted positive action are a response to the data and linked to both our EDS2 and our corporate equality objectives.
- New partnerships with Higher Education Institutes within the East Midlands, promoting the paramedic role to the communities within the East Midlands.

What barriers are there to potential employment? Our Actions for 2018/19 are as follows:

- Engagement of the Trust's staff networks in attraction and recruitment processes
- Continued review of recruitment processes to ensure best practice and scope further opportunities for positive action
- Revise recruitment information packs to include the requirement for recruiting managers to provide a rationale should a shortlisted BAME candidate not be successful at interview.

19 Relative likelihood of BAME staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This indicator will be based on data from a two-year rolling average of the current year and the previous year.

1.67% (2017/18)

1.39% (2016/17)

1.36% (2015/16)

The implications of the data and any additional background explanatory narrative

The average number of BAME staff entering the disciplinary process is slightly higher than the previous year.

EMAS believe that it is to the mutual benefit of both staff and management that there is an agreed procedure for achieving and maintaining standards of professional conduct. We recognise that on occasion staff will fall short of expectations of behaviour and will therefore enter formal disciplinary investigations. We have introduced a number of initiatives to reduce the levels including:

- Mediation
- Facilitated discussions

- Professional Behaviour in the Workplace training programme.
- Open and honest two way recorded dialogue between manager and staff

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

Continuous monitoring of disciplinary cases to determine any outlying trend.

20 Relative likelihood of White staff accessing non-mandatory training and CPD

1.25% (2017/18)

1.56% (2016/17)

No data available for 2015/16

The implications of the data and any additional background explanatory narrative

There remains a lack of clarity on what specific education should be included in this calculation and therefore may lead to national variation.

In EMAS the data we have collected and included in our submission relates only to the following programmes which support career progression:

- Learning Beyond Registration programmes
- Emergency Care Assistant (ECA) to Technician programmes
- Associate Ambulance Practitioner programmes
- Technician to Paramedic programmes.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

The Trust continues to promote equal access to career progression opportunities including:

- Learning Beyond Registration programmes
- Emergency Care Assistant (ECA) to Technician programmes
- Associate Ambulance Practitioner programmes
- Technician to Paramedic programmes
- Apprenticeship programmes across clinical and non clinical functions
- Leadership and management development (internal provision)
- Leadership and management development through membership of the East Midlands Leadership Academy
- Access to leadership development targeted at increasing BAME representation in leadership roles

The Trust continues to collate equality monitoring data of staff in education, and monitors access to courses/CPD to identify any outlying trends.

National NHS Staff Survey indicators (or equivalent)

For each of the four staff survey indicators, compare the outcomes of the responses for White and BME staff

21 KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

White Staff 40.00% BAME Staff 33.0% (2017/18)

White Staff 36.22% BAME Staff 35.48% (2016/17)

White Staff 35.38% BAME Staff 13.64% (2015/16)

The implications of the data and any additional background explanatory narrative

This indicator continues to be monitored in line with any actual or emerging political changes.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective.

Links to Goal 3 with specific emphasis on objective 3.4.

The Trust has a well-established and proactive approach to addressing violence and aggression towards our staff from members of the public and where proven, perpetrators are prosecuted.

The Trust has identified strategic partners to work with to tackle all forms of hate crime. The Trust is a member of the Health and Hate Crime Network.

The Trust continues to be proactive in the pursuance and prosecution of members of the public who are violent and aggressive towards our staff.

The Trust is improving the equality monitoring of staff reporting violence and aggression by members of the public to enable more robust monitoring to identify trends.

22 KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

White - 28.00% BAME 31.00% (2017/18)

White - 26.38% BAME 25.81% (2016/17)

White - 31.60% BAME 36.36% (2015/16)

The implications of the data and any additional background explanatory narrative.

There has been an increase in staff reporting bullying and harassment from colleagues overall since 2016/17. The Trust actively manages allegations of bullying and harassment and work continues to determine any trends.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

The Trust has undertaken a cultural audit in 2018/19. The audit comprises a comprehensive analysis of the work atmosphere, climate, values and behaviours of the Trust. The audit aims to:

- Enhance staff engagement, health and wellbeing
- Identify and promote best practice in terms of individual and collective behaviours
- Inform the development of leaders across the Trust

The initial findings of the audit have been collated and actions recommended. This plan is to be submitted to Trust Board in December for approval.

The Trust has a number of other actions it progressed during 2017/18 focussing on values, behaviours and tackling bullying which are summarised below:

- Zero tolerance bullying and harassment communication campaign led by the Chief Executive
- Bullying and harassment training
- Equality and diversity training
- Professional behaviour in the workplace programme
- WRES workshop as part of the EMAS Equalities day held in March 2018
- Leadership and Management Development programme – focussed on Living the EMAS Values and Leading Healthy Workplaces.

23 KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion

White 78.00% BAME 31.00% (2017/18)

White 73.31% BAME 55.00% (2016/17)

White 71.52% BAME 42.86% (2015/16)

The implications of the data and any additional background explanatory narrative.

The data shows an overall positive upward shift of staff believing the Trust provides equal career progression opportunities from 2016/17, however a marked reduction in the BAME staff figure. The corroboration with the data for BAME at band 7 and above substantiates that belief.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

During 2017/18 clinical career progression opportunities for ECA to Technician and Technician to Paramedic continued as part of workforce development plans.

The Trust continues to support equal access to career development for existing staff providing opportunity to move into higher banded clinical roles.

The Trust will continue in robust equality monitoring of staff accessing career progression opportunities.

The Trust is engaged with organisations such as the Leadership Academy to identify and promote development opportunities for BAME staff. In addition, the Trust is working with new higher education partners to develop positive action campaigns to support education and employment.

24 Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues

White 10.00% BAME 6.00% (2017/18)

White 12.05% BAME 16.13% (2016/17)

White 10.86% BAME 42.86% (2015/16)

The implications of the data and any additional background explanatory narrative

There has been a marked reduction in the total number and differential between White and BAME staff reporting they have experienced discrimination from managers from 2015/16 to 2016/17

The Professional Behaviours in the Workplace programme for managers commenced during 2016/17. This programme continued in 2017/18.

A focus on this indicator at a Board Development session sought to raise a greater awareness of the types of discrimination BAME staff can face.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

The Trust has a number of actions in progress and planned during 2017/18 focussed on equality and diversity, living the EMAS values, and appropriate behaviours which are summarised below:

- Zero tolerance bullying and harassment communication campaign led by the Chief Executive
- Equality and diversity training
- Professional behaviour in the workplace programme
- Leadership and Management Development programme – focussed on Living the EMAS Values and Leading Healthy Workplaces

Board Representation Indicator

For this indicator, compare the difference for White and BME staff.

25 Percentage difference between the organisations’ Board voting membership and its overall workforce

Board Voting Profile		Organisation profile		Reporting Period
White	BAME	White	BAME	
90.9%	9.1%	90.9%	9.1%	2017/18
90.9%	9.1%	96.5%	2.4%	2016/17
90.9%	9.1%	96.7%	2.4%	2015/16

26 Are there any other factors or data which should be taken into consideration in assessing progress?

- Non Executive Board level recruitment is conducted externally by NHS Improvement. However, the Trust is now engaged in the NHS Improvement NEXT Director Scheme to support creation of a pipeline of strong and diverse candidates for future non-executive roles in the NHS. This programme will support senior people from groups who are currently under-represented on Trust Boards with the skills and expertise necessary to take the next step into the NHS Board Room.
- National changes to paramedic Agenda for Change banding.

27 The Trust has been proactive in raising the awareness of the experiences of our BAME staff through the following initiatives:

- EMAS Equalities Day with a focus on WRES workshop
- The development of our BAME staff network
- A Board Development session in order to present the WRES and experiences that our BAME staff within the workplace
- Our internal communications and social media feeds.
- Engagement with the national WRES experts programme

The following pledges have been made by our staff network and our Board.

Our Board	Staff Network
<ul style="list-style-type: none"> • To have a WRES Champion on the Board • Chief Executive to hold regular meetings with BAME chair and support reverse mentoring approach • Promotion of the importance of Workforce Race Equality through Trust social media and internal communication platforms, in particular the language of race • Ensure Workforce Race inequalities becomes a conversation in national forums 	<ul style="list-style-type: none"> • To work with diverse communities to promote EMAS as an employer of choice • To raise the awareness of race equality through input into our education products • To raise awareness of the importance of completing the staff opinion survey to improve response rates and quality of data.

The EMAS WRES Action Plan is integrated into the Trust’s Human Resources and Organisational Development Work Plan and is attached with this document. The WRES actions were approved by the Workforce Committee and the Board through the

submission of the Equality and Diversity Annual Report 2017/18. The Workforce Committee monitors progress of actions through its monitoring of the HR and OD Work Plan.

The priority actions are shown in the table below.

EMAS Actions	Trust Lead	Timescales
Raise awareness and understanding of race equality at a Board and Senior level through Board and Senior Leadership Development	EDI lead	30-Nov-18
Review and implement best practice in relation to the recruitment processes as identified as part of the national WRES actions and the national WRES Experts Programme	HR	31-Dec-18
Support the continued development of the BAME network providing opportunities to share experience enabling learning and improvement	EDI lead	30-Nov-18
Implement 'rationale for not appointing a BAME' candidate into selection processes.	HR	31-Dec-18
Raise awareness of importance of WRES with staff.	EDI lead	30-Jan-19
Make personal coaching available.	Assistant Dir Wokforce	01-Feb-19
Consider reverse mentoring strategies.	Trust Board	30-Oct-18
Share best practice from other Trusts with robust sector engagement.	EDI lead	01-Mar-19
Increasing Chief Executive and Chair interface with BME staff.	CEO/BME chair	30-Sep-18
Increasing BME Board representation in particular and using local tools such as the mayoral commission where possible.	Trust Board	31-Mar-18
Confirm BME Board champion	Trust Board	30-Oct-18
Explore and develop poistive action campaigns with education partners	Assistant Dir Wokforce	01-Feb-19