



Workforce Race Equality Standard (WRES) Report 2018/2019

1. Name of organization

East Midlands Ambulance Service NHS Trust

2. Date of report (Month/Year)

August 2019

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 paul.fitzgerald@emas.nhs.uk

5. Names of commissioners this report has been sent to.

To be submitted to Derby and Derbyshire Clinical Commissioning Group

6. Name and contact details of co-ordinating commissioner this report has been sent to

To be submitted to Derby and Derbyshire Clinical Commissioning Group

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

<https://www.emas.nhs.uk/about-us/equality-and-diversity/>

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

Name: Kerry Gulliver Date: 27 August 2019

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 organization at the date of this report

3982 headcount (31 March 19)

12. Proportion of BME staff employed within this organization at the date of this report.

2.91% - 116 BME staff (31 March 19)

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

2.91% March 19

2.49% March 18

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

Over the past 3 years there has been a consistently high level of self-reporting with regards to ethnicity. Regular monitoring is undertaken to ensure continuity.

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

We plan to ensure a continuous high level of self-reporting via equality monitoring through the following processes:

- Staff survey
- Recruitment processes
- Education processes / apprenticeships

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

1 April 2018 – 31 March 2019

Breakdown of workforce into AfC Pay Bands for both clinical and non-clinical employees

	MEASURE	WHITE		BME		ETHNICITY UNKNOWN/NULL	
1a) Non-Clinical Workforce		Verified figures		Verified figures		Verified figures	
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Under Band 1	Headcount	0	0	0	0	0	0
Band 1	Headcount	37	61	1	1	0	0
Band 2	Headcount	49	232	7	8	1	3
Band 3	Headcount	205	216	6	12	1	1
Band 4	Headcount	117	133	5	8	1	2
Band 5	Headcount	160	167	8	7	1	0
Band 6	Headcount	66	102	5	4	0	1
Band 7	Headcount	36	56	4	5	0	0
Band 8A	Headcount	18	26	0	1	0	0
Band 8B	Headcount	14	20	1	1	0	0
Band 8C	Headcount	11	14	0	0	0	0
Band 8D	Headcount	8	6	0	0	0	0
Band 9	Headcount	1	2	0	0	0	0
VSM	Headcount	4	7	0	0	0	0

	MEASURE	WHITE		BME		ETHNICITY UNKNOWN/NULL	
1b) Clinical Workforce, of which Non-Medical		Verified figures		Verified figures		Verified figures	
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Under Band 1	Headcount	0	0	0	0	0	0
Band 1	Headcount	11	0	0	0	0	0
Band 2	Headcount	165	1	3	1	6	0
Band 3	Headcount	424	400	11	9	6	13
Band 4	Headcount	860	1070	18	31	11	19
Band 5	Headcount	126	177	1	4	5	8
Band 6	Headcount	1133	1039	21	22	21	25
Band 7	Headcount	53	32	0	0	0	0
Band 8A	Headcount	25	25	0	0	0	0
Band 8B	Headcount	8	3	0	0	0	0
Band 8C	Headcount	4	2	0	0	0	0
Band 8D	Headcount	2	2	0	0	0	0
Band 9	Headcount	0	0	0	0	0	0
VSM	Headcount	2	2	1	1	0	0

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

1a) Non-Clinical Workforce	WHITE		BME		ETHNICITY UNKNOWN/NULL	
	Difference in staff levels from 2017/2018	Percentage difference	Difference in staff levels from 2017/2018	Percentage difference	Difference in staff levels from 2017/2018	Percentage difference
Bands 1 - 4	+234	+57.35%	+10	+52.63%	+3	100%
Bands 5 – 7	+63	+24.05%	-1	-5.88%	0	0%
8a and 8b	+14	+43.75%	1	+100%	0	0%
8c, 8d, 9 & VSM	+5	+20.83%	0	0%	0	0%

1b) Clinical Workforce, of which Non-Medical	WHITE		BME		ETHNICITY UNKNOWN/NULL	
	Difference in staff levels from 2017/2018	Percentage difference	Difference in staff levels from 2017/2018	Percentage difference	Difference in staff levels from 2017/2018	Percentage difference
Bands 1 – 4	+11	+0.75%	+9	+28.13%	+9	+39.13%
Bands 5 – 7	-64	-4.88%	+4	+18.18%	+7	+26.92%
8a and 8b	-5	-15.15%	0	0%	0	0%
8c, 8d, 9 and VSM	-2	-25%	0	0%	0	0

There has been an overall increase of 8.09% in staffing levels since the previous reporting year (2017/2018). The data shows the Trust has little BAME representation from band 8a and above, in both clinical and non-clinical roles. There is only one BAME staff member, in a clinical role, above band 6, and only two BAME staff members above band 7 in a non-clinical role.

The majority of the extra 298 employees have been recruited in a non-clinical role. There has been a large increase in white staff members across all pay bands, and there has been a substantial increase in BAME representation at bands 1-4, increasing from 19 to 29 (52.63% increase).

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

Actions for 2019/2020 are:

- To engage with diverse communities
- Work closely with the BAME network to introduce positive action initiatives through recruitment
- Introduction of an Equality Council (sub group) within the Trust to discuss equality matters, including how to improve the recruitment process, putting emphasis on BAME representation.

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

Data for reporting year: 1.69

Data for previous year: 1.38

The implications of the data and any additional background explanatory narrative

The WRES data shows that white staff are currently 1.69 times more likely of being appointed over BAME staff from shortlisting across all posts. As this percentage has increased since the previous reporting period, there is a clear need for the Trust to increase its efforts in promoting awareness of the barriers BAME staff encounter at both recruitment and interview stage.

Our workforce has increased substantially since the previous reporting year, due to our successful and ongoing recruitment campaign. Our workforce has increased from 3,684 to 3,982.

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

EDS2 Goal 3 – A representative and supported workforce
Outcome 3.1 - Fair NHS recruitment and selection processes lead to a more representative workforce at all levels.

For a second year running we have had a very positive outcome resulting from our successful 'Serving Your Community' #EMAZING recruitment campaign, increasing our workforce by 298 members. We have continued to review our recruitment process, from the application period through to the interview stage, in order to scope further opportunities for positive action. We are also creating new partnerships with Higher Education Institutes within the East Midlands, promoting our clinical roles to the communities throughout the region.

Actions for 2019/2020 are:

- Continuation of our successful 'Serving your Community' #EMAZING campaign.
- Internal & external adverts acknowledging the lack of BME representation and actively encouraging all interested candidates to apply.
- Values based recruitment, training.
- Requirements for recruiting managers to provide a clear rationale should a shortlisted BAME candidate not be successful at the interview.

- Scrutiny of the recruitment process by the subgroup of the Workforce Committee in line with equality expectations and the equality objectives set by the Trust.
- Active social media campaign highlighting opportunities within EMAS.
- The implementation of TRAC recruitment system to enable more timely data gathering

19. Relative likelihood of BME 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 previous year

Data for reporting year: 2.19

Data for previous year: 1.67

The implications of the data and any additional background explanatory narrative

As a trend it is apparent that the chances of BME staff likely to enter the formal disciplinary process is increasing each year.

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

We previously introduced a number of new initiatives, including early intervention, mediation, facilitated dialogue sessions and open and honest discussions, and have continued to promote these methods throughout the trust as they continue to provide positive results. We also continue to deliver our Professional Behavior in the Workplace training programme, Linked to EDS2 Goal 3 – Objective 3.4, and Equality Objective 4.

We are continuing our compassionate leadership development including the five-day leadership program specifically for 8a managers.

Actions for 2019/2020 include:

- Implement the recommendations and aspirational targets from the NHSI Fair Expectation for all publication

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

Data for reporting year: 0.58

Data for previous year: 1.25

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 the calculation of these results and therefore may lead to national variation. The data we have collected and included in the above calculation relates only to the following training programmes:

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

The likelihood of white staff accessing the four non mandatory training programmes, as mentioned above, over BAME staff, has reduced since the previous reporting period.

The courses listed above are clinically based and EMAS also has access to BME targeted courses through the Leadership Academy. We have also supported a member of our BME network to attend the WRES experts' course during 2019.

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

We are working across the wider Ambulance sector to determine benchmark data on this indicator.

National NHS Staff Survey indicators (or equivalent)

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

Data for reporting year (2018/2019)

White - 45%

BME – 25%

Data for previous year (2017/2018)

White – 40%

BME – 33%

The implications of the data and any additional background explanatory narrative

The current data is highlighting an increased percentage of white staff who are experiencing harassment, bullying or abuse, from patients, relatives or the

public, whilst the percentage for BAME staff has decreased by significant numbers.

There is now a much greater awareness around the Workforce Race Equality Standard throughout the Trust and we continue to build on our relationships with staff networks, in order to educate our workforce on various issues surrounding bullying, harassment and victimisation.

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

This links to EDS2 Goal 3 with emphasis on objective 3.4 Equality objective 4 – Ensure a zero-tolerance approach to discrimination, harassment or victimization.

The Professional Behaviors in the Workplace Programme, facilitated by our Trusts Equality Lead, places emphasis on issues surrounding bullying, harassment and victimisation and what exactly constitutes of such behavior. It is important for our managers to have a clear understanding of these issues in order to know how best to deal with them. This reporting year we have also had an increase in active prosecutions due to new initiatives introduced by our Security Management team and within fleet. These include:

- Improved CCTV facilities on board our ambulances
- Encouraging our front line staff to speak out when they have been a recipient of harassment, bullying or abuse.

Actions for 2019/2020

- Continue to improve equality monitoring of staff reporting bullying, harassment or abuse from the public.

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

Data for reporting year (2018/2019)

White – 27%

BME – 28%

Data for previous year (2017/2018)

White – 28%

BME – 31%

The implications of the data and any additional background explanatory narrative

The percentage of staff experiencing harassment, bullying or abuse from other staff members has decreased regardless of their ethnicity. Although this has decreased for both white and BAME staff the reduction of BAME staff is considerably higher.

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

This links to EDS2 Goal 3 with emphasis on objective 3.4
Equality objective 4 – Ensure a zero-tolerance approach to discrimination, harassment or victimization.

We now provide 'Equality Everyday' training for new and existing staff throughout the Trust, for both clinical and non-clinical roles. The Professional Behavior course continues to provide managers with a greater understanding of issues relating to bullying and harassment and encourages our workforce to challenge unacceptable behavior, regardless of role within the Organisation.

Actions for 2019/2020

- Continued focus on eliminating bullying and harassment led from the Board level.
- Implementation of the actions arising from the external cultural audit

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

Data for reporting year (2018/2019)

White – 75%

BME – 63%

Data for previous year (2017/2018)

White – 78%

BME – 47%

The implications of the data and any additional background explanatory narrative

The data demonstrates a continuation of staff having a positive perspective on equality of opportunity. These indicators link to the General Duty of the Public Sector Equality Duty - Advance Equality of Opportunity between protected

characteristic groups. The work undertaken by the Trust and the Internal BAME Network has increased the awareness for BAME Staff. The courses held at the East Midlands Leadership Academy specific to BAME attendees has made a significant impact on career development and equality of opportunity and equality of outcome.

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, 3.3 and 3.6

Clinical career progression including ECA to Technician and Technician to Paramedic have continued to be included into our workforce development plan.

Actions for 2019/2020:

- Encourage further education opportunities with East Midlands Leadership Academy
- Work closely with the BAME Network on the actions and outcomes of the WRES

24. Q 17. In the last 12 months have you personally experienced discrimination at work from any of the following? Manager/team leader or other colleagues

Data for reporting year (2018/2019)

White – 10%

BME – 15%

Data for previous year (2017/2018)

White – 10%

BME – 6%

The implications of the data and any additional background explanatory narrative

The percentage for white staff experiencing discrimination at work from managers, team leaders or other colleagues is unchanged however for BAME staff there is an increase in this indicator for this reporting period.

The BAME network has positively impacted upon the number of BME respondents for the 2018 staff opinion survey. In addition, we have seen that there is more open conversation within the Trust about race equality and individuals are engaging with the network to raise any concerns.

We are holding a Board development session to present the WRES data and staff stories to help understand this indicator in more depth.

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

Actions for 2019/2020: Links to EDS2 Goal 4 – Outcome 4.2 and 4.3 and Goal 3 – Outcome 3.6

- Leadership and Management Development Programme to include Equality and Diversity awareness.
- Equality Everyday training programme to include specific details on the issues surrounding discrimination.
- Review and develop the Equalities section of the Trust website, including clear and detailed information on what constitutes of bullying, harassment and discrimination.
- Articles to be included in our various news channels such as Enews, twitter and other social media, highlighting Equality issues.
- Board Development

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%	95.35%	2.91%	2018/2019
90.9%	9.1%	96.5%	2.4%	2017/2018

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

BME representation at Board level has remained static. The latest vacancy was proactively advertised across BME networks using the Statement that EMAS is under-represented.

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

The Board continues to promote and seek out BME applicants for arising vacant positions across voting and non-voting members.

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

EMAS has proactively improved Race Equality within its Trust. Key achievements since 2017 include:

- Formation of the BAME network with the chair being invited to sit on executive level interviews, national groups and deliver at internal conferences and Board development sessions
- The network also provides a safe space for staff to raise concerns
- A named Board champion who attends national BME conferences and provides 1-1 support to the network chair
- EMAS chairperson engaged in a reverse mentoring education
- Statements on external adverts for Executive level roles stating underrepresentation
- More awareness for senior and middle managers resulting in more community engagement at recruitment events

WRES Action Plan 2019/2020

The priority actions are shown in the table below.

EMAS Actions	Trust Lead	Timescale
Implementing process of Recruiting Managers providing 'rationale for not appointing a BAME candidate' at selection stage.	Assistant Director WP	31/03/2020
Representative of the BAME Network forming part of selection panels for all senior level appointments.	Assistant Director WP	31/03/2020
Advertising that the Trust welcomes and encourages applications from candidates with a protected characteristic.	Assistant Director WP	31/03/2020
Work with the BAME staff network to explore the WRES outcomes with reference to perceptions of discrimination.	Assistant Director WP	31/03/2020
Work in partnership with our Higher Education Partners to support widening participation.	Assistant Director WP	31/03/2020
Refresh existing campaigns – 'Serving Your Community' and 'EMAZing' supporting attraction and increased workforce diversity.	Assistant Director WP	31/12/2019
Develop positive action campaigns supporting widening participation and increasing diversity profile.	Assistant Director WP	31/12/2019
Providing opportunities for Trust Board and senior leadership team engagement and involvement with the networks.	Assistant Director WP	31/12/2019
Engaging the networks in recruitment and selection processes/panels.	Assistant Director WP	31/12/2019
Engaging the networks in supporting equality impact assessment processes.	Assistant Director WP	31/12/2019
Promoting and encouraging staff who identify with a protected characteristic to engage in leadership development opportunities supporting career progression.	Assistant Director WP	31/12/2019