



East Midlands Ambulance Service Workforce Race Equality Standard Report 2020/2021



Workforce Race Equality Standard (WRES) Report 2020/2021

1. Name of organisation

East Midlands Ambulance Service NHS Trust

2. Date of report (Month/Year)

August 2021

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

Neelesh Sutaria, Head of Wellbeing and Inclusion.

Email: Neelesh.sutaria@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.

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, Director of Human Resources and Organisational Development

Date: 25/08/2021

9. Any issues of completeness of data?

No issues with data.



10. Any matters relating to reliability of comparisons with previous years?

NHS Jobs was previously used for data/information purposes and now the Trust is using the TRAC Recruitment platform for data/information purposes.

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

4035 (31 March 2021)
4209 (31 March 2020)

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

3.28% - 135 BME staff (31 March 2021)
2.98% - 125 BME staff (31 March 2020)

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

99.07% March 2021
98.78% March 2020
97.62% March 2019

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

Continuously encourage new starters to self-report ethnicity.

As part of the individual risk assessment for staff during the Covid-19 pandemic the Trust wrote to all staff who have not declared their ethnicity on the Electronic Staff Record (ESR) system and asked them to update their records so that we can provide them with the appropriate health and wellbeing support.

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

Continuously encourage new starters to self-report ethnicity.

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

1 April 2020 – 31 March 2021



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 | |
| | | 2019/20 | 2020/21 | 2019/20 | 2020/21 | 2019/20 | 2020/21 |
| Under Band 1 | Headcount | 6 | 4 | 3 | 1 | 0 | 0 |
| Band 1 | Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 2 | Headcount | 362 | 325 | 11 | 13 | 3 | 2 |
| Band 3 | Headcount | 224 | 211 | 11 | 17 | 1 | 1 |
| Band 4 | Headcount | 143 | 142 | 8 | 11 | 2 | 2 |
| Band 5 | Headcount | 167 | 173 | 8 | 6 | 0 | 0 |
| Band 6 | Headcount | 58 | 61 | 3 | 3 | 1 | 1 |
| Band 7 | Headcount | 35 | 37 | 5 | 5 | 0 | 0 |
| Band 8A | Headcount | 26 | 33 | 2 | 1 | 0 | 0 |
| Band 8B | Headcount | 17 | 17 | 2 | 2 | 0 | 0 |
| Band 8C | Headcount | 15 | 18 | 0 | 0 | 0 | 0 |
| Band 8D | Headcount | 7 | 6 | 0 | 0 | 0 | 0 |
| Band 9 | Headcount | 1 | 2 | 0 | 0 | 0 | 0 |
| VSM | Headcount | 14 | 12 | 1 | 2 | 0 | 0 |

| | MEASURE | WHITE | | BME | | ETHNICITY UNKNOWN/NULL | |
|--|-----------|------------------|---------|------------------|---------|------------------------|---------|
| 1b) Clinical Workforce, of which Non-Medical | | Verified figures | | Verified figures | | Verified figures | |
| | | 2019/20 | 2020/21 | 2019/20 | 2020/21 | 2019/20 | 2020/21 |
| Under Band 1 | Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 1 | Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 2 | Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 3 | Headcount | 375 | 301 | 11 | 10 | 12 | 5 |
| Band 4 | Headcount | 1192 | 1175 | 29 | 27 | 17 | 13 |
| Band 5 | Headcount | 230 | 279 | 7 | 12 | 7 | 3 |
| Band 6 | Headcount | 1061 | 970 | 22 | 22 | 24 | 11 |
| Band 7 | Headcount | 41 | 65 | 0 | 2 | 0 | 0 |
| Band 8A | Headcount | 26 | 21 | 0 | 0 | 0 | 0 |
| Band 8B | Headcount | 4 | 0 | 0 | 0 | 0 | 0 |
| Band 8C | Headcount | 2 | 0 | 0 | 0 | 0 | 0 |
| Band 8D | Headcount | 2 | 2 | 0 | 0 | 0 | 0 |
| Band 9 | Headcount | 0 | 0 | 0 | 0 | 0 | 0 |
| VSM | Headcount | 0 | 0 | 0 | 0 | 0 | 0 |



| | MEASURE | WHITE | | BME | | ETHNICITY UNKNOWN/NULL | |
|-----------------------|-----------|------------------|---------|------------------|---------|------------------------|---------|
| 1a) Medical Workforce | | Verified figures | | Verified figures | | Verified figures | |
| | | 2019/20 | 2020/21 | 2019/20 | 2020/21 | 2019/20 | 2020/21 |
| | Headcount | 9 | 9 | 1 | 1 | 0 | 0 |

| | WHITE | | BME | | ETHNICITY UNKNOWN/NULL | |
|----------------------------|---|-----------------------|---|-----------------------|---|-----------------------|
| 1a) Non-Clinical Workforce | Difference in staff levels from 2020/2021 | Percentage difference | Difference in staff levels from 2020/2021 | Percentage difference | Difference in staff levels from 2020/2021 | Percentage difference |
| Bands 1 - 4 | - 53 | - 7.2 | + 9 | + 27.3 | - 1 | -16.7 |
| Bands 5 – 7 | + 11 | + 4.2 | - 2 | - 12.5 | 0 | 0 |
| 8a and 8b | + 7 | + 16.3 | - 1 | - 25 | 0 | 0 |
| 8c, 8d, 9 & VSM | + 1 | + 2.7 | + 1 | + 100 | 0 | 0 |

| | WHITE | | BME | | ETHNICITY UNKNOWN/NULL | |
|--|---|-----------------------|---|-----------------------|---|-----------------------|
| 1b) Clinical Workforce, of which Non-Medical | Difference in staff levels from 2020/2021 | Percentage difference | Difference in staff levels from 2020/2021 | Percentage difference | Difference in staff levels from 2020/2021 | Percentage difference |
| Bands 1 – 4 | - 81 | - 5.2 | - 3 | - 7.5 | - 11 | - 37.9 |
| Bands 5 – 7 | - 18 | - 1.35 | + 7 | + 24.1 | - 17 | - 54.8 |
| 8a and 8b | - 9 | - 30 | 0 | 0 | 0 | 0 |
| 8c, 8d, 9 and VSM | - 2 | - 50 | 0 | 0 | 0 | 0 |

| | WHITE | | BME | | ETHNICITY UNKNOWN/NULL | |
|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|
| 1c) Medical Workforce | Difference in staff levels from 2020/2021 | Percentage difference | Difference in staff levels from 2020/2021 | Percentage difference | Difference in staff levels from 2020/2021 | Percentage difference |
| | 0 | 0 | 0 | 0 | 0 | 0 |



The implications of the data and any additional background explanatory narrative. Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

There has been an overall decrease of 4.3% in headcount staffing levels since the previous reporting year (2019/2020).

Non-Clinical Workforce

The data for the non-clinical workforce highlights a 7.2% decrease in White staff members at Bands 1-4 and a 27.3% increase in BAME staff members. There has been an overall increase in White staff members between Bands 5-8b and a decrease in BAME staff members. At VSM level the BAME representation has increased from 1 to 2.

Clinical Workforce

The data for the Trusts clinical workforce show there is little BAME representation above Band 6 (2 BAME staff members at Band 7)

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

| | |
|--------------------------|---|
| Data for reporting year: | 1.60 (white staff more likely) from all shortlisted |
| | 1.49 (white staff more likely) from interview attendees |
| Data for previous year: | 2.98 (white staff more likely) from all shortlisted |
| | 2.51 (white staff more likely) from interview attendees |

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

The data indicates that white staff members are more likely to be appointed from shortlisting across all posts. The data for this indicator has shown improvements this reporting period and as a 3-year trend it continues to improve year-on-year.

Further analysis of recruitment data has revealed that if we compare the data for applicants that attend interview, rather than all shortlisted applicants, the likelihood of white staff being appointed reduces further. This is due to a higher proportion of white applicants attending the interview when compared to BAME applicants.



Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Wellbeing and Inclusion Team have worked collaboratively with the Trust's BAME Network in the development and implementation of a Reverse Mentoring Scheme, which was successfully launched in December 2020. The Reverse Mentoring Scheme currently sees mentors, volunteered from our BAME Network, working closely with members of the Trusts Board and Senior Leadership Team, who will take on the role of mentee. We understand this is an effective way to build awareness of the barriers faced by BAME staff members and service users, including the barriers encountered throughout recruitment.

As set out in the current Equality, Diversity and Inclusion Strategy 2020-2023, EMAS are taking steps to Increase representation of BAME staff within the Trust by 0.5% each year and to Increase BAME representation in leadership roles by 0.1% each year.

19. Relative likelihood of 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: 0.30 (BAME staff less likely than white staff)

Data for previous year: 0.89 (BAME staff less likely than white staff)

The implications of the data and any additional background explanatory narrative

The data for this indicator highlights that BAME staff members are less likely than White staff members to enter the formal disciplinary process.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Trust has adopted a "Just Culture" approach towards employee relations matters and seeks to resolve matters via early and/or informal resolution, mediation and facilitated dialogue sessions.

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

Data for this reporting period: It is not possible to report this information as there is no reliable way to collate the information.



No data for the previous reporting period was submitted in the Trusts WRES report 2019-2020

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

There is a lack of clarity on how this indicator is calculated.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

No further action has been taken as there is a lack of clarity on how this indicator is calculated.

National NHS Staff Survey indicators (or equivalent)

The Trust had 54.07% (73 of 135) of our BAME workforce respond to the Staff Opinion Survey in 2020.

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

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------|---------|---------|---------|---------|
| White | 40.4% | 45.4% | 43.9% | 40.5% |
| BAME | 33.3% | 25.4% | 37.1% | 41.4% |

The implications of the data and any additional background explanatory narrative

The data for this indicator highlights a 3.4% decrease in white staff members, and a 4.3% increase in BAME staff members, experiencing harassment, bullying or abuse from patients, relatives of the public, from the previous year.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Trust aims to begin a pilot scheme on the wearing of body worn cameras for frontline staff within the Nottinghamshire and Derbyshire A&E divisions from April 2021. The goal is to reduce the number of incidents of this nature occurring and provide additional assurance to our frontline staff. In the event an incident does occur then the evidence obtained from the body worn camera will assist in the prosecution of the offenders.



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

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------|----------------|----------------|----------------|----------------|
| White | 27.6% | 27.1% | 27.1% | 25.6% |
| BAME | 31.3% | 27.6% | 30.0% | 31.9% |

The implications of the data and any additional background explanatory narrative

The data shows there has been a 1.9% increase in BAME staff members reporting that they have been experiencing harassment, bullying or abuse from other staff members, this reporting period, and a 1.5% decrease in white staff reporting these incidents.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Wellbeing and Inclusion team have produced a comprehensive Equality, Diversity and Inclusion Training Plan 2021-2022 which commenced on 1 April 2021 to educate and generate awareness throughout the Trust. The training programme includes a range of programmes to address workforce issues relating to bullying, harassment, civility and respect within the workplace.

In addition, a series of Equality Briefing papers have been produced on Equality, Diversity and Inclusion matters within the workplace. Subject areas have included Racism and Microaggressions, Civility and Respect, and Bystander Syndrome. The Briefing Papers have been cascaded throughout the Trust and are also accessible on the Totara Learning Management System for all staff members to access.

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

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------|----------------|----------------|----------------|----------------|
| White | 77.9% | 75.2% | 79.5% | 80.2% |
| BME | 46.7% | 62.5% | 50.0% | 63.4% |



The implications of the data and any additional background explanatory narrative

The data shows that the percentage of both BAME and white staff members believing the Trust provides equal opportunities for career progression or promotion has increased this reporting period. There has been a 0.7% increase in white staff members and a 13.4% increase in BAME staff.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Trust has commissioned an independent external review of its Recruitment and Selection (Equality, Diversity and Inclusion) processes. The review is to be undertaken by 360 Assurance and the outcomes will be presented to the Director of Human Resources and Organisational Development.

The Trust is also reviewing its Secondment Policy and a revised policy will be presented to the Workforce Resourcing Governance Group in September 2021.

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

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------|---------|---------|---------|---------|
| White | 10.3% | 10.0% | 8.7% | 7.5% |
| BME | 6.5% | 15.3% | 14.3% | 15.5% |

The implications of the data and any additional background explanatory narrative

The data indicates there has been a 1.2% decrease this reporting period in white staff members experiencing discrimination at work from managers, team leaders or other colleagues, and an increase of 1.2% for BAME staff members.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Trust has focused its actions to date on: Communication and awareness raising in relation to the Trust values and expected behaviours; HR Policies and Procedures to address cases of dignity and respect at work; Education and training in professional behaviours; introduction of reverse mentoring to develop and embed knowledge and understanding.



The Equality, Diversity and Inclusion Training Plan 2021/22 will also deliver training programmes to cover the issue of discrimination in the workplace. The programmes include Equality Everyday Induction, Equality, Diversity and Human Rights and Accountability, Reputation and Professionalism.

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% | 95.79% | 3.28% | 2020/2021 |
| 90.9% | 9.1% | 95.40% | 2.97% | 2019/2020 |
| 90.9% | 9.1% | 95.35% | 2.91% | 2018/2019 |

The implications of the data and any additional background explanatory narrative

The data for this indicator remains unchanged.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate equality objective?

The Trust will continue to strive for a representative and diverse workforce and Board membership.

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

No

27. Organisations should produce a detailed WRES action plan, agreed by its board. It is good practice for this action plan to be published on the organisation’s website, alongside their WRES data. Such a plan would elaborate on the actions summarised in this report, setting out the next steps with milestones for expected progress against the WRES indicators. It may also identify the links with other workstreams agreed at board level, such as EDS2. You are asked to provide a link to your WRES action plan in the space below.



WRES Action Plan 2021/2022

The specific WRES priority actions are shown in the table below.

| Objective | Task | Lead | Timeframe Year 2021/2022 |
|--|---|--|-----------------------------|
| Continuing to increase BAME representation in the Trust through community engagement, attraction, and ensuring equity in recruitment and selection processes | A. Attraction and Recruitment Campaign – EMAZING – developed and launch commenced from 9 August 2021 – supported by a communications plan including targeting activity to specific ethnicity gaps and localities. | A. Deputy Director of Human Resources and Organisational Development and the Communications Team | A. 9 August 2021 |
| | B. Support from colleagues in the BAME Network in community engagement targeting under-represented communities. | B. Deputy Director of Human Resources and Organisational Development and the Chair of the BAME Staff Network | B. October 2021 |
| | C. Holding HEIs to account to ensure diversity in student supply. | C. Assistant Director of Education and | C. Ongoing |



| | | | |
|--|--|---|---|
| | <p>D. Implement the recommendations from the independent review into recruitment and career progression which is currently in progress.</p> <p>E. Each Executive Director to have a personal objective aligned to supporting equality diversity and inclusion</p> <p>F. Recruitment Panel chairs to update Recruitment and Selection training every 2 years</p> <p>G. Implementing increased scrutiny in recruitment and selection processes including: EDI review of Job Descriptions/Person</p> | <p>Organisational Development</p> <p>D. Director Human Resources and Organisational Development</p> <p>E. Chief Executive</p> <p>F. Deputy Director of Human Resources and Organisational Development and Head of Wellbeing and Inclusion</p> <p>G. Deputy Director of Human Resources and Organisational Development and</p> | <p>D. October 2021</p> <p>E. Appraisal review</p> <p>F. January 2022</p> <p>G. October 2021</p> |
|--|--|---|---|



| | | | |
|--|--|--|--|
| | <p>Specifications/Adverts to ensure inclusivity Increased scrutiny in the decision making of recruitment panel chairs – escalation procedure EDI professional representation on all recruitment panels supported by clear role description and part of the decision-making process.</p> <p>H. Update to the Secondment Policy and Procedure to ensure all acting up and secondment opportunities are advertised via TRAC</p> <p>I. Increase Representation of BAME staff within the Trust by 0.5% each year from the March position of 3.28%</p> | <p>Head of Wellbeing and Inclusion</p> <p>H. Deputy Director of Human Resources and Organisational Development and Head of Wellbeing and Inclusion</p> <p>I. Deputy Director of Human Resources and Organisational Development and Head of Wellbeing and Inclusion</p> | <p>H. October 2021</p> <p>I. Ongoing</p> <p>J.</p> |
|--|--|--|--|



| | | | |
|--|---|--|---|
| | J. Continue to increase BAME representation in leadership roles | J. Deputy Director of Human Resources and Organisational Development and Head of Wellbeing and Inclusion | Ongoing |
| Continuing to focus on reducing violence and aggression toward our staff from patients, relatives and the public | <p>K. Local communication and media coverage of steps taken by the Trust to prosecute offenders to continue</p> <p>L. Participate in the National Ambulance Sector violence prevention campaign working with NHS E/I leads</p> <p>M. Full implementation of the Body Worn Cameras project</p> | <p>K. Security Management Officer and Communications Team</p> <p>L. Head of Wellbeing and Inclusion and Security Management Officer</p> <p>M. Security Management Officer and Divisional Directors</p> | <p>K. Ongoing</p> <p>L. November 2021</p> <p>M. Progress full Implementation following pilot review</p> |



| | | | |
|--|--|---|--|
| | <p>N. Participation in initiatives supported by the NHSE/I Ambulance Violence Reduction Programme</p> <p>O. Education and training for staff as part of statutory and mandatory training</p> <p>P. Encourage the reporting of incidents via the Incident Reporting Forms (IR1's)</p> <p>Q. Work with the Trust's BAME Staff Network to identify further approaches to reduce violence and aggression</p> | <p>N. Head of Wellbeing and Inclusion</p> <p>O. Assistant Director of Education and Organisational Development</p> <p>P. Head of Wellbeing and Inclusion and Divisional Directors</p> <p>Q. Head of Wellbeing and Inclusion and Chair of BAME Staff Network</p> | <p>N. As and when identified</p> <p>O. Ongoing</p> <p>P. October 2021</p> <p>Q. September 2021</p> |
|--|--|---|--|



| | | | |
|---|--|---|-------------------------|
| <p>Reducing the incidents of harassment, bullying and abuse from colleagues; and discrimination at work from managers/colleagues; ensuring zero tolerance</p> | <p>R. Work with the Trust’s BAME Staff Network to understand the difference between the BAME staff responses within the Staff Opinion Survey 2020 and the formal concerns raised</p> | <p>R. Head of Wellbeing and Inclusion and Chair of BAME Staff Network</p> | <p>R. October 2021</p> |
| | <p>S. Encourage the formal reporting of concerns and further promote the role of the Freedom To Speak Up Guardian and BAME Network Chair in aiding colleagues to raise and formally report concerns and incidents.</p> | <p>S. Chair of BAME Staff Network and Freedom To Speak Up Guardian</p> | <p>S. October 2021</p> |
| | <p>T. Local implementation of national Civility and Respect programme to raise staff and manager awareness and understanding of behavioural expectations; reinforcing our Trust Values.</p> | <p>T. Head of Wellbeing and Inclusion</p> | <p>T. November 2021</p> |
| | | <p>U. Assistant Director Education and</p> | |



| | | | |
|--|---|--|--|
| | <p>U. Staff and managers to participate and engage in the Equality, Diversity and Inclusion Education programme (including Equality Everyday Induction, and Accountability, Reputation and Professionalism).</p> <p>V. Monitor and review IR1 reporting and Employee Relations casework to identify areas of concern/themes and take appropriate action</p> <p>W. Chief Executive led communications campaign to reinforce expectations, consequence and zero tolerance</p> | <p>Organisational Learning and Divisional Directors</p> <p>V. Head of Wellbeing and Inclusion</p> <p>W. Chief Executive, Director of Human Resources and Communications Team</p> | <p>U. Ongoing</p> <p>V. Every quarter</p> <p>W. October 2021</p> |
|--|---|--|--|