



# East Midlands Ambulance Service Workforce Disability Equality Standard Report 2020/2021



## **Workforce Disability Equality Standard (WDES) 2020/2021**

### **Name of organisation**

East Midlands Ambulance Service NHS Trust

### **Date of report (Month/Year)**

October 2021

### **Name, job title and email address of the lead compiling this report:**

**Name:** Neelesh Sutaria  
**Job Title:** Head of Wellbeing and Inclusion  
**Email:** Neelesh.Sutaria@emas.nhs.uk

### **Name of the clinical commissioning group (CCG) that the trust's 2021 WDES annual report (metrics data and action plan) will be sent to:**

Derby & Derbyshire CCG

### **Unique URL link or existing web page on which the trust's 2021 WDES annual report (metrics data and action plan) will be published:**

[www.emas.nhs.uk/about-us/equality-and-diversity/](http://www.emas.nhs.uk/about-us/equality-and-diversity/)

### **Date of board meeting at which the Trust's 2021 WDES annual report (metrics data and action plan) were, or will be, ratified: Workforce Committee**

12 October 2021

### **Name and title of Board lead for the Workforce Disability Equality Standard**

Kerry Gulliver, Director Human Resources and Organisational Development

### **Does your organisation participate in any programmes or initiatives that are focused on disability equality and inclusion?**

EMAS provide the following:

- Trust wide induction programme



- Equality Everyday training for new and existing staff

**Total number of staff employed within this organisation on 31 March 2021:**

4035 Headcount

Overall percentage of staff in the following groups:

% Disabled staff –	3.18%
% Non-disabled staff –	34.74%
% Unknown/Null –	36.18%
% Other –	25.13%
% Prefer not to say –	0.12%

**Did your organisation undertake the NHS Staff Survey in the past year?**

A full Staff Survey was undertaken by EMAS.

**Give the total number and % of responses to the NHS Staff Survey in your organisation: e.g. survey sent to 1000 staff – 400 (40%) returned.**

3942 Staff Surveys were sent out  
1957 (49.6%) Staff Surveys were returned

**Give the total number and % of Disabled staff responses to the NHS Staff Survey in your organisation: e.g. 80 Disabled staff responded – 20% of survey respondents.**

474 Disabled Staff responded – 24.2%

**Do your staff have access to the ESR self-reporting portal?**

All staff members have access to ESR

**Metric 1 – Workforce representation. Percentage of staff in each AfC Pay Band compared with the percentage of staff in the overall workforce**



### Non-Clinical staff by Pay Band

	Disabled		Non Disabled		Unknown/Null		Overall Staff
	Total	%	Total	%	Total	%	Total
	Verified data	Verified data	Verified data	Verified data	Verified data	Verified data	Verified data
<b>1a) Non-Clinical Staff</b>							
< Band 1							
Bands 1							
Bands 2							
Bands 3							
Bands 4							
Bands 5							
Bands 6							
Bands 7							
Bands 8a							
Bands 8b							
Bands 8c						72.2%	18
Bands 8d	0	0%	1	16.7%	5	83.3%	6
Bands 9	0	0%	0	0%	2	100%	2
VSM	0	0%	13	92.9%	1	7.1%	14
Other	0	0%	0	0%	0	0%	0

### Non-Clinical staff broken down into AfC Pay Band 'Clusters'

Non-Clinical Staff (Clusters)	Disabled		Non-Disabled		Unknown		Overall Staff
	Total	%	Total	%	Total	%	Total
Bands 1 - 4	31	4.1%	256	35.1%	443	60.7%	730
Band 5 - 7	10	3.5%	76	26.6%	200	69.9%	286
Bands 8a - 8b	1	1.9%	4	7.5%	48	90.6%	53
Bands 8c - 9 & VSM	0	0%	19	47.5%	21	52.5%	40



### Clinical Staff by Pay Band

	Disabled		Non Disabled		Unknown/Null		Overall Staff
	Total	%	Total	%	Total	%	Total
	Verified data	Verified data	Verified data	Verified data	Verified data	Verified data	Verified data
<b>1b) Clinical Staff</b>							
Bands 1							
Bands 2							
Bands 3							
Bands 4							
Bands 5							
Bands 6							
Bands 7							
Bands 8a							
Bands 8b							
Bands 8c							
Bands 8d						50%	2
Bands 9	0	0%	0	0%	0	0%	0
VSM	0	0%	0	0%	0	0%	0
Medical & Dental Staff, Consultants	0	0%	0	0%	0	0%	0
Medical & Dental Staff, Non-Consultants career grade	0	0%	5	50%	5	50%	10

### Clinical staff broken down into AfC Pay Band 'Clusters'

Clinical Staff (Clusters)	Disabled		Non-Disabled		Unknown		Overall Staff
	Total	%	Total	%	Total	%	Total
Bands 1 - 4	48	3.1%	583	38.1%	898	58.7%	1529
Band 5 - 7	42	3.1%	464	34%	858	62.9%	1364
Bands 8a - 8b	1	4.8%	9	42.9%	11	52.4%	21
Bands 8c - 9 & VSM	0	0%	1	50%	1	50%	2



**Please describe any challenges that your organisation has experienced in reporting data for this Metric:**

Splitting the workforce into clinical and non-clinical roles requires manual checking of individual roles as not all staff align to either one or the other category. This was reported in 2019 and 2020 and continues to present difficulties.

**Have any steps been taken in the last 12 months within your organisation to improve the declaration rate for disability status on ESR?**

The Trust have published articles in Enews, our internal online weekly newsletter, for colleagues and volunteers, encouraging staff to update their personal Electronic Staff Records.

## **Metric 2 – Shortlisting**

**Relative likelihood of non-Disabled staff compared to disabled staff being appointed from shortlisting across all posts.**

**Reporting year (2020-2021) Taken from TRAC**

	<b>Disabled</b>	<b>Non-Disabled</b>	<b>Unknown</b>
Number of shortlisted applicants	171	1567	43
Number appointed from shortlisting	24	246	0.26

Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts: 1.12

This shows that non-Disabled staff are more likely to be appointed from shortlisting

**Previous reporting year (2019-2020)**

	<b>Disabled</b>	<b>Non-Disabled</b>
Number of shortlisted applicants	195	1853
Number appointed from shortlisting	22	176

Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts: 1.19



**Please describe any challenges that your organisation has experienced in reporting data for this Metric:**

- Applicants are required to complete the equality monitoring questions at the application stage for a role. Each question has the option of "I do not wish to disclose". The recruitment tool is a nationally available tool that EMAS has no local influence over in terms of questions.
- A new recruitment system, TRAC, was introduced during 19/20 meaning that data is more automated and not manually extracted as was the case for the previous reporting period.
- Not all shortlisted applicants attend interview (information that is not always reported) which impacts upon the data.

**Has your organisation signed up to the Disability Confident Scheme?**

East Midlands Ambulance Service has signed up to the Disability Confident Scheme and we currently hold a Level 2 accreditation.

**Does your organisation use a Guaranteed Interview Scheme?**

East Midlands Ambulance Service NHS Trust use a Guaranteed Interview Scheme for disabled applicants. The GIS allows anyone with a disclosed disability at the application stage to be considered for a guaranteed invitation to interview. You will be guaranteed an interview if you are able to evidence a disability and meet the essential eligibility requirements.

### **Metric 3 – Capability**

**Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.**

**Reporting year (2020-2021)**

	<b>Disabled</b>	<b>Non-Disabled</b>	<b>Unknown</b>
Number of staff in workforce with declared disabled or non-disabled status	133	1417	2485
Number of staff entering the formal capability process	0	6	4



Relative likelihood of disabled staff entering the formal capability process over non-disabled staff: 0

The relative likelihood is 0 as no disabled staff members have entered the formal capability process. This indicates that non-disabled staff are more likely to enter this process over disabled staff members.

**Previous reporting year (2019-2020)**

	<b>Disabled</b>	<b>Non-Disabled</b>
Number of staff in workforce with declared disabled or non-disabled status	110	1200
Number of staff entering the formal capability process	1	14

Relative likelihood of disabled staff entering the formal capability process over non-disabled staff: 0.76

**Did your organisation submit data for Metric 3 this year?**

We have submitted data for Metric 3 this reporting year. The low rates of disclosure could have an impact on the overall result for this indicator, as per previous years.

**Is capability on the grounds of ill health and capability on the grounds of performance managed by different policies in your organisation?**

Capability on the grounds of ill health and performance are managed by separate policies. These are:

- Ill Health – Attendance and Wellbeing Policy and Procedure
- Capability – Capability Policy

**Metric 4 – Harassment, bullying and abuse**

**Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from service users, members of the public, managers or other colleagues**

**Percentage of staff experiencing harassment, bullying or abuse from patients/service users and other members of the public:**





	2018/2019	2019/2020	2020/2021
<b>Disabled Staff</b>	53.5	52.5	44
<b>Non-Disabled Staff</b>	42.2	40.7	39

**Percentage of staff experiencing harassment, bullying or abuse from managers:**

	2018/2019	2019/2020	2020/2021
<b>Disabled Staff</b>	28.4	25.8	24
<b>Non-Disabled Staff</b>	13.8	14	11

**Percentage of staff experiencing harassment, bullying or abuse from other colleagues:**

	2018/2019	2019/2020	2020/2021
<b>Disabled Staff</b>	24.8	22.5	27
<b>Non-Disabled Staff</b>	14.6	15.4	11

The data indicated that the percentage of non-disabled staff that have experienced harassment, bullying or abuse, from all sources, has reduced from the last reporting period. The percentage of disabled staff that have experienced harassment, bullying or abuse from patients, service users, members of the public, and managers, has also reduced. However, the percentage of disabled staff that have experienced harassment, bullying or abuse from other colleagues has increased.

**Please summarise any actions taken in the last 12 months to reduce harassment, bullying and abuse in relation to Disabled staff:**

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.

The Trust provides 'Equality Everyday' training for new and existing staff, to both clinical and non-clinical roles. 'Equality Everyday' is delivered to new clinical staff members as part of their initial education and all roles are required to undertake statutory and mandatory online learning courses that includes a section on what constitutes bullying and harassment in the workplace. The training/education provided is currently based on general principles and not aimed at specific protected characteristics.



The Trust provides a 5-day leadership programme, launched in 2019/2020, for first line managers, which focusses on compassionate and supportive leadership.

**Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.**

	2018/2019	2019/2020	2020/2021
<b>Disabled Staff</b>	40.9%	44.5%	47%
<b>Non-Disabled Staff</b>	43.1%	42.7%	52%

### **Metric 5 – Career promotion and progression**

**Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.**

	2018/2019	2019/2020	2020/2021
<b>Disabled Staff</b>	63.6%	70.5%	69%
<b>Non-Disabled Staff</b>	77.8%	80.7%	83%

The data indicates the percentage of disabled staff believing the Trust provides equal career opportunities for career progression and promotion has decreased, and the percentage for non-disabled staff has increased.

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.

**Does your organisation provide any targeted career development opportunities for Disabled staff?**

There are currently no targeted career development opportunities for our disabled workforce, however, equality of opportunity is recognised, understood and implemented via internal and external recruitment processes.

### **Metric 6 – Presenteeism**



**Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.**

	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>Disabled Staff</b>	48.3%	42%	38%
<b>Non-Disabled Staff</b>	35.3%	33.6%	31%

The figures show that a higher percentage of disabled staff have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties, compared to non-disabled staff. The data for both disabled and non-disabled staff members has improved this reporting period.

**Does your organisation provide any targeted actions to reduce presenteeism i.e. feeling pressured to come to work when not feeling well?**

Staff health and wellbeing support and interventions include:

- Occupational Health assessments
- Employee assistance programme
- Specialist therapies
- Staff support programme
- Alternative duties
- Tailored Adjustments Plan
- Flexible working arrangements
- Reasonable adjustments
- Access to Work interventions

## **Metric 7 – Staff satisfaction**

**Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.**

	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>Disabled Staff</b>	25%	26.8%	33%
<b>Non-Disabled Staff</b>	35.5%	39.3%	43%

As with previous years, a higher percentage of non-disabled staff members are satisfied with the extent to which the organisation values their work, compared



to disabled staff members. The data for both disabled and non-disabled staff members have shown improvements this reporting period.

**Does your organisation provide any targeted actions to increase the workplace satisfaction of Disabled staff?**

The Trust have recently established a Disability and Carers staff network and the Terms of Reference have been agreed. The Newly formed staff network will offer a safe place for discussions between network members and will provide a voice for disabled staff to voice concerns.

**Metric 8 – Reasonable adjustments**

**Percentage of disabled staff saying that their employer has made adequate adjustment (s) to enable them to carry out their work**

	2018/2019	2019/2020	2020/2021
<b>Disabled respondents</b>	57.2%	58.9%	69%

The percentage of disabled staff believing that the Trust has made adequate adjustments to enable them to carry out their work has increased this reporting period.

**Does your organisation have a reasonable adjustment policy?**

The Reasonable Adjustment guide is embedded within our Equal Opportunity Policy.

**Are costs for reasonable adjustments met through centralised or local budgets?**

Costs for reasonable adjustments are met through localised budgets.

**Has your organisation taken actions to improve the reasonable adjustments process?**

The Trust continues to provide guidance to managers throughout its divisions with regards to reasonable adjustments and the processes involved. The implementation of the Tailored Adjustment Plan also provides guidance for managers and details of what reasonable adjustments specific staff members require.

**Metric 9 – Disabled staff engagement**



**The staff engagement score for disabled staff, compared to non-disabled staff and the overall engagement score for the organisation**

	2018/2019	2019/2020	2020/2021
<b>Disabled Staff</b>	5.8	5.9	<b>6.1</b>
<b>Non-Disabled Staff</b>	6.4	6.5	<b>6.7</b>

**Has your Trust taken action to facilitate the voices of disabled staff in your organisation to be heard?**

The Trust engages in the National Staff Opinion Survey on an annual basis and have implemented the revised 'People Pulse' survey, which will run on a quarterly basis from July 2021.

**Does your organisation have a Disabled Staff Network (or similar)?**

We are currently in the process of forming a Disability and Carers Staff Network. The Terms of Reference have been agreed and the next steps are to promote the newly formed Disability and Carers network via internal communications.

## **Metric 10 – Board representation**

**Percentage difference between the organisation's Board voting membership and its overall workforce**

	Disabled	Non-Disabled	Unknown
Total Board members	0	13	1
Voting Board members	0	10	1
Non-voting Board members	0	3	0
Executive Board members	0	7	0
Non-Executive members	0	6	1
Overall workforce	133	1417	2485

**Does your Board have a champion of disability equality?**

Mrs. Vijay Sharma  
 Non-Executive Director

**NHS**  
East Midlands  
Ambulance Service  
NHS Trust





## WDES Action Plan 2020/2022

The specific WDES priority actions are shown in the table below and taken from our Equality diversity and Inclusion Strategy 2020-2023

Objective	Task	Lead	Year 1	Year 2	Year 3
Continue to develop and improve outcomes in respect of the standard and the Workforce Disability Equality Standard, measured through annual data submissions.	A. Submit the annual WDES data in accordance with national requirements.	A. Head of Wellbeing and Inclusion	A	A	A
	B. Develop actions plans in response to the data for publication on Trust website.	B. Head of Wellbeing and Inclusion	B	B	B
	C. Monitor delivery of improvement actions through Workforce Committee.	C. Head of Wellbeing and Inclusion	C	C	C
	D. Commissioning an independent review of our systems and processes relating to recruitment and career progression for staff with a disability.	D. Director Human Resources and Organisational Development	D		
	E. Communicating clear messages of zero tolerance of bullying and discrimination by ensuring there is a supportive culture for individuals to come forward and raise concerns and empowering allies to call out poor and inappropriate behaviour.	E. Chief Executive Officer and Trust Chair	E	E	E
	F. Working with external partners to ensure expert review and critical challenge of WDES plans.	F. Head of Wellbeing and Inclusion	F		
			G		



	<ul style="list-style-type: none"> <li>G. Review and update recruitment practices to strengthen awareness, responsibilities and processes for recruiting staff with protected characteristics.</li> <li>H. Raise awareness and respond to incidence of Hate Crime continuing to pursue prosecution of perpetrators of violence, aggression and Hate Crime.</li> <li>I. Improve the rate of disability disclosure to effectively respond to the needs of our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>G. Head of Human Resources (Recruitment)</li> <li>H. Security Management Specialist</li> <li>I. Executive Team</li> </ul>	<ul style="list-style-type: none"> <li>H</li> <li>I</li> </ul>		
<p>Continue to develop and implement our staff equality networks, ensuring learning and organisational development is derived from the networks, measured through staff feedback mechanisms and monitoring of</p>	<ul style="list-style-type: none"> <li>J. Establish the Disability network</li> <li>K. Using our staff networks to review, challenge, develop our learning and support continuous improvement through their engagement with external expert groups.</li> <li>L. Ensure robust feedback mechanisms for network members through governance group structures to support learning and organisational development. Network chairs to be established as members of the Wellbeing and Inclusion Sub-Group of the Workforce Committee.</li> <li>M. Provide opportunity for reverse/co-mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>J. Head of Wellbeing and Inclusion</li> <li>K. Staff network Chairs</li> <li>L. Head of Wellbeing and Inclusion</li> <li>M. Director of HR and OD</li> <li>N. Freedom to Speak Up Guardian</li> </ul>	<ul style="list-style-type: none"> <li>J</li> <li>K</li> <li>L</li> <li>M</li> <li>N</li> </ul>	<ul style="list-style-type: none"> <li>K</li> <li>L</li> </ul>	<ul style="list-style-type: none"> <li>K</li> <li>L</li> </ul>





workforce equality standards.	<p>N. Strengthen the role of network chairs to further develop the networks and work in partnership with the Trust Freedom to Speak Up Guardian to be a focal point for individuals to raise concerns.</p> <p>O. Provide protected paid time for Network Chairs to devote to developing and leading the staff networks.</p> <p>P. Establish a process to apply for funding for network activities in line with their Terms of Reference.</p>	<p>O. Chief Executive</p> <p>P. Director of HR and OD</p>	<p>O</p> <p>P</p>		
Increase the diversity profile of the Trust workforce to ensure it is reflective of the community served and bring the voice of patients and the community into the Trust influencing design and delivery of high-quality care to our diverse population. Measured through staff feedback	<p>Q. Review the tenure of voting Non-Executive Director roles to support the diversity of the Trust Board.</p> <p>R. Implement positive action campaigns to increase our diverse representation to better reflect the communities we serve.</p> <p>S. Engage with students at partner universities promoting EMAS as an employer of choice upon graduation.</p> <p>T. Set clear expectations and hold our Higher Education Institute partners to account through contractual mechanisms to increase the diversity of Paramedic Science student cohorts.</p> <p>U. Work with our staff networks to determine barriers to career progression through</p>	<p>Q. Trust Chair</p> <p>R. Head of Human Resources (Recruitment)</p> <p>S. Assistant Director Education and Organisational Learning</p> <p>T. Assistant Director Education and Organisational Learning</p>	<p>Q</p> <p>R</p> <p>S</p> <p>T</p> <p>U</p>	<p>R</p> <p>S</p>	<p>R</p> <p>S</p>



<p>mechanisms, and workforce equality standard submissions.</p>	<p>gathering feedback of experiences, promoting career opportunities and providing mentorship and support to colleagues.</p> <p>V. Community engagement activity to support attraction and recruitment supported by our Staff networks.</p> <p>W. Review secondment practices to increase opportunity of career development.</p>	<p>U. Staff network Chairs</p> <p>V. Divisional AOMs</p> <p>W. Head of Human Resources</p>	<p>V</p> <p>W</p>	<p>V</p>	<p>V</p>
<p>Ensure implementation of Accessible Information Standards applicable to the Ambulance Sector, measured through compliance with the Standard; CQC rating from Good to Excellent; and EDS grading from Achieving to Excelling.</p>	<p>X. Continue to provide support for those staff that require communication support through application of our HR procedures.</p>	<p>X. Head of Wellbeing and Inclusion</p>	<p>X</p>	<p>X</p>	<p>X</p>



<p>Ensure Due Regard is demonstrated through monitoring of our compliance with our equality analysis process, and EDS grading.</p>	<p>Y. Ensure that all Policy Leads have Equality Analysis Training.          Z. Ensure that Meeting and Panel Chairs are fully aware of the legal requirement to demonstrate Due Regard.          AA. Ensure that the decisions we make are subject to appropriate equality analysis.          BB. Ensure that all staff have access to and complete statutory and mandatory EDI related education improving compliance from 85% to a sustained 95% within one year.          CC. Ensure Board Development programme for 2020/21 includes expectations and accountability in relation to Equality, Diversity and Inclusion.          DD. Ensure responsibility and accountability for Equality, Diversity and Inclusion is clearly articulated in Board Members individual objectives.          EE. Increase diversity in decision making in COVID 19 EPRR structures through explicitly seeking members from minority groups to ensure membership reflects the diversity in the workforce and local population; robust</p>	<p>Y. Assistant Director Education and OL          Z. Assistant Director Education and OL          AA. Trust Board          BB. Assistant Director Education and OL          CC. Director of HR and OD          DD. Chief Executive and Trust Chair          EE. Director of Strategy and Transformation and Director of Operations</p>	<p>Y          Z          AA          BB          CC          DD          EE</p>	<p>AA          BB          DD</p>	<p>AA          BB          DD</p>



	<p>induction; and reviewing Silver and Bronze command structures to understand the diversity profile of these EPRR structures and acting to ensure membership from minority groups to reflect the diversity in the workforce and local population.</p> <p>FF. Develop staff representation structures (for example Trade Unions and Staff Support roles) to be representative of our communities.</p>	<p>FF. Director of HR and OD</p>	<p>FF</p>		
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