Workforce Equality Monitoring Report 2019/20

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Content

We welcome comment about our workforce equality monitoring report and would be pleased to discuss any aspect of it with individuals or groups.

This document can be provided in another format for example in large print, Braille or summary translation, please contact:

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1. Introduction

The Scottish Ambulance Service (SAS) collects equality data from both current workforce and prospective candidates through the recruitment and selection process. This information is collected at the application stage of the recruitment process, at short listed stage, at the appointment stage, through our engagement process and through surveying current staff.

Gathering this information is important to SAS and adds value to our Service by enabling us to;

- monitor the diversity of our workforce
- take action where any trends / patterns of inequality emerge
- monitor our Equality, Diversity and Human Rights Policy
- provide evidence to support equality impact assessments
- meet our general duties under the Equality Act 2010

Employee data is monitored across the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation as defined in the Equality Act 2010.

Details of the general duty can be seen at Appendix 1.

How we use employee information

This report assists SAS to routinely analyse equality monitoring information which helps to identify trends where further action may be required to address any areas of inequality in the workplace thus eliminating potential unlawful discrimination. By capturing equality data during the recruitment process we are able to take any actions required in order to advance equality of opportunity both for staff and external applicants.

The collection of equality data highlights areas where there is under representation across the protected characteristics and helps to identify where steps can be taken to improve the diversity of the workforce. The content of this report also provides evidence for consideration when reviewing progress associated with the implementation of equality outcomes and how future outcomes will be developed.

Equality monitoring data also assists SAS to establish whether actions taken have had a positive impact. For example, the data collected has assisted us with the examination of recruitment activity across equality groups to establish where candidates have been successful and what further steps can be taken to make improvements. We have also been able to show some improvement in the collection of data, although action taken to improve recruitment rates of some groups was less successful.

2. General context

Equality monitoring information has been collected during 1 April 2019 – 31 March 20 both via the NHS Scotland Standard Application Form and the on line applications via My Job Scotland and Job Train for potential candidates. The equality monitoring and personal details are detached from these forms before candidates are short listed to ensure such details are not taken into account Equality details are also collected on appointment via the staff engagement form and entered on the individual's personal record. Staff can decline to provide specific details if they wish to do so. Only a limited number of individuals have access to this information for reporting purposes.

We are reviewing our approach with regard to the use of the self-service element of the Electronic Employee Service System (eESS) and the links with our systems infrastructure. We recognise that access to this would improve levels of self-disclosure if staff could have access to amend their own personal details.

As at 1 April 2020 SAS employed 5,278 staff. The workforce consists of 42 per cent female and 58 per cent male staff. We have seen a steady increase in the number of women employed rising from 31 per cent in 2007 and this is very positive.

SAS currently has robust data regarding age and sex however data on the protected characteristics of disability, gender reassignment, race, religion or belief and sexual orientation is more limited and therefore not covering the whole workforce. We acknowledge that there is still work to do if we are to make further improvements. That said, we are making progress in a range of areas for disclosure and recruitment.

The SAS age profile is broadly reflective of the working age profile of Scotland with 33 per cent of staff employed between the ages of 45 – 55 and 12 per cent of staff who are under the age of 30.

With the limited capture of equality data and / or where numbers are small across the protected characteristics it is difficult to draw any meaningful analysis and as a consequence of this the potential to determine fairness in training, grievance, disciplinary, appraisals etc is compromised. Work is in progress to improve the disclosure of equality data and it is recognised that this will not change significantly in the short term. However, we have seen an increase in the percentage of staff disclosing equality information and with sustained action further improvements will be made.

Further details of the actions already taken and next steps can be seen at section 14.

3. Summary

Progress has been made across a number of areas during the period April 2019 – March 2020.

- **Improving the diversity profile of the workforce**

Increasing the diversity of the workforce is important in order that we have a profile which is more reflective of the population we serve in Scotland.

We continue to advertise vacant posts in a variety of ways in order to reach across minority groups and those who have a disability in order to encourage more applications from these communities.

We have seen an increase over the last year in the number of applications from black, Asian and minority ethnic groups and from people from the transgender community. Over time it is hoped that applicants from these and other groups will continue to increase which will in turn lead to a greater representation across the Service.

We have seen a decrease in the proportion of applicants providing all equality information with 94 per cent of applicants doing so during 2019/20 (97.3 per cent in 2018/19). The most striking gap is for the disclosure of age with 11 per cent of applicants preferring not to provide this information.

Further details of the actions being taken forward can be seen at section 4.

- **Improving equality monitoring**

Improving rates of employee self disclosure of equality monitoring data is important if we are to better analyse recruitment and employment trends and identify appropriate actions to take forward.

It is encouraging to see improvements have been made in disclosure rates for religion or belief and sexual orientation. Work continues to reduce the gap in order to have a fuller picture of the diversity of the workforce.

At 1 April 2019, 51.4 per cent of staff had provided all equality monitoring details and we have seen this increase to 53.4 per cent by 31 March 2020.

Further details of the actions being taken can be seen at section 5.

We said in our 2019/20 workforce equality monitoring report that we would take a number of steps which would help improve the diversity profile of the workforce and also improve equality monitoring. These can be seen at section 13.

4. Improving the diversity profile of the workforce

The equality profile of SAS is not very diverse particularly with regard to the number of young people, those from black, Asian and minority ethnic groups and those who have a disability.

Details of the workforce profile against each of the protected characteristics can be seen at section 6. Recruitment activity and the diversity profile of applicants who have applied for posts during 2019/20 can be seen at section 7.

We said in our 2018/19 workforce equality monitoring report that we would take a number of steps in relation to improving our diversity profile. This is what we did, the results and what we plan to do next.

4.1 Identify and attend specific careers events / fairs in areas with higher minority ethnic communities.

Actions	Results	Next steps
We will continue to attend careers events / fairs which are in areas with higher black, Asian and minority ethnic communities.	A number of events have been attended during 2019/20 (33). These include schools, colleges and careers fairs. Examples include the following; Skills Scotland – Edinburgh (2 day event), NextGen Careers Event and the NHS Scotland Careers Event. Minority ethnic applicants accounted for 2.6 per cent of all applicants (2.6 per cent in 2018/19)	We will target our approach specifically to attend careers events / fairs / schools which are located in areas with higher black, Asian and minority ethnic communities rather than across all communities.

4.2 We will aim to increase the employability for young people and those from minority ethnic communities.

Actions	Results	Next steps
Further information will be developed and made available to managers in order to raise awareness and understanding of how Modern Apprentices could be recruited	Guidance on how Modern Apprentices could be recruited has been reviewed and updated and is available for managers. Young people continue to represent the highest proportion of applicants.	We will consider linking with a local school to explore providing support for a young person to join the Young Scot Mentorship Programme during 2020/21.

A Modern Apprenticeship programme will be developed and two Modern Apprentices will join the HR team based at National Headquarters. |

4.3 We will utilise contacts with third sector partners to identify further ways to advertise recruitment vacancies.

Actions	Results	Next steps

We will extend our reach with groups in order to work with communities to raise the profile of SAS and provide career information.	We continue to engage with a wide variety of third sector organisations including Lead Scotland, Deaf Action, BEMIS, CEMVO, Muslim Council of Scotland and Community First Responder schemes. This has helped to raise awareness of the service, provide recruitment information and advertise posts.	We will explore options to engage with other third partners during 2020/21.

4.4 Investigate other alternative ways of advertising through contacts with the National Ambulance Lesbian, Gay, Bisexual, Transgender Network (NALGBTN)

Actions	Results	Next steps
We will raise this with Stonewall through the NHS Scotland Partnership to enlist help and support in order to advertise in a cost effective way more widely.	It is not possible to advertise through the Stonewall Scotland Partnership. There is now a link to the SAS recruitment page on the NALGBTN website. Lesbian, gay, bisexual and transgender applicants accounted for 6.6 per cent of all applicants (6.6 per cent in 2018/19)	

4.5 Increase the use of social media to advertise vacancies.

| Actions	Results	Next steps
We will continue to use social media channels to highlight recruitment opportunities and raise awareness of SAS.	Our Linked-In page and Twitter are used on a regular basis to advertise posts more widely. During 2019/20 the recruitment team processed 8,084 applications and 596 posts were advertised.	

4.6 Ensure all selection panels have a gender mix.

Actions	Results	Next steps
The gender mix on panels will be monitored throughout the year.	54 per cent of panels had a mix of male and female members (49 per cent in 2018/19) 24 per cent were male only (36 per cent in 2018/19) and 8	We will continue to encourage managers to plan panels with a gender mix.

	per cent female only (15 per cent in 2018/19) For operational reasons it was not possible to ensure an equal mix of male / female panel members in every case. Panel members are usually at Area Service Manager level and above and there are less female staff in this cohort.	

5. Improving equality monitoring

It is accepted that there is still work to be done to improve the capture of equality information to enable a fuller analysis of workforce data. The chart below illustrates the gaps by percentage in disclosure rates across the different protected characteristics.

Chart 1
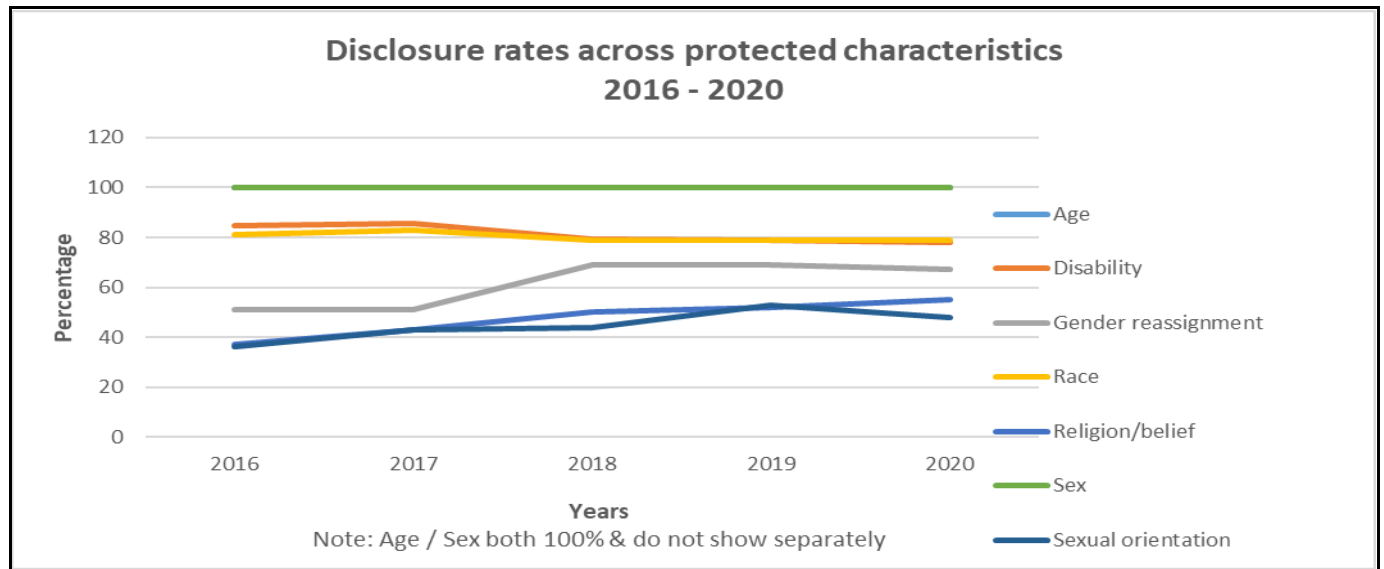
The chart above shows the rate of disclosure across each of the protected characteristics. Progress is being made albeit slowly to increase staff self disclosure rates. As at 31 March 2020, 53.4 per cent of staff had provided all equality monitoring details compared with 51.4 per cent in April 2019.

The most striking differences between the disclosure rates and the total workforce establishment are for religion and belief and sexual orientation. however, it is encouraging to see improvements have been made in disclosure rates for these protected characteristics.

Staff applying for posts during their employment will complete these details at application stage and personal records are updated accordingly.

Next steps

We said in our 2018/19 workforce equality monitoring report that we would take a number of steps. This is what we did, the results and what we plan to do next.

| 5.1 Utilise opportunities during staff training to ask individuals to provide equality information, for example at forth coming iMatter and Equality and Diversity Workshops.		
Actions	Results	Next steps
We will continue to utilise staff training events to gather equality information	Equality monitoring forms have been completed by staff at training sessions.	
5.2 For staff attending learning in practice sessions provide equality monitoring forms and prepaid envelopes for the education and professional development team to		

distribute.		
Actions	Results	Next steps
We will focus on this in the coming year in order to embed this in our practice	There has been an increase in disclosure rates.	We will continue to utilise staff training events to gather equality information
5.3. Identify and agree with local management teams which additional areas to prioritise for additional support.		
Actions	Results	Next steps
We will identify other teams with whom we can work to focus attention on equality monitoring.	We have revised our approach and rather than target particular teams we will survey all staff to encourage the provision of equality details.	A survey will be sent to all staff via email in November 2020.

# 6. Workforce Profile

6.1   Age

Chart 2

Age distribution by gender
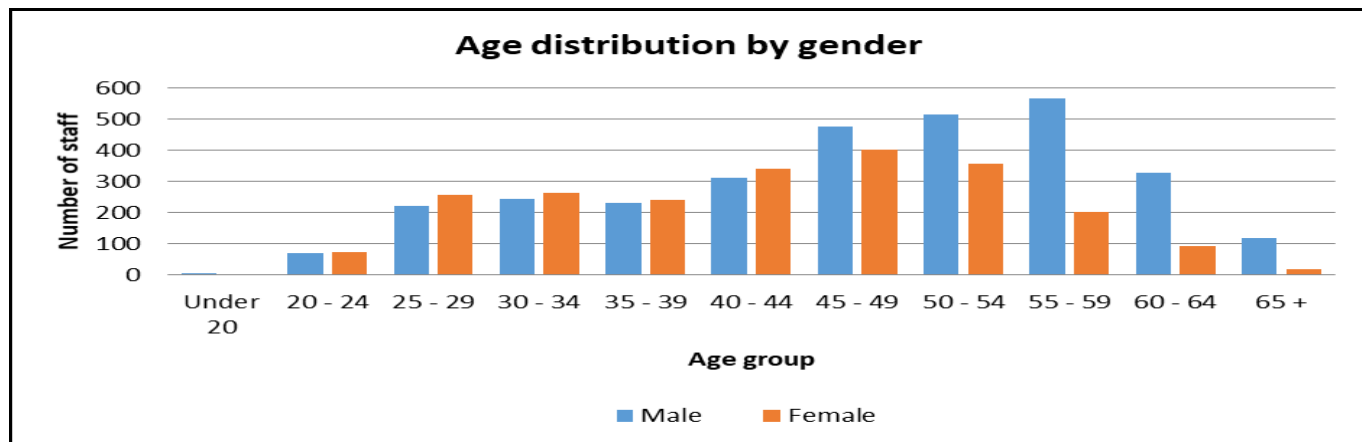
The chart illustrates the age distribution of all staff. Fifty-eight per cent of staff are age 45 and over. The majority of women employed fall within the ages of 40 – 54 (49 per cent) with the majority of men working between the ages of 45 – 59 (51 per cent). The most under represented groups in terms of age and the workforce profile are those between 16 - 24 (3 per cent) and those age of 65 and over (2.5 per cent). This spread of staff across the age groups is very similar to that reported for 2018/19.

The charts below illustrate the age distribution of staff by full time and part time.

Chart 3

Age distribution of full time staff by gender
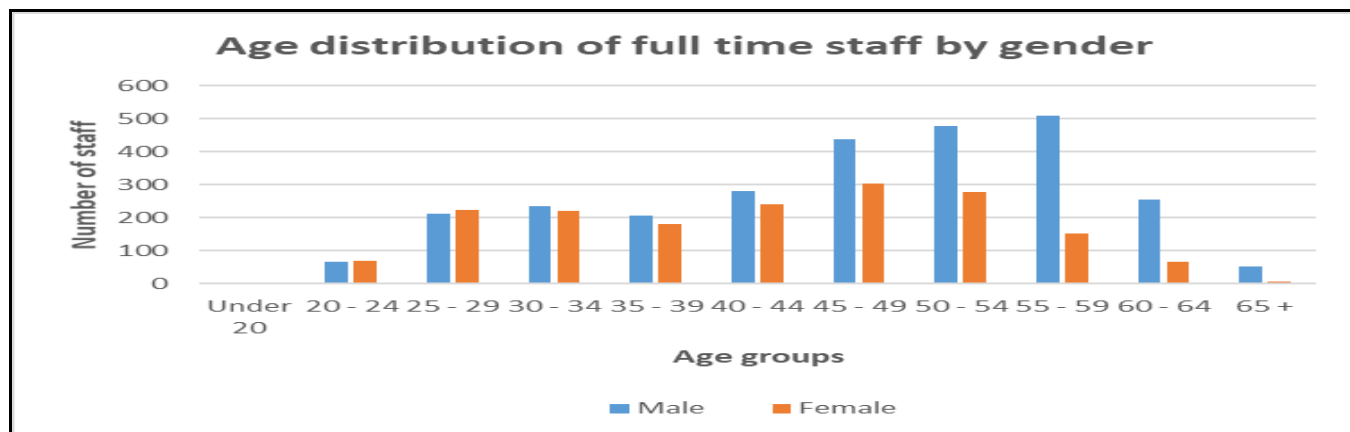
It can be seen that for full time staff there is a more even split of female / male staff in the younger age groups with more male staff in the older groups. Eighty-four per cent of staff work on a full time basis.
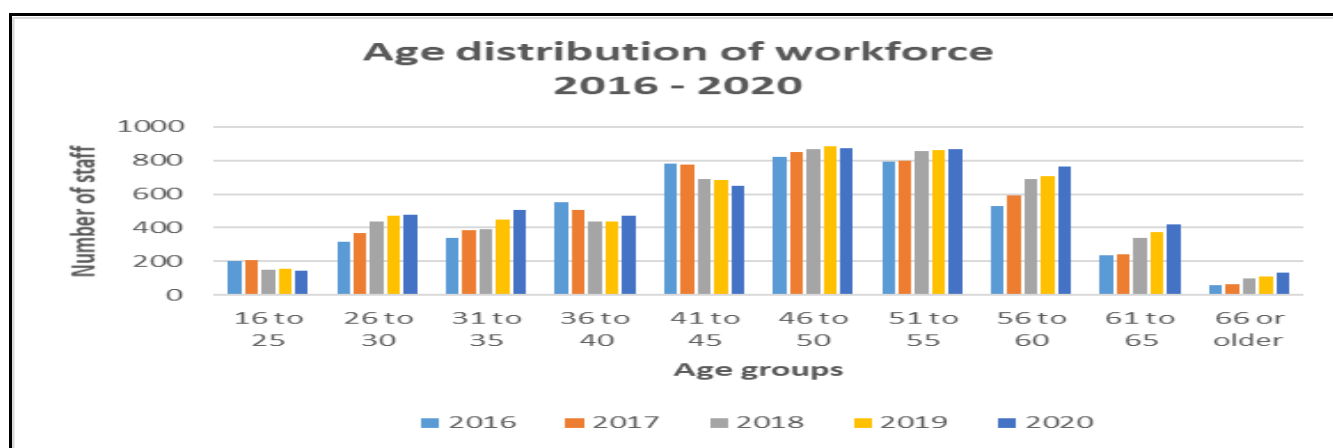
Chart 4

Age distribution of part time staff by gender
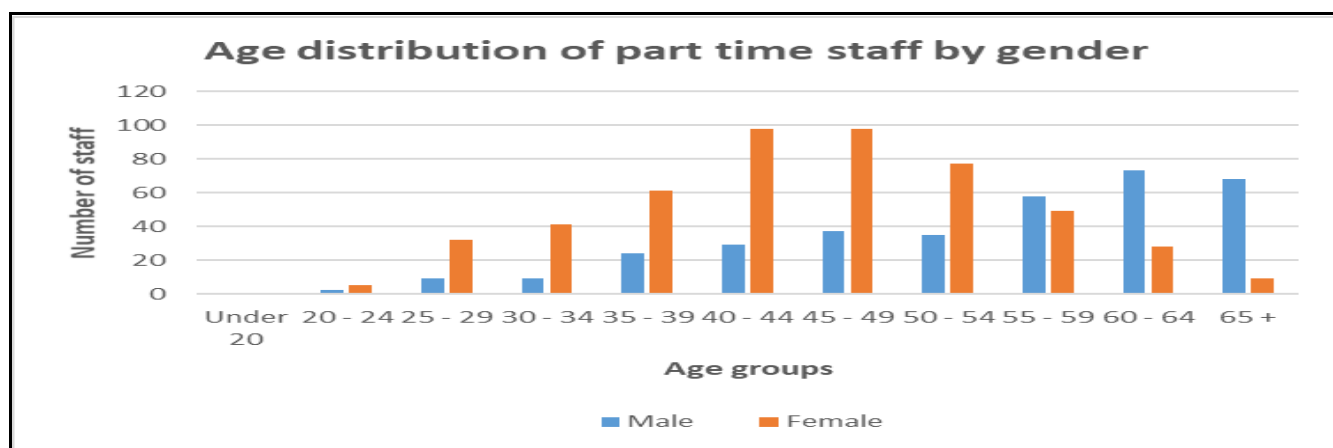
The number of staff working part time is very similar to that reported to 2018/19 and represents 16 per cent of the total (14 per cent previously). The majority of those staff working part time are women (59 per cent). Across NHS Scotland 40 per cent of women and 12 per cent of men work on a part time basis. The majority of women working on a part time basis are between the ages of 40 – 54 with the majority of men working part time between the ages of 55 – 65+.

Chart 5

Age distribution of workforce 2016 – 2020

The chart profiles the age distribution of SAS workforce from 2016 to 2020.

The number of staff over the age of 46 has increased over this period and this trend has been consistent as we have seen more staff with long periods of service retire from SAS. There has also been an increase in the number of staff between the ages of 26 – 35.

Following the trend across the years it can be seen that the overall age profile of the workforce is increasing in age and this is consistent with the rest of NHS Scotland.

6.2 Disability

The percentage of staff disclosing a disability has remained the same at 1.9 per cent. Across NHS Scotland, 0.8 per cent of staff have disclosed a disability. The percentage of the Scottish population with a long term, activity limiting health problem or disability was 19.6 per cent at the Census in 2011 (20.3 per cent in 2001).

In keeping with the Disability Confident Standard we write to staff on an annual basis under the 'Positive about disabled people' initiative. This scheme helps to encourage individuals with a disability to discuss this with their line manager to establish if any assistance can be provided to help them in the workplace by way of reasonable adjustments.

The percentage of staff who have chosen not to provide details of their disability has increased from 21 per cent in 2018/19 to 22 per cent in 2019/20.

6.3 Pregnancy and maternity

Table 1

Number of women on maternity leave during 2019/20	Number of women who returned to work	Percentage of total who returned	Number of women returning who did so on a flexible basis	Percentage of those returning who did so on a flexible basis
27	20	74	7	26

The table above illustrates the number of women who have taken maternity leave during the period 1 April 2019 and 31 March 2020, those who have returned and the number returning on a more flexible basis.

Some of the women who have commenced maternity leave during 2018/19 have returned to work during 2019/20 and others will be due to return in the coming months.

The women who returned to work on a flexible basis did so on reduced hours, different shift patterns or by working on different days of the week.

6.4 Race

Table 2

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Non-disclosure by percentage	16	17	17	19	21	19	19	17	21	21	21

The 2011 Census indicated that 93 per cent of the people in Scotland stated that they were born in the UK with 83 per cent of these stating that they were born in Scotland. Ethnicity cannot

be identified by place of birth. Four per cent of people in Scotland were from minority groups (Census 2011), an increase of two per cent since the 2001 Census.

The table above shows the percentage of staff who have chosen not to provide details of their ethnicity has remained the same at 21 per cent (includes those who prefer not to answer and where details are unknown). Across NHS Scotland non disclosure of ethnicity accounts for 31.4 per cent of all staff.

As data on the ethnicity of staff is incomplete it is not possible to determine the exact percentage of staff from different ethnic groups. Of the 5,278 staff employed as at 1 April 2020, 0.64 per cent disclosed they were from black, Asian and minority ethnic (BAME) backgrounds (0.53 per cent in 2019). Across NHS Scotland 3.1 per cent of staff have disclosed they are from BAME backgrounds.

Table 3

Ethnic origin	Number	Percentage
Indian	34	0.64
Pakistani		
Bangladeshi		
Chinese		
Any other Asian background		
Caribbean		
African		
Any other Black background		
Any other ethnic background		
Any Mixed background		
Other White background	67	1.26
White Irish	33	0.62
White other British	533	10
White Scottish	3,509	66
Declined to disclose information / unknown	1,102	21

The table above illustrates the ethnicity of SAS workforce as at 1 April 2020. Of those staff that had disclosed ethnicity there were 34 staff from BAME groups and 4142 from non BAME groups.
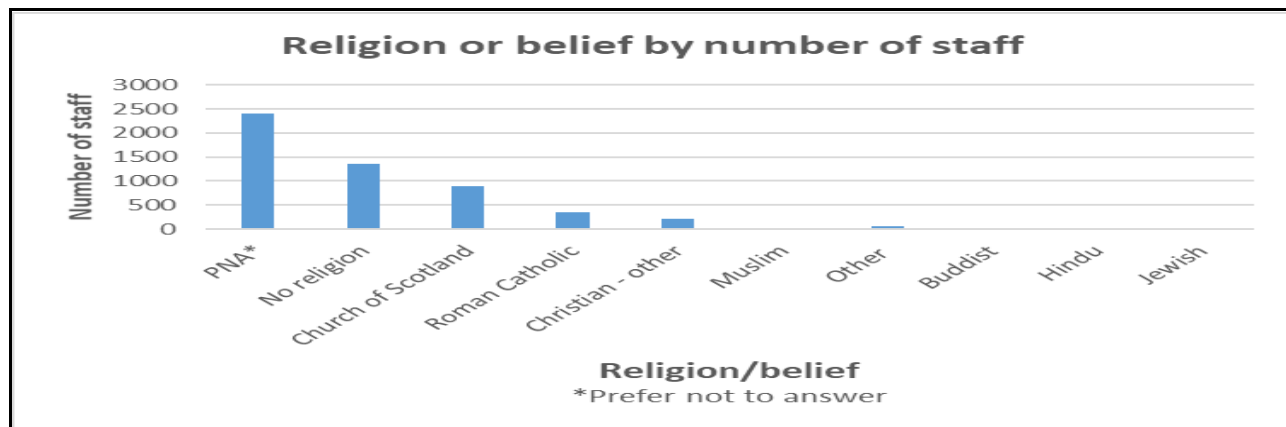
6.5   Religion or belief

Religion or belief is unknown for 45 per cent of the workforce (includes those who prefer not to answer this question). Whilst disclosure rates have increased from 27.5 per cent in 2015 to 55 per cent in 2020 there are still significant gaps. Across NHS Scotland religion or belief is unknown for 34 per cent of the workforce.

Staff disclosing no religion or belief accounted for 25 per cent. Across NHS Scotland 27 per cent of staff disclosed no religion or belief.

Scotland remains a place of diverse religious and faith communities, although those having no religion increased to 36.7 per cent in the 2011 census (27.8 per cent in 2001)

Chart 6

Religion or belief by number of staff
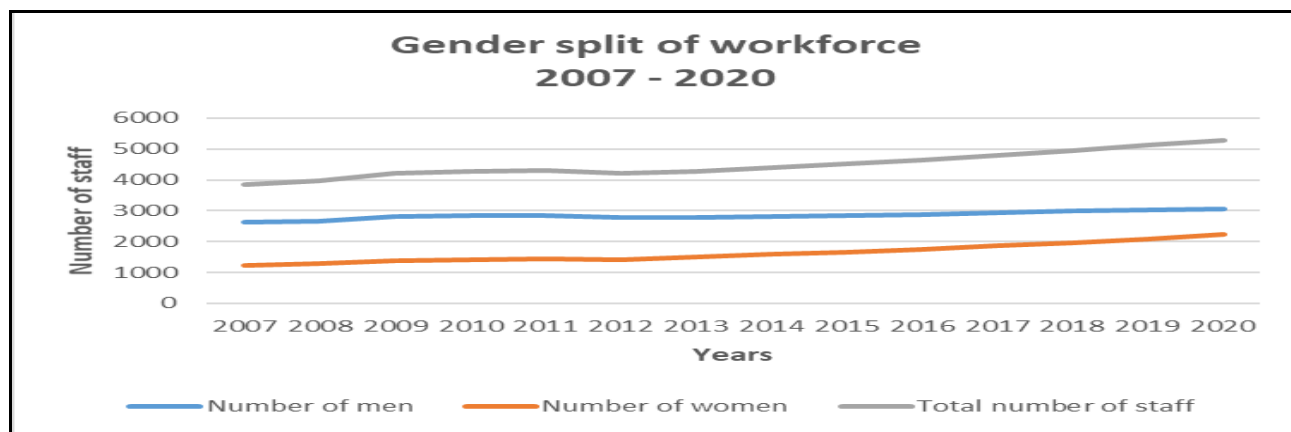

The chart above illustrates that no religion and Church of Scotland represented the largest groups of those staff disclosing religion or belief.

6.6   Sex

Chart 7

Gender split of workforce 2007 – 2020

There has been a steady increase in headcount and the chart above shows the number of women employed by SAS rising from 1,214 in 2007 (31 per cent of total) to 2,222 in 2020 (42 per cent of total). Historically the Service has been predominantly male compared with the rest of the NHS Scotland which is predominantly female (77.5 per cent as at March 2020). Nursing and midwifery posts accounted for the majority of female staff in NHS Scotland with the majority of female staff at SAS employed as Technicians.

6.7 Band and sex

Chart 8
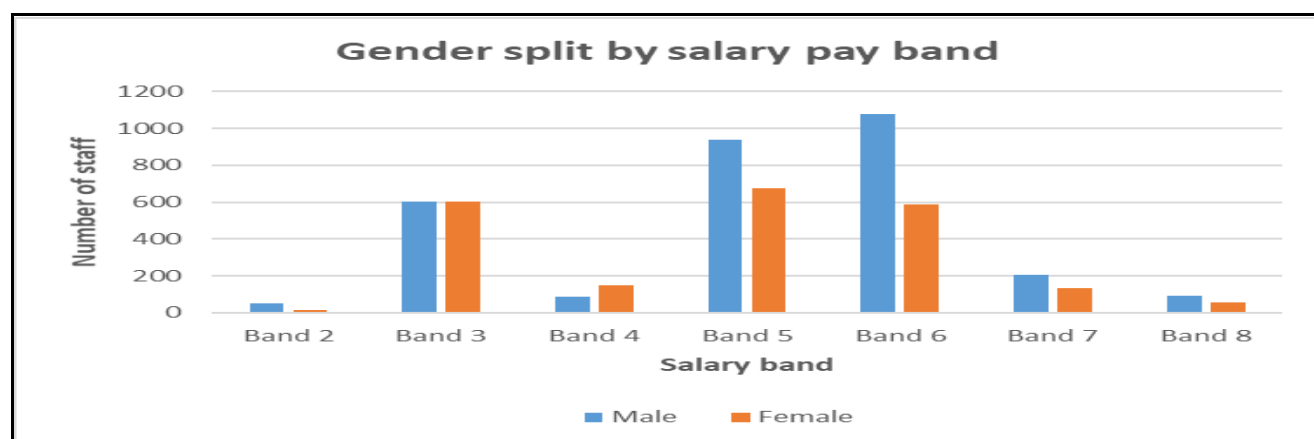
This chart above illustrates the gender split by salary pay band.

Women are represented across all salary pay bands. Career progression can be seen as staff remain with SAS over long periods. As a greater number of women join SAS it is likely that we will see a greater distribution of women across more senior positions.

Of the executive team 44 per cent are women and 55 per cent are men. The proportion of women employed in bands 6 - 8 has continued to increase and now represents 36 per cent of the total compared with 14 per cent in 2019. This increase is partly due to the post of Paramedic being re-evaluated resulting in an increase in salary band from band 5 to band 6 during 2018. Further details relating to gender and pay bands can be seen in the Equal Pay Statement here.

6.8 Sexual orientation

Table 4

Sexual Orientation	Staff in post	Percentage
Bisexual	30	0.56
Gay	46	0.87
Heterosexual	2,408	45.6
Lesbian	35	0.66
Other	9	0.17
Declined to disclose /unknown	2, 750	52

The table above illustrates the sexual orientation of staff by number and percentage.

Sexual orientation is unknown for 52 per cent of the workforce. Disclosure rates have improved from 26.5 per cent in 2015 to 48 per cent in 2020. Across NHS Scotland sexual orientation has been disclosed for 54 per cent of all staff. Whilst there remains no official data on the numbers of people who are lesbian, gay, bisexual, or intersex (LBGTI) - various estimates have been made. For example, Stonewall Scotland suggest a LGBT figure of between 5 - 7 per cent while

the Scottish Household Survey suggests an LGB population of around 1 per cent although the question relating to sexual orientation was added to the survey in 2011 and it is thought that the figures are likely to under-report. In actual terms the percentage is likely to be somewhere between the two estimates. Of the staff at SAS 2.2 per cent have disclosed that they are from the lesbian, gay, bisexual or other community compared with 1.7 per cent for staff across NHS Scotland.

6.9   Marriage and civil partnership

Table 5

Marriage and civil partnership	Staff in post	Percentage
Civil partnership	31	0.58
Married	2,560	48.5
Other *	2,335	44.2
Declined to disclose/unknown	352	6.66

* Includes divorced, separated, single or widowed

Disclosure rates for marriage and civil partnership have increased from 92 per cent in 2018/19 to 93 per cent in 2020.

We will continue to monitor marital / civil partnership status as this is one of the protected characteristics included in the Equality Act 2010 and is part of the public sector equality duty in respect of the requirement to have due regard to the need to eliminate discrimination.

7. Recruitment

The recruitment team dealt with 8,084 applications for employment during the period 2019/20 (5,108 in 2018/19) and 596 roles were advertised (423 in 2018/19). Of these 6.3 per cent of applicants were successful compared with 5.6 per cent the previous year.

Two on line recruitment systems have been used during 2019/20. Talent Link was used from 1 April 2019 until 16 January 2020. The Job Train system has been implemented across NHS Scotland and all applications received from 17 January have been managed through this new system. Figures from both systems have been combined to produce the analysis for this report. This has been challenging as each system measured slightly different things regarding the status of applications. Care has been taken to group the categories to produce information for analysis as detailed below.

Steps have been taken to advertise posts more widely to attract a more diverse mix of applicants. Attendance at recruitment fairs and developing links with schools and colleges has helped to sustain the number of younger people applying for posts.

Examination of recruitment data across equality groups is undertaken on the basis of:

- number of applications
- number of applications shortlisted
- number of candidates successful at interview stage

7.1   Recruitment by Age

Chart 9
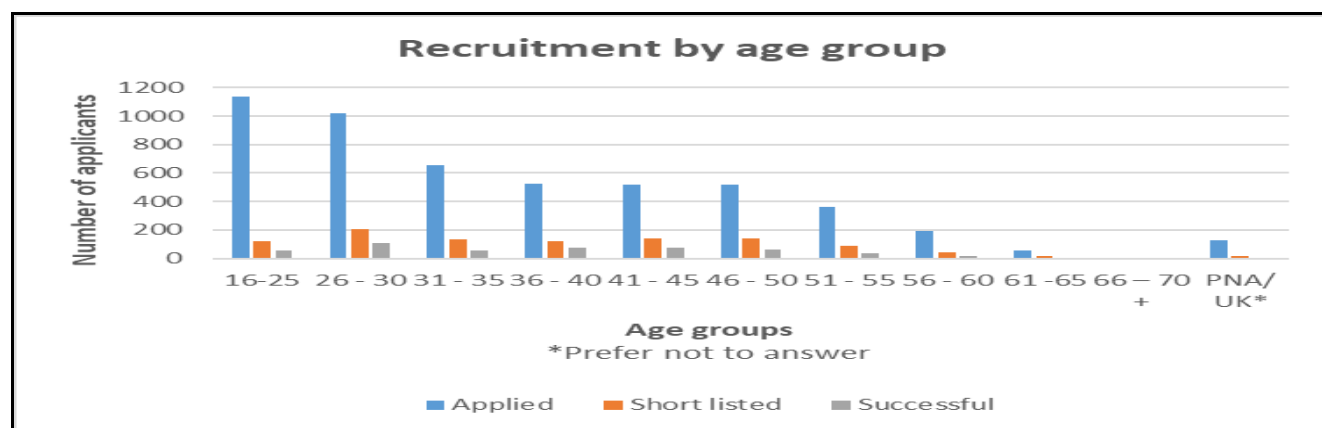
The chart above illustrates the number of applicants from each age group against their respective success to short listing stage and being offered posts.

Table 6

2020	16-25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 60	61 - 65	66 – 70 +	PNA/ UK*
Applied	1571	1385	1071	761	675	783	560	299	106	2	871
Short listed	259	255	244	135	165	197	139	64	25	3	92

Successful	54	82	75	53	62	68	52	21	8	0	33

* PNA - prefer not to answer / unknown

The largest proportion of applicants came from the 16 - 25 age group and these represented 19 per cent of all applicants (22 per cent during 2018/19). The applicants shortlisted in this group accounted for 16 per cent of all 16 – 25 year olds (11 per cent in 2018/19) and 3.4 per cent of all applicants in this group were offered posts (3.3 per cent 2018/19). Conversely for applicants within 61 – 65 age, the smallest proportion (1.3 per cent of total) success rates were higher at 7.5 per cent.

Thereafter the most successful groups were those between 41 – 45 (8.3 per cent of total) and 51 – 55 (6.9 per cent of total). These groups had success rates of 9 per cent and 9.2 per cent respectively. The success rate for all applicants was 6.3 per cent.

The number of applicants who preferred not to disclose their age accounted for 11 per cent of all applicants (0.8 in 2018/19).

7.2   Recruitment - Disability

The percentage of applicants disclosing a disability was similar to that reported in 2018/19, at 10.3 per cent. Of these 21 per cent were shortlisted (19 per cent previously) and 6 per cent of all applicants who had a disability were successful (6.8 per cent previously). The Service complies with the Disability Confident Standard and applicants who are disabled can be considered under the Job Interview Guarantee initiative if they meet the essential criteria for the post and therefore a greater proportion of disabled applicants go through to interview stage compared with other groups. The number of applicants who preferred not to disclose disability increased from 1.2 per cent to 4 per cent of the total.

7.3   Recruitment - Gender reassignment

We have seen an increase in the number of applicants disclosing gender reassignment during the period 2019/20, 43 per cent of which were short listed and 12.5 per cent were successful (2). Those applicants who preferred not to disclose gender reassignment increased slightly from 2.2 per cent (2018/19) to 3.6 per cent in 2019/20.

7.4   Recruitment - Race

Table 7

Year	White Scottish	White other British	White Irish	Any other white background	Black, Asian & minority ethnic	Prefer not to answer / unknown
2014	2,497	328	53	51	56	31
2015	4,112	529	64	88	81	162
2016	3,889	408	56	82	76	163
2017	4,221	442	58	126	98	125
2018	7,866	723	54	200	212	59
2019	4,295	466	41	146	132	28
2020	6,560	674	58	280	207	305

There has been an increase in the number of black, Asian and minority ethnic applicants which represent to 2.6 per cent of all applicants (2.6 per cent in 2018/19). Of these 18.8 per cent were short listed (17 per cent previously) and 5.8 per cent of all black and minority ethnic applicants were offered posts (3 per cent previously) compared with 6.4 per cent of white Scottish applicants. The percentage of applicants who preferred not to disclose their ethnicity increased from 0.5 per cent (in 2018/19) to 3.8 percent.

7.5   Recruitment - Religion or belief

Applicants who indicated a religion of Church of Scotland represented 17.4 per cent of all applicants (18.3 per cent 2018/19). Of these 7.5 per cent were successful (7 per cent 2018/19). Applicants indicating a religion of Roman Catholic represented 11 per cent of all applicants (12 per cent 2018/19). Of these 5 per cent were successful (7 per cent in 2018/19).

7.6   Recruitment - Sexual orientation

Applicants who disclosed their sexual orientation as lesbian, gay, bisexual or other represented 6.6 per cent of all applicants (6.6 per cent 2018/19) Of this group 7.5 per cent were successful (9.5 per cent 2017/18). Eight per cent of all applicants did not answer this question or preferred not to answer (8 per cent 2018/19).

7.7   Recruitment - Sex

The proportion of women applying for posts decreased from 55 per cent (2018/19) to 53 per cent. The success rate for women was 5.7 per cent (8 per cent 2018/19) compared with 7.3 per cent for men (11 per cent 2018/19).

Chart 10
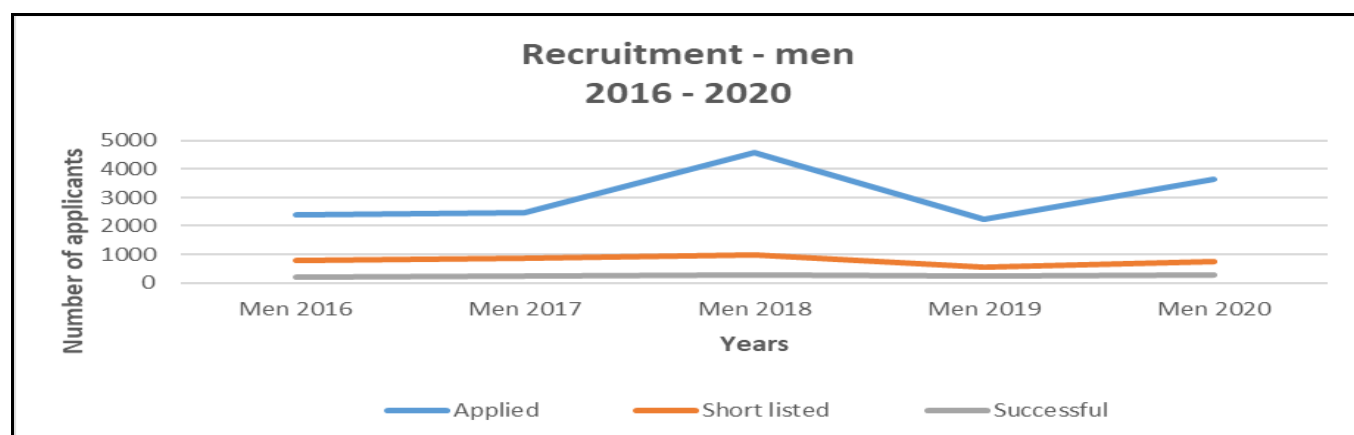
The chart above illustrates the number of men who applied, were short listed and were successful between 2016 and 2020.

Chart 11

Recruitment - women 2016 - 2020
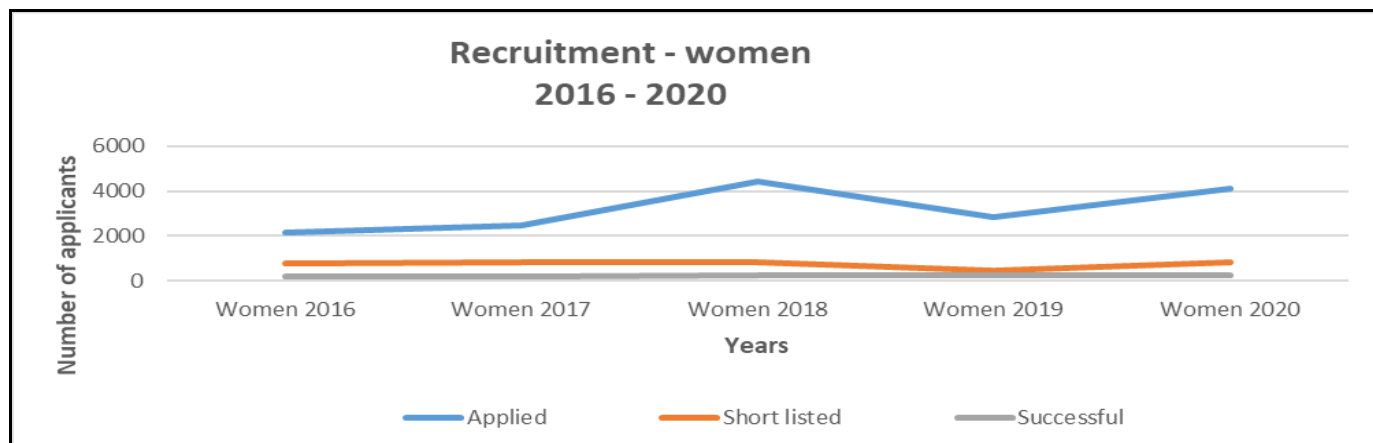
The charts above illustrates the number of women who applied, were short listed and were successful between 2016 and 2020. Since 2018 we have seen a steady increase in the number of women applying for posts with a greater proportion of applicants from women in most years.

8. Starters and leavers

8.1 Age

The chart below illustrates that there are more young people joining SAS with more older staff leaving. This is because of the increasing impact of the nature of SAS work which is very physical for the majority of staff and there is a higher proportion of older staff choosing to retire from the age of 55 onwards.

Chart 12

Starters and leavers by age
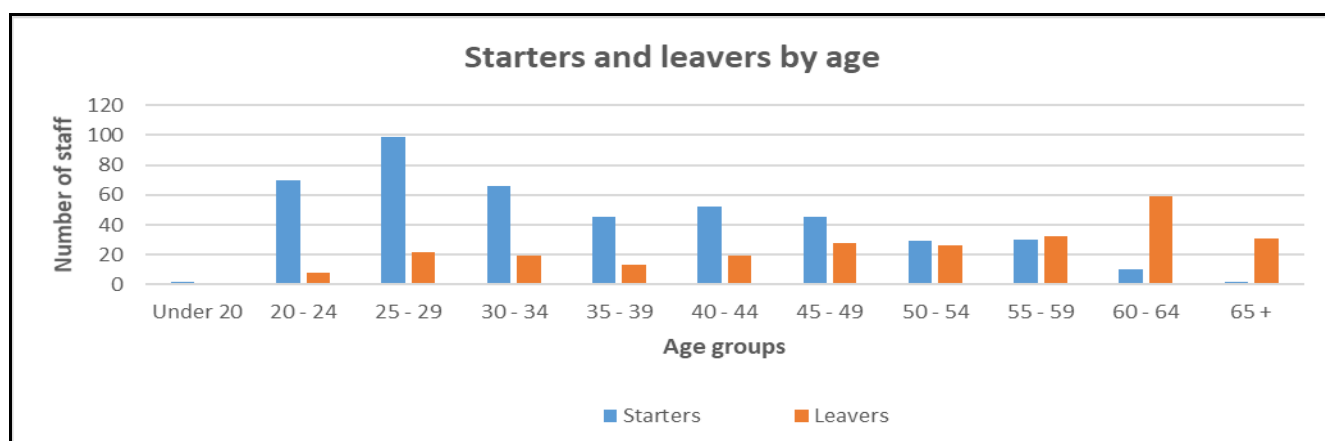
8.2 Disability

Of the staff joining the Service 1.8 per cent disclosed they had a disability and of those leaving 0.77 per cent disclosed disability.

8.3   Gender reassignment

None of the staff joining or leaving SAS disclosed that they had undergone gender re-assignment.

8.4   Race

The pattern of those joining and leaving SAS by ethnicity is broadly reflective of the workforce profile with nine members of staff joining and three leaving who disclosed they are from black, Asian and minority ethnic backgrounds.

8.5   Religion or belief

Chart 13
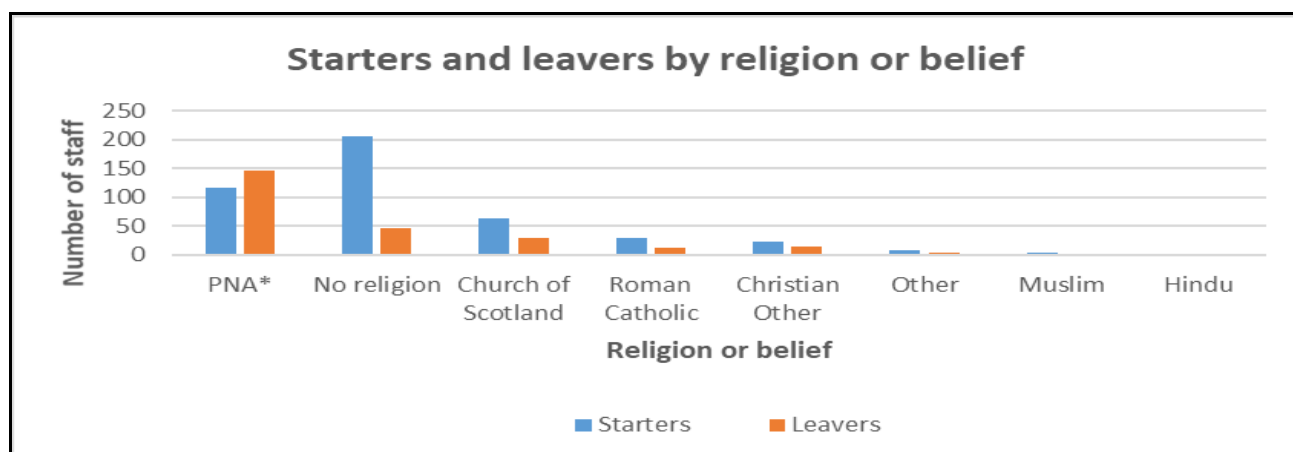
The chart above illustrates the number of starters and leavers by religion or belief.

Of those staff joining the Service 74 per cent disclosed religion or belief with only 43 per cent of those leaving doing so. This suggests staff are more willing to provide equality data at recruitment and engagement stage. There is a similar pattern of religion and belief held for those joining and leaving the Service with the exception of no religion with more starters disclosing no religion than those staff leaving. Of those joining SAS, 46 per cent have disclosed that they do not have a religion with 18 per cent of leavers doing so.

8.6   Sexual Orientation

Of those staff joining the Service 61 per cent disclosed sexual orientation with 58 per cent of those leaving doing so.

8.7   Sex

Chart 14

Starters and leavers by gender 2016 - 2020
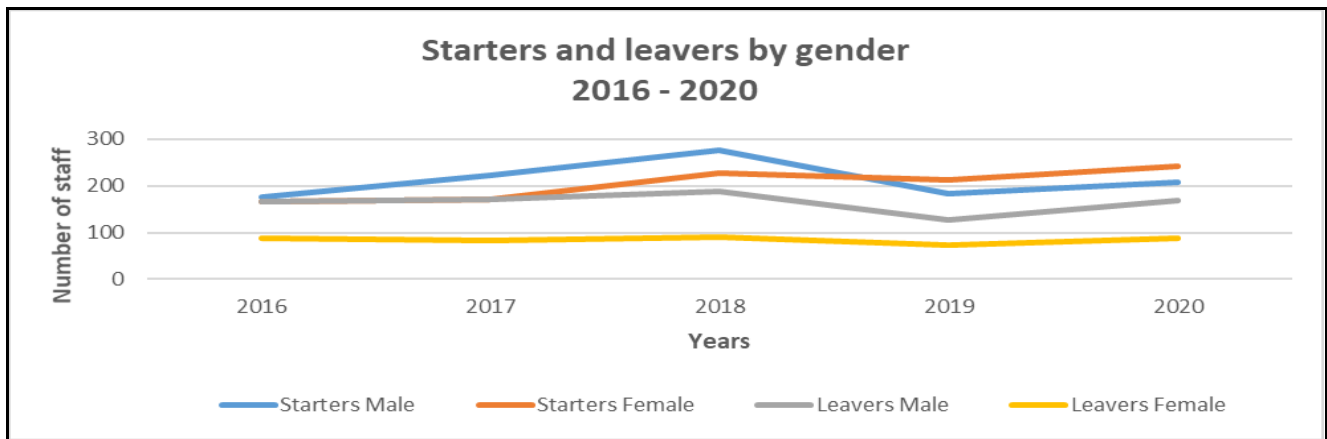
The chart illustrates the number of starters and leavers by gender.

Fifty-four per cent of new starters were women (same as 2018/19). Women leaving SAS accounted for 35 per cent of the total leavers compared with 36 per cent in 2018/19. The number of female staff has steadily increased over the last few years and now represents 42 per cent of the total.

Seventy-five per cent of those leaving the Service did so on a voluntary basis with 29 per cent leaving for reason of age/retirement and 15 per cent doing so on the grounds of ill health / capability.

9. Training

The following breakdown covers training attended by staff across SAS including those who attended the vocational qualification programmes delivered across regions.

9.1   Age

Chart 15
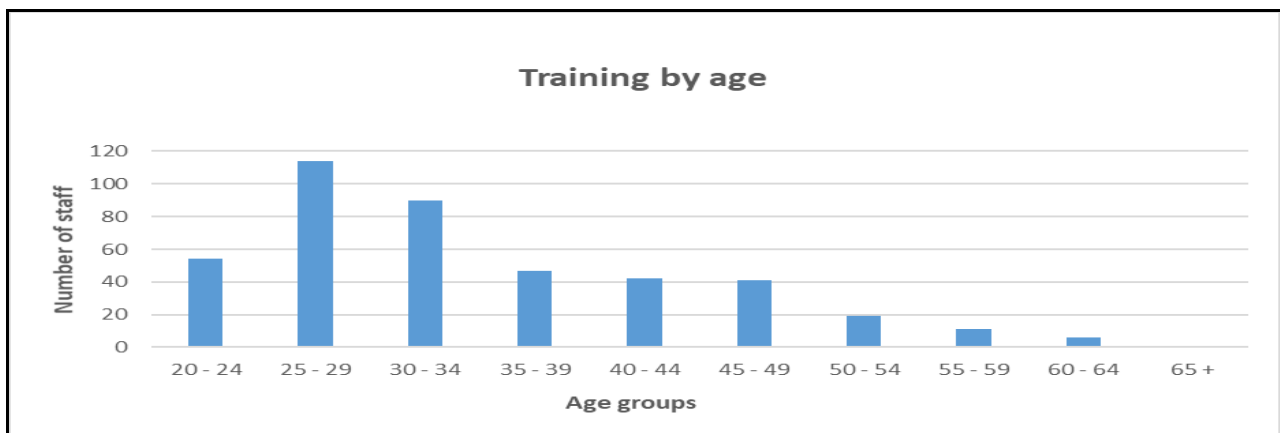
Training by age

The chart above illustrates the number of staff who undertook training by age group.

From the data available age does not seem to have an influence on the incidence of training opportunities. For example, the vocational qualification programme (Ambulance Trainee Technician) attracted a broad range of students.

Those in the 25 to 29 age range received most training.

The vocational qualification courses attracted both internal and external applicants and those commencing the course are employed by SAS. As a consequence, SAS attracts a broader range of students than those reported by most undergraduate Paramedic programmes in the UK where students tend to be under the age of 25.

9.2   Disability

Of the staff receiving training, 2 per cent disclosed a disability. For 35 per cent of staff this was not disclosed / unknown.

9.3   Gender reassignment

None of the staff taking part in training had disclosed they had undergone gender reassignment.

9.4   Race

The majority of those staff completing training were white Scottish / white British / any other white background and accounted for 81 per cent (75 per cent in 2018/19). For 17 per cent of staff this information was not disclosed / unknown (22 per cent in 2018) and 1.6 per cent were from minority ethnic groups.

Staff receiving training is broadly reflective of the workforce profile with regard to ethnicity.

9.5   Religion or belief

Religion or belief was unknown for 25 per cent of those staff who completed training. Thirteen per cent of staff disclosed Church of Scotland, 8 per cent Roman Catholic and 47 per cent disclosed no religion or belief.

9.6   Sexual orientation

Sexual orientation was unknown for 32 per cent of those staff who completed training. Five per cent disclosed a sexual orientation of lesbian, gay, bisexual or other.

9.7   Sex

Of those staff taking part in training 49 per cent were women, compared with the overall workforce establishment of 42 per cent.

10. Discipline & grievance

10.1   Age

There were 26 cases of discipline in 2019/20 compared with 30 cases in 2018/19. The continued use of the significant adverse events review process has enabled SAS to adopt an approach which focuses on learning rather than punitive action. In addition to this a preliminary investigation process continues to be used to gather facts and understanding to inform decisions prior to formal investigations being undertaken. As numbers are relatively small it is difficult to analyse by age other than to state that the highest numbers of disciplinary activity have occurred across the age groups occupied by the greater proportion of staff.

A total of 11 grievances were raised during 2019/20 compared with 38 in 2018/19. There were 11 (22 in 2018/19) cases raised by staff under the dignity at work policy where concerns of bullying / harassment were alleged.

10.2   Disability

Two members of staff involved in discipline or grievance procedure disclosed they had a disability.

10.3   Gender reassignment

None of the staff who went through discipline or were involved in the grievance procedure disclosed gender reassignment.

10.4   Race

The pattern of discipline and grievance by ethnicity is broadly reflective of the workforce establishment with the majority identifying as white Scottish / white British.

10.5   Religion or belief and sexual orientation

Given the very limited disclosed data available it is not possible to provide a breakdown by religion / belief and sexual orientation for analysis.

10.6   Sex

Chart 16
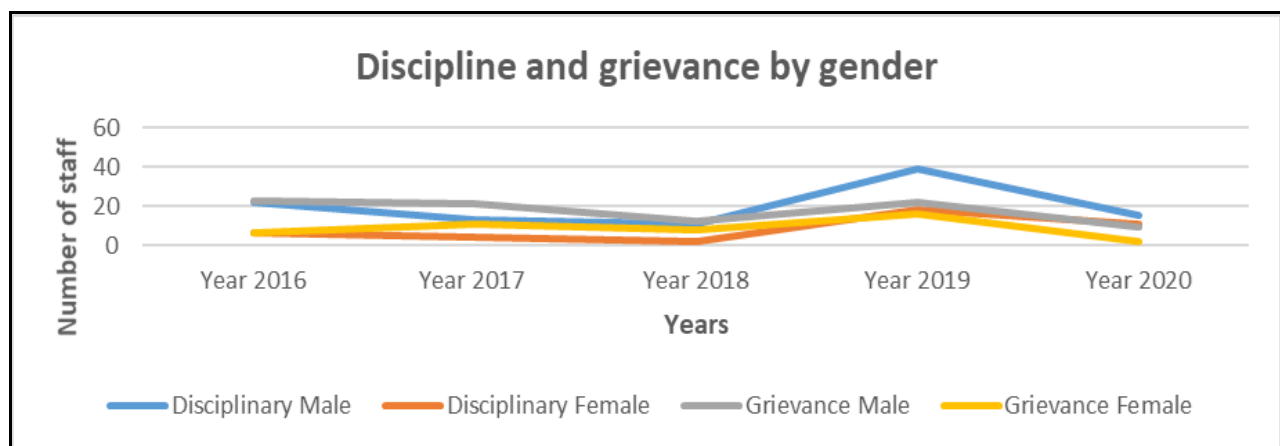
The chart illustrates the number of men and women who have gone through the discipline or grievance procedure for the years 2016 - 2019.

Of the instances of discipline and grievance during the period 2019/20 a higher proportion of men went through these processes than women. For discipline 68 per cent of activity involved men and for grievance 58 per cent involved men, compared with the workforce establishment of 59 per cent men.

11. Appraisals

The new system for recording development activity across NHS Scotland has moved from the electronic Knowledge and Skills Framework to the Turas platform.

11.1   Age

Chart 17
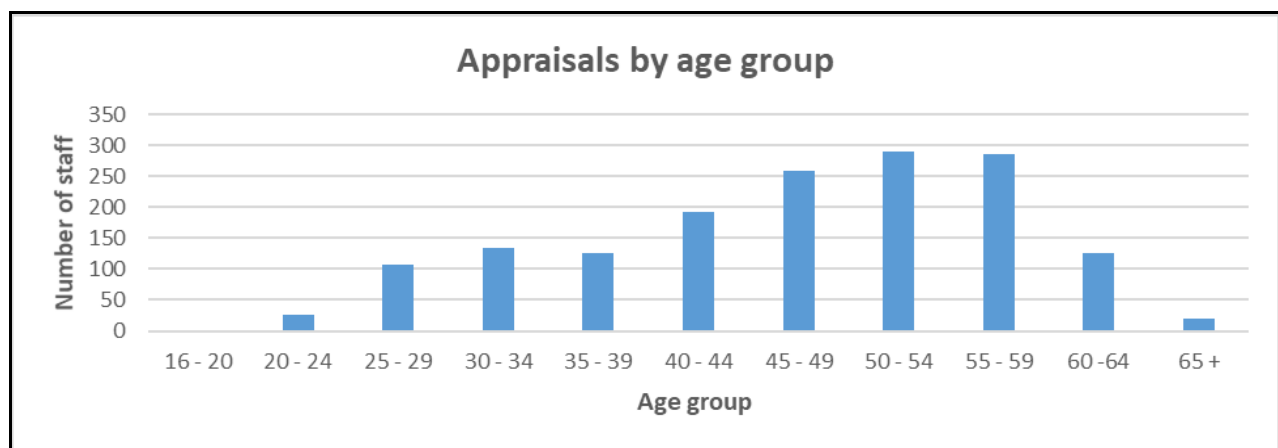
The chart above illustrates the number of staff completing appraisals by age group. This pattern is broadly reflective of the whole workforce profile.

11.2   Disability

Of those staff completing appraisals 2.8 per cent disclosed disability.

11.3   Race

The majority of staff completing appraisals were from white Scottish/ white British backgrounds and these accounted for 84 per cent with 0.7 per cent from black and minority ethnic backgrounds.

11.4   Sex

Forty per cent of those completing appraisals were women, a slight increase from thirty-six per cent in 2018/19.

12. Redeployment

A total of 58 staff were included on the redeployment register during the period 2019/20.This reflects changes undertaken within the organisation, and adherence to the policy of no compulsory redundancies. This is an increase on the number from 2018/19 when 41 staff were on the register. Thirty-six per cent of staff (21) were on the register as a result of organisational change and 14 per cent (8) due to the end of a fixed term contract.

Table 8

	Total	Redeployed	Awaiting redeployment	No longer requiring redeployment
Men	25	3	12	10
Women	33	7	17	9
	58	11	28	19

The table above illustrates the number of staff that have been redeployed during this period, those still awaiting redeployment and those who no longer require to be redeployed.

12.1   Age

Workforce between the ages 50 -54 accounted for the largest proportion of those on the redeployment register (24 per cent)

12.2   Disability

Two staff on the redeployment register have disclosed a disability however 50 per cent on the register (29) were those staff who were seeking alternative posts as a result of long term conditions/ ill health.

12.3   Gender reassignment

None of the staff on the register disclosed they had undergone gender reassignment.

12.4   Race

The majority of staff on the register disclosed that they were white Scottish / white British backgrounds (69 per cent). This is in keeping with the workforce where the majority of staff self disclose as white Scottish / white British.

12.5   Religion or belief

Of those staff on the register 52 per cent had disclosed religion or belief.

12.6   Sexual orientation

Of those staff on the register 35 per cent had disclosed sexual orientation.
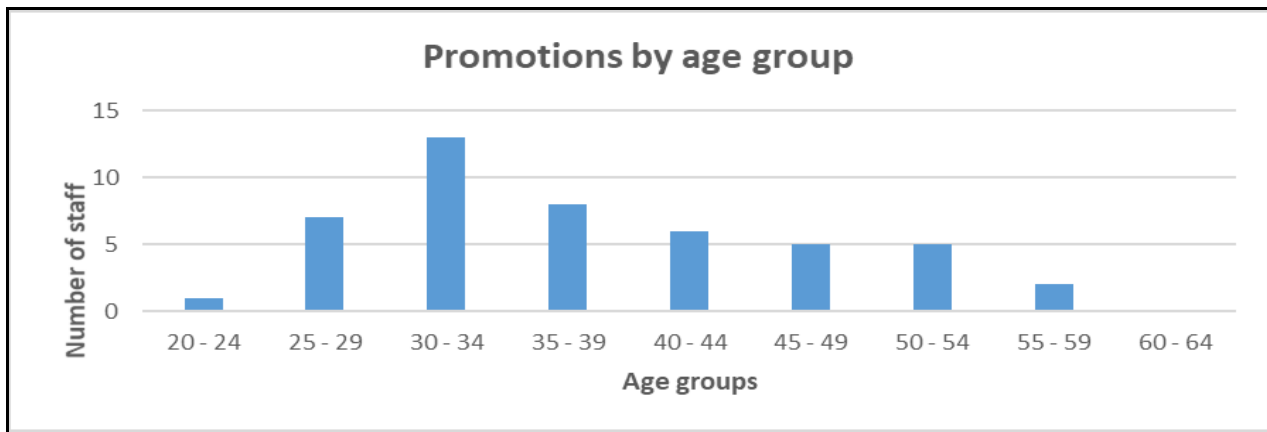
12.7 Sex

Fifty-seven per cent of those staff on the register were female compared with 42 per cent of female staff in the workforce overall.

13. Promotions

13.1 Age

During 2019/20 392 staff were promoted. The chart below illustrates the number of promotions against age groups.

Chart 18

The chart above illustrates the spread of promotions across the age groups with 62 per cent being promoted below the age of 40. With such small numbers it is difficult to draw any conclusion regarding the relative success of particular age groups.

13.2 Disability

Of those staff promoted 1.3 per cent disclosed they had a disability.

13.3 Gender reassignment

No staff who were promoted disclosed they had undergone gender reassignment.

13.4 Race

The majority of staff promoted were white Scottish / white British (75 per cent). Eighty per cent of staff promoted had disclosed their ethnicity.

13.5 Religion or belief

Of those staff promoted 63 per cent had disclosed religion or belief with

13.6 Sexual orientation

Of those staff promoted 58 per cent had disclosed sexual orientation.

13.7   Sex

Of those staff promoted 49.5 per cent were female.

14. Actions taken and new steps

We said in our 2018/19 workforce equality monitoring report that we would take a number of steps. This is what we did, the results and what we plan to do next.

14.1 In order to improve equality disclosure rates a plan is in place to increase awareness of this and the importance of collecting the data		
Actions	Results	Next steps
(a)We will continue to use paper copies of the equality monitoring form and pre-paid envelopes to gather equality monitoring data until the eESS self-service system is in place across SAS	The percentage of staff who have self-disclosed equality data has increased from 51.4 per cent in April 2019 to 53.4 per cent in March 2020.	A survey will be sent to all staff via email in November 2020.
(b)We will continue to engage with the education and training team in order to raise awareness of why we gather the data and to encourage self-disclosure	The education and training team have assisted with this at learning in practice sessions and where courses are delivered for Technicians and Paramedics.	
14.2 We will continue to advertise posts in a variety of ways to ensure reach across the protected characteristics. In particular we will identify ways in which we can attract more young people to apply for posts with SAS.		
Actions	Results	Next steps
We will continue to take part in recruitment events and attend schools and colleges during 2019/20.	33 events have been attended during 2019/20, including schools, colleges and careers' fairs. The number of applications from young people between the ages of 16 – 25 remains high and continues to be the greatest proportion of all applicants for 2019/20.	
14.3 We will investigate why those in 16 - 25 age group applying for posts are least successful at interview stage.		
Actions	Results	Next steps
(a)We will attend the Skills Scotland two-day recruitment event where we will engage with young people to highlight the recruitment process.	This Edinburgh event was attended in November 2019. There was a very positive response with much interest in the SAS stall. Applications from young people between the ages of 16 - 25 represented 19 per cent of all applications (a decrease from 22 per cent the previous	We will attend the next Skills Scotland event when scheduled.

| | year), the largest proportion of all applications for posts.

The success rate of this group has increased from 3.3 per cent to 3.4 per cent. That is 3.4 per cent of all applicants in this group were successful.

SAS provides feedback to applicants and those attending interview upon request.

We have attended a number of primary schools and high schools during 2019/20 to deliver essential life support training and discuss roles available in SAS. | Work in this area will continue |
|---|---|---|
| (b)We will link up with other Ambulance Services to compare approaches and share learning. | We have had some dialogue with colleagues in other Ambulance Services. This has enabled us to consider other methods of recruiting and to learn from the experiences of others. For example the recruitment guidance developed by the National Ambulance BME Forum has informed our thinking on making our communication more inclusive and we have produced video clips with a variety of colleagues working in different roles across SAS for the recruitment pages on the website. | We will continue to link with other Ambulance Services through the BME Forum, LGBT Network and Diversity Network in order to share learning. |

14.4 Applicants wishing to join SAS will be encouraged to provide equality monitoring information.

Actions	Results	Next steps
(a)We will continue to monitor details for all staff joining SAS to ensure that this data is being captured during the engagement process.	A high proportion of applicants – 94 per cent, provided equality details across all protected characteristics (previously 97.3 per cent)	We have migrated to the Job Train recruitment portal and will investigate if there is a difference in the way equality data is being captured through this system.

14.5 We have identified that there has been an increase in the number of applicants from minority ethnic, disabled groups and applicants disclosing gender reassignment.

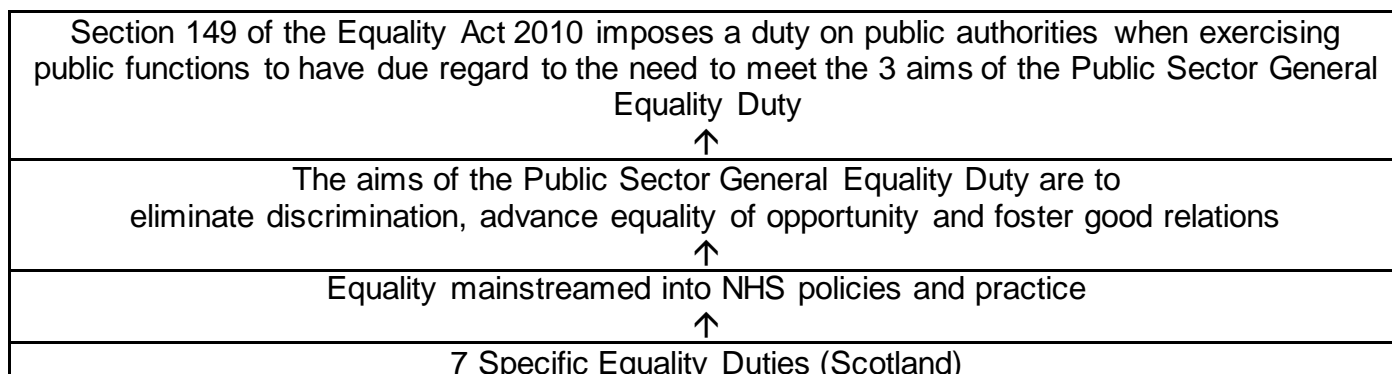| Actions	Results	Next steps
(a)We will continue to monitor success rates of applicants from black and minority ethnic backgrounds, those who are disabled and those who have disclosed gender reassignment. We will develop our links with third sector organisations and community groups in order to continue dialogue regarding job opportunities with SAS.	5.8 per cent of applicants from black and minority ethnic groups were successful (3 per cent previously) 6 per cent of applicants from disabled backgrounds were successful (previously 6.8 per cent) Of the 16 applicants disclosing gender reassignment, 2 were successful (1 previously) In comparison the success rate for all applicants applying for posts during 2019/20 was 6.2 per cent (previously 9.6 per cent)	We will continue to monitor success rates of applicants from black and minority ethnic backgrounds, those who are disabled and those who have disclosed gender reassignment.
(b)We will undertake an analysis of the reasons why minority ethnic groups were unsuccessful during 2018/19	Of the 132 applications from black and minority ethnic groups in 2018/19 (207 in 2019/20); - 3 per cent were successful compared with 9.5 per cent of white Scottish applicants (5.8 compared with 6.4 per cent in 2019/20) -17.4 were short listed compared with 19.2 per cent of white Scottish applicants (18.8 compared with 19.5 in 2019/20) -77 per cent were rejected at short listing stage compared with 70 per cent of white Scottish applicants (60 compared with 61 per cent in 2019/20) -African(Scottish/British), Bangladeshi and Asian groups were more successful at short listing stage (African, mixed race and Caribbean more successful in 2019/20)	

15. Conclusion

We recognise that equality monitoring is a means and not an end in itself. The purpose is to have information to inform us about how well we reflect the communities we serve in relation to diversity and protected characteristics. Work over several years indicates improvement in some areas however we are still striving to gather robust equality data for our workforce, and to increase self disclosure response rates. We are making progress, and our plans are set out in this report about areas where we would like to improve, and priorities to focus on.

The implementation of the self service element of the Electronic Employee Support System should support our drive to improve the equality data capture from our workforce. This will make analysis of data more meaningful and enable the Service to determine fairness in training, grievance, disciplinary, appraisals etc.

Equality Act (Specific Duties) (Scotland) Regulations 2012

Section 149 of the Equality Act 2010 imposes a duty on public authorities when exercising public functions to have due regard to the need to meet the 3 aims of the Public Sector General Equality Duty ↑
The aims of the Public Sector General Equality Duty are to eliminate discrimination, advance equality of opportunity and foster good relations ↑
Equality mainstreamed into NHS policies and practice ↑
7 Specific Equality Duties (Scotland)

Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, we are required to comply with the following duties;

- o Report progress on mainstreaming the public sector equality duty

- o Publish equality outcomes and report progress

- o Assess and review policies and practices [impact assessment}

- o Gather and use employee information

- o Publish a statement on equal pay

- o Consider award criteria and conditions in relation to public procurement

- o Publish in a manner that is accessible