



**Scottish
Ambulance
Service**
Taking Care to the Patient



Workforce Equality Monitoring Report 2018/19

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Date:	Version 1.0	Review Date: April 2020

Workforce Equality Monitoring Report 2018/19

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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.

The information we collect enables 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. For example, we have been able to monitor the success rate of young people, the largest proportion of applicants, in order to identify any barriers, they may face at recruitment stage (see section 13).

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.

The mainstreaming report published in April 2019 includes reference to workforce equality monitoring.

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2. General context

Equality monitoring information has been collected during 1 April 2018 – 31 March 19 both via the NHS Scotland Standard Application Form and the on line application via My Job Scotland 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.

It is anticipated that the self service element to the Electronic Employee Service System (eESS) will be fully implemented in 2019 and we expect this will improve levels of self disclosure when staff will have access to amend their own personal details.

As at 1 April 2019 SAS employed 5,125 staff. The workforce consists of 41 per cent female and 59 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 gender 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 work undertaken by SAS has an impact on the workforce profile. For example, the physical and mental demands of the work carried out by Service staff makes working longer difficult, especially the physical demands of operational roles. This has an impact on the age profile. SAS, unlike other NHS Boards does not have a varied range of alternative roles due to the specific nature of the job. As such this makes it difficult to compare the workforce profile directly with other NHS Health Boards.

The SAS age profile is broadly reflective of the working age profile of Scotland with 44 per cent of staff employed between the ages of 45 - 55.

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 13.

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3. Summary

Progress has been made across a number of areas during the period April 2018 – March 2019.

- **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 minority ethnic groups, from people with a disability and from the Lesbian, Gay, Bisexual and Transgender (LGBT) community. Over time it is hoped that applicants from these groups will continue to increase which will in turn lead to a greater representation across the Service.

There has been a steady increase year on year in the number of women employed by SAS with women now representing 41 per cent of the workforce.

We have also seen an increase in the proportion of applicants providing all equality information with 97.3 per cent of applicants doing so during 2018/19.

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 disability, 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 2018, 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 2019.

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

We said in our 2017/18 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, page 28.

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4. Improving the diversity profile of the workforce

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. That said the equality profile of SAS is not very diverse particularly with regard to the number of women, young people, those from 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 2018/19 can be seen at section 7.

We said in our 2017/18 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
(a) We will continue to attend careers events / fairs which are in areas with higher minority ethnic communities	A number of events have been attended during 2018/19 (66) These included schools, colleges and careers fairs. Examples include the following; Skills Development Scotland Glasgow Big Brag Event Edinburgh Army Cadets Dundee NextGen careers event Lanarkshire There has been a slight increase from 2.3 to 2.6 per cent of applicants disclosing that they are from black and minority ethnic groups	We will continue to attend careers events / fairs which are in areas with higher minority ethnic communities

4.2 Develop a strategy in keeping with the Scottish Government initiative to employ 15 Modern Apprentices by July 2017. In line with Skills Development Scotland Equality Action Plan we will aim to increase the employability for young disabled people and those from minority ethnic communities.

Actions	Results	Next steps
We will identify further opportunities for Modern Apprentices across SAS particularly in relation to support services.	An opportunity has been identified for a Modern Apprentice in Fleet department and a Modern Apprentice has joined SAS and is working in the procurement department.	Further information will be developed and made available to managers in order to raise awareness and understanding of how Modern Apprentices could be recruited.
Recruiting managers will be	The vacancy authorisation	

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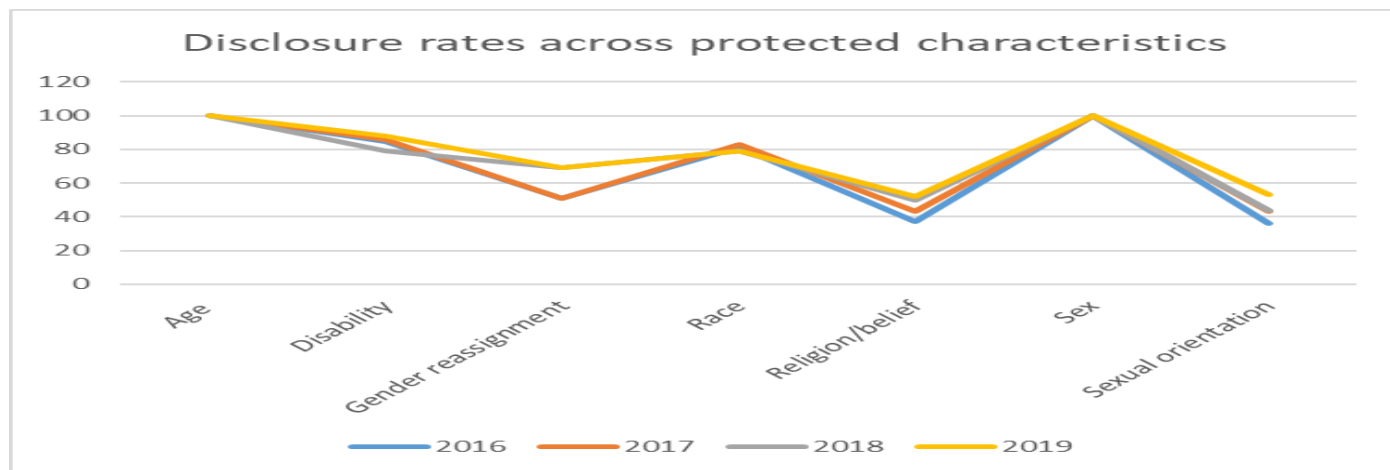
<p>asked to routinely consider whether vacancies can be filled with a Modern Apprentice.</p> <p>Materials relating to the Modern Apprentice scheme and benefits of this will be added to the recruitment pages on @SAS</p>	<p>form now includes reference to Modern Apprenticeships.</p> <p>Materials have been added to the recruitment pages.</p> <p>Young people continue to represent the highest proportion of all applicants.</p>	
<p>We will continue to reference our recruitment activity through social media channels</p>	<p>We have routinely used social media channels to advertise external posts including LinkedIn and Twitter. This mode of communication is used widely by young people.</p>	
<p>4.3 Utilise contacts with Disability Equality Scotland and the Scottish Ahlul Bayt Society to identify ways of advertising recruitment vacancies.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>
<p>(a)Our work with third sector organisations and community groups will continue.</p>	<p>We engage with a wide variety of third sector organisations, including the above and Lead Scotland, Deaf Action, BEMIS, CEMVO and Community First Responder schemes. This has helped to raise awareness of the service, provide recruitment information and advertise posts.</p>	<p>We will extend our reach with other groups in order to work with communities to raise the profile of SAS and provide career information.</p>
<p>4.4 Investigate other alternative ways of advertising through contacts with the National Ambulance Lesbian, Gay, Bisexual, Transgender Network (NALGBTN)</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>
<p>(a)We explore further ways of advertising vacancies to this group.</p>	<p>Advertising posts through the NALGBTN has been explored and we anticipate that this will be an option in the coming months.</p> <p>Lesbian, gay, bisexual and transgender applicants accounted for 6.8 per cent of all applicants (5 per cent in 2017/18)</p>	<p>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.</p>
<p>4.5. Undertake a procurement exercise to tender for a supplier to introduce a standard cognitive entrance test for Technicians to open up the vocational qualification model of training and replace the formal qualification requirement.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>

<p>We are reconsidering our proposal in order to identify a number of suppliers who may be able to provide a test which is compatible with the My Job Scotland platform taking in to account potential cost implications and practical application.</p>	<p>Further consideration is to be given to this as SAS will be moving across to the Job Train system platform (recruitment element of the Electronic Employee Support System). The skills mix requirement of the future workforce will determine whether there would be a need for this type of on line test.</p>	
<p>4.6 Increase the use of social media to advertise vacancies.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>
<p>We will continue to use social media channels to highlight recruitment opportunities.</p> <p>Establish a Linked-in page which will assist the Service to source and recruit talent and raise awareness of the Service.</p>	<p>Linked-In page established. This is used along with Twitter on a regular basis to advertise posts more widely.</p> <p>During 2018/19 the recruitment team processed 5,108 applications and 423 posts were advertised.</p>	<p>We will continue to use social media channels to highlight recruitment opportunities and raise awareness of SAS.</p>
<p>4.7 Ensure all selection panels have a gender mix.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>
<p>(a)The gender mix on selection panels will be monitored throughout the year.</p>	<p>49 per cent of panels had a mix of male and female members (46 per cent in 2017/18)</p> <p>36 per cent were male only (35 per cent in 2017/18) and 15 per cent female only (18 per cent in 2017/18)</p> <p>For operational reasons it was not possible to ensure an equal mix of male /female panel members. Panel members are usually at Area Service Manager level and there are less female staff in this cohort.</p>	<p>We will continue to encourage managers to plan panels with a gender mix.</p>

5. Improving equality monitoring

The chart below illustrates the gaps by percentage in disclosure rates across the different protected characteristics by percentage.

Chart 1



Progress is being made albeit slowly to increase staff self disclosure rates. As at 31 March 2019, 53.4 per cent of staff had provided all equality monitoring details compared with 51.4 per cent in April 2018.

The most striking differences between the disclosure rates and the total workforce establishment are for religion and belief and sexual orientation. However, as these protected characteristics have been added for equality monitoring purposes within the last 7 years together with gender reassignment there will be a significant number of staff who have never been asked questions relating to these as yet.

It is encouraging to see improvements have been made in disclosure rates for disability, religion or belief and sexual orientation.

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

The self service element of eESS will be implemented across SAS during 2019 and it is expected that this will improve the capture of equalities information as staff will be able to update personal details for themselves.

Next steps

We said in our 2017/18 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 forthcoming iMatter and Equality and Diversity Workshops.

Actions	Results	Next steps
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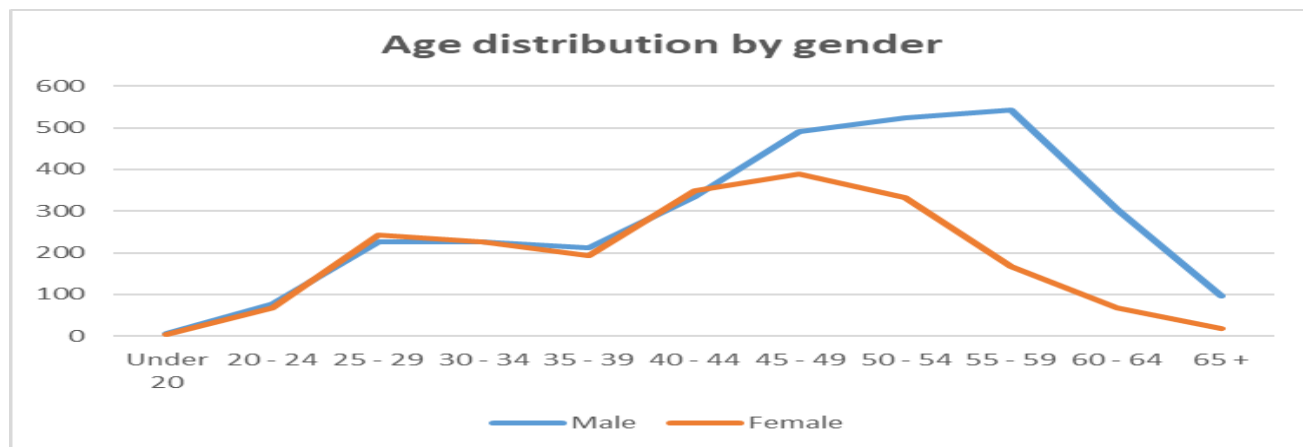
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(a) Opportunities at training events will be utilised to raise awareness and encourage staff to disclose this information.	There has been an increase in disclosure rates.	We will continue to utilise staff training events to gather equality information.
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
(a) 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
(a) We will revisit this with managers to identify any barriers and identify other areas where work can be focussed to improve disclosure rates.	Work has been undertaken with the education and professional development team and Team Leaders in Edinburgh and Glasgow to encourage staff to provide this information. There has been an increase in disclosure rates.	We will identify other teams with whom we can work to focus attention on equality monitoring.

6. Workforce Profile

6.1 Age

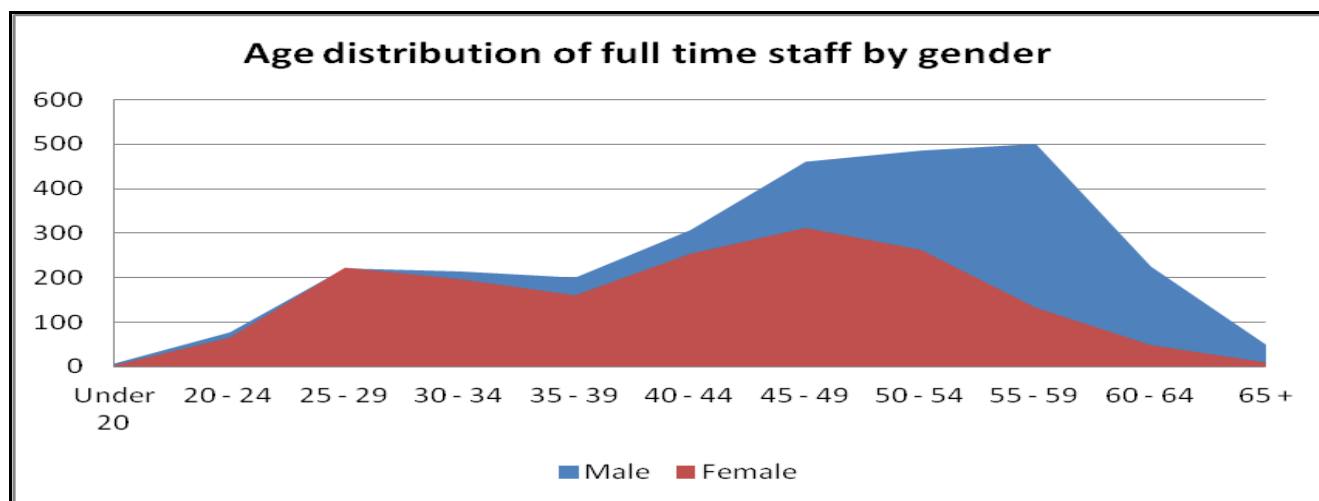
Chart 2



The chart illustrates the age distribution of all staff. Fifty-seven per cent of staff are age 45 and over. The majority of women employed fall within the ages of 40 – 54 (39 per cent) with the majority of men working between the ages of 45 – 59 (48 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 over the age of 65 (2.2 per cent). This spread of staff across the age groups is very similar to that reported for 2017/18.

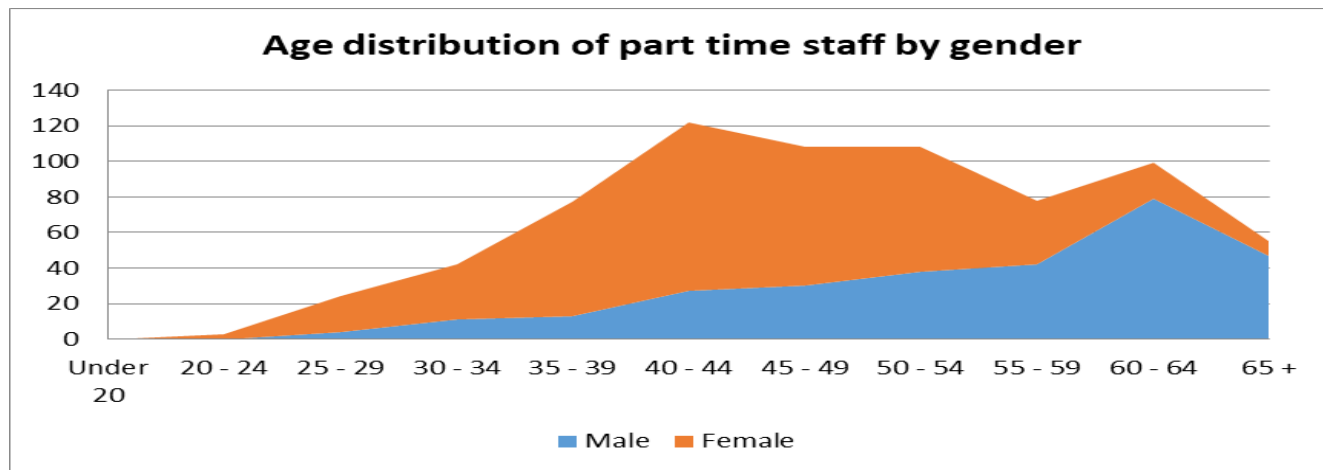
The charts below illustrate the age distribution of staff by full time and part time.

Chart 3



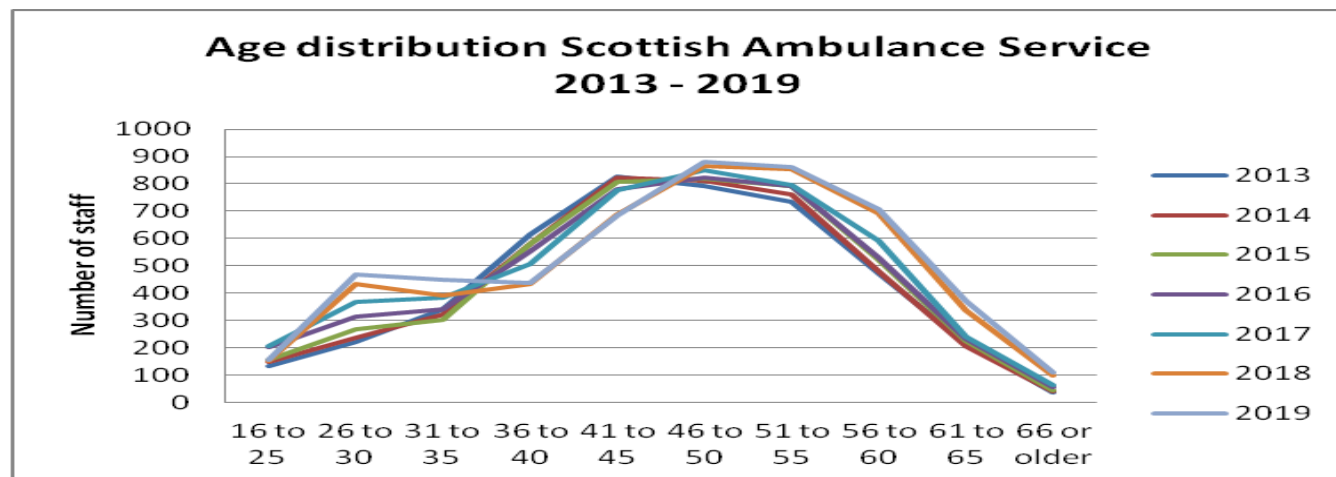
It can be seen that for full time staff there is a more even split of female / male staff in the younger age groups with more male staff in the older groups. Eighty-six per cent of staff work on a full time basis.

Chart 4



The number of staff working part time has increased and represents 14 per cent of the total compared with 10 per cent in 2018, the majority of which are women (59 per cent). 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



The chart profiles the age distribution of SAS workforce from 2013 to 2019.

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 16 – 30.

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 NHS Scotland.

6.2 Disability

The percentage of staff disclosing a disability has improved slightly to 1.9 per cent (previously 1.8 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 decreased from 20.7 per cent in 2017/18 to 12 per cent.

6.3 Pregnancy and maternity

Chart 6

Number of women on maternity leave during 2018/19	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
42	11	26	5	45

The chart illustrates the number of women who have taken maternity leave during the period 1 April 2018 and 31 March 2019, those who have returned and the number returning on a more flexible basis.

Some of the women who have commenced maternity leave during 2017/18 have returned to work during 2018/19 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

Chart 7

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Non disclosure by percentage	16	17	17	19	21	19	19	17	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 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 30.4 per cent of all staff (includes those who prefer not to answer and where details are unknown)

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 5,125 staff employed as at 1 April 2019, 0.53 per cent disclosed they were from black and minority ethnic (BME) backgrounds (0.55 per cent in 2018). Across NHS Scotland 3.2 per cent of staff have disclosed they are from BME backgrounds.

Chart 8

Ethnic origin	Number	Percentage
Indian	27	0.53
Pakistani		
Bangladeshi		
Chinese		
Any other Asian background		
Caribbean		
African		
Any other Black background		
Any other ethnic background		
Any Mixed background		
Other White background	64	1.25
White Irish	32	0.62
White other British	505	9.85
White Scottish	3,423	67
Declined to disclose information / unknown	1,074	21

The chart illustrates the ethnicity of SAS workforce as at 1 April 2019. There were 27 staff from BME groups and 4024 from non BME groups.

6.5 Religion or belief

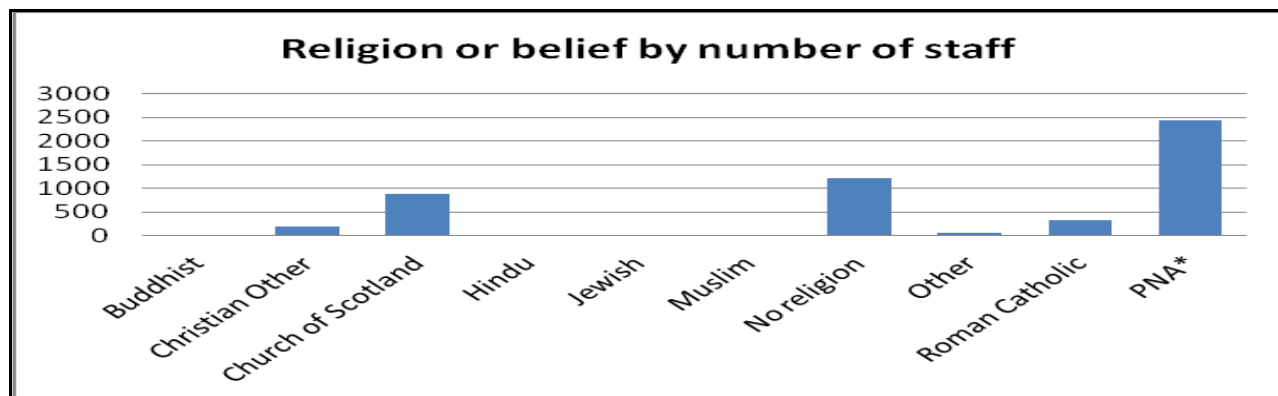
Religion or belief is unknown for 48 per cent of the workforce (includes those who prefer not to answer this question). Whilst disclosure rates have increased from 27.5 per cent in 2015 to 52 per cent in 2019 there are still significant gaps. Across NHS Scotland religion or belief is unknown for 41 per 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)

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Chart 9

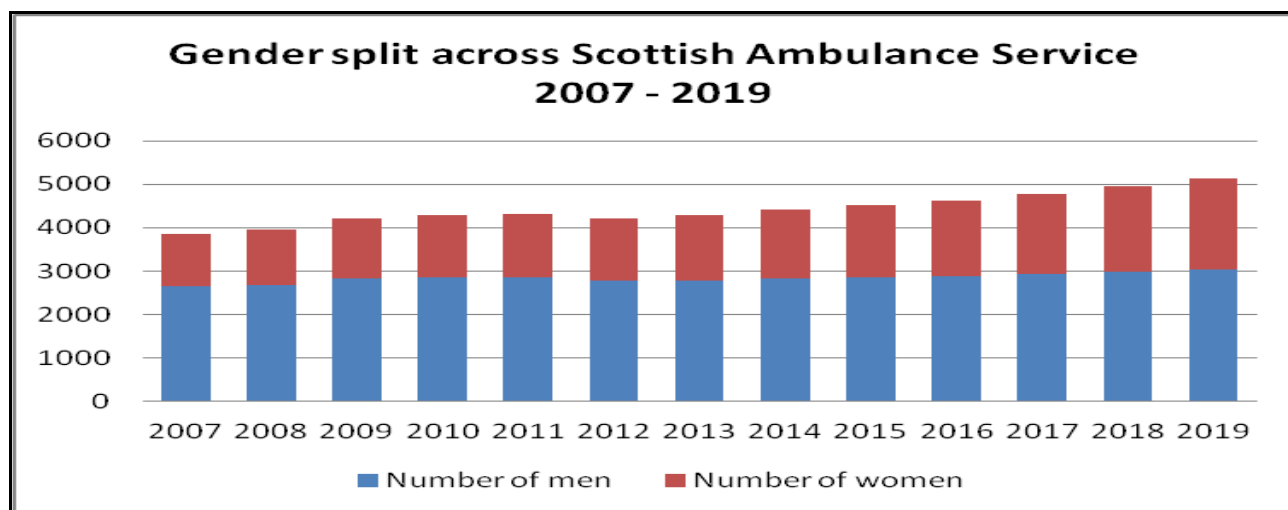


The chart illustrates that no religion and Church of Scotland represented the largest groups of those staff disclosing religion or belief.

PNA* denotes prefer not to answer / unknown

6.6 Gender

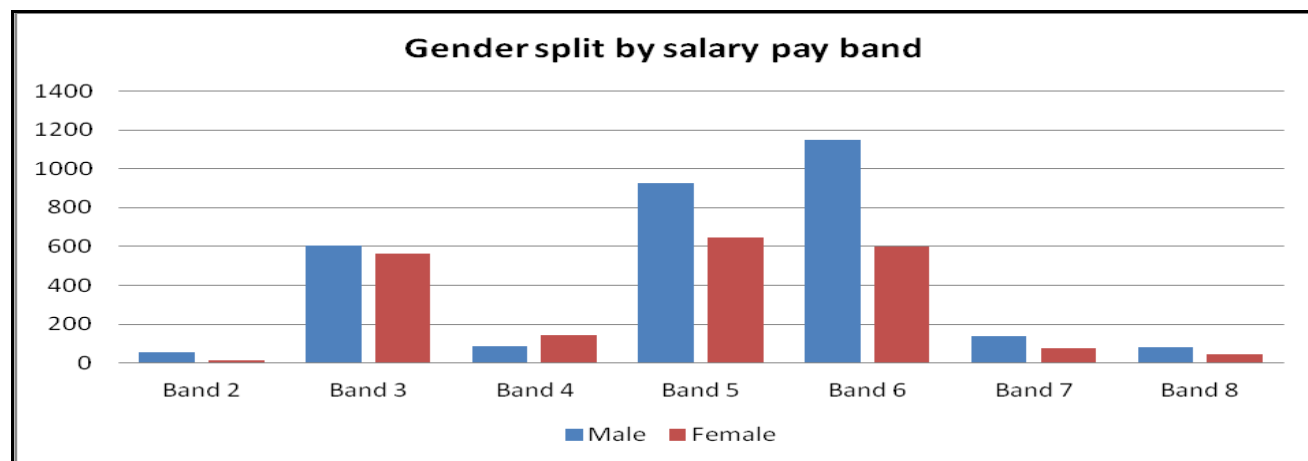
Chart 10



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 2,092 in 2019 (41 per cent of total). Historically the Service has been predominantly male compared with the rest of the NHS Scotland which is predominantly female (77.3 per cent as at March 2018). 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 gender

Chart 11



The chart illustrates the gender split by salary pay band.

Women are represented across all salary pay bands with the exception of salary band 8D. 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 14 per cent of the total compared with 4.4 per cent in 2018. This increase is 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

Chart 12

Sexual Orientation	Staff in post	Percentage
Bisexual	26	0.50
Gay	45	0.87
Heterosexual	2,273	44
Lesbian	31	0.60
Other	9	0.17
Declined to disclose /unknown	2,741	53

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

Sexual orientation is unknown for 53 per cent of the workforce. Disclosure rates have improved from 26.5 per cent in 2015 to 47 per cent in 2019. Across NHS Scotland sexual orientation has been disclosed for 55 per cent of all staff. Whilst there remains no official data on the numbers

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of people who are lesbian, gay, bisexual, transgender 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 community compared with 1.7 per cent for staff across NHS Scotland.

6.9 Marriage and civil partnership

Chart 13

Marriage and civil partnership	Staff in post	Percentage
Civil partnership	33	0.64
Married	2,508	49
Other *	2,188	42.7
Declined to disclose/unknown	396	7.7

* Includes divorced, separated, single or widowed

Disclosure rates for marriage and civil partnership have increased from 91 per cent in 2017/18 to 92 per cent in 2019.

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 5,108 applications for employment during the period 2018/19 (9,114 in 2017/18) and 423 roles were advertised. Of these 9.6 per cent of applicants were successful compared with 5.6 per cent the previous year.

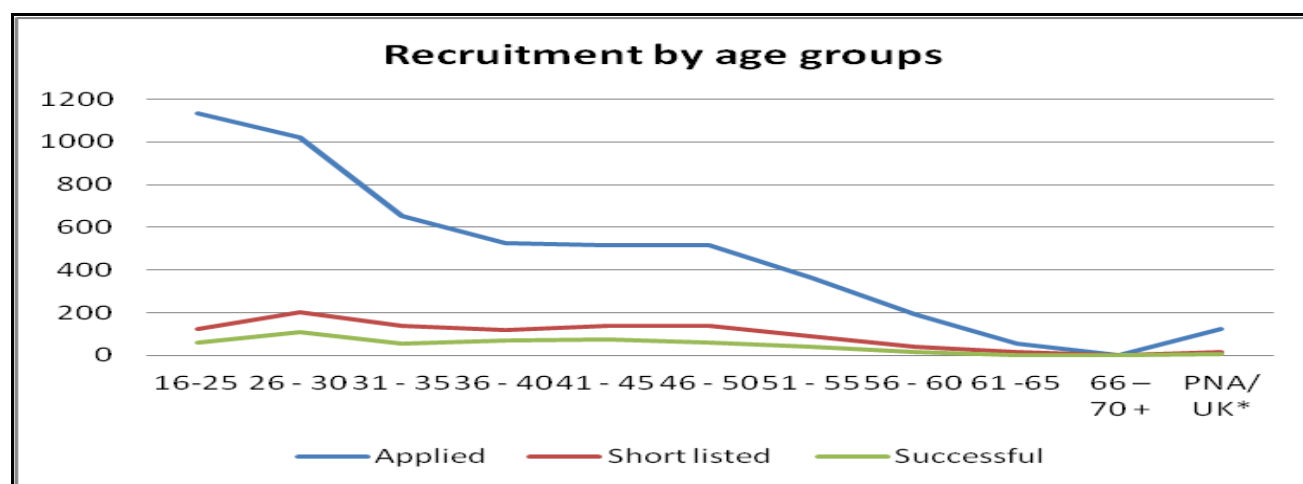
Steps have been taken to advertise posts more widely to attract a more diverse mix of applicants. Attendance at recruitment fairs and developing links with schools and colleges has helped to sustain the number of younger people applying for posts.

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 14



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

Chart 15

	16-25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 60	61 - 65	66 - 70 +	PNA/UK*
Applied	1136	1022	653	524	517	516	364	194	53	3	126
Short listed	122	203	136	119	139	137	91	41	16	0	17
Successful	58	107	57	72	74	61	38	15	3	0	4

* PNA - prefer not to answer / unknown

The largest proportion of applicants came from the 16 - 25 age group and these represented 22 per cent of all applicants (26 per cent during 2017/18). The applicants shortlisted in this group accounted for 11 per cent of all 16 – 25 year olds (12.5 per cent in 2017/18) and 5 per cent of all applicants in this group were offered posts. This is an increase from 3.3 per cent who were

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successful in this group in the previous year. Conversely for applicants within 56 - 60 age group (4 per cent of total) success rates were higher at 8 per cent.

Thereafter the most successful groups were those aged between 36 – 40 (10 per cent of total) and 41 – 45 (10 per cent of total). These groups had success rates of 14 per cent. The success rate for all applicants was 9.6 per cent.

7.2 Recruitment - Disability

The percentage of applicants disclosing a disability increased from 8 to 10.5 per cent. Of these 19 per cent were shortlisted (23.5 per cent previously) and 7 per cent of all applicants who had a disability were successful (3.5 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 did not answer this question or preferred not to say increased from 0.8 per cent to 1.2 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 2018/19, 13 per cent of which were short listed and 1 was successful. Those applicants who did not answer this question or preferred not to say increased slightly from 2 per cent (2017/18) to 2.2 per cent in 2018/19.

7.4 Recruitment - Race

Chart 16

Year	White Scottish	White other British	White Irish	Any other white background	Black & 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

There has been an increase in the number of black and minority ethnic applicants to 2.6 per cent of all applicants (2.3 per cent in 2017/18). Of these 17 per cent were short listed (17 per cent previously) and 3 per cent of all black and minority ethnic applicants were offered posts (2.3 per cent previously) compared with 9.5 per cent of white Scottish applicants. The percentage of applicants who either did not answer this question or preferred not to disclose their ethnicity decreased from 0.6 per cent (in 2017/18) to 0.5 per cent.

7.5 Recruitment - Religion or belief

Applicants who indicated a religion of Church of Scotland represented 18.3 per cent of all applicants (19 per cent 2017/18). Of these 11 per cent were successful (7 per cent 2017/18).

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Applicants indicating a religion of Roman Catholic represented 12 per cent of all applicants (13 per cent 2017/18). Of these 7 per cent were successful (5 per cent in 2017/18).

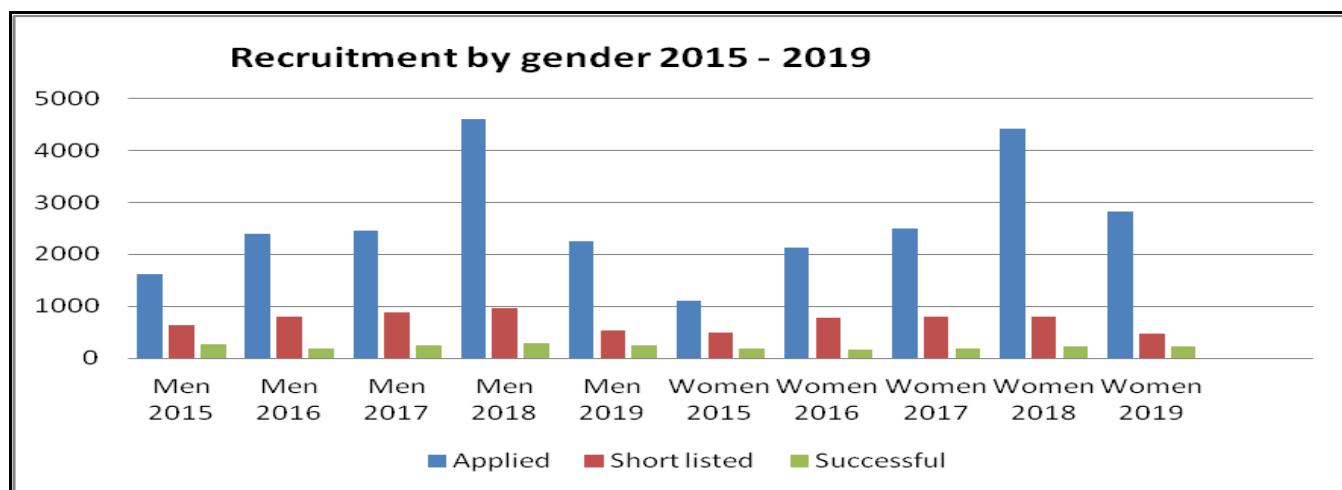
7.6 Recruitment - Sexual orientation

Applicants who disclosed their sexual orientation as lesbian, gay, bisexual or other represented 6.6 per cent of all applicants (5 per cent 2017/18) Of this group 9.5 per cent were successful (9.5 per cent 2017/18). Five per cent of all applicants did not answer this question or preferred not to answer (4 per cent 2017/18).

7.7 Recruitment - Gender

The proportion of women applying for posts increased from 49 per cent (2017/18) to 55 per cent. The success rate for women was 8 per cent (5 per cent 2017/18) compared with 11 per cent for men (6 per cent 2017/18).

Chart 17

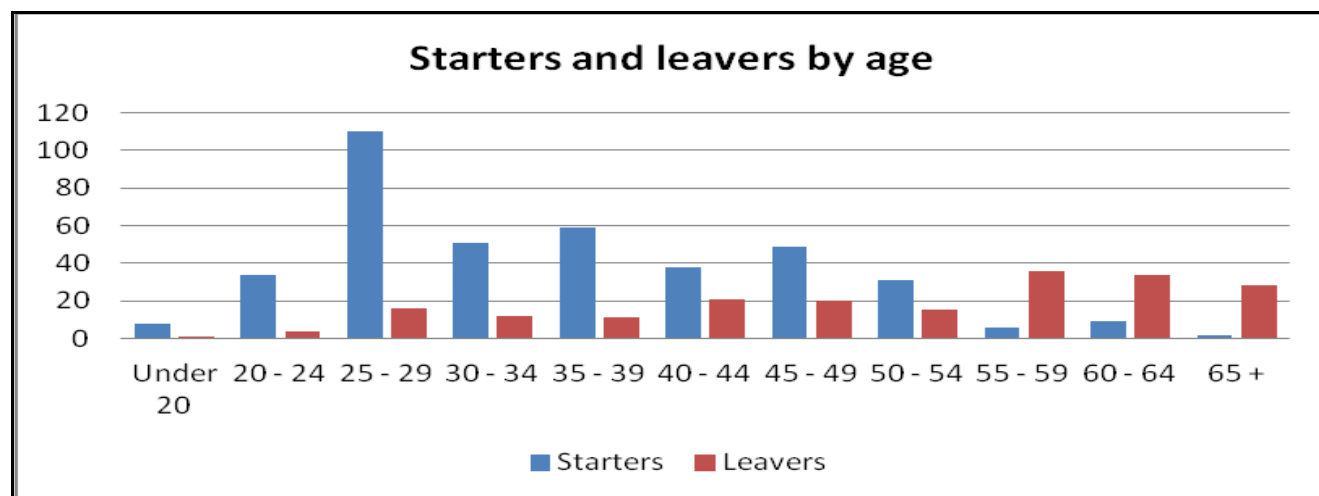


The chart illustrates the number of men and women who applied, were short listed and were successful between 2014/15 and 2018/19. There has been a steady increase in the number of women applying for posts since 2015.

8. Starters and leavers

8.1 Age

Chart 18



The chart below illustrates that there are more young people joining SAS with more older staff leaving. As stated earlier, 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 reaching retirement age.

8.2 Disability

Of the staff joining the Service 0.75 per cent disclosed they had a disability and of those leaving 1 per cent disclosed disability.

8.3 Gender reassignment

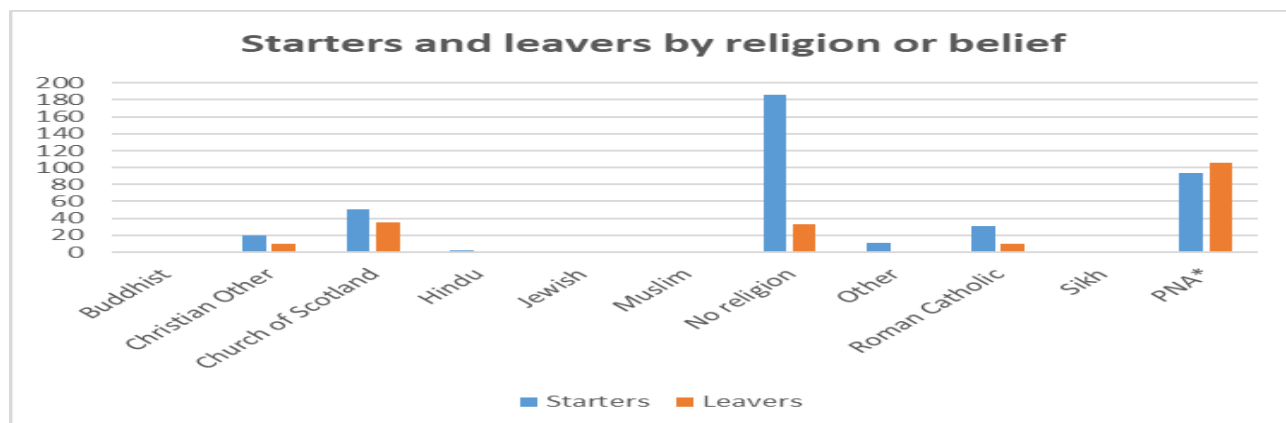
None of the staff joining or leaving SAS disclosed that they had undergone gender re-assignment.

8.4 Race

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

8.5 Religion or belief

Chart 19



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

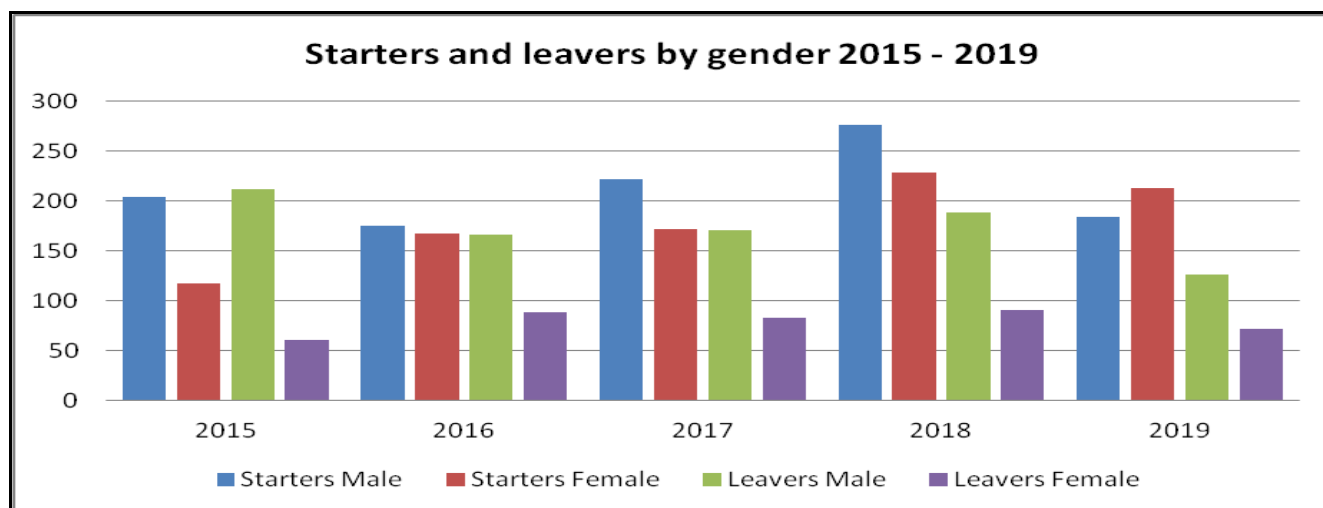
Of those staff joining the Service 66 per cent disclosed religion or belief with only 46 per cent of those leaving doing so. There is a similar pattern of religion and beliefs held for those joining and leaving the Service. The chart illustrates that of those joining SAS 47 per cent have disclosed that they do not have a religion with 17 per cent of leavers doing so.

8.6 Sexual Orientation

Of those staff joining the Service 67 per cent disclosed sexual orientation with 42 per cent of those leaving doing so. This suggests staff are more willing to provide equality data at recruitment and engagement stage.

8.7 Gender

Chart 20



The chart illustrates the number of starters and leavers by gender.

The percentage of women joining SAS increased to 54 per cent from 45 per cent in 2018. Women leaving SAS accounted for 36 per cent of the total leavers compared with 33 per cent in 2017/18. The number of female staff has steadily increased over the last few years and now represents 41 per cent of the total.

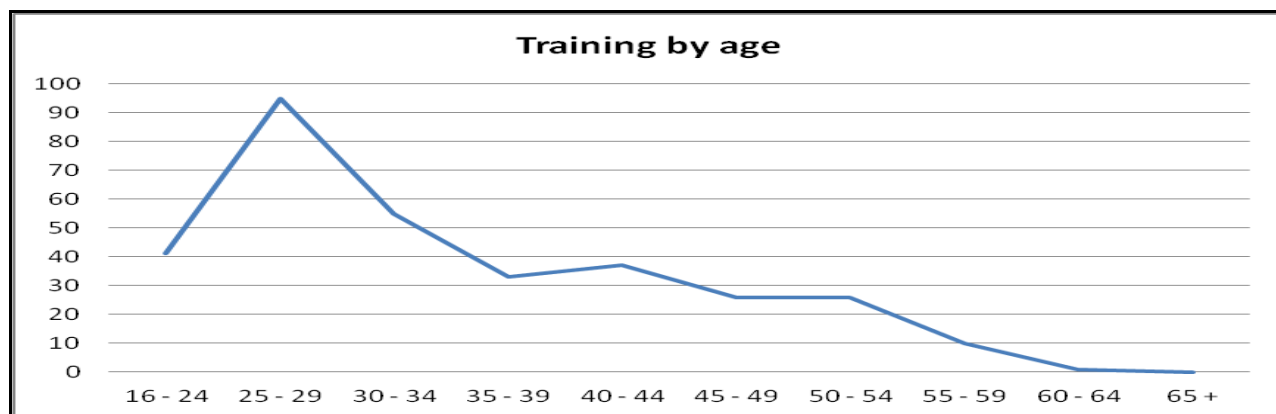
Thirty-five per cent of those leaving the Service did so on a voluntary basis with 22 per cent leaving for reason of age/early retirement and 7 per cent doing so on the grounds of ill health.

9. Training

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

9.1 Age

Chart 21



The chart 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, 0.5 per cent disclosed a disability. For 45 per cent of staff this was not disclosed / unknown.

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9.3 Gender reassignment

None of the staff taking part in training 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 75 per cent (69 per cent in 2018). For 22 per cent of staff this information was not disclosed / unknown (34 per cent in 2018) and 1.1 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 28 per cent of those staff who completed training. Twelve per cent of staff disclosed Church of Scotland, 8 per cent Roman Catholic and 43 per cent disclosed no religion or belief.

9.6 Sexual orientation

Sexual orientation was unknown for 35 per cent of those staff who completed training. Three per cent disclosed a sexual orientation of lesbian, gay or bisexual.

9.7 Gender

Of those staff taking part in training 49 per cent were women, compared with the overall workforce establishment of 41 per cent.

10. Discipline & grievance

10.1 Age

The number of instances of discipline in 2018/19 was 30 compared with 23 cases in 2017/18. 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 38 grievances were raised during 2018/19 (20 in 2017/18). There were 22 (12 in 2017/18) cases raised by staff under the dignity at work policy where concerns of bullying / harassment were alleged. The results of the dignity at work survey were widely publicised and the revised Whistleblowing policy has been promoted. Encouraging staff to report issues may explain why the numbers of grievances / dignity at work issues have risen.

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10.2 Disability

One member 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

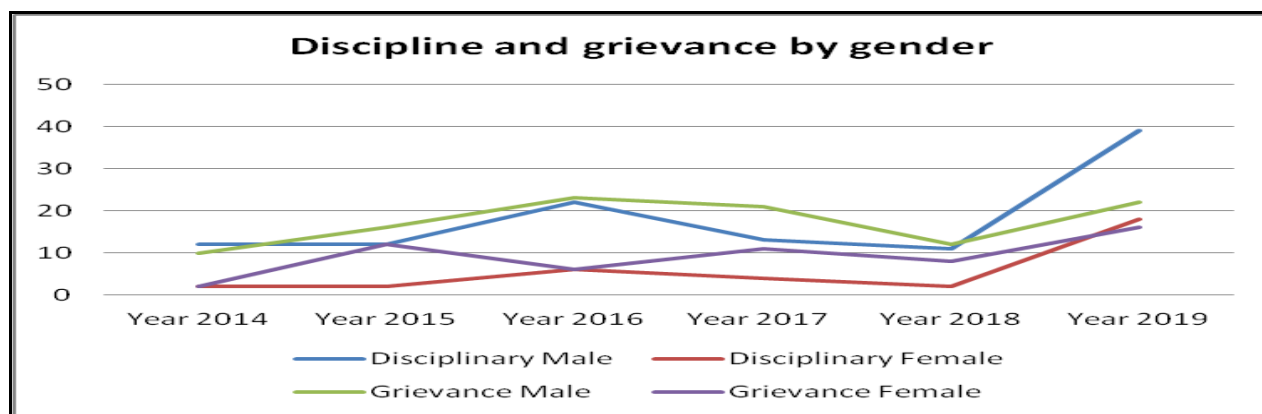
The pattern of discipline and grievance by ethnicity is broadly reflective of the workforce establishment with the majority identifying as white Scottish / white British.

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 Gender

Chart 22



The chart illustrates the number of men and women who have gone through the discipline or grievance procedure for the years 2014 - 2019.

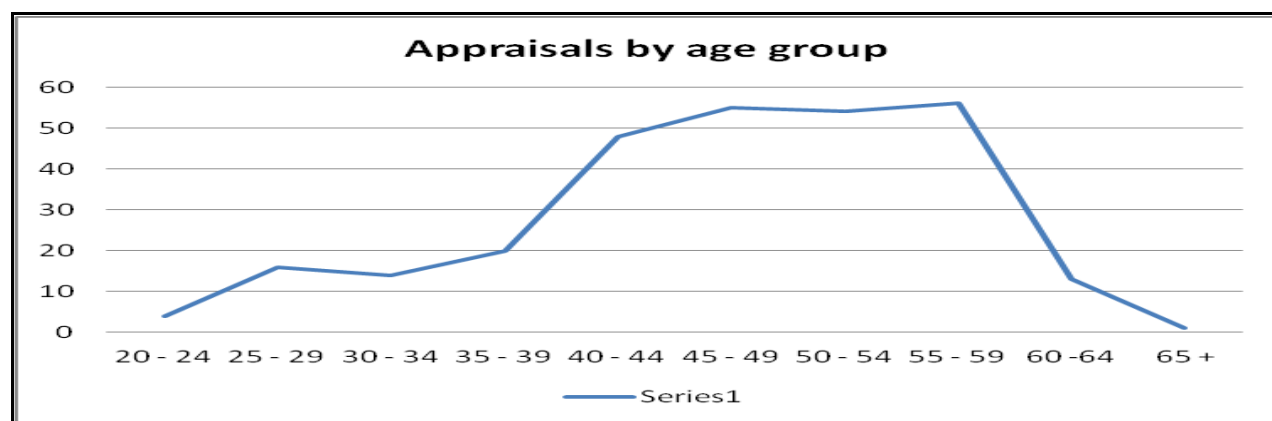
Of the instances of discipline and grievance during the period 2018/19 a higher proportion of men went through these processes than women. For discipline 68 per cent of activity involved men and for grievance 58 per cent involved men, compared with the workforce establishment of 59 per cent men.

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 and full implementation began on 2 April 2018.

11.1 Age

Chart 23



The chart 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 Gender

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

12. Redeployment

A total of 41 staff were included on the redeployment register during the period 2018/19. This reflects changes undertaken within the organisation, and adherence to the policy of no compulsory redundancies. This is an increase on the number from 2017/18 when 18 staff were on the register. Ten per cent of staff (4) were on the register as a result of organisational change and 20 per cent (8) due to the end of a fixed term contract.

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Chart 24

	Total	Redeployed	Awaiting redeployment	No longer requiring redeployment
Men	21	5	12	4
Women	20	4	9	7
	41	9	21	11

The chart 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 of 41- 45 and 46 - 50 accounted for the largest proportion of those on the redeployment register.

12.2 Disability

No staff on the redeployment register have disclosed a disability however 58 per cent on the register 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. 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 42 per cent had disclosed religion or belief.

12.6 Sexual orientation

Of those staff on the register 39 per cent had disclosed sexual orientation.

12.7 Gender

Forty-nine per cent of those staff on the register were female compared with 41 per cent of female staff in the workforce overall.

13. Actions taken and new steps

We said in our 2017/18 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.

13.1 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 have continued to use paper copies of the equality monitoring form with pre-paid envelopes to gather equality monitoring data	The percentage of staff who have self disclosed equality data has increased from 51.4 per cent in April 2018 to 53.4 per cent in March 2019.	We will continue to use this method to gather equality monitoring data until the eESS self service system is in place across SAS.
(b) We have engaged with the education and training team delivering learning in practice training to enlist their help to discuss the importance of collecting this data and providing the forms and prepaid envelopes for staff to use.	The education and training team have assisted with this at learning in practice sessions and where courses are delivered for Technicians and Paramedics.	We will continue to engage with staff in this way in order to raise awareness of why we gather the data and to encourage self disclosure.
(c) We have engaged with Team Leaders in order to focus attention and encourage staff to provide this information.	There has been limited success with this.	This approach will continue which should in turn provide a greater understanding of why it is important to provide these details.
13.2 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
(a) We have taken part in recruitment events at schools and colleges during 2018/19	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 2018/19	We will continue to take part in recruitment events and attend schools and colleges during 2019/20.
13.3 We will investigate why those in 16 - 25 age group applying for posts are least successful at interview stage.		
Actions	Results	Next steps
(a) Applications Packs of information will be developed for those interested in applying for Ambulance Care Assistant and Special Operations Response Team posts.	The Ambulance Care Assistant pack is at final draft stage. The Special Operations Response Team pack has been developed and adopted.	
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<p>(b) We will attend the Skills Scotland two-day recruitment event where we will engage with young people to highlight the recruitment process.</p>	<p>The Skills Scotland recruitment event was attended in Glasgow in October 2018. There was a very positive response with much interest in the SAS stall.</p> <p>Applications from young people between the ages of 16 - 25 represented 22 per cent of all applications (a decrease from 26 per cent the previous year), the largest proportion of all applications for posts.</p> <p>The success rate of this group has increased from 3.3 per cent to 5 per cent. That is 5 per cent of all applicants in this group were successful. This age group is the least successful.</p> <p>We have attended a number of primary schools and high schools during 2018/19 to deliver essential life support training and discuss roles available in SAS.</p>	<p>We will attend the Skills Scotland event in Edinburgh in 2019.</p> <p>Work in this area will continue</p>
<p>(d) We will link up with other Ambulance Services to compare approaches and share learning.</p>	<p>We have had some dialogue with colleagues in other Ambulance Service Trusts. This has enabled us to consider other methods of recruiting and learn from the experiences of others.</p>	<p>We will continue to link with other Ambulance Services through the BME Forum and Diversity Network in order to share learning.</p>
<p>13.4 Applicants wishing to join SAS will be encouraged to provide equality monitoring information.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>
<p>(a) We will continue to monitor details for all staff joining SAS to ensure that this data is being captured by administrative staff during the engagement process.</p>	<p>A high proportion of applicants – 97.3 per cent, provided equality details across all protected characteristics (previously 97.7 per cent)</p>	<p>We will continue to monitor details for all staff joining SAS to ensure that this data is being captured by administrative staff during the engagement process.</p>
<p>13.5 We have identified that there has been an increase in the number of applicants from minority ethnic, disabled groups and applicants disclosing gender reassignment.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>

<p>(a) We will continue to closely monitor the number of applicants from minority ethnic, disabled and transgender backgrounds.</p>	<p>The proportion of applicants from minority ethnic backgrounds has increased from 2.3 to 2.6 per cent.</p> <p>The proportion of applicants who disclosed a disability has increased from 8 to 10.5 per cent.</p> <p>The proportion of applicants who disclosed gender reassignment has increased from 0.25 to 0.30 per cent.</p>	
<p>(b) 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.</p> <p>We will develop our links with third sector organisations and community groups in order to continue dialogue regarding job opportunities with SAS.</p>	<p>3 per cent of applicants from black and minority ethnic groups were successful (2.4 per cent previously)</p> <p>6.8 per cent of applicants from disabled backgrounds were successful (previously 3.5 per cent)</p> <p>Of the 15 applicants disclosing gender reassignment, 1 was successful (none were previously)</p> <p>In comparison the success rate for all applicants applying for posts during 2018/19 was 9.6 per cent (previously 5.6 per cent)</p>	<p>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.</p> <p>We will undertake an analysis of the reasons why minority ethnic groups were unsuccessful during 2018/19.</p>
<p>13.6 A high proportion of disabled applicants are being short listed for interview This is due to SAS Job Interview Guarantee Scheme (JIG) being in place to support applicants who are short listed if they meet the minimum criteria for the post.</p>		
<p>Actions</p>	<p>Results</p>	<p>Next steps</p>
<p>(a) Recruitment and selection training content has revised and will be delivered for recruiting managers during 2018/19. This includes more specific detail around reasonable adjustments and unconscious bias.</p>	<p>Recruitment and selection training has been delivered across all regions.</p> <p>For the period 2018/19, 19 per cent of disabled applicants were short listed for interview and the success rate was 6.8 per cent (previously 3.5 per cent).</p>	

	Of those applicants who disclosed no disability 20 per cent were short listed for interview and the success rate was 9.9 per cent.	
13.7 It is recognised that the workforce profile is not very diverse particularly with regard to the number of disabled staff and those from minority ethnic groups. With this in mind we will explore ways of using positive action to increase the number of applications for employment from as wide a range of the community as possible.		
Further details can be seen at section 4.		

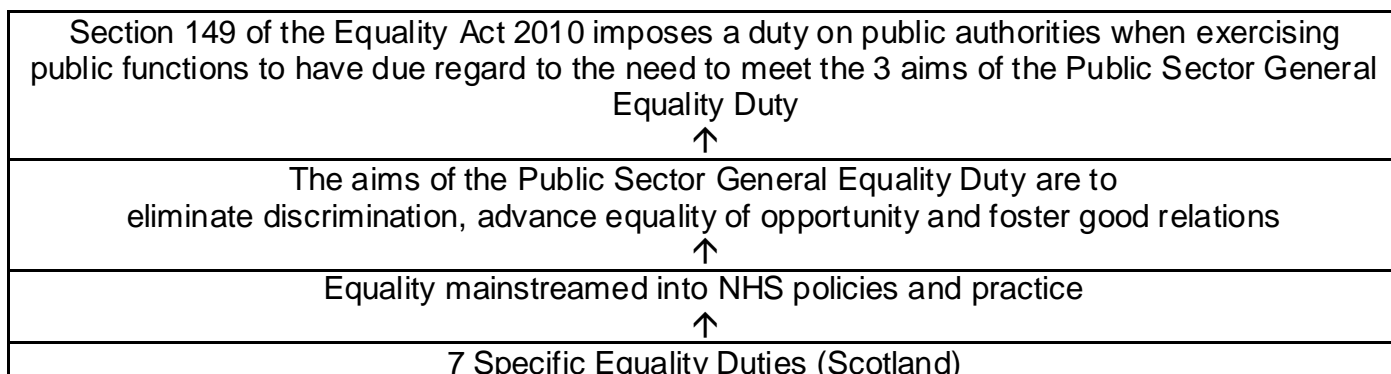
14. Conclusion

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 get 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. Our 5-year strategy "Towards 2020: Taking Care to the Patient" brings opportunities to recruit into our workforce, and to encourage current staff to consider development and different roles.

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.

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Equality Act (Specific Duties) (Scotland) Regulations 2012



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

- Report progress on mainstreaming the public sector equality duty
- Publish equality outcomes and report progress
- Assess and review policies and practices [impact assessment]
- Gather and use employee information
- Publish a statement on equal pay
- Consider award criteria and conditions in relation to public procurement
- Publish in a manner that is accessible

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