



Annual Equality, Diversity and Inclusion Report 2019-2020

CONTENTS

| Subject | Page |
|-------------------------------------------------------------------------------|------|
| Introduction | 3 |
| Service Information | 4 |
| - Our services | 4 |
| - People we serve | 4 |
| - Vision and values | 5 |
| Improving Equality Diversity and Inclusion | 6 |
| - Strategy | 6 |
| - General Equality Duty | 7 |
| - How we have delivered the General Equality Duty | 7 |
| o Patient Engagement | 7 |
| o Public and Community Engagement | 9 |
| o Patient and Public Panel | 10 |
| o Recruitment | 14 |
| o Youth Engagement, placements and other programmes | 15 |
| o Community Engagement and Widening Participation | 17 |
| o Apprenticeships | 18 |
| o Partnership working with the Armed Forces | 19 |
| o Staff Training | 20 |
| o Staff Networks and Forums | 21 |
| o Dignity at Work | 22 |
| o Policy Development | 23 |
| o Health and Well-being | 23 |
| o Compliments, Memberships and Awards | 24 |
| o Working with colleagues – regional, national and trade unions | 25 |
| - Specific Equality Duty | 25 |
| o Employment Monitoring | 25 |
| o Equality Objectives | 26 |
| o Equality Delivery System (EDS2) | 29 |
| o Workforce Race Equality Standard (WRES) | 30 |
| o Gender Pay Gap Report | 31 |
| o Workforce Disability Equality Standard (WDES) | 31 |
| Priorities for 2020-2021 | 33 |
| Appendices – held separately | |
| - Appendix 1: Community Engagement Activity plan 2019-20 | |
| - Appendix 2: Recruitment events 2019-2020 | |
| - Appendix 3: Annual Monitoring information to 31 st December 2019 | |

- Appendix 4: EDS 2 grading to March 2019

INTRODUCTION

This is the third Annual Report on Equality, Diversity and Inclusion, which covers the work carried out over the year from April 2019 to March 2020. At the time of writing we are in the middle of the coronavirus pandemic and with the clinical evidence about the virus indicating those with certain chronic illnesses, males, older people and those from Black and Minority ethnic backgrounds are more severely affected, never was the place of diversity in our communities and workplaces more visible.

Keeping our staff and patients from diverse backgrounds safe during this difficult period has been our key priority and listening to the experiences and concerns of our staff has never been of more importance.

This report documents our progress against the requirements of the Equality Act 2010 and Public Sector Equality Duty. Information is also shared about our work using the Equality Delivery System 2 framework to show progress in reducing staff and health inequalities. The mandatory gender pay gap report, Workforce Race Equality Standard and Workforce Disability Equality Standard are also featured.

We continue to work with partners across the region and nationally in collaboration on activities and to share best practice about inclusion. We work proactively to be visible as an employer of choice across all our communities. We strive to reduce the health inequalities faced by our most vulnerable patients across the North West.

As this pandemic subsides, we hope to emerge as a more resilient, more compassionate and considerate organisation for all our staff and patients and continue to keep diversity and inclusion as a vital aspect of each step forward.

LISA WARD

Director of People

SERVICE INFORMATION

Our Service

North West Ambulance service provides emergency, urgent care and non-emergency services 24 hours a day, 365 days per year to those in need of medical treatment and transport. Our highly skilled staff provide life-saving care and advice to patients in the community.

Our core services are delivered through four distinct service lines. These are:

- **Paramedic Emergency Service (PES)** – This is the best known part of our service dealing with emergency and urgent patients. 999 calls will initially be dealt with through one of our Emergency Operations Centres (EOC) who will answer and assess the call. EOC will then determine the most appropriate response which might be a telephone conversation with a clinician or through sending an appropriate ambulance crew or a solo responder to clinically assess and provide advice, treatment, referral or transport.
- **Patient Transport Service (PTS)** – PTS provides essential transport for non-emergency patients who cannot make their own way to, from or between hospitals, outpatient clinics and other treatment centres or who need regular treatment such as dialysis. Our staff undertake around 1.4m patients journeys a year caring for seriously ill patients across the counties of Greater Manchester, Lancashire, Cumbria and Merseyside
- **111** – The Trust delivers the 111 service for the North West region. This service was introduced to make it easier for people to access local NHS healthcare services in England. It provides non-emergency medical help fast, and is available 24 hours a day, 365 days a year. We triage over 1.6 million calls per year.
- **Resilience** – This team supports the trust in planning its response to significant and major incidents and delivering services associated with the Trust's statutory responsibilities under the Civil Contingencies Act 2004. It also manages our Hazardous Area Responses teams (HART) and Medical Emergency Response Incident Team (MERIT) to ensure that we can respond effectively to any major incident or emergency which requires specialist support.

We have over 6600 staff employed across core and support services, supported by temporary, bank and agency staff. We also have hundreds of volunteers working as Community First Responders and Car Drivers.

People We Serve

The area covered by the organisation makes it the second largest ambulance Trust in England. We provide services to a population of 7.5 million people across a

geographical area of approximately 5,400 square miles. This region is punctuated by several cities and towns; other parts of the footprint are sparsely populated and rural with significant distances to hospitals.

The Trust footprint is split into three main areas – Cheshire and Merseyside; Greater Manchester; Cumbria and Lancashire. Strategic capacity and support services are led centrally from the Trust Headquarters in Bolton.

Vision and Values

The Trust **vision** is to be the best ambulance service in the UK. Our strategic goal is to deliver the right care, at the right time, in the right place, every time.



Our approach is to make sure that clinical decisions are taken early in the patient journey to ensure that no patient is needlessly waiting.

Our values form the foundation of and drive the whole organisation ensuring that we lead by example and create the right culture and conditions for patients to receive the right care.

- Working together for patients
- Compassion
- Improving Lives
- Respect and Dignity

- Everyone counts
- Commitment to Quality of Care

The vision has a clear link to equality and care provision. We want everyone to have personalised care. The more we know about local populations, the better we can care for their local health needs. Knowledge of the population can inform training needs of staff too. The more staff are heard and feel valued, the better the care they can offer. NWAS carries out a range of activities, large and small, to work towards the right care for each individual, every time.

IMPROVING EQUALITY DIVERSITY & INCLUSION

Strategy

The Trust aims to ensure that patients are at the heart of what we do. The purpose of the Workforce Strategy is to set how we will develop, engage and empower our workforce to deliver our vision to be *‘The best ambulance service in the UK, by providing the right care, at the right time, in the right place every time’*. The Workforce Strategy sets out our strategic workforce priorities and our approach to enabling the changes required in our workforce to support delivery of the Trust’s strategic objectives.

Specific objectives arising from the Workforce Strategy for 2019-2020 focused on:

- Gender progression into operational leadership positions
- Improving levels of representation in the workforce from BME communities and the experiences of ethnic minority staff within NWAS
- Development of a network for staff with an interest in disability in the workplace – where staff can learn more about disabilities and work with the Trust to improve the experiences of staff (this work supports the implementation of the WDES too)
- Violence and aggression, Harassment and Bullying – a range of activities to improve the experience of staff, including training and promoting routes of support and how to report

This annual report will provide information about each of these areas of focus.

The General Equality Duty (GED)

The Equality Act 2010 places general duties on public sector bodies and requires them to have “due regard” to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The General Duty clearly identifies the need to embed equality, diversity and inclusion into decision making at both an organisational and individual level so that we can respond appropriately to the needs of individuals and work to minimise or remove disadvantages experienced by people as a result of their protected characteristic.

How we have met the General Equality Duty in 2019-2020

The following gives some highlights of the key areas of work which have contributed towards the requirements of the GED in 2019-2020.

Patient Engagement

Patient engagement is recognised nationally as a fundamental measure of quality healthcare provision. It is only through active listening, recording feedback and acting on patients' insight that the trust can respond and implement change to reflect patient needs. Our Patient Engagement Team engage with and obtain feedback from our patients across all service areas, including our Paramedic Emergency Service (PES), Patient Transport Service (PTS), the NHS 111 Service and our Urgent Care Desk. A significant 17,242 patients have provided feedback this year using a range of methods and approaches. See Figure 1 below.

| 2019 - 2020 PE Programme - Survey Methods (01 Apr 2019 - 31 Mar 2020) | | Completed Returns | % of Total |
|--------------------------------------------------------------------------|--------------------|-------------------|------------|
| Patient Transport Service | (Postal/Telephone) | 3,878 | 22.5% |
| Paramedic Emergency Service | (Postal/Telephone) | 2,981 | 17.3% |
| Urgent Care Desk Service | (Postal) | 713 | 4.1% |
| NHS 111 Service | (Postal) | 2,857 | 16.6% |
| PTS FFT | (SMS Text) | 6,309 | 36.6% |
| PTS FFT | (Post cards) | 96 | 0.6% |
| PES FFT - See and Treat | (SMS Text) | 367 | 2.1% |
| PES FFT - See and Treat | (Post cards) | 41 | 0.2% |
| TOTAL | | 17,242 | |

Figure 1 - Survey Methods Table - * Please Note: All data as at 31 March 2020

An extensive patient engagement programme was successfully completed during 2019/20. We use a number of methods to elicit feedback including postal surveys, community engagement activities, focus groups and Friends and Family Test (FFT) comments cards on ambulances. We also offer the opportunity for our patients to provide FFT feedback comments using SMS text messaging. Figure 2 below shows a summary of survey response feedback data including FFT by quarter.

| Patient Engagement Programme Surveys <i>Postal/Telephone (01 April 2019 - 31 Mar 2020)</i> | Cared for appropriately with Dignity, Compassion and Respect <i>(Strongly Agree/Agree)</i> | | | | | Overall Service Received <i>(Very Good/Fairly Good)</i> | | | | | Recommend Ambulance Service to Friends and Family <i>(Extremely Likely/Likely)</i> | | | | |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------|-------|-------|-------|------------------------------------------------------------|-------|-------|-------|-------|---------------------------------------------------------------------------------------|-------|-------|-------|-------|
| 2019 - 2020 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | YTD | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | YTD | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4 | YTD |
| Patient Transport Service | 95.2% | 96.6% | 94.8% | 95.0% | 95.4% | 97.7% | 95.9% | 96.1% | 95.8% | 96.0% | 94.1% | 96.1% | 95.0% | 94.9% | 95.3% |
| Paramedic Emergency Service | 95.6% | 97.0% | 97.4% | 96.4% | 96.8% | 96.1% | 96.9% | 96.7% | 96.6% | 96.7% | 96.6% | 96.9% | 97.0% | 96.8% | 96.9% |
| Urgent Care Desk Service | 94.0% | 92.4% | 92.5% | 91.4% | 92.2% | 92.0% | 84.8% | 87.6% | 89.1% | 85.5% | 98.0% | 90.2% | 92.0% | 89.1% | 90.5% |
| NHS 111 Service | n/a | n/a | n/a | n/a | n/a | 89.8% | 92.7% | 92.0% | 94.5% | 92.5% | 90.0% | 92.2% | 92.6% | 94.9% | 92.7% |

Figure 2 - Survey Response Feedback Data Including FFT by Quarter

Feedback received in the last 12 months, shows a general high regard for ambulance services and in particular the care and treatment provided by staff. A high 96.80% of PES patients told us that they were 'treated with dignity, respect, kindness and compassion'. *"What more can I say? Felt reassured by the two paramedics that attended. Talking to myself and my daughters calmly, explaining what they were doing. Very knowledgeable and attentive, checking and monitoring me all the time I was with them"* (PES). 95.40% of PTS users stated the same. *"My father says the staff were friendly and caring. It is reassuring to know staff were kind and respectful as Dad is vulnerable and has a cognitive impairment"* (PTS). 91.29% of Urgent Care Desk service users told us that 'staff were polite, respectful and listened to their concerns' (Figure 7). *"Sensible professional advice provided, helpful liaison with GP. I was frightened by the degree of pain I was in and would not have called an ambulance otherwise. Triage process was reassuring."*(UCD)

Reporting

Board receive a monthly dashboard of FFT patient feedback results. Quarterly data on all patient engagement initiatives themes and feedback reports are shared with Quality and Performance Committee. The Patient and Public Panel receives regular trust briefings and a Panel newsletter and community groups receive summary reports following their involvement and attendance at county based community events. Recommendations for service improvements are introduced via 111, PES and PTS learning processes respectively.

Patient stories continue to be a powerful tool to describe patients' experiences and any learning outcomes that have been achieved. These are presented bi-monthly to the Board of Directors, Quality Committee, to staff as part of their mandatory training, and are part of education and awareness campaigns. The patient stories have included experiences related to maternity, visual impairments, mental health, dementia and older people. Increased development of filming skills within the communications and engagement team has supported in-house production of patient stories.

Public and Community Engagement



Whilst patient surveys provide us with a real insight into the care and treatment that patients have received, another method we use to gain qualitative feedback is by face to face engagement with community and patient groups within our region. The Trust successfully delivered 5 community engagement events, in each county across the region between July 19 and October 19. The events advertised to community groups as 'Meet the #Ambulance Stars' further to the popular NWS TV programme was delivered by the trust's communication and engagement team supported by Ambulance front line colleagues. Including those that were available to attend having featured in the TV programme and senior management. 248 persons from 108 community groups and organisations attended

the 5 events, which were held at community venues in each NWS footprint county area respectively. Each venue was handpicked to ensure attendance from a range of diverse community groups and organisations from within that locality area. Attendees were able to participate in a number of facilitated exercises to provide their insight, thoughts and feedback on our key ambulance service lines of Patient Transport Service (PTS), Paramedic Emergency Service (PES) and NHS 111.

Further qualitative data is captured at equality and diversity community events and focus groups across the region. Our trust 'Patient and Community Engagement Guidance Framework' presently under review, helps us plan our approach and engagement activities as well as inform the trust's annual improvement plans.

The Equality Act 2010 introduced the term "protected characteristics" to refer to groups that are protected under the Act. These are cited as: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity. Figure 1 below shows protected characteristic groups' engagement in 2019/20.

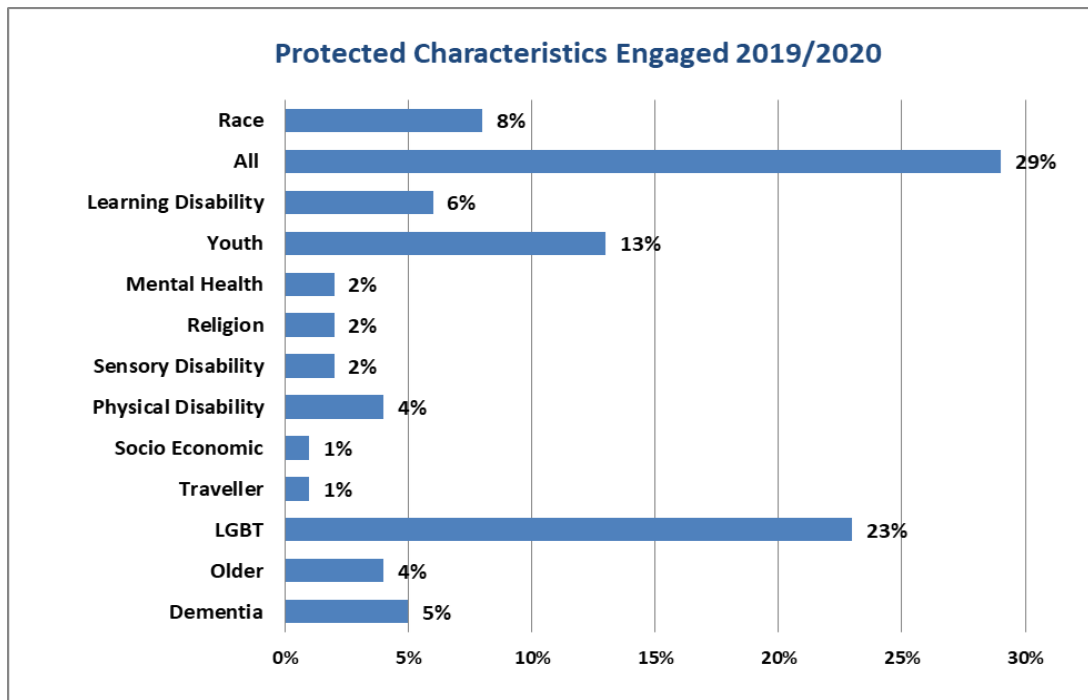


Figure 1 - Protected characteristic groups engaged with during 2019/20

Patient and Public Panel

Until 2019/20 the trust's patient, public and community engagement programme mainly focused on; the Friends and Family Test (FFT), patient surveys, community engagement at high footfall public events, via patient focus groups and sharing learning through patient story videos.

In 2019/20, an opportunity to further strengthen trust engagement with NWS patients and the public was approved by trust Board - to allow patients to co-produce and make improvements that really matter to them, leading to the creation of the NWS Patient and Public Panel (PPP). A key objective of the panel is to ensure inclusivity via a three-level structure to allow members to choose how to be involved, depending on the commitment they can make. Members can choose to be in the following groups: 'consult' is virtual, making the most of digital channels to interact with members who can get involved whenever or wherever they choose; 'co-produce' panel members work together on short-term projects using co-production techniques; 'influence' members take an ongoing, active role in high-level meetings to enhance decision making and discussions

Currently (end March 2020) we have 68 Patient and Public Panel members fully inducted and with many already involved in the work of the trust. The demographics of Patient and Public Panel members show that membership from the Cheshire and Lancashire regions is slightly below the target representation for those areas currently. Gender balance across members is in line with our regional and workforce profile. Panel membership from those declaring a disability has been over and above the initial target, which is positive. We are underrepresented by members from the younger age brackets, which will be considered in future Patient and Public

Panel recruitment plans. A breakdown of panel member's involvement along with demographics can be found below at Figure 2:

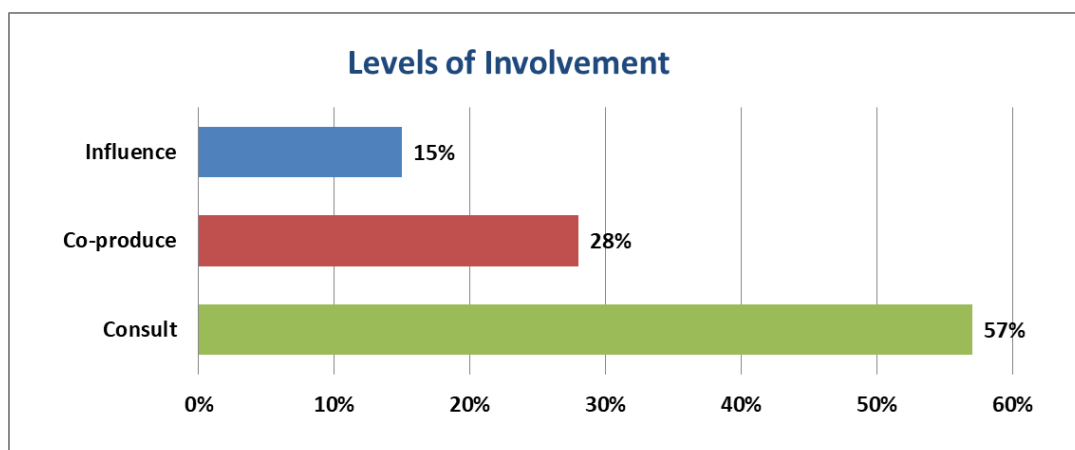


Figure 2: Showing PPP Levels of Involvement by percentage

To date (end March 2020), there have already been a total of 24 Patient and Public Panel involvement requests from staff at the trust since the first cohort of inducted panel members in September 2019. Already delivered, Panel involvements have been extremely varied from providing feedback virtually on our Patient and Public Panel materials such as our welcome handbook and panel postcards to attending Area Learning Forums across our localities. Staff requests for involvement are via completion of a pro-forma to specify what level of involvement is required from a Patient and Public Panel member.

Engagement Activities

Patient and Community engagement activities during 2019/20 have enabled us to:

- Receive advice and feedback from a range of our hard to reach and vulnerable patient groups on how to improve access to ambulance services.
- Enhance opportunities for our staff and managers to further understand culturally sensitive ambulance service provisions
- Increase awareness with a range of our communities on our ambulance service provision
- Understand some of the barriers with employment access for under-represented groups. E.g. BME groups in operational roles.
- Provide reassurance for our patient groups, the general public and communities that we take community engagement seriously and that all feedback received from our patient and community engagement activities is valued and where required will be acted upon.
- Promote partnership working with many of our hard to engage and vulnerable groups including with CFR volunteering opportunities and our Patient and Public Panel (PPP) membership.

- Develop awareness with our North West communities in relation to how the trust provides specialist ambulance health inequalities support with e.g. stroke, cardiac arrest, diabetes, dementia, mental health and obesity.
- Tackle a number of perceptions associated with Ambulance mental health support.

Examples of some of the feedback received include:

- *Older community need help to understand what a real emergency is' and 'I knew I was not well but my daughter insisted on calling 999. At the time, you always think that it may pass and you may get better. You just do not want to bother people.'* (Focus group engagement)
- *"The event went beyond what I was expecting. Was very informative"* (Merseyside community event)
- *'I went to hospital on the public bus - the nurse was annoyed that I had not used PTS so he called them to pick me up.'* (Focus group engagement)
- *'More is needed to inform/educate public about 111 and when to ring'.* (Cumbria community event)

Patient and Community Engagement Aims

The trust's patient and community engagement aims (presently under review) during 2019/20 included:

1. To engage with a range of communities, specialist patient groups and their champions on 'What to expect from the ambulance service'.
2. To develop understanding of how to access ambulance services with community groups.
3. To use feedback from specialist patient groups to inform service improvement and to share information on the changes which have been made as a result.

Engagement highlights and activities delivered during 2019/20 to support these aims include:

- Engagement activities with diverse communities as detailed in the Community Engagement Activity Plan 2019/20 (Appendix1). The plan identifies a minimum 33 large football community group events that have been attended by the trust. These ranged from; National Disability Awareness Days, LGBT PRIDE Events, Health Mela Events, University Fresher Fairs, Health Fairs and Open Days. A trust 5 year Community Engagement Guidance Framework 2020/25 is presently under development to ensure attendance at high football community events remains centrally logged with the communications and PE team, consistency of information to be relayed at the events is shared with all staff attending and there remains an opportunity to receive good practice feedback on our attendance.

- An ongoing co-design review with Patient and Public Panel members to support and capture patient feedback from equality and diversity patient community groups. During 2019/20, we captured feedback from over 32 face to face targeted focus group sessions using our nationally acclaimed patient experience board game.
- 'What Happens When You Dial 999 and 'What to Expect From Ambulance Services' leaflets have been shared at a minimum of 33 community engagement events.
- Easy read Friends and Family Test (FFT) comment postcards - were reviewed and co-designed with community groups with the new nationally mandated FFT question for implementation 01 April 2020. These have made available on all NWS ambulance vehicles both PES (emergency and urgent care) and PTS.

Feedback, Learning and Service Improvements

An analysis of the feedback received from patients provides us with focus areas for our annual work programme, themes for learning and the opportunity to make service improvements. Activities during 2019/20 include: (Steph checking date is correct with Yunus)

- During the year from feedback received at our 5 community events and at our PPP taster and induction events, we quickly realised that there were low levels of general public awareness about our core Ambulance services, what are our PES incident response times are, whether NHS 111 is a 24 hour 7 day service and patients incorrectly thinking that being taken into ED by Ambulance means they would be seen quicker. As a result, the trust has already delivered 2 NWS service communication campaigns in particular on social media on PES and NHS 111 to enhance this awareness.
- As a result of our attendance at visually impaired forums, board game engagements, patient story to Board and from FFT survey feedback, we co-designed a 'NWS Transportation of Assistance Dogs Guidance' with local and National Guide Dogs Associations. The guidance is in line with 'The Equality Act 2010' which ensures reasonable adjustment considerations for disabled persons who are reliant on assistance dogs when accessing our services. The guidance will be approved for trust wide adoption in 2020.
- Feedback from our community groups attending the 5 community events disclosed that there was a public perception with re thinking there was a marked absence of mental health knowledge for our ambulance crews. Following on from this, we shared the trust's 3 year mental health and strategic plan website link with all attendees
- Further feedback at our 5 community events asked us to explore and communicate with attendees how accessible PES and NHS 111 is for people from the deaf communities. We have worked with Action for Hearing Loss and the NHS111 'Interpreter Now' service in conjunction with 2 members of the trust PPP and their Deafway organisation to further understand this and to provide the appropriate reassurance for our deaf community groups in the region.
- Postal survey FFT, patient satisfaction and dignity and respect data shows a high regard for the Ambulance service and in particular our frontline crews. This data

when collated on a quarterly basis to share with Trust Board was viewed very favourably. A decision was taken that this information would also be good learning for the trust in particular operational staff when also presented to service line SMT's. This will be a key feature going forward.

Recruitment

Work has been ongoing to ensure recruitment and selection methods are inclusive, without unnecessary barriers for candidates to negotiate. Along with staff side leads, the guidance relating to the job evaluation process has been revised, ensuring job description and person specification documentation is accurate and inclusive. NWAS has attended a range of different events to showcase the variety of frontline and support roles available to those looking for a career within the ambulance service. The events we attend are selected to ensure diverse and underrepresented groups are made aware of opportunities, some of which are detailed in the Community Engagement and Widening Participation section below.

The paramedic pre-degree programme has continued. Led by the Positive Action Officer, this programme involves community engagement work to seek applications from candidates with the right values and qualifications to study to be a paramedic at university, but who may be lacking operational experience. The programme offers operational experience to successful candidates. Working with three partner universities, we are also able to offer all candidates a guaranteed university interview for a BSc Hons Paramedic Practice degree course. Candidates recruited to the programme have been offered permanent employment with the Trust as Ambulance Care Assistants.

Everyone approaching an NWAS stand as part of our external engagement work is given personalised support; this is the case, whether they were eligible for the pre-degree programme or not. This work has contributed to improved levels of representation from BAME communities during the last 12 months.

Positive action messages remain on Trust adverts. NWAS is signed up as a Disability Confident Committed employer, giving reassurance to candidates with disabilities about the level of support they can expect as candidates and onwards as employees of the Trust.

The TRAC system is used by the HR Hub to support the administration of the recruitment process. The team is able to produce and analyse reports about the diversity of candidates for roles, which helps the Trust prioritise areas of work.

Youth Engagement, placements and other programmes of work

The trust provides placements for Healthcare Cadets across Greater Manchester, Cheshire and Mersey and Cumbria and Lancashire receiving placement opportunities from January- May to assist them in gaining vital experience of the ambulance service environment to make informed career choices for future career aspirations. These individuals often progress on to university in Health care degrees.

The trust also provides bespoke work experience opportunities for learners within areas such as IT and corporate environments.

NWAS has provided Pharmacy Students from Liverpool John Moores University with placements to offer exposure to the sector too.

23 students who attended placements gave feedback in response the question: *How do you feel about your placement and your own wellbeing (e.g. was it suitable, did it meet your expectations, was it a positive experience)?* Below includes some of the positive comments received:

- *I really enjoyed the placement. It was interesting to see the role of the pharmacist outside of a hospital/community setting.*
- *It was very interesting and helpful.*
- *Yes, I really enjoyed the placement with NWAS. It was very informative and the two medicine governance facilitators explained the process of the medication etc extremely well. They showed us the drug pouches, cabinet and the ambulance itself kitted out with medication, I would recommend.*
- *Very interesting to learn more about the ambulance service and the role of pharmacy within that sector. Safe and warm environment.*
- *The placement was suitable and it was a positive experience.*
- *Very well.*
- *I had a lot of positive experience and it was very interesting.*
- *It was a positive experience*

100% of students:

- felt that overall the tasks given to complete at placement were compatible with their degree programme.
- felt that the placement built on or contributed to their degree subject knowledge.
- would recommend this placement to other students.

NWAS has also supporting 8 young individuals in obtaining vital work exposure within the Fleet Mechanic environment to enable them to gain sector specific skills and knowledge whilst working towards their Level 2 Vehicle Maintenance qualification in their FE College.

The Trust has continues to hold the Fair Train Gold award. Fair Train's Work Experience Quality Standard is not just a highly respected accreditation; it is also a rigorously tested and widely proven step-by-step guide to making the specific work experience valuable, fulfilling, rewarding and the best possible uses of resources. The Work Experience Quality Standard is a national accreditation which recognises those organisations offering high quality work experience opportunities to their learners, and managing risk effectively. It also acts as a framework for development to help organisations to plan, run and evaluate high quality work experience programmes.

*'North West Ambulance Service NHS Trust has been and continues to be extremely impressive in its delivery of Work-Based Learning/Work Experience. It thoroughly deserves our **Fair Train Work Experience Quality Standard** status at Gold, our highest level, and was one of the first NHS organisations to achieve this accreditation level.*

We have always been conscious of the Trust's passionate commitment to Work-Based Learning/Work Experience and of its understanding of the benefits this activity brings to all parties – but especially, of course to the participants/learners. The Trust is always thorough and meticulous in this work and its dramatic increase in outputs, i.e. numbers of placements, has been achieved without quality ever being sacrificed.

We often cite North West Ambulance Service NHS Trust as a shining example of an organisation which is making a truly determined effort to engage and attract future employees, which is SO important to the NHS, with which we are in a 5-year partnership to help develop the healthcare workforce of tomorrow.'

Rod Natkiel, CEO Fair Train

The Trust has delivered a number of Pre-employment programmes within the Patient Transport Service and Emergency Operation Centre. The pre-employment programme aims to support individuals who have been unemployed and are seeking employment within our sector. As well as working with Job Centre Plus directly, we have promoted the programmes at numerous community venues and through our community network contacts to make sure applications are received from a diverse group of candidates. They attend a supported employability programme and placement exposure to the operational area to prepare for application and recruitment into the chosen field. These have led to successful progression into employment for individuals on programme. The last program in the Lancashire area saw 9 out of 12 candidates' successful gaining employment within NWAS. NWAS has also undertaken a Skills club with 'Back on Track' in Manchester. This is a learning centre in central Manchester, where they work with adults who are going through a process of recovery or rehabilitation. They support around 750 people every year who have been through problems with alcohol or drugs, offending, homelessness and mental health. The projects enable people to build the skills they need to lead meaningful and fulfilling lives. The skills club runs over a number of weeks where skills such as team work, BLS and career next steps are delivered to these individuals, in a bid for them to gain skills and confidence for their futures. The Trust has delivered a number of Pre-employment programmes within the Patient Transport Service and Emergency Operation Centre. The pre-employment programme aims to support individuals who have been unemployed and are seeking employment within our sector. They attend a supported employability programme and placement exposure to the operational area to prepare for application and recruitment into the chosen field.

NWAS has also undertaken a Skills club with young individuals that are currently in care. The skills club runs over a number of weeks where skills such as team work, BLS and career next steps are delivered to these young individuals.

Community Engagement and Widening Participation

As well as our approach to patient and public engagement the Trust also attends a range of community events to promote recruitment and development opportunities to support our approach to Widening Participation in employment and training.

NWAS is committed to the development of apprentices as part of its future workforce model and has successfully registered with the Skills Funding Agency as an apprenticeship employer-provider.

Through our strategy to increase the diversity of our workforce, the Trust has attended a number of events to promote NWAS as an employer of choice. Advice, information and guidance is offered by staff so communities and individuals know where we advertise and about the range of roles, including our apprenticeship positions. Through attending the events, our staff can spend time discussing any barriers or particular needs of individuals and groups to enable future career aspiration to be attained.

We receive positive feedback from attendees at these events and whilst we cannot attend all recruitment events held in the region, we prioritise events such as the Big Bang and Regional skills show events where we can spend time with students and teachers with a view to ensuring they know about the roles and requirements. Priority is also given to events where there is potentially a diverse group of attendees or attendance from a group that is underrepresented in the workforce currently. Any schools or other venues which we are unable to visit can be informed about a high footfall event in the local areas we are scheduled to attend, or we can also share information with them electronically and refer them to social media, as appropriate.

Over the last year we have also hosted several small local events and promoted events too, rather than attend large council or Job Centre Plus events. This approach has helped us speak to a wider variety of people about opportunities. We have also made use of local newspapers to promote events and social media, depending on the events and the target audience. NWAS was pleased to attend the first Manchester Council Job Fair in 2019 aimed at getting local people with disabilities back into work or into the career of their choice.

For the paramedic pre-degree programme, the roles were available in Greater Manchester/Lancashire. As such the Programme was promoted at events across the North West including seven bespoke events in key demographic areas. Information was also published in Asian Life magazine and Asian Image website, which covers the North West; and was disseminated to contacts across the target area. Partnership working and networking has been ongoing throughout the Programme, engaging with over 100 organisations including local authorities, DWPs, voluntary and community sector, faith organisations, BME networks, community hubs, careers hubs, and the faith sector, including mosques, temples and gurdwara, together with strategic partnership working with Edge Hill University, Liverpool John

Moore's University, and University of Central Lancashire, which offer the paramedic degree programme.

The list of schools and events visited where jobs and careers have been promoted can be found on Appendix 2:

Apprenticeships

NWAS is committed to the development of apprentices as part of its future workforce model has continued to be registered with the Education and Skills Funding Agency as an apprenticeship employer-provider.

Following an OFSTED inspection which took place in November 2019, the trust was delighted to announce that it had received an overall effectiveness rating as good. Areas which were assessed were quality of education, behaviour and attitudes, personal development, leadership and management and the overall apprenticeship programmes. The development of behaviour and attitudes and the personal development of apprentices were both rated as Outstanding in the Trust with quality of education, leadership and management and overall apprenticeship programmes were rated as good.

The inspection report highlighted many positives, including; leaders have implemented an effective training programme that responds to the identified shortages of roles, tutors plan training in a logical way, apprentices receive good support from practice based educators, mentors accurately assess knowledge, skills and behaviours, just to name a few. It said that a high proportion of apprenticeships complete their qualifications and achieve high grades, and they effectively use the knowledge and skills gained to support patients receiving emergency care.

The report also stated that apprentices want to be the best they can be to provide the best possible care for their patients and service users. One of the comments made by an apprentice involved in the inspection said of their role, which was quoted within the report, "When you put on your uniform, it changes you; you feel a sense of pride."

The trust started to offer apprenticeships in May 2017 and currently has 279 apprentices on standards based apprenticeships. 240 follow the associate ambulance practitioner (AAP) apprenticeships and standard based apprenticeship at level 4, and the remaining follow the emergency services contact handler (ESCH) standards based apprenticeship at level 3. Overall 400 staff have been recruited through apprenticeships.

Many staff are undertaking apprenticeships in our ever growing portfolio these also include:

- x5 - Diploma in Business Admin level 3
- x4 - Team Leading level 2
- x2 - Network Engineering Level 4
- x1 - Learning & Development Level 3
- x4 - Assistant Accountant Level 3
- X2 - Vehicle Maintenance Level 2
- X1 - Vehicle Maintenance Level 3
- X1 - Diploma in Management Level 3

- 1 Community Specialist Paramedic on Advanced Clinical Practitioner Level 7

Partnership working with the Armed Forces

Work has been ongoing with the Armed Forces sector, with partnership working being developed across the North West with armed forces hubs, support networks and charitable organisations to share good practice and to promote career opportunities at North West Ambulance Service. The Widening Participation Team and Positive Action Officer have supported virtual and actual careers events across the trust footprint and have joined forces with NHS trusts, the Careers Transition Partnership and the North West Armed Forces HQ to plan future collaborative careers events.

One to one support with regards the recruitment process is offered to service leavers transitioning into civilian employment and veterans, including support on career pathways, writing effective applications and interview skills. 25 service leavers and veterans have received this level of support.

The Trust is also involved in the NHS Step into Health Programme, which is a first access programme to facilitate career transition from the military into civilian employment. NWAS has also begun the use of the Step into Health candidate monitoring system which enables at point communication/referral and IAG with candidates looking to access careers in the ambulance service.

The Trust is also involved in the NHS Step into Health Programme, which is a first access programme to facilitate career transition from the military into civilian employment. We also held our third Insight Day for service leavers and veterans and provided the opportunity for attendees to find out about roles and career opportunities within the Trust.

Staff Training

Equality, Diversity and Human Rights is embedded in all induction training in the Trust for new starters. Furthermore all staff are required to complete refresher training on an annual basis covering equality, diversity and human rights as part of their mandatory training. For frontline staff this training is also embedded through scenarios which are discussed and debated in a face to face group to test people's learning.

In addition, frontline staff will also receive training on differing aspects of care which may vary from year to year, for example dementia or learning disabilities. This training helps to equip staff to deliver the right care to patients, taking into account their needs.

As well as all managers completing their mandatory training on an annual basis, they are also able to access a suite of training sessions to support their role and EDHR is embedded within this training.

HR Masterclass sessions are available for all managers and these are run on a quarterly cycle throughout the year. Existing managers can access these sessions

as required and new managers are expected to attend these sessions as part of their induction during their first year in post so that we can ensure that they are equipped to support their staff effectively, taking account of their individual needs.

The 'Be Think Do' leadership programme continues to be reviewed and revised as appropriate, seeking to embed those behaviours expected of our managers and leaders. This includes ensuring managers are thinking about the protected characteristics of the staff within their teams – as to what the barriers and enablers may be to individuals within their teams.

A career development pathway was also developed, with a view to empowering female staff in operational roles to fulfil their potential within NWAS. An evaluation of the feedback forms has shown that attendance on the course has been a positive experience for candidates. Several staff have applied for and obtained promotions since starting the programme.

In addition, the Trust recognises the need to identify when bespoke training is required. A Workforce Equality session was designed and delivered to the HR Hub during summer 2019 with the aim of supporting the team who manage the Trust's recruitment processes. A Board Development session took place in December 2019 and made use of the lived experience of staff from the Race Equality Forum and LGBT network.

The training team themselves have been on a learning journey relating to workforce equality and inclusion over the last 12 months. An equality awareness session was designed and delivered to staff within the Driver Training Team in November 2019. Two bespoke equality awareness sessions were also delivered to CPT managers and the wider training team in February and March 2020 to support the embedding of inclusion into training programmes. A follow up session will be scheduled during 2020-2021.

Several of the staff forums have included guest speakers to share their knowledge about a particular topic or condition to stimulate debate. A range of external conferences have been attended on different areas of equality, including: national ambulance sector conferences on Race and LGBT; conferences on developing staff networks; disability summit; armed forces conferences; Race Equality Change Agent Programme. Trade union and staff network colleagues are encouraged and supported to attend. NWAS has again promoted information and resources available to staff via the Employers Network for Equality and Inclusion.

Staff Networks and Forums

NWAS has made huge strides in the last 12 months in the development and support of the networks and forums. Each of these avenues provide opportunities for staff with particular characteristics to share their experiences. This allows the organisation and colleagues to learn, support and ultimately improve the working culture for everyone. There are clear links to the improved patient care we can provide when we understand, recognise and support our differences.

There is an established NWS LGBT Network. Over the last 12 months, Committee members have been assigned specific tasks to support the network, based on the themes of the action plan. This approach has been effective in increasing the profile and visibility of the network, as well as members directly contributing to discussions about equality through representation at a Board Development session and with Training Managers. Further to the colourful Pride 2019 summer season, highlights for the network have included attendance at the National Ambulance LGBT conference in Birmingham in October 2019, with the NWS Chair facilitating a workshop on attitudes towards HIV patients, and the launch of the NWS NHS Rainbow Badge scheme in February 2020. NWS staff survey results published in February 2019 were shared with the Network in April 2019. The Network were represented at the Trust Strategy Launch in autumn 2019 alongside colleagues from the Organisational Development Directorate.

The Disability Forum has continued to develop. Four forums were held during the year to March 2020. January 2020 saw the achievements of the previous 12 months presented to the group. Internal and external speakers have supported the sessions with a range of staff, managers and staffside representatives attending. Colleagues from Procurement and the Communications Team have supported workshop discussions; the Trust Freedom to Speak Up Guardian has also presented and participated in the sessions. Quotes from attendees included:

'This event was very informative. I found the personal stories very moving . I can honestly say I feel living with disabilities and how they can affect our mental health, well- being and inclusion in the workforce is now better understood...'

'I will use the handouts not only to inform me better but the Team I manage and my manager.'

Data relating to the Workforce Disability Equality Standard (WDES) has been presented and will continue to be shared with the group. Two attendees from the Forum have since attended the operational WDES meetings and next steps include a pilot of the Disability Passport, which was unfortunately delayed due to the pandemic.

Forums took place in July 2019, October 2019 and January 2020 to hear about the experiences of staff from ethnic minority backgrounds. The development of the Race Equality Forum has been supported by the Chair of the National Ambulance BME Network, who attended the October 2019 meeting. The forums are open for all staff to come and hear what NWS is doing to address inequalities relating to race which are seen through the annual reporting of the Workforce Race Equality Standard (WRES). In February 2020 the Corporate HR Team met with a mix of staff who are new to these discussions in NWS, or who have engaged with the team about race equality in recent years. These discussions about how to take the Forum forward into the future possibly into a network and how to raise the profile of the work which NWS is doing, will continue during and after the pandemic passes. A page has been set up on the intranet in support of this Forum and contact details appear on an 'NWS Staff Networks' poster which has been promoted across the Trust.

The NWAS Armed Forces Network has gone from strength to strength since the first meeting in October 2018. The Network was involved in the review of the Trust Armed Forces and Reserves Policy, which included an increase to 10 days paid leave for training camps. The group now has their own logo and recognised Armed Forces Day in June 2019 with an event held at Ladybridge Hall, open to staff, managers and military staff working on honorary contracts with the Trust. The event was attended by external partners too. Network members have been supported to attend conferences about their dual role of being part of the Armed Forces and within the NHS; members have worked in partnership with the Corporate HR Team to showcase their work and were able to attend the HSJ Awards to celebrate the recognition of being shortlisted for the Reservist Support Award.

Dignity at Work

The Dignity at Work policy was jointly reviewed with staff in 2019 and changes were made in relation to ensuring the wording of the policy was more user friendly and additional support details were also included within the appendices. The 'Be Think Do' leadership programme continues to ensure that managers are equipped to be sensitive to conflict and aware of how they can seek to reduce it within their teams. A new training course, 'Is it Really Banter?' was successfully piloted and has subsequently been included in the L&D offering. The course is aimed at staff and is seeking to explore what is and isn't acceptable language within the workplace. The staff networks were instrumental in developing course content with lived experience scenarios to ensure the course is relevant and effective. Real-life examples of language used by staff towards staff are discussed during the session, with a particular focus on the impact language can have with regards to protected characteristics. Plans are being developed to consider how this training can be more firmly embedded within management induction.

The Trust has continued to promote and support the work of the Freedom to Speak Guardian. In 2019/20, a revised policy and procedure was amalgamated from the existing Raising Concerns at Work Policy and Procedure and the Freedom to Speak up Guidance in order to avoid unnecessary confusion to which process/procedure should be followed in the event of 'speaking up'. The Guardian has also attended staff network meetings to promote the process and hear staff views.

The Trust is finalising their Treat Me Right campaign which provide information and guidance to all staff on expected behaviours and support options.

Policy Development

All new and existing policies, procedures and guidance is developed in partnership with Staff Side and management colleagues through our Policy group and where appropriate through specialised consultation with affected groups. The Trust continuously supports the development of best practice and has reviewed policies, procedures and guidance on: Supporting staff with Specific Learning Difficulties, Breastfeeding Guidance, Equality, Diversity and Inclusion Policy, Armed Forces and Reserves Policy and Domestic Abuse Guidance.

Health & Wellbeing

The Trust continues to make progress with supporting the health and wellbeing offer for staff ensuring that there is also effective staff engagement. The work around health and wellbeing contributes significantly to equality, diversity and inclusion, particularly with its focus on supporting mental health issues and developing support for staff to help eliminate barriers.

We have a number of communication tools we use to keep staff informed and updated on all support available for Health & Wellbeing and 'Invest in Yourself' is the Trust's approach that aims to support staff in improving health and wellbeing both in and out of the workplace. We have developed and created specific support pages within our staff Intranet, Invest in Yourself site and the Staff App. We also utilise social media for promotion of Health & wellbeing support and this way, it makes support available 24/7 and accessible for all staff.

The Trust recognises that improving mental health is an important issue for staff who may face challenging situations on a daily basis. We have launched an EAP service which is available for all staff and accessible 24/7 for telephone support. This enhances our current support offering including OH provisions such as counselling/therapy and the many resources available for supporting Health & Wellbeing.

We have a number of support networks and interventions for staff including the PTS Peer Support network, Blue Light Champions and Trauma Risk Management (TRiM) which aims to support staff who have been affected by traumatic events experienced within work. There is a 111 peer support network but the pandemic has delayed the roll out of similar work within the Emergency Operations Centres. These support networks help to assess staff's mental health fitness and signpost those showing signs of poor mental health early to support to help prevent the development of longer term issues. We are currently reviewing all of the support available to staff via the Mental Health framework as part of the wider workforce strategy.

We currently offer staff benefits which contribute to the Health & Wellbeing of staff. This is a staff portal where there is access to discounts/home electronics/cycle to work scheme and further support and guidance around Health & Wellbeing.

There are a number of other Health and Wellbeing initiatives including participating in a suicide prevention working group, quarterly fitness challenges via Kaido and adhoc staff engagement incentives such as kindness nominations.

Compliments, Memberships and Awards

NWAS maintains Disability Confident Employer (Level 2) status until November 2020. We continue to use a workplan to ensure progress continues to be made to improve the experience of candidates and staff with disabilities.

We remain signed up the Race at Work Charter, as signed up in December 2018.

In November 2018, we were delighted to be a winner in the individual Positive Action category and shortlisted as a team for the Champion of Equality and Diversity award

at the Asian Fire Service Awards. It was fantastic to therefore be invited to speak about our Positive Action work at the North Region Positive Action workshop of the Asian Fire Service Association in September 2019. We were able to share the progress from the local approach to advertising particular opportunities and the work taken to increase the visibility of inclusion within NWAS.

NWAS have maintained our membership of the Employers Network for Equality and Inclusion (enei). This has ensured we are able to access resources and external benchmarking on embedding a culture of equality and inclusion.

We have been fortunate to receive external recognition of our work on equality over the last 12 months. We were shortlisted by the HSJ Awards for the category of Reservist Support in November 2019. It was fantastic to be one of three teams within NWAS to be shortlisted and to attend on the night alongside colleagues from the Armed Forces Network.

The team were also shortlisted for the Personnel Today Awards in November 2019, in the category for 'Diversity and Inclusion – Public Sector Award'. Unfortunately we missed out on the night but the recognition was another reminder of the huge steps we have made.

Working with colleagues – regional, national and trade unions

NWAS continues to participate as a member of the National Ambulance Diversity Forum (NADF), which meets quarterly to share best practice of diversity with colleagues from across the ambulance sector and use expertise to inform AACE how national or NHS initiatives on inclusion may impact on the sector. We also invited the Programme Manager from the NADF to speak at the Board Development session on Equality which was held in December 2019.

Trust representation at the National Ambulance LGBT Network is undertaken by the NWAS LGBT Network. However the Corporate HR Team will also link in directly with the National Ambulance LGBT Network as required too. We enjoyed hosting a quarterly Committee meeting for the national network at our Estuary Point site in November 2019. There is a shared LGBT action plan between the team and the LGBT network.

The National Ambulance BME Forum continues to develop and NWAS has been engaged with the Forum. The Chair was invited to speak to at the Race Equality Forum held in Haydock in October 2019. There was good Trust representation at the national conference in October too.

The Trust has continued to link in with North West NHS Equality and Diversity Leads meetings and smaller regional meetings when possible.

NWAS continues to take a partnership approach to equality. The team has supported trade union representatives to attend conferences and encouraged attendance at Trust-held staff forums and update events. There was trade union representation at the EDS2 internal stakeholder session in January 2020. We

welcomed two of our commissioners to the internal event too, who were unable to attend the external stakeholder event scheduled for February 2020.

Specific Duty

In addition to the General Duties, the Public Sector Equality Duty sets out requirements for the public sector to:

- Publish relevant, proportionate information demonstrating their compliance with the Equality Duty
- To set themselves specific, measurable equality objectives

Although this annual report itself sets out how the Trust has been working to meet its equality duties, this section looks at how the specific duties have been met.

Employment Monitoring Information

NWAS publishes data on an annual basis to show a breakdown of the characteristics of who works for the Trust. Similar data about applicants, those shortlisted and those who started employment with the Trust are also published. The employment monitoring data has been published on the Trust website and relates to 31st December 2019. The recruitment data covers the period 1st January 2019 to 31st December 2019.

A summary of some of the data is available at Appendix 3.

Equality Objectives

The Trust is required under the Specific Duties to prepare and publish one or more specific and measureable equality objectives which will help to further the aim of the equality duty. The objectives must be published every four years. The Trust's current objectives were first published in 2016 and so that cycle is now complete.

The Trust progress for the objectives is provided here:

Objective 1

To continue to seek to improve the diverse representation of the workforce with particular focus on:

- Improving levels of employment from BME communities, measured through improving non-white Black and Minority Ethnic Groups from the current level of 2.97% and Non-White British Groups from the current level of 5.2%.
- To improve levels of representation of women in operational management and leadership positions from 22.7%.

Progress:

- As at 31st January 2020 the Trust workforce is made up of staff from BME backgrounds at 4.68%. This represents a trend which has increased from 2.97% when this objective was set. This increase is a result of continued community engagement with recruitment as a key feature. The OD Directorate has committed to sustaining the role of a Positive Action Officer, which has been an enabler to the progress of this objective about the ethnic

diversity of staff. With reference to the objective above, Non-White British staff have increased to 8.23% of the workforce. It should be noted that in future reports, NWAS will seek to only mirror the language and categories used within the WRES guidance from NHS England when monitoring the racial diversity of staff for consistency and clarity. We recognise that language changes though and we will continue to link in with our staff and external partners to keep our language about race and identity as up to date as possible.

- The Trust activity in support of the WRES metrics has also supported this objective. There has been an increased focus on staff survey results looking at the staff experience of minority groups, which supports engagement and retention.
- The Corporate HR Team has built up relationships with staff, including most recently in the format of the Race Forums, and also with external colleagues across the sector and wider NHS, to share experiences and best practice on the theme of race equality within healthcare settings.
- With regards to gender, the levels of female representation in operational management and leadership positions has increased from 22.7% to 30.41%, reflecting the development and initiatives to support women progressing in leadership roles.
- The introduction of mandatory gender pay gap reporting has supported the work taking place in the Trust relating to female representation. Quarterly meetings are held to review progress on three main themes: recruitment, flexible working and career progression. It is thought that the activity carried out is supporting this work. A barrier to further progress has been the availability of vacancies at a senior level for staff to move into.

Objective 2

To deliver improvements in staff experience of bullying, harassment and violence at work as measured through annual staff survey results.

Progress:

- The staff survey results show a reduction in bullying, harassment and abuse from managers as reducing from 18.4% to 14.2%, which is better than the sector average for this issue. The question relating to 'the last experience of bullying and harassment reported' has increased which is a testament to continued efforts to promoting an open and honest culture specifically through Freedom to Speak Up. The Guardian has continued to be promoted across the Trust and embedding as a route for harassment and bullying concerns to be raised.
- Peer Support networks have extended to 111 and EOC and continues to grow in the Patient Transport Service. Peer Supporters are specifically trained to understand where to access support for bullying and harassment.
- The Violence and Aggression Group continues with progress work in support of this objective and one of the most recent changes made is that of the

ambulance signage to highlight violence/aggression or abuse will not be tolerated and incidents will be reported to the police.

- Our Treat me Right campaign, targeted at bullying and harassment, is due to launch officially over the next couple of months. We have developed a guidance toolkit along with posters and fold out cards with all guidance/support being aligned to our existing Dignity at Work Policy. The toolkit documents and information will support staff and managers and act as an early intervention tool in regards to workplace conflict/bullying and(or) harassment.

Objective 3

To map gaps in available patient data and identify options for improvement.

Progress:

The implementation of an electronic patient record system (ePRF) was identified as the preferred option for delivering this improvement in mapping patient data. There have been delays to the project and it is now due to roll out later in 2020.

Objective 4

To map the current provision of services offered to and by the Trust to appropriately manage patients presenting with dementia; identify gaps and plan the Trust's future dementia strategy.

Progress:

- Dementia Friends Dementia Awareness sessions have continued to be provided across the trust with over 6500 staff receiving this training to date; this remains part of induction and mandatory training.
- There are a number of modules within ESR which are related to supporting people living with dementia that our staff are able to access.
- On 10th October 2019, the Trust launched our Mental Health and Dementia Strategic Plan which has a specific recommendation in terms of developing and implementing dementia training that is in line with the standards within Health Education England's Dementia Training Standards Framework and work is being done nationally to develop both Tier One and Tier Two Training for consistency across all Ambulance Trusts.
- Within our PTS we now ensure that for all bookings taken, our staff ask if the patient has a diagnosis of dementia or cognitive impairment so that staff who provide support are aware of this and the need to ensure patients are safely handed over at their destination.
- The knowledge and skills of mental health practitioners continue to be utilised within the Clinical Hub and we now also have mental health practitioners within our 111 service.
- We are piloting the use of MP3 Players within one area of our PTS to ascertain if this reduces agitation in people with dementia who are travelling to appointments.

- | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• In 2020/2020 we plan to consider how adopting the Butterfly Scheme will enhance patient experience within PTS, discussions have commenced and the work is in its early stages of development. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The Trust is currently refreshing its Equality Objectives and will be publishing its new objectives later in 2020.

Equality Delivery System (EDS2)

The Trust uses a national framework, the Equality Delivery System (EDS2) to measure progress against reducing health inequalities and improve staff experience. The framework covers all nine protected characteristics and disadvantaged groups against four overarching themes.

The objective is to assess health inequalities and provide better working environments, free of discrimination, for people who use, and work for, the Trust. The tool sets out four goals around equality, diversity and human rights. Within the four goals, there are 18 standards or outcomes, against which we assess and grade our equality performance. The focus of the EDS2 outcomes is on the things that matter the most for patients, communities and staff.

- Better Health outcomes for all
- Improved Patient access and experience
- Empowered, engaged and well supported staff
- Inclusive leadership at all levels

Work has taken place across the footprint to improve outcomes for staff and patients. The work is varied and includes both short-term and long-term pieces of work.

As part of the EDS2 framework, the Trust is obliged to share our progress on equality with both internal and external stakeholders.

At the end of a three year cycle, and as part of an open and transparent approach to the work we carry out on reducing inequalities, the Trust shared the work about all four themes with all stakeholders during the period 2019-2020.

For the internal event which was held in January 2020, staff from a range of roles were invited to Ladybridge Hall. Members of the NWS LGBT network and from the Armed Forces network were invited to the internal event, along with staff who had been part of the Empowering Women cohort. Trade union colleagues were invited too and staff who are currently or recently graduated apprentices also attended.

External stakeholders who attended included representatives from Clinical Commissioning Groups, Healthwatch, patient groups and members from the Patient Public Panel.

Following the market stall and presentation at each event, attendees had an opportunity to grade the Trust activity. They also had a booklet summarising activity to aid their decision-making too.

The grading information from both stakeholder events has been collated and is presented as Appendix 4. A proposed Trust grading, having considered the input from these groups, is proposed.

The information shows an increase in grading in each theme overall. Grades were taken on the views of that particular group on that day.

Next EDS2 cycle and EDS3

The Trust is nearing the end of the first year of this next cycle of the EDS2 framework. The cycle will run from April 2019 until March 2022. The Trust is therefore following a three year plan for equality progression, as within the framework guidance.

The evidence in support of the goals and themes is currently being collated from the different teams for the first year of this cycle. This process allows the teams to continuously review their activity and progress in supporting the needs of different groups of staff or patients.

Workforce Race Equality Standard (WRES)

NWAS published the data for the Workforce Race Equality Standard during summer 2019. As last year, an action plan was also published with a view to the plans in place reducing the inequalities in the experience of working at the Trust which exist between White and Black and Minority Ethnic (BME) Staff. The strategy adopted focuses on workforce representation, looking specifically at frontline operational roles, and the staff experience aspects of the WRES.

Meetings are held twice a quarter to review progress against objectives to ensure that there is momentum across the Trust relating to this work. The visibility of this work has also increased, with a presentation about the WRES at a Board Development session in December 2019 and relevant data shared at the Race Equality Forums.

The WRES data published showed improvements in staff experience for BME staff. Views on career progression, discrimination and abuse all pointed to a more positive working environment. The data showed an overall increase in CPD and non-mandatory training opportunities across the all areas.

Activity in support of the WRES since publication last autumn has included:

- Metrics on non-mandatory training/CPD and career progression - NWAS was well represented by frontline staff and managers at the National Ambulance BME

conference October 2019. Opportunities for courses targeted at BME staff, such as from NHS England or NW Leadership Academy, are promoted and support offered to applicants and successful candidates.

- Board representation and staff experience metrics – A Board Development session was held December 2019 on equality, with staff stories and a national speaker on race. There has been visible engagement by the Board about this agenda since that session.
- All staff experience metrics – The Race Equality Forum has continued to develop, supported by the Corporate HR Team. A session was held in February 2020 with staff to review first 12 months of the Race Forum and collaboratively set a shared agenda for the next forum. A representative of the Forum will attend WRES meetings in future.

The detail of the WRES results can be found on the Trust's website at:

<https://www.nwas.nhs.uk/publications/workforce-race-equality-standard-wres-2019-data/>

Gender Pay Reporting

The Trust published the statutory gender pay gap information during the spring of 2020 on both the government and Trust websites. The data was taken from 31st March 2019, in line with national guidance.

Overall representation of female staff has increased within the workplace from 45.62% to 46.83%. Female representation within each quartile of staff has also increased.

The information shows an hourly (average) mean pay gap of 8.85% between male and female employees. The hourly median rate of pay reveals 8.28% difference in pay. This part of the data shows a slight worsening of the gap in pay at both the median and the mean. It should be noted that the actual hourly rate increased for both male and female staff over this 12 month period, up 68p to £16.09 for men and up 46p to £14.66 for women.

The action plan focuses on recruitment, career progression and flexible working to enable progression of women within the organisation into the higher pay quartiles. Most external recruitment takes place into entry level posts which appear in the lower quartiles of pay and success in improving representation in these areas through recruitment can impact of the overall pay gap. The Trust has also focused on positive action programmes to support female progression into operational management positions, through our award winning Women in Leadership programme and this has delivered improvements in representation in the upper quartile of pay over the last 12 months.

Much of the activity that has taken place in support of this work will not bring overnight changes to the data. Many of the reasons behind this ongoing gap are structural and will take time to work through because they rely on the successful

promotion and recruitment of women into senior positions, which do not have the same turnover as other roles in the organisation.

Information about the Trust gender pay gap can be found on our website at:

<https://www.nwas.nhs.uk/about/valuing-staff/gender-pay-gap/>

Workforce Disability Equality Standard (WDES)

NWAS published the data for the WDES metrics for the first time in September 2019. The data showed the differences in staff and candidate experience when comparing those who have disclosed a disability and those who have not. The data was drawn from ESR and the staff survey. The data relating to representation showed a mixed picture across the Trust but we know that there are currently high levels of staff not disclosing disability. Recruitment data showed a positive picture in that there is no discrimination identified but the staff survey data showed a consistently poorer experience for our disabled staff.

An action plan was produced and focused on the following areas:

- Improving disability recording.
- Ensuring the existing Bullying and Harassment working group reviews the experience of disabled staff and considers bespoke interventions.
- More in-depth analysis of data on career progression and discussion of barrier
- Improving staff voice through development of the disability forum.
- Reviewing the outcomes of the WDES in relation to the review of the sickness procedure due in 2020.
- Improving portability and review of reasonable adjustments

Actions and Progress during 2019-2020

- Disability Forum – there have now been 4 Disability Forums during 2019 with the next scheduled for January 2020. They have been well attended to date with the January meeting to look at progress and achievements, as well as priorities for the coming year.
- WDES meetings – these take place every 6-7 weeks to review progress.
- Disability Passport – work is underway with a pilot area selected. The passport was due to be trialled during Quarter 4 but that had to be delayed. Information from a variety of sources, including from trade union colleagues, was used to draft the passport.

- Culture – A focus group with Zeal took place with forum members in January on the work 'Moving towards an outstanding culture'.
- Communications – work is ongoing for the visibility of the Forum. In the meantime, there have been items in the bulletin relating to support available to staff and managers relating to disability in the workplace.

PRIORITIES FOR 2020-2021

The Trust will continue its focus on improving practice in the key areas identified through data analysis and qualitative feedback and embedded in our Equality Objectives and action plans. In particular we will focus on the following areas:

- ***Improving senior leadership and oversight of the Inclusion agenda***
- ***Explore multi-faith and chaplaincy provision to support staff wellbeing***
- ***Establish diversity and inclusion competencies required of leaders and managers; develop the required training offered***
- ***Development of staff networks & engagement, including effective infrastructure and Board support***
- ***Review of key recruitment interview & assessment processes to improve quality and inclusivity***
- ***Continue to develop internal and external positive action programmes to support improvements in representation***
- ***Ensure that our staff with protected characteristics stay safe during the COVID pandemic through effective management of the risks they face and wellbeing support***

We look forward to seeing the Patient Public Panel to continue to develop and embed the patient and public voice in service delivery and review within NWAS.

We will listen to staff about the changes that can be made, large and small, to improve their working environment.

We will continue to grow together as a dynamic and compassionate organisation to work for and provide the individualised care every patient should expect.

Appendix 1 - Community Engagement Activity Plan 2019/20

Key: ■ Communications and Engagement
■ Patient and Public Panel

■ Patient Engagement

| <u>April 19</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update/ Action |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------|
| 6 April 19 – Preston Health Mela – University of Lancashire – Preston, Lancashire | <ul style="list-style-type: none"> • Access • Awareness • Patient and Public Panel information | Race (80) | Complete – Contacted attendees that showed interest in Panel |
| 2 nd April - Lung Cancer Support Group - Pendleton Gateway, 1 Broadwalk, Salford | <ul style="list-style-type: none"> • Patient Engagement Board Game • Awareness • Education • Access | Cancer support (20) | Complete - Feedback received and shared on Community Engagement Matrix |
| 9 th April - Liverpool Jewish Community Centre, Liverpool | <ul style="list-style-type: none"> • Patient Engagement Board Game • Awareness • Education • Access | Religion (15-20) | Complete - Feedback received and shared on Community Engagement Matrix |
| 10 th April - Learning Disability and Autism Workforce Meeting - Royal Preston Hospital | <ul style="list-style-type: none"> • Awareness • Access • Education • Networking | Learning Disabilities and Autism (20) | Complete |
| 12 th April - Sahir House – HIV Support Centre, Liverpool | <ul style="list-style-type: none"> • Patient Engagement Board Game • Awareness • Education • Access | HIV Support (10) | Complete - Feedback received and shared on Community Engagement Matrix |
| 18 th April - Gynaecology Support Group - Altrincham Methodist | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game | Cancer support (15) | Complete |

| | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------|
| Church, Altrincham | | | |
| 26 th April - Making Space Dementia Group - Broadbent Luncheon Club, Lord Lane, Failsworth, Manchester | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game | Dementia support (15-20) | Complete - Feedback received and shared on Community Engagement Matrix |
| <u>May 19</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 18 and 19 May 19 – Tatton Park Country Show – Knutsford, Cheshire | <ul style="list-style-type: none"> • Access • Awareness • Information on service | All (200) | Complete – Staff thanked for attending |
| Silloth Green Day – Sunday 26 May – Silloth, Cumbria | <ul style="list-style-type: none"> • Access • Awareness • How to do CPR | All (100) | Complete |
| 3 rd May Blackpool Tower - 1st Health and Wellbeing Roadshow | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game | All (100) | Complete |
| 21 st May - Formby Older Persons Forum - Formby Luncheon Club, Formby, Liverpool | <ul style="list-style-type: none"> • Access • Awareness • Education • CPR Training | Older community (30) | Complete - Feedback received. Group felt CPR training was very useful and beneficial. |
| 22 nd May – Dementia Hub - Southport Fire Station, Manchester Rd, Southport | <ul style="list-style-type: none"> • Access • Awareness • Education • Networking | Dementia (100) | Complete |
| 22 nd May - Southport Glaucoma | <ul style="list-style-type: none"> • Access • Awareness • Education | Visual Impairment (40) | Complete - Feedback received and shared on |

| | | | |
|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------|
| Support Group - Royal Clifton Hotel & Spa, Southport | <ul style="list-style-type: none"> • Patient Engagement Board Game | | Community Engagement Matrix |
| 29 th May - Salford Mental Health Forum, Pendleton Way Salford | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game | Mental Health (20) | Complete |
| <u>June 19</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 6 June- Blackpool Pride – Blackpool, Lancashire | <ul style="list-style-type: none"> • Participate in PRIDE parade • Awareness • How we support LGBT | LGBT Public (100) | Complete |
| 15 June - Cumberland Show – Brisco, Cumbria | <ul style="list-style-type: none"> • Awareness • Promote Patient and Public Panel • CPR demonstrations | All Persons – Socioeconomic (70) | Complete – Positive feedback received and shared |
| 22 June –GM Windrush – Manchester, Greater Manchester | <ul style="list-style-type: none"> • Awareness • Information • Promoting Patient and Public Panel | BME (100) | Complete – Contacted attendees that showed interest in the Panel |
| 29 June – Silloth Pride – Silloth, Cumbria | <ul style="list-style-type: none"> • Participate in PRIDE parade • Awareness • How we support LGBT | LGBT Public (50) | Complete |
| 30 June – Aintree Fun Day – Aintree, Merseyside | <ul style="list-style-type: none"> • Awareness • Promoting Patient and Public Panel | All persons (30) | Complete |
| 4 th June - St Catherines Hospice Carers Group - Lostock Hall, Preston | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game | Cancer support (20) | Complete - Feedback received and shared on Community Engagement Matrix |
| 7 th June - Learning Disability Health Day - Chorley District Hospital, Chorley | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game • Networking | Learning Disability (100+) | Complete |

| | | | |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------|
| 12 th June Rochdale Mental Health carers group - The Clock Tower, Rochdale | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game | Mental Health (20) | Complete |
| 12 th June – Rethink Mental Health group. Accrington | <ul style="list-style-type: none"> • Access • Awareness • Education | Mental Health | Complete |
| 19 th June - St Helens and Knowsley Health Fair for Learning Disabilities, St Helens | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game • CPR Awareness | Learning disabilities (100+) | Complete |
| 26 th June - 'LINK' Older Persons Forum - The Parish Church of Saint Anne, Liverpool | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement Board Game • CPR Awareness | Older community (20) | Complete |
| <u>July 19</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 6 July - Carnforth Rotary Fun Day – Carnforth, Lancashire | <ul style="list-style-type: none"> • Awareness • Promoting Patient and Public Panel | All persons (50) | Complete – Contacted attendees that showed interest in Panel |
| 7 July - Preston Fire and Ambulance Open Day – Preston, Lancashire | <ul style="list-style-type: none"> • Access • Awareness | All persons (150) | Complete |
| 7 July – Warrington Mela – Warrington, Cheshire | <ul style="list-style-type: none"> • Access • Awareness • Promote Patient and Public Panel | Race (50) | Complete |

| | | | |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| 11 th July – Patient and Public Panel Taster Event - Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | All persons (15) Disability <ul style="list-style-type: none"> Physical (1) LD (1) MH (3) | Complete – Invited attendees to Panel Induction event |
| 13 July - Appleby Carnival - Appleby, Cumbria | <ul style="list-style-type: none"> Access Awareness Promote Patient and Public Panel | All persons (50) | Complete |
| 14 July – Disability Awareness Day – Warrington, Cheshire | <ul style="list-style-type: none"> Access Awareness | Disability <ul style="list-style-type: none"> Physical (60) SD (10) LD (5) MH (15) Dementia (30) | Complete |
| 21 July - Emergency Services Day – Salford, Greater Manchester | <ul style="list-style-type: none"> Awareness CPR demonstrations | All persons (200) | Complete |
| 21 July – Trafford Live - Trafford, Greater Manchester | <ul style="list-style-type: none"> Access Awareness | All persons (50) | Complete |
| 27 July – Liverpool Pride – Liverpool, Merseyside | <ul style="list-style-type: none"> Awareness Access FT membership | LGBT Public (200) | Complete |
| 27 July - Cheadle Mosque Open Day – Stockport, Manchester | <ul style="list-style-type: none"> Access Awareness | Race(100) | Complete |
| 5 th July - Bury 'Breathe Easy' - The Parish Hall, St James' Church, Bury | <ul style="list-style-type: none"> Access Awareness Education Patient Engagement Board Game | Lung /breathing condition support (20) | Complete |
| 29 th July Greater | <ul style="list-style-type: none"> Engaging with local communities | All (83) | Complete – Feedback received |

| | | | |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Manchester 'Meet the ambulance' event - The Limelight Centre, Old Trafford, Manchester | <ul style="list-style-type: none"> Raising awareness and education around different service lines | | and summary of evaluation produced. Shared with attendees and with wider NWS colleagues on intranet page. |
| August 19 | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 4 August - Knowsley Flower Show, Merseyside | <ul style="list-style-type: none"> Awareness Promoting panel | All persons (80) | Complete |
| 17 August – Bolton Fire Open Day – Bolton, Greater Manchester | <ul style="list-style-type: none"> Awareness Access Promoting CPR | All persons (50) | Complete |
| 18 August – Mayoral 999 Day – Oldham | <ul style="list-style-type: none"> Access Awareness | All persons (50) | Complete |
| 24 and 25 August – Manchester Pride, Central Manchester | <ul style="list-style-type: none"> Awareness Access FT membership | LGBT Public (300) | Complete |
| 25 August – Cumbria Road Safety Event – Carlisle, Cumbria | <ul style="list-style-type: none"> Access Awareness Promoting CPR Ambulance demonstrations | All persons (50) | Complete |
| September 19 | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 4 th September Patient and Public Panel Taster Event - Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | All persons (10) Race (3) Religion (3) Disability MH (1) | Complete – Invited attendees to Panel induction event |
| 7 September – Lancaster Ambulance Station – | <ul style="list-style-type: none"> Access Awareness Promoting CPR | All persons (50) | Complete |

| | | | |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Lancaster, Lancashire | <ul style="list-style-type: none"> Ambulance demonstrations | | |
| 16 September – UCLan Fresher Event – University of Lancashire, Preston, Lancashire | <ul style="list-style-type: none"> Awareness Promoting 111 Promoting Patient and Public Panel | All persons (200) | Complete |
| 16 th September – Merseyside ‘Meet the ambulance’ event - Southport Community Centre, Southport | <ul style="list-style-type: none"> Engaging with local communities Raising awareness and education around different service lines | All (59) | Complete – Feedback received and summary of evaluation produced. Shared with attendees and with wider NWAS colleagues on intranet page. |
| 17 September – Cumbria University Fresher Event – Carlisle, Cumbria | <ul style="list-style-type: none"> Awareness Promoting 111 Promoting Patient and Public Panel | All persons (200) | Complete |
| 18 September – Manchester University Fresher Event – Manchester, Greater Manchester | <ul style="list-style-type: none"> Awareness Promoting 111 Promoting Patient and Public Panel | All persons (150) | Complete |
| 19 th September – Patient and Public Panel Induction Event – Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> Induct Panel Members Awareness of core services (PES, PTS and NHS 111) Facilitate Co-production Training | All persons (16) <ul style="list-style-type: none"> Race (1) Religion (2) Disability Physical (1) MH (3) | Complete – Panel Members inducted |
| 20 September – Salford University Fresher Event – Salford, Greater Manchester | <ul style="list-style-type: none"> Awareness Promoting 111 Promoting Patient and Public Panel | All persons (250) | Complete |

| | | | |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21 September – Egremont Crab Fair – Cumbria | <ul style="list-style-type: none"> • Access • Awareness | All persons (50) | Complete - Contacted attendees that showed interest in Panel |
| 22 September – Chester Pride – Chester, Cheshire | <ul style="list-style-type: none"> • Awareness • Access • FT membership | LGBT Public (100) | Complete |
| 24 th September Cumbria ‘Meet the ambulance’ event - The Oval, Workington | <ul style="list-style-type: none"> • Engaging with local communities • Raising awareness and education around different service lines | All (29) | Complete – Feedback received and summary of evaluation produced. Shared with attendees and with wider NWS colleagues on intranet page. |
| 25 September – Liverpool John Moores Fresher Event – Liverpool, Merseyside | <ul style="list-style-type: none"> • Awareness • Promoting 111 • Promoting Patient and Public Panel | All persons (200) | Complete - Contacted attendees that showed interest in Panel |
| 25 September – Chester University Fresher Event – Chester, Cheshire | <ul style="list-style-type: none"> • Awareness • Promoting 111 • Promoting Patient and Public Panel | LGBT Public (50) | Complete |
| 28 September – Cumbria Pride – Carlisle, Cumbria | <ul style="list-style-type: none"> • Access • FT membership • Promoting Patient and Public Panel | All persons (150) | Complete |
| 28 September – Chorley Health Mela – Chorley | <ul style="list-style-type: none"> • Access • Awareness | Race (25) | Complete |
| October 19 | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 14 th October – Cheshire ‘Meet the ambulance’ event - Northwich Memorial | <ul style="list-style-type: none"> • Engaging with local communities • Raising awareness and education around different service lines | All (36) | Complete – Feedback received and summary of evaluation produced. Shared with attendees |

| | | | |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Court, Northwich | | | and with wider NWAS colleagues on intranet page. |
| 28 th October – Lancashire ‘Meet the ambulance’ event - The Grand Venue, Blackburn, Lancashire | <ul style="list-style-type: none"> Engaging with local communities Raising awareness and education around different service lines | All (41) | Complete - Feedback received and summary of evaluation produced. Shared with attendees and with wider NWAS colleagues on intranet page |
| <u>November 19</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 4th November – Patient and Public Panel Taster Event – Estuary Point, Merseyside | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | All persons (10) Disability <ul style="list-style-type: none"> SD (4) LD (1) MH (1) | Complete – Invited attendees to induction event |
| 5 th November Ainsdale Older Persons Forum - Ainsdale Methodist Church, Southport | <ul style="list-style-type: none"> Access Awareness Education Patient Engagement Board Game | Older community (20) | Complete - Feedback received and shared on Community Engagement Matrix |
| 11th November Crosby Older Persons Forum - Crosby Library, Liverpool | <ul style="list-style-type: none"> Access Awareness Education Patient Engagement Board Game | Older community (20) | Complete - Feedback received and shared on Community Engagement Matrix |
| 12 th November - Bootle Older Persons Forum, Bootle | <ul style="list-style-type: none"> Access Awareness Education Patient Engagement Board Game | Older community (20) | Complete - Feedback received and shared on Community Engagement Matrix. We have been invited back to visit the Sefton Older persons forums in 2020. |

| | | | |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13th November – Patient and Public Panel Taster Event – Broughton, Lancashire | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | All persons (11) Disability <ul style="list-style-type: none"> SD (2) | Complete – Invited attendees to induction event |
| 14 th November Wirral Dementia Services Showcase, New Brighton | <ul style="list-style-type: none"> Access Awareness Education Patient Engagement Board Game Networking | Dementia (50-100) | Complete – We received a thank you email from the organiser and we will be invited back next year. |
| 14 th November - Deafway Accessibility - Deafway, Brockholes Brow, Preston | <ul style="list-style-type: none"> Access Awareness Education Networking | Deaf accessibility (1) | Complete – We will continue to work with Deafway to look at how we can improve our accessibility for our patients who are deaf and hard of hearing. We will meet with the Deafway group in 2020 to play the board game. |
| 15 th November - Visual Impairment Forum - County Hall, Fishergate, Preston | <ul style="list-style-type: none"> Access Awareness Education Networking | Visual impairment (20) | Complete |
| 19 th November – Patient and Public Panel Taster Event- Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | All Persons (8) Disability <ul style="list-style-type: none"> Physical (1) SD (1) LD (1) MH(1) | Complete – Invited attendees to induction event |
| 21 st November - Green bank School, Northwich | <ul style="list-style-type: none"> Access Awareness – careers and wound care. Education | Autism (10-15) | Complete – We have been invited back to the school at a future date. |
| 25 th November Patient and | <ul style="list-style-type: none"> Induct Panel Members | All persons (11) Disability | Complete – Panel members inducted |

| | | | |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Public Panel Induction Event – Estuary Point , Merseyside | <ul style="list-style-type: none"> • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | <ul style="list-style-type: none"> • SD(4) • LD(1) • MH(1) | |
| 26 th November - Connecting East Lancashire – Access Fund – Broughton | <ul style="list-style-type: none"> • Access • Awareness • Education | | Complete – Initial discussions to see how we can work together in future. |
| 27 th November Orrell Trust – Onwards Together, Bootle | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement board game. | Older Community (15-20) | Complete - Feedback received and shared on Community Engagement Matrix. |
| <u>December 19</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 3 rd December - Patient and Public Panel Induction Event – Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> • Induct Panel Members • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | All persons (11) Race (1) Disability SD (2) MH(1) | Complete - Panel members inducted |
| 19 th December Wirral Dementia Alliance, Wallasey. | <ul style="list-style-type: none"> ○ Engaging with vulnerable groups ○ Awareness/education | Dementia | Complete - Invited to visit again in future. |
| <u>January 20</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| | | | |
| <u>February 20</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| Stepping Stones Learning Disabilities, Southport | <ul style="list-style-type: none"> • Access • Awareness • Education • Patient Engagement board game. | Learning Disabilities | In progress |
| Salix Homes – Tenancy Support | <ul style="list-style-type: none"> • Access • Awareness • Education | Tenancy Support | In progress |

| | | | |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------|
| Services 49 Nansen Close, Streford | | | |
| 24 th February – Patient and Public Panel Taster Event - Estuary Point, Merseyside | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | | In progress |
| 26 th February- Patient and Public panel Taster Event – Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | | In progress |
| 26 th February – Southport Older Persons Forum - Lord Street, Southport | <ul style="list-style-type: none"> Access Awareness Education Board game engagement | Older Community | In progress |
| 27 th February – Community Links, Blackburn | <ul style="list-style-type: none"> Access Awareness Education | <ul style="list-style-type: none"> All | In progress |
| <u>March 20</u> | Objectives /Reason for Engagement | Protective Characteristic (user group) | Update |
| 2 nd March – Patient and Public Panel Taster Event – Broughton, Lancashire | <ul style="list-style-type: none"> Promote the Panel Awareness of the Trust and Panel Recruit Panel members | | In progress |
| 3 rd March – Emerging Futures, Crewe | <ul style="list-style-type: none"> Access Awareness Education | Tenancy Support | In progress |
| 4 th March – Deafway Accessibility, Deafway, Brockholes Brow, Preston | <ul style="list-style-type: none"> Access Awareness Education Board game engagement | Deaf accessibility | In progress |
| 5 th March – Patient and | <ul style="list-style-type: none"> Promote the Panel | | In progress |

| | | | |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|
| Public Panel Taster Event – Northwich Ambulance Station, Cheshire | <ul style="list-style-type: none"> • Awareness of the Trust and Panel • Recruit Panel members | | |
| 9 th March – Patient and Public Panel Taster Event – Salkeld Hall, Cumbria | <ul style="list-style-type: none"> • Promote the Panel • Awareness of the Trust and Panel • Recruit Panel members | | In progress |
| 12 th March – Patient and Public Panel Induction Event – Estuary Point, Merseyside | <ul style="list-style-type: none"> • Induct Panel Members • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | | In progress |
| 16 th March – Patient and Public Panel Induction Event – Ladybridge Hall, Greater Manchester | <ul style="list-style-type: none"> • Induct Panel Members • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | | In progress |
| 18 th March – Patient and Public Panel Induction Event – Broughton, Lancashire | <ul style="list-style-type: none"> • Induct Panel Members • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | | In progress |
| 25 th March – Manchester Carers Centre, North Manchester Community Wellbeing Centre | <ul style="list-style-type: none"> • Access • Awareness • Education • Board game engagement | Carers Support | In progress |
| 26 th March – Patient and Public Panel Induction Event – Salkeld Hall, Cumbria | <ul style="list-style-type: none"> • Induct Panel Members • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | | In progress |

| | | | |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------|
| 30 th March – Patient and Public Panel Induction Event – Northwich Ambulance Station, Cheshire | <ul style="list-style-type: none"> • Induct Panel Members • Awareness of core services (PES, PTS and NHS 111) • Facilitate Co-production Training | | In progress |
| 31 st March – Maghull Older persons forum, | <ul style="list-style-type: none"> • Access • Awareness • Education • Board game engagement | Older Community | In progress |

Appendix 2: Widening Access and Positive Action events 2019-2020

| Date | Event | Location | Reason for attending |
|-------------------------|----------------------------------------------------------------|-------------------------------------------|------------------------------------------------|
| 16.04.2019 | Lancashire County Council – pre-employment scoping | Lancashire | Pre-employment program start up/ scope |
| 17.04.2019 | NHS and JCP | Cheshire West, Wirral and Halton locality | Pre-employment program start up /scope |
| 17.04.2019 | Closing the Diversity Gap across the Public Sector – Jobs Fair | Wythenshawe | Jobs Fair |
| 18.04.2019 | Southway Housing Group - Jobs Fair | Burnage | Jobs Fair |
| 23.04.2019 | Open Day | Manchester | Pre-employment |
| 23.04.2019 | Blackburn Jobs Fair | Blackburn | Jobs Fair |
| 25.04.2019 | Interviews of community applicants | Manchester | Pre-employment |
| 25.04.2019 | Cadet HART Day | Manchester | Work experience activity 16-19 year old cadets |
| 26.04.2019 | Interviews of community applicants | Manchester | Pre-employment |
| 29.04.2019 – 30.04.2019 | Pre-employment program delivery | Manchester | Pre-employment |
| 01.05.2019 – 03.05.2019 | Pre-employment program delivery | Manchester | Pre-employment |
| 07.05.2019 | Open Day | Preston | Pre-employment |
| 07.05.2019 | Preston Hospital Careers Fair | Preston | Jobs Fair |
| 08.05.2019 | Tap Into Talent Jewish Jobs Fair | Manchester | Jobs Fair |
| 09.05.2019 | Interviews of community applicants | Preston | Pre-employment |
| 10.05.2019 | Jigsaw Homes - Spring Jobs Fair | Manchester | Jobs Fair |
| 13.05.2019 | Pre-employment program delivery | Manchester | Pre-employment |
| 14.05.2019 – 16.05.2019 | Pre-employment program delivery | Preston | Pre-employment |
| 20.05.2019 – 22.05.2019 | Pre-employment program delivery | Preston | Pre-employment |
| 28.05.2019 – 30.5.2019 | Pre-employment program delivery | Preston | Pre-employment |
| 30.05.2019 | Wythenshawe Jobs Fair | Manchester | Jobs Fair |
| 03.06.2019 | Meeting with Walking with the wounded | Manchester | Scoping support |

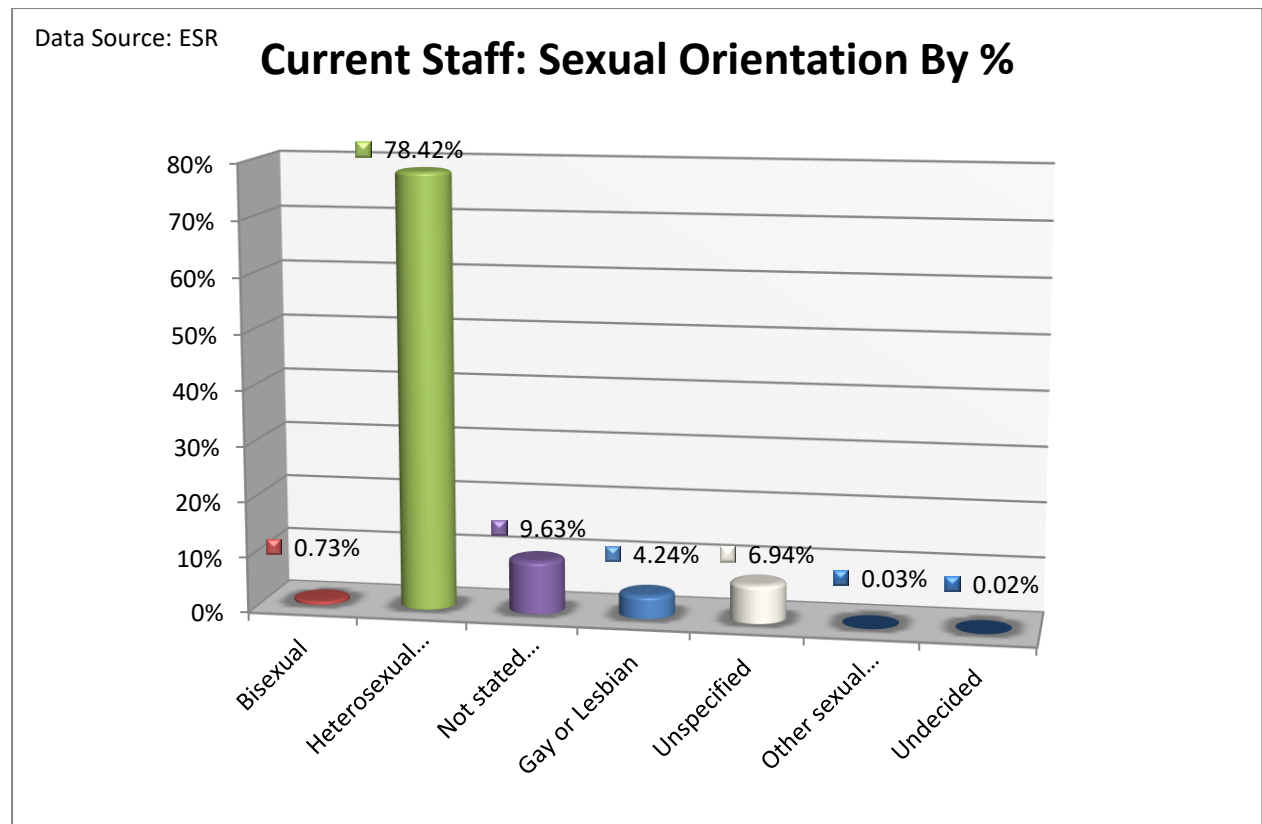
| | | | |
|------------|--------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------|
| 03.06.2019 | Pre-employment program delivery | Preston | Pre-employment |
| 06.06.2019 | Blackburn Community Engagement | Blackburn | Community engagement |
| 18.06.2019 | Lancashire Armed Forces Hub - Train the Trainer session | Preston | Armed Forces |
| 20.06.2019 | Bolton Community Engagement | Bolton | Community engagement |
| 21.06.2019 | Cadet Celebration | Trust footprint | Work experience activity 16-19 yr old cadets completion |
| 21.06.2019 | Bury Islamic Centre – careers session | Manchester | Pre-degree/careers awareness session |
| 26.06.2019 | Blackburn Community Engagement | Blackburn | Community engagement |
| 26.06.2019 | Lancashire Council of Mosques – careers awareness | Blackburn | Careers information session |
| 28.06.2019 | NWAS Reserves Celebration Day | Bolton | Reserves Celebration Day |
| 02.07.2019 | Big Bang | Liverpool | Stem event all ages |
| 03.07.2019 | Bolton Council of Mosques- open careers session | Bolton | Pre-degree/careers awareness session |
| 10.07.2019 | Bangor Street Community Centre – careers session | Blackburn | Pre-degree/careers awareness session |
| 11.07.2019 | Tameside Hospital Careers | Tameside | Jobs Fair |
| 12.07.2019 | Pendle Prospects Jobs Fair | Pendle | Jobs Fair |
| 16.07.2019 | North West NHS Employers Armed Forces Network | Liverpool | Armed Forces |
| 17.07.2019 | STEM Speed Dating – Manchester University | Manchester | Careers session |
| 24.07.2019 | Collabor8 | Bury | Careers |
| 29.07.2019 | Disability Awareness training | Bolton | Disability Awareness Training |
| 31.07.2019 | NHS + JCP + Local Authority collaborative group meeting | Cheshire West, Wirral and Halton locality) | Pre-employment program start up /scope and jobs |
| 06.08.2019 | Step into Health live chat | Trust footprint | Careers IAG |
| 07.08.2019 | Cheshire Armed Forces Covenant Partnership Committee meeting | Cheshire | Armed Forces |
| 15.08.2019 | Back on Track Skills club | Manchester | Skills club |
| 30.08.2019 | Strawberry Field meeting with NWAS | Liverpool | Work experience scoping |
| 03.09.2019 | Cheshire Armed Forces Covenant Armed Forces Symposium | Chester | Armed Forces |
| 09.09.2019 | The Grange Academy | Runcorn | Careers event |
| 10.09.2019 | Pre-Degree Interviews | Bolton | Pre-Degree Interviews |
| 11.09.2019 | The Growth Company | Manchester | Jobs Fair |

| | | | |
|-------------------------|----------------------------------------------------|---------------------|-------------------------------------------------|
| 12.09.2019 | Defence Transition Services Consultation Event | Burnley | Armed Forces |
| 18.09.2019 | Year 11 World of Work Day | Urmston | Careers Carousel |
| 18.09.2019 | Warrington Jobs Fair | Warrington | Jobs Fair |
| 19.09.2019 | Blackburn is Hiring | Blackburn Cathedral | Jobs Fair |
| 24.09.2019 | Careers speed network | Wigan | Careers |
| 25.09.2019 | Bury Careers Event | Bury | Careers |
| 26.09.2019 | Get Oldham Working | Oldham | Jobs Fair |
| 02.10.2019 | Bolton DWP Jobs Fair | Bolton | Jobs Fair |
| 02.10.2019 | Blackburn Jobs Centre | Blackburn | Pre-employment program start up /scope and jobs |
| 03.10.2019 | Burnley Job Centre | Burnley | Pre-employment program start up /scope and jobs |
| 04.10.2019 | Accrington Job Centre | Accrington | Pre-employment program start up /scope and jobs |
| 07.10.2019 | Futures 4 Me Event | Bolton | Careers |
| 09.10.2019 | Grange Academy | Runcorn | Careers |
| 09.10.2019 | St Helens High School | Liverpool | Careers |
| 10.10.2019 | Upton-by-Chester High School | Chester | Careers |
| 11.10.2019 | Wythenshawe Jobs Fair | Manchester | Jobs Fair |
| 18.10.2019 | Employability Fair - Ready Steady Work | Burnley | Jobs Fair |
| 21.10.2019 | Open Day | Blackburn | Jobs Fair |
| 22.10.2019 | Trafford Apprenticeship Fair 2019 | Trafford | Careers/Jobs |
| 22.10.2019 | Comms Community Engagement | Blackburn | Community Engagement |
| 24.10.2019 | Interviews of community applicants | Blackburn | Pre-employment |
| 28.10.2019 | Pre-employment program delivery | Accrington | Pre-employment |
| 28.10 to 15.11.2019 | Pre-degree Programme delivery | Bolton | Pre-degree Programme |
| 29.10.2019 – 30.10.2019 | Pre-employment program delivery | Accrington | Pre-employment |
| 01.11.2019 | Back on Track Skills Club | Manchester | Skills Club |
| 07.11.2019 | Careers convention | Liverpool | Careers |
| 08.11.2019 | Back on Track Skills club | Manchester | Skills club |
| 15.11.2019 | Back on Track Skills club | Manchester | Skills club |
| 18.11 to 22.11.2019 | Pre-degree Programme Support Week delivery | Greater Manchester | Pre-degree Programme |
| 19.11.2019 | Community Engagement with OMCVS | Manchester | Community engagement |
| 20.11.2019 | Cheshire Armed Forces Covenant Partnership meeting | Chester | Armed Forces |
| 22.11.2019 | Back on Track Skills club | Manchester | Skills club |
| 29.11.2019 | Back on Track Skills club | Manchester | Skills club |
| 05.12.2019 | Careers event | Birkenhead | Careers |

| | | | |
|-------------------------|-----------------------------------------------------|------------|---------------------------|
| 05.12.2019 | North West NHS E&D Forum and afternoon CPD Workshop | Preston | E&D Forum |
| 06.12.2019 | Back on Track Skills club | Manchester | Skills club |
| 09.12.2019 | Careers Fair Fazakerley High School | Liverpool | Careers |
| 13.12.2019 | Back on Track -celebration | Manchester | Skills club |
| 07.01.2020 | Cadet Induction to NWAS | Blackpool | Work Experience |
| 08.01.2020 | Cadet Induction to NWAS | St Helens | Work Experience |
| 08.01.2020 | Cadet Induction to NWAS | Southport | Work Experience |
| 09.01.2020 | Cadet Induction to NWAS | Salford | Work Experience |
| 09.01.2020 | Cadet Induction to NWAS | Bury | Work Experience |
| 09.01.2020 | Cadet Induction to NWAS | Ashton | Work Experience |
| 10.01.2020 | Cadet Induction to NWAS | Penrith | Work Experience |
| 10.01.2020 | Cadet Induction to NWAS | Dislington | Work Experience |
| 13.01.2020 | Careers Fair Countess Chester | Chester | Careers |
| 15.01.2020 | Career Market Halewood Academy | Manchester | Careers |
| 21.01.2020 - 31.01.2020 | Strawberry field candidate | Liverpool | Work Experience |
| 23.01.2020 | Harmonize Academy | Liverpool | Careers |
| 30.01.2020 | Broughton Hall Careers Fair | West Derby | Careers |
| 04.02.2020 | Lancashire Armed Forces Covenant Hub | Preston | Armed Forces |
| 11.02.2020 | Knutsford Academy Careers Fair | Knutsford | School Careers Fair |
| 13.02.2020 | CTP Employment Fair | Salford | Armed Forces Careers Fair |
| 27.02.2020 | Jobs Fair | Huyton | Jobs Fair |
| 28.02.2020 | Cansfield School Careers Fair | Wigan | School Careers Fair |
| 06.03.2020 | Liverpool Careers Fair | Liverpool | Jobs Fair |
| 10.03.2020 | AEG Service Leaver Employment Fair | Wigan | Military Careers Fair |
| 11.03.2020 | Tri-service Recruitment event | Burnley | Jobs Fair |

Appendix 3: Annual Employment Monitoring Information

Sexual Orientation:

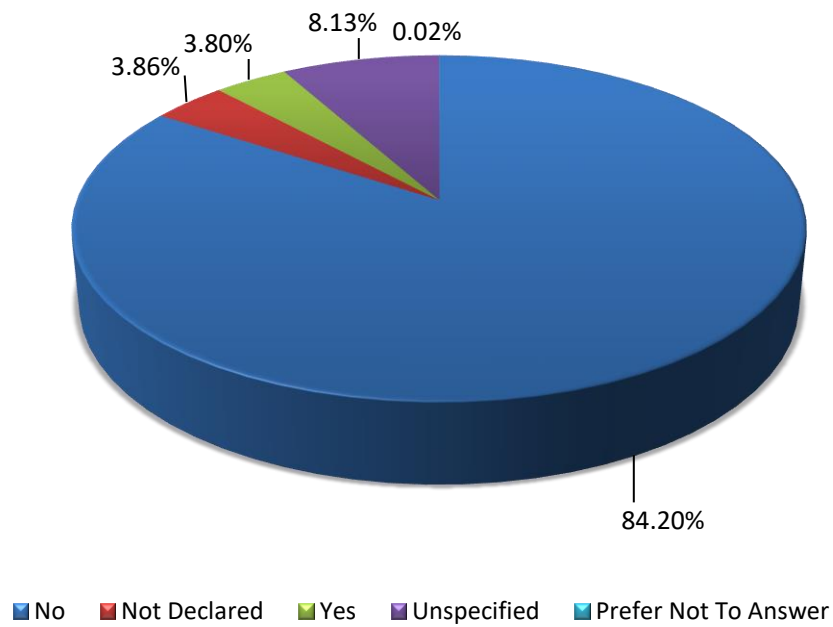


The gay and lesbian categories has increased again from 3.81% to 4.24% staff this year. The rate remains lower than what would be expected of the general population. The figures for bisexual and hetero sexual staff have also increased. There has been a continued reduction in non disclosure from over 20% at the end of 2017 to 18.63% and then 16.57% this year.

Disability

Data Source: ESR
as at
31st December
2019

Current Staff: Disability By %

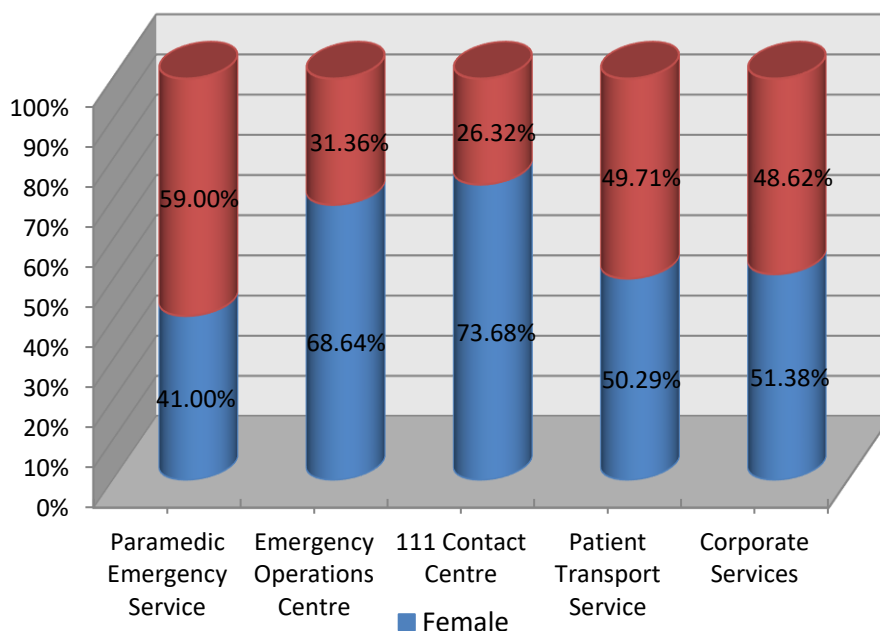


Staff disclosure of disability has again risen from 3.53% to 3.80%. Those not disclosing their status as disabled or otherwise has decreased from nearly 16% just under 12%.

Gender

Data Source:
ESR as at
31st
December
2019

Current Staff: Gender By Service Lines



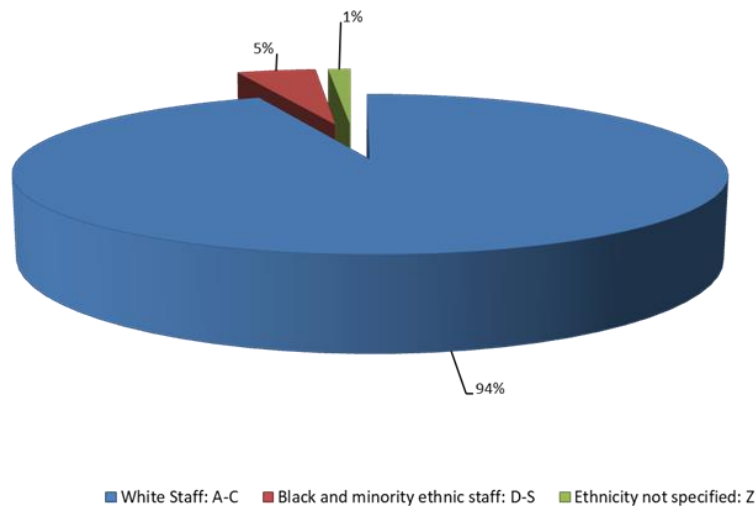
Female staff now account for 50.88% of the workforce within NWAS. This is a further increase from 47.93% the previous year. The graph above shows clear differences in where staff work within the Trust, as it has in previous years. Patient Transport Service again appears to be the service which most closely matches the Trust picture of gender balance.

Note about Trans applicants and staff: It is not possible for new starters to declare their gender to the Trust as anything other than male or female on the electronic systems used as part of the recruitment process. Staff and candidates have declared their status as transgender to the Trust over the last 12 months, but it is not possible to record this information with only the two binary measures on the electronic systems at this time and no option to record trans status. Therefore there is no information published about this currently; there is also the potential initially that the numbers will be so small as to be personally identifiable.

Current Staff: Ethnicity

Data Source: ESR as at
31st December 2019

Ethnicity of current staff in NWAS



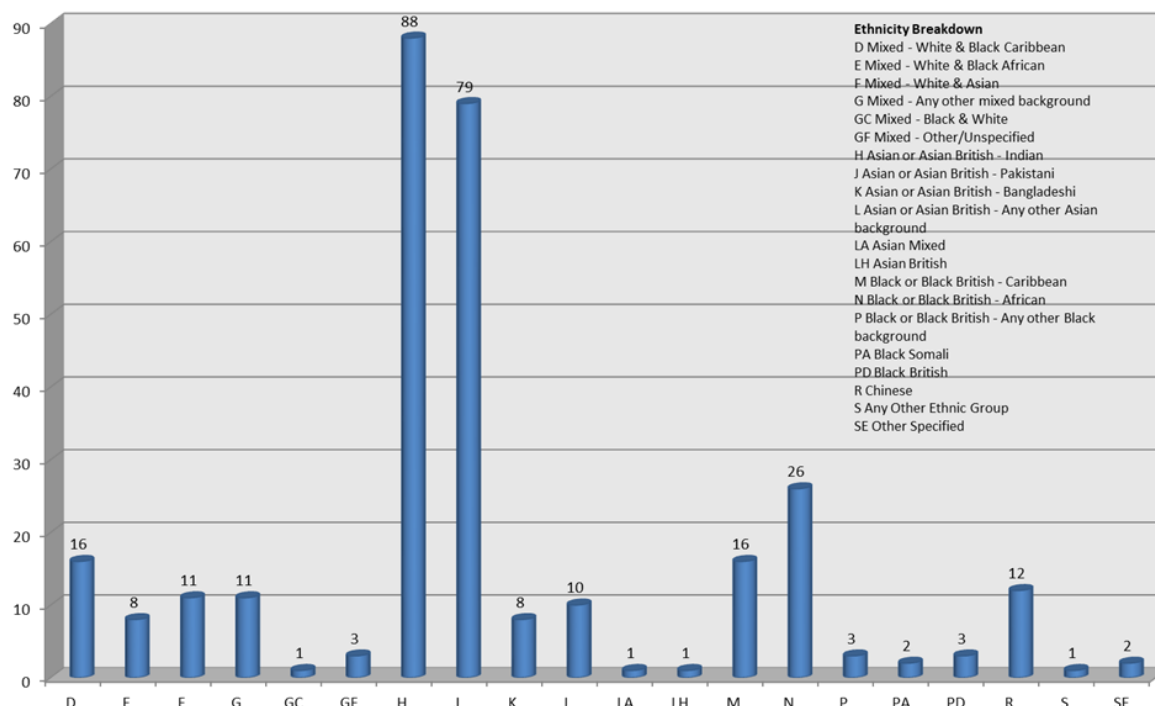
The percentage and overall number of staff from non-white groups has increased from 4.28% to 4.59% over the 12 month period. This is above the rate from two years earlier as last year showed a dip against the pattern over recent years.

NWAS retains good disclosure rates for ethnicity. Not stated or unspecified now stands at 1.31%, a reduction from 1.86%. This is well below the NHS average for non-disclosure rates.

Breakdown of current staff from non-white groups

Data Source: ESR as at
31st December 2019

Ethnicity of Current Staff: Black and minority ethnic group



Other monitoring data

Detailed data by age, religion, marital status and part-time staff can be found on our website at the following link:

[LINK TO BE ADDED HERE](#)

The following provides some narrative on the position in relation to other protected characteristics.

Religion – Following the previous pattern, non-disclosure rates for religion have again reduced, this time from 23.75% to 21.98%.

Marital Status – The number of staff for whom the Trust does not know their marital status has reduced again from 371 to 348 over this last year. While this does not appear to cause the Trust any problems, it is important that the Pensions Team are kept up to date with details by employees.

Age – The age of the workforce in various parts of the Trust has again shown a similar pattern to the previous year. The 45-54 age range again has the highest proportion of staff equating to just over 28% of staff.

Data source - All workforce data has been taken from the national NHS Employee Staff Record system at 31st December 2019.