



Annual Equality, Diversity and Inclusion Report 2017-2018

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INTRODUCTION

North West Ambulance Service (NWAS) is proud to present its Annual Report on Equality, Diversity and Inclusion covering the work undertaken in the period 2017/18. It pulls together a summary of our progress and achievements in the last year in promoting equality and inclusion and seeking to improve the experiences of our staff and patients from diverse groups.

There is a clear legislative framework supporting Equality and Diversity, as set out in the Equality Act of 2010 and the supporting Public Sector Equality Duty. This report will demonstrate our progress against these requirements, including our publication responsibilities and our objectives.

The NHS has also taken steps to ensure that its organisations work to support the development of an inclusive NHS which is fair and accessible for all and has set out further equality standards for organisations to use proactively to improve, in particular the Equality Delivery System and the Workforce Race Equality Standard. NWAS recognises the value of these tools to support assessment of our strengths and weaknesses and to help us to improve.

NWAS respects and values the diversity of our staff, patients, relatives and carers. We are committed to serving our community in ways that are appropriate, accessible, fair and culturally sensitive. We will be proactive in ensuring and promoting equal opportunities through everything we do and among all those people and organisations that we are associated with.

These principles are reflected in our organisational values which mirror the principles of equality and diversity set out in the NHS Constitution. These act as a guide to managers and staff as to the behaviours and values they should display in their engagement with colleagues and delivery of services. We strive to have a workforce that is reflective of the population locally and that all groups within the workforce have the same positive experience of employment here, with regards to pay and career progression.

The North West Ambulance Service NHS Trust is committed to providing excellent patient care to all, irrespective of how people access our services. The North West of England is fortunate to be home to a diverse group of people, making this part of the country an exciting place to live and to work. We work hard to be accessible and offer personalised care; we also seek feedback on how the service has performed, to further improve service to patients.

Over the last twelve months, we have worked hard to bring these principles to life. We have celebrated national and international events to highlight the positive nature of diversity in the North West. Examples include NHS Diversity Week in May 2017 and International Women's Day in March 2018. We were proud to be shortlisted for an award for our work towards having a representative workforce in summer 2017 and have continued to work to ensure a fair and accessible recruitment process. We

also reviewed and refreshed our Equality, Diversity and Inclusion Policy and celebrated the introduction of a policy to support Trans staff, where our LGBT network played a part in the first training session.

We work hard to build relationships with partners and communities to ensure visibility of our services in all communities and gather valuable feedback to enable us to improve our responses to individual needs. Initiatives to improve patient outcomes for particular groups has included several teams of staff becoming Dementia Friends and visits to local community groups to identify their particular needs.

Although we are proud of the progress being made, we recognise that there is always further work to be undertaken to ensure that we embed Equality, Diversity and Inclusion into everything that we do.



MICHAEL FORREST
Director of Organisational Development

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 1.2m 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.

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 6000 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 seven 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 by providing 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
- Improving Lives
- Everyone counts
- Compassion
- Respect and Dignity
- Commitment to Quality of Care

Commitment to
Quality of Care



Compassion



Everyone
Counts



Improving
Lives



Respect and
Dignity



Working Together
for Patients



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 has a single Workforce Strategy and has embedded its Equality, diversity and inclusion strategy in this document. Overall our aim is to develop best practice in promoting equality, diversity and inclusion throughout the workforce and to develop the capability of staff and managers to respond appropriately to diversity issues related to workforce and patient experience.

Our key aims include:

- Ensuring that statutory requirements are met whilst recognising that E,D & I is about quality of care and is intrinsic to the aims of the trust
- For staff to be motivated and able to deliver high quality care means ensuring that they embody the values of the NHS; that they are able to work in an environment free from discrimination; with access to opportunities to fulfil their potential and trained to be confident and competent to deliver care in a culturally competent way
- That managers are empowered to manage and motivate staff in an environment which celebrates diversity and which nurtures an environment free from discrimination
- That the principles of quality underpin strategic and operational decision making and inform business planning and how each directorate develops and delivers services

Specific objectives arising from the Workforce Strategy for 2017/18 have focused on:

- Ongoing progress against the NHS Equality Delivery Standards, including stakeholder engagement to help us to challenge our own self-assessment

- To deliver improvements in workforce representation, with particular focus on gender progression and overall levels of representation from Black and Minority Ethnic groups within the workforce
- To make progress in improving the perceptions and experience of bullying, harassment and discrimination amongst our workforce
- Progressing our Workforce race Equality Standard action plans

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 decisions 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 Duty in 2017-18

The following gives some highlights of the key areas of work which have contributed towards the requirements of the GED in 2017-18

Recruitment

A range of recruitment activities have taken place over the last 12 months to ensure selection processes and assessment methods are inclusive.

One key piece of work is the Paramedic pre-degree pilot. This 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 – which can be the difference between a university place or not. The programme offers this operational experience to successful candidates. Working with three partner universities, we are also able to offer all candidates a guaranteed university interview. This is the second year the trust has taken part in this programme, supported by Health Education England and we are the only ambulance trust to be accepted for a second year.



The programme is focused on trying to improve university access from under-represented groups. The trust Recruitment Positive Action Officer ensured the opportunity was advertised widely in diverse communities, using local advertising and posters to host local events. This differed from the previous year, when there was more

reliance of established links with Job Centre Plus and local council events to promote job opportunities. The results showed an increased diversity in the people applying for this programme. A key part of the trust strategy with regards to recruitment and widening access is to ensure everyone approaching an NWAS stand is given personalised support, so this was the case, whether they were eligible for the pilot programme or not. This works well for NWAS; a variety of roles were directly recruited to as part of this community work, including other operational roles and corporate positions and this has been seen in our improved levels of representation from BME communities during the last 12 months.

Candidates recruited to the programme have been offered permanent full-time employment with the trust as Urgent Care Assistants. A support package was arranged, including a session with the universities about completing a UCAS form, presentations from a range of clinical staff to showcase the range of career options available for the future and visits to HART and the air ambulance base. Feedback from candidates, now employees, has been positive. The universities are looking forward to working with NWAS again on the programme next year too, having been accepted for a third year by HEE.

Other work in this area has included closer attention to the gender balance of interview panels and other assessments, with a particular focus on high volume recruitment such as for Special Paramedic Team Leader roles. Interview questions have been amended and person specifications have been reviewed to ensure as wide a pool of candidates as possible for roles. A new recruitment system called TRAC was implemented at the start of 2018, which will allow the HR Hub to pull off monitoring information more easily than previously, so any themes identified as barriers can be addressed sooner.

The trust includes positive action messages on all its adverts and ensures that we use appropriate imagery to promote the trust both on our internet and careers microsite. NWAS is also signed up as a Disability Confident Committed employer, ensuring that we are able to make reasonable adjustments to ensure equity of

access to the recruitment process; offering access to interview to disabled candidates who meet the minimum criteria; promoting vacancies widely; offering inclusive and accessible recruitment and supporting existing employees who acquire disabilities to stay in work. An action plan is currently being developed to further improve the experiences of disabled staff and applicants. A data cleanse of staff disclosure on disability is already underway.

In the specific duty section below, information is also provided about the annual monitoring information with regards to recruitment.

Staff Networks

NWAS has an established LGBT staff network. There are quarterly meetings between the Corporate HR Team and Chair of the network. Support is offered to the Chair to attend National LGBT Ambulance Network meetings and conferences. There is an annual action plan in place to track priorities and actions in support of LGBT staff and patients. Activity includes attendance at regional PRIDE events, marking International Day Against Homophobia and participation at trust events to seek feedback from staff. The network was a valuable supporter and 'critical friend' of the work to introduce the policy for supporting Trans staff and related implementation plan.



Following on from the Women in Leadership Conference in 2016, the Women in Leadership Network has continued to stay active. The conference was originally developed in response to the identified concern regarding gender progression, especially in emergency operational management roles where women have been traditionally under-represented. The network has hosted a series of personal development workshops. There is an active group on Yammer, the internal social

networking facility, where articles and other items of interest are shared across the group.

Both the LGBT network and members of the Women in Leadership network were invited to take part in the Equality update session in September 2017, to ensure that their experiences are effectively captured and built into plans.

Patient Experience and Public Engagement

The Government has continued to promote the message that patient experience remains 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 Experience team engage with, and obtain feedback from our patients using a variety of methods and approaches. The trust is recognised as an innovator and leader in this field for ambulance trusts.

An extensive Patient Experience programme was successfully completed during 2017/18. We use a number of inclusive 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 and integrated voice recognition via landline.



A variety of methods for eliciting patient feedback have been used across all service areas, including our Paramedic Emergency Service (PES), Patient Transport Service (PTS), the NHS 111 service and our Urgent Care Desk (UCD) facility. The table (Figure 1) provides a breakdown of the different methods undertaken during 2017/18.

More than 17,800 patients have provided feedback this year using a range of methods (Figure 1).

Figure 1 - Survey Methods Table

2017 - 2018 PE Programme - Survey Methods Table (01 Apr 2017 - 31 Mar 2018)		Completed Returns	% of Total
Patient Transport Service	(Postal/Telephone)	4,111	23.1%
Patient Transport Service - Health Services	(Postal)	197	1.1%
Patient Transport Service - Patient & Public Survey	(Postal)	195	1.1%
Paramedic Emergency Service	(Postal/Telephone)	2,720	15.3%
Clinical Assessment Service	(Postal)	2,826	15.9%
Urgent Care Desk Service	(Postal)	626	3.5%
NHS 111 Service	(Postal)	1,052	5.9%
PTS FFT	(SMS Text)	2,926	16.4%
PTS FFT	(Post cards)	83	0.5%
PTS FFT	(Postal Surveys)	2,753	15.5%
PES FFT - See and Treat	(SMS Text)	87	0.5%
PES FFT - See and Treat	(Post cards)	90	0.5%
PES FFT - See and Treat	(IVR)	147	0.8%
TOTAL		17,813	

* Please Note: All data as at 31 March 2018

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 97.34% of PES patients told us that they were 'treated with dignity, respect, kindness and compassion'. 94.99% of PTS users stated the same. *"I have always found that I have always been well looked after and treated with respect by whatever transport comes for me and very helpful"* (PES). 91.68% of Urgent Care Desk Services users told us that 'staff were polite, respectful and listened to their concerns'.

As well as undertaking quantitative patient surveys, we provide focus on capturing more qualitative data at equality and diversity community events and focus groups. A trust 'Community and Specialist Patient Group Engagement Framework 2014/19' which was adopted by the Board in 2014 helps to map clearly and annually the trust's improvement plan's with community and specialist patient group engagement during 2017/18. Community and specialist patient group engagement activities during 2017/18 have enabled us to:

- Receive advice and feedback from a range of specialist patient groups on quality improvements with accessing Ambulance services.
- Enhance opportunities for many of our staff and managers to attend community events to better understand culturally sensitive Ambulance service provision
- Increase awareness with a range of our communities on our commitment to equality and diversity

- Understand some of the barriers with employment access for our under-represented groups. E.g. BME groups in operational roles.
- Provide reassurance to a large number of our community and patient groups, that we take community engagement seriously and that all feedback received from engagement activities is valued and will be acted upon.
- Promote partnership working with many of our patient groups including support with Ambulance quality improvement co – design, CFR volunteering, and trust membership.
- Develop awareness with a range of communities to meeting Ambulance emergency and urgent care health inequalities that potentially exist within these communities e.g. in the areas of stroke, cardiac arrest and diabetes.
- Tackle perceptions associated with Ambulance mental health and dementia support.

‘Because of you I am alive today. April 2017 – chest pains rang 999 your call taker. They came straight away including a car and then an Ambulance. They took me straight to Blackpool Victoria Hospital. They even stayed with my wife whilst I was in theatre. You guys are brilliant! ‘(Community Event - Bolton Health Mela 2017)

‘The members of group are asked by one of our facilitators if they would always expect an ambulance to arrive if they called 999. Members tell us that they are aware “certain calls would be referred elsewhere, depending on how the call is accessed in terms of how serious the situation is”’. (Board Game Session, Re- Think Mental Health Group 2017)

‘Member of the group asks whether all ambulance trusts operate in the same way. Duncan Robertson, consultant paramedic largely tells the group that we all have similar ideas but what works for one, may not work for the other’. (Board Game - Crosby Older Peoples Forum 2017)

The trust’s 5 year community and specialist patient group engagement strategic aims are:

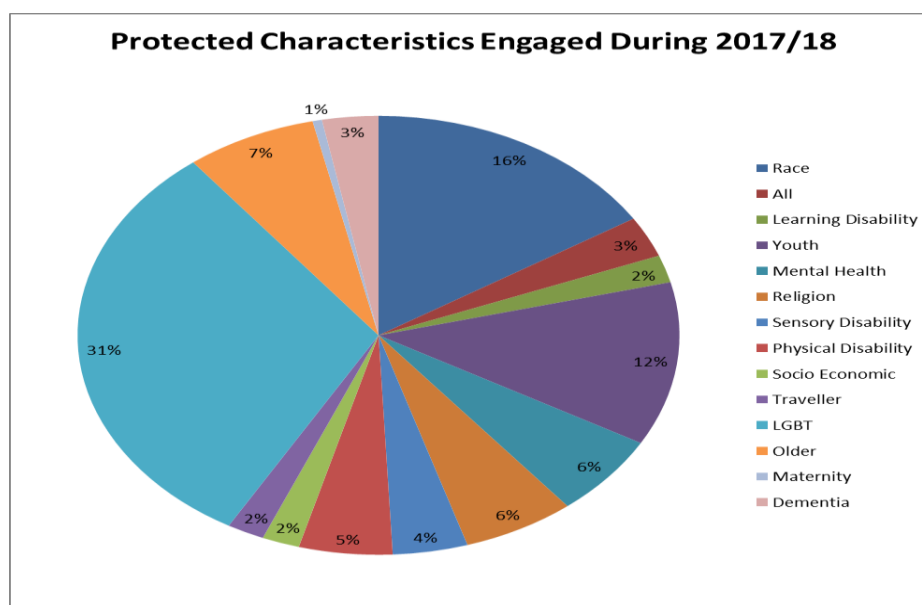
1. We will aim to engage with a range of communities, specialist patient groups and their champions on ‘What To Expect From Ambulance Services’
2. We will aim to track changes which have been made as a result of feedback received from specialist patient group user experience
3. We will aim to develop trust understanding with community groups and access to Ambulance services.

Some of the highlights during the year in relation to meeting these aims include:

- A list of engagement with diverse communities is annually captured in our Community Engagement Activity Plan 2017/18 (Appendix1) and identifies a minimum 17 large footfall community group events that have been attended by the trust. Some examples are attendance at 5 Health Melas, Disability Awareness Day, 4 LGBT PRIDE events and Cheadle Mosque Health Fair.
- The development of an annual Patient Experience Community Engagement Feedback Pro-forma supports the capture of patient experience feedback from equality and diversity specialist community groups during 2017/18. This year we have captured feedback from 12 face to face targeted focus group sessions using our nationally acclaimed board game.
- 'What Happens When You Dial 999 and 'What to Expect From Ambulance Services' leaflets have been shared at minimum 21 community engagement events.
- Distribution of patient information cards for community stakeholder understanding of booking, cancelling PTS transport and what are termed eligible PTS escorts completed
- The Patient Experience team have undertaken consultation with Galloways Society for the Blind to produce a version of the Patient Transport Service Information leaflet for the visually impaired. This included visits to the group to share the leaflet and gain feedback on it which is now available on the NNAS website.
- 'You said we did' Patient Experience Recommendations Posters were distributed to Ambulance stations and to over 200 specialist community groups. During the year these were also shared with all community groups where we delivered face to face focus group board game sessions.

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. Pie Chart 1 below shows the equality and diversity protected groups we have engaged with at community events and focus groups during 2017/18.

Pie Chart1 - Protected Characteristics Engaged during 2017/18



The trust Board of Directors receives bi - monthly dashboard of patient feedback results. FFT results are shared monthly in animation form in the trust weekly staff regional bulletin and internal social media Yammer. Recommendations for service improvements are introduced as appropriate to the Incident Learning Forum PES and PTS trackers respectively. Quarterly reports are presented to the Quality Committee and Board of Directors as well as in the Patient Experience Annual Report.

Learning for improvements

An analysis of the feedback received from patients provided us with themes for learning and to make service improvements. Some examples during 2017/18 are;

- CQUIN public health support for PTS service; through the development of patient experience surveys on what health information PTS patients require.
- Introduction of patient identifiable blue smiley face stickers on all PTS vehicles with the key benefit to increase the visibility of dementia patients who have travelled in a Patient Transport vehicle. Staff can easily identify and approach those patients who may have been waiting for a considerable length of time.
- Introduction of patient pagers in chosen hospitals to support PTS long waits initiatives with the return journey.
- PTS information leaflets updated to provide patients with more information on who to contact if they have any concerns, or if they need to cancel their appointment.
- Co – design with community groups of ‘easy read inclusive’ patient comment cards to be distributed in 2018/19 on all Ambulance vehicles. This gives real time’ opportunities for all our PES and PTS patients with completing the FFT, share accessibility concerns and to provide a compliment or complaint.

- Easy read review of changes as a result of patient experience feedback posters.
- Mandatory E – Learning modules ensure operational staff learning with PES laryngectomy patient assessments.
- Ongoing review of the NWS Paramedic Emergency Services ‘Multi Lingual Phrasebooks’ for distribution upon request in 2018/19 to emergency services staff.

Other Community Engagement

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.

NWS 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.

As part of recruiting to apprenticeship roles, and other positions in the trust as part of increasing the diversity of the workforce, staff have attended many events, large and small to promote NWS 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. Staff spend time discussing any barriers or particular needs of individuals and groups.



Feedback that we receive at these events is positive; we are usually invited to attend future events with the same organisation. Certainly it is not possible to attend every

event the trust is invited to; consideration is given to the potential audience at each event. Priority is given to high footfall events with students, such as the Big Bang events, so that information can be shared with many 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 the local areas we are schedule to attend, or we can also sharing information with them electronically and refer them to social media, as appropriate.

There has been a move this last year to small local NWAS hosted and promoted events too, rather than attendance at large council or Job Centre Plus events; this 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.

The list of schools and events visited where jobs and careers have been promoted can be found on Appendix 1. 53 individual events were attended; this list doesn't yet include all schools visited as part of International Women's Day.

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.

Training

The trust recognises the critical role that induction and mandatory training plays in consistently communicating and promoting the NHS values, along with the NWAS values and strategy. Equality, Diversity and Human Rights (EDHR) is embedded within the trust's Mandatory Training programme and this ensures that all staff have an appropriate level of knowledge and an understanding of how this applies to their role.

Equality, Diversity and Human Rights is embedded in all induction training in the trust and in addition 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 in which may vary from year to year, for example dementia or other aspects of mental health. 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 this session as required, but new managers would be expected to attend these sessions as part of their PDP 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.

Whilst all HR Masterclasses have EDHR embedded within the delivery of the sessions the following masterclasses make particular reference to EDHR principles:

- Sickness Absence
- Dignity at Work
- Recruitment and Selection

In addition, the trust recognises the need to identify when bespoke training is required. Following the development of the trust's Policy to Support Transgender Staff in the summer of 2017, a bespoke session was arranged for all HR hub and HR Business partnering staff to attend training. The training sessions was arranged with the support of and approval of the NWS LGBT Network and delivered by an expert on Trans matters.

As well as formal training sessions available, the trust supplements learning by providing other opportunities throughout the year for staff to engage with the theme of diversity. This ranges from the provision of a job carousel as part of NHS Equality week during May 2017 so staff can network in an informal environment to items in the Health and Wellbeing Bulletin summer 2017 about disability disclosure. There was also a special edition of 'Be Inspired' about equality and diversity in autumn 2017. Staff can also access the enei website to view information and resources about supporting diversity in the workplace.

Dignity at Work

The trust revised its approach to managing claims of harassment and bullying in 2016 and the policy was reviewed after one year to ensure it was meeting its objectives. The policy had a much greater focus on local resolution to enable and support staff to be able to resolve issues of conflict, supported by their manager. The Policy is also very clear on the trust's stance on harassment and bullying and strengthened the approach to investigating and dealing appropriately with such cases.

Overall the policy has made improvements to the experience of staff bringing claims but the review identified some concerns about confidence in staff raising issues. Other initiatives this year including the creation of Freedom to Speak up Guardians and peer support networks have enabled staff who have concerns to come forward and raise these initially through an independent route and helped us to address the issues identified through the review of the policy. Continuing to work to ensure access to support to resolve these issues for staff will be a key focus in 2018-19.

Flexible Working

The trust offers a range of opportunities for flexible working, special leave and career breaks to support staff in remaining in work and adapting to circumstances arising from their protected characteristics.

Consideration of working patterns is part of the recruitment process. The 111 service have changed their assessment and interview days to weekends, to better reflect when potential staff would be expected to work. This has led to improved attendance at assessment days and demonstrates an understanding of the other commitments of potential candidates.

Health & Wellbeing

The trust continues to make progress on the health and wellbeing offer for staff and ensuring that there is effective staff engagement. The work around health and Well Being 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 and enable full engagement as employees. The following provides an overview of the key areas of the Health and Well-being agenda which have impacted most on the general duty.

The trust launched 'Invest in Yourself' in August 2017, a new approach to improve the health and wellbeing of staff both in and out of the workplace. A dedicated microsite was created and launched for staff to share stories and to get tips and ideas from, to help staff to be happy, healthy and fit. There is also a 'Your support' page which provides information and guidance if staff need to access support contact information.



As well as initiatives on physiotherapy access, physical activity and personalised nutrition programmes for staff, there has been a focus on mental health.

Mental health initiatives – The trust continues to support the MIND Blue Light Champion campaign and is in the final stages of embedding this programme in-house to promote good mental health and help signpost services to staff. The trust continues to support the rollout of the PTS Peer Support Network and has worked closely with the PTS Lead in the development of a Welcome Pack for PTS Peer Supporters at NWAS. The trust is working with the 111 service to implement a similar 111 Peer Support Network to provide a listening ear and signposting to staff. Not only do such programmes support those staff with a mental health disability but also help to eliminate barriers by providing a way for staff to raise concerns and improve access to support.

Trauma Risk Management (TRiM) – This aims to support staff who have been affected by traumatic events experienced within work. It helps to assess staff's mental health fitness and signpost those early to support to help prevent the development of longer term issues. During 2017-18 the trust has been extending this service which is run by staff to all its areas.

The trust continues to work with the National Ambulance Health and Wellbeing Programme to discuss and share best practice and issues with other ambulance trusts. The learning from this Programme is being embedded into NWAS' Bullying and Harassment action plan.

As part of International Women's Day celebrations in March 2018, we also provided a range of activities for staff to consider their health. Staff could sign up to attend sessions on mindfulness, martial arts and the menopause.

Policy Development

There was a name change to reflect the aspiration of the trust when the relevant equality policy was due for renewal. The revised Equality, Diversity and Inclusion Policy was approved during 2017 and is more explicit than previously about the specific requirements by the trust and the groups that are covered. Training and communications all featured more strongly than before, while the recruitment section was updated to reflect now established procedures.

NWAS also launched a Policy for Supporting Transgender Staff on 16th November 2017, to coincide with International Day of Tolerance. A range of input was sought in the development of the policy from inside the trust, as well as external parties, to ensure that individual and trust needs were met appropriately. A training session was held for HR staff in November 2017 by an external facilitator, to increase the knowledge and understanding around the needs of Trans staff. The NWAS LGBT network supported the session and continue to work with the trust to expand the resources available to staff and managers.

A first draft has been developed of guidance for managers supporting staff and candidates who may have learning differences, such as dyslexia. Again, this has been sent to several internal staff for feedback and comments, so that the final guidance will be fit for the needs of managers, employees and candidates.

Compliments and Awards

NWAS was shortlisted for an award by enei in July 2017, which accepted applications from public and private sector organisations. The award was for the work carried out by the trust towards a representative workforce. External recognition from an organisation specialising in equality in employment was an excellent achievement for the team. We were also able to achieve silver status in the equality benchmarking exercise with enei, which is very encouraging for an ambulance trust.



The trust also received a Princess Royal Training Award this year which was awarded for developing female talent. As a trust we recognised that we needed to improve female representation at leadership levels and we approached this by overhauling development opportunities for women. The Women into Leadership programme was launched at a targeted conference for women leaders, as a deliberate, systematic and funded approach to maximising the trust's use of the talent of its female staff. This is a prestigious national award, honouring employers who have created outstanding training and skills development programmes which have resulted in exceptional commercial benefits.

The trust was successful in applying to take part in the NHS Employers Diversity Partners Programme 2017-2018. This has allowed NWAS to be seen again as an organisation serious about embedding equality across all parts of the service. Participation at four national workshops has been invaluable.

NWAS was honoured to be invited by NHS Employers to present at their workshop at the Welsh Ambulance Service Black History Month Conference in October 2017. It was an opportunity to share some practical information about what can be done to improve representation in the workforce to ensure retention, as well as recruitment. It was a chance to showcase some of the positive work that has been done to date.

The work carried out in support of armed forces veterans has also been recognised over the last 12 months. As a group that can find it hard to gain employment, an Insight Day held in April 2017 at Ladybridge Hall contributed to a range of other activities that led to the trust being awarded Gold Status in the Employer Recognition

Scheme. A second Insight Day was held March 2018 and was again well received by delegates.



On an individual level, the team is delighted when candidates we meet and support at various recruitment events are successful in gaining employment and then go on to be successful in their roles. One such candidate is G. Johnston, who was recruited to the earlier paramedic pre-degree pilot and started employment with NWS February 2017. She was successful in being accepted onto the paramedic course at Liverpool John Moores University, starting September 2017. Since that time, there have been 3 separate commendation letters sent to her from the university and shared with the trust about the care and attitude shown when caring for patients during her studies and placements. It is great for NWS to know that we are recruiting quality candidates when going to various diverse events and sharing the message of being an employer of choice.

Working with regional and national colleagues

NWS is an active member of the National Ambulance Diversity Forum, 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.

The trust also attends North West NHS Equality and Diversity Leads meetings. This looks at national issues and is an opportunity to work with colleagues in the region to improve staff or patient experience. There is also a GM NHS Equality and Diversity group that the trust is part of. It is another opportunity to explore where the trust can work collaboratively to tackle the challenges specific to NWS with regards to

engaging with staff and patients. An outcome of this work has included sharing resources, the opportunity to promote specific events and networking.

NWAS has committed funding to be a member of enei for 2017-2018 to make use of the resources they have available to ensure that the policies and processes we have in place are following best practice guidance.

NWAS has also been engaged with a national consultation looking at the proposed workforce indicators relating to the experiences of disabled staff and applicants in the NHS. This will form the basis of a Workforce Disability Equality Standard. It is hoped that these indicators, expected to relate to staff survey questions and workforce data, will be agreed in autumn 2018. As part of the national contract, the trust will then seek to publish the first set of WDES metrics in the summer of 2019.

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

Each spring NWAS publishes monitoring information to show a breakdown of who works for the trust, by protected characteristic. Similar data about applicants, those shortlisted and those who started employment with the trust are also published. The employment monitoring data has now been published on the trust website and relates to 31st December 2017. The recruitment data covers the period 1st January 2017 to 31st December 2017.

The information can be accessed at the following link but a summary of some of the data is available at Appendix 3.

<https://www.nwas.nhs.uk/talking-to-us/equality-and-inclusion-in-the-work-place/employment-monitoring/>

Our website also shows historic monitoring information which allows progress to be viewed.

The information is used to inform priorities for the trust with regards to future recruitment and to identify trends in the workforce. The aim is that the data will show

an increasingly wide range of people being attracted and appointed to a wide range of roles across the trust – rather than certain groups to certain roles.

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 are in their second year. The trust will report fully on progress at the end of four years but the following outlines the objectives and a brief summary of progress to date:

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:

- The trust has implemented a range of recruitment initiatives to improve attraction and eliminate discrimination. This has resulted in a narrowing of gaps in the recruitment process which can be seen through monitoring data
- Overall progress have been made in improving BME representation by the end of December 2017
 - Non-white Black and Minority Ethnic Group representation has risen from 2.97% to 4.5%
 - Staff declaring themselves in categories other than 'White-British' has risen from 5.2% to 7.7%
- Changes have been made to recruitment processes for first line management positions to improve representation and this is starting to improve attraction and success rates for women, although overall representation remains stable

Objective 2

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

Progress:

- The trust has revised its Dignity at Work policy and also reviewed it after its first year of operation
- The trust has implemented a Freedom to Speak Guardian and a range of local champions to enable staff to raise concerns about a range of patient and staff safety issues but this has also allowed a different route for harassment and bullying concerns to be raised and dealt with
- The trust has also implemented Peer Support arrangements in its Patient Transport service to support staff across a range of issues and signpost them to further help if required. Peer Supporters have been specifically trained to understand where to access support for bullying and harassment
- 2017 has seen a 1% improvement in the numbers of staff indicating that they have experienced bullying, harassment or abuse from a manager in the staff survey

Objective 3

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

Progress:

- The trust has implemented the accessible information standard
- One of the challenges faced by the trust is that patient data is still gathered on paper which makes the effective analysis and use of the patient data gathered very challenging. The trust is currently developing an electronic patient report form and this will enable progress towards this objective.

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:

- Groundwork laid during 2017-2018 for the Dementia Friend training to be made mandatory across PES and PTS services for 2018-2019 training year.
- Planning and implementation of corporate e-learning module on dementia to be available for 2018-2019.
- Implementation of accessible information standard - information recorded on patient notes with regards to dementia.

- Patient Experience Team engagement with this group to inform care too.

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 across the North West 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. Examples of work undertaken includes: staff within Patient Transport Services becoming Dementia Friends; staff attending a range of events to promote NWAS as an employer of choice; changes to the recruitment and selection processes to support inclusion.

In 2017 there has been a focus on testing our self-assessment through stakeholder engagement. For example, internal events were held in September 2017 to raise awareness of and discuss some of the activity in place to improve staff experience for all; to maintain engagement over goals 3 and 4 relating to staff experience and leadership and to test out our self-assessment conducted in 2016. Trade union colleagues and representative staff were invited and attended the event.

Nationally the EDS allows trusts to conduct assessments of its services at different times and as a result we have commenced work with the Patient Transport Service to look specifically at how their services are delivered for patients.

A summary of the trust's assessment against the EDS is provided in Appendix 3.

Workforce Race Equality Standard (WRES)

The Workforce race Equality Standard was introduced in the NHS in 2015 with the aim to support organisations to close gaps in workplace experience between White and BME staff and to improve BME representation at Board level. The trust supports and promotes WRES and it publishes a set of metrics annually in conjunction with an action plan.

NWAS published the relevant metrics against the Workforce Race Equality Standard during summer 2017. There was again an increase in the representation of Black and Minority Ethnic (BME) staff within the workforce. Areas of work in the action plan included continued community engagement and further consideration of the training opportunities available to staff. Quarterly meetings have taken place to review the action plan. A member of staff has also been invited to take part in the national WRES Experts Programme starting March 2018 which will enhance our knowledge and understanding of how to make improvements in this key area.

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

<https://www.nwas.nhs.uk/talking-to-us/equality-and-inclusion-in-the-work-place/>

Gender Pay Reporting

The trust published the statutory gender pay gap information in March 2018 on both the government and trust websites. The data was taken from 31st March 2017, in line with national guidance. The data shows that in the lowest paid group of staff, women account for 50.6% of the workforce; this figure then reduces to 33.2% of the workforce for those in the highest paid group of staff. The average (mean) hourly rate for women was 7.1% lower than for men; the difference was 6.3% lower when the median calculation was used.

The trust has published an explanation of the gender pay gap information and described some of the activities that have taken place so far to work towards equality in career progression for all staff. An action plan has been developed to look at three main strands of work for the trust to continue with this work and progress is to be overseen by the Director of Organisational Development.

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

<https://www.nwas.nhs.uk/talking-to-us/equality-and-inclusion-in-the-work-place/gender-pay-gap/>

PRIORITIES FOR 2018/19

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 continue the focus on the following areas:

- **Gender progression into operational leadership positions** – this will be delivered through a dual approach of positive action development of women in the workforce and reviewing and changing our approach to leadership recruitment.
- **Improving levels of representation in the workforce from BME communities** – we have continued funding for the Pre-degree programme to support diverse groups into university places, whilst also taking the learning from this to try and improve attraction and appointment rates elsewhere in our recruitment.
- **Disability Confident Committed Employer** - Work will continue relating to this standard, taking into account the future requirements of the NHS Workforce Disability Equality Standard. We have already committed to working closely with our Trade Union Equality Leads who will play a key role with the development of this strand of work over the next 12 months.
- **Harassment and Bullying** – working across the Ambulance Sector we intend to improve promotion, understanding and access to support for staff feeling that they have been harassed and bullied, whilst also raising awareness amongst managers both of behaviours and how to support staff through cases.

In addition to these four key areas we will continue our extensive engagement with patients and their representatives in order to continue the cycle of learning and improving based on patient feedback. Along with focused work on dementia and with other patient groups, this will enable us to continue to develop our services to be responsive to patient needs.

Trust work on EDS2 will look slightly different for 2018-2019. An event is planned for summer 2018 when managers involved in work on equality can meet and discuss all the goals and objectives together, rather than just looking at the goals they are named responsible for. The aim is to encourage more frequent conversations with each other about equality more routinely. A different format for collating work is also being implemented. With regards to internal stakeholders, we seek to hold another Equality Update event in September 2018.

The work on the WRES and Gender action plans will continue with quarterly reviews. The WRES plan may develop further, as the knowledge and skills gained from the

trust being part of the WRES Experts Programme are brought back and used within the trust. A key part of the gender action plan is the in-house Leadership conference in April 2018.

We will continue with the LGBT network to ensure their needs are met, including actions relating to the policy to support Trans staff and some of the outcomes from the national staff survey. Manchester is also the host venue of the National Ambulance LGBT Network annual conference in August 2018.

We also intend to continue to support the Women's Leadership development network and to implement a similar approach to support BME staff within the trust. We also intend to review options for developing multi-faith chaplaincy support as we have recognised that this is an area that is not supported effectively within the trust.

As a trust we recognise that there will always be areas that we can improve and that supporting Equality, Diversity and Inclusion means supporting all our staff to reach their potential and to enabling them to provide the best possible services to the population of the North West.

APPENDICES

Appendix 1a: Patient, Public and Community engagement

<u>April</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update/ Action</u>	<u>RAG</u>
Saturday 01 April 17 – Preston Health Mela - set up by 10am	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Race (80)	Complete –	
4th April 17 - Manchester People First (Patient Experience Board Game) 3 Broughton St, Manchester M8 8RF	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Learning Disability Group (12)	Requested a further date in 2017 to view a Pes vehicle. Arranged this for a date in Nov – Shared on Twitter	
27th April 2017 Re:think group, Chorley (PE Board Game). Brindle Community Centre, PR6 8NH	<ul style="list-style-type: none"> • Access • Awareness • Information 	Mental Health (40)	Complete and shared in SRB and Yammer	
<u>May</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
06 May 2017 - Bolton Health Mela , University of Bolton	<ul style="list-style-type: none"> • Access • Awareness 	Race (20)	Complete	
Saturday 13 May - Carlisle Community Health Mela English Street, Carlisle City Centre (set up before 10am)	<ul style="list-style-type: none"> • Access • Awareness • Information 	All (60)	Complete	
Saturday 13 May – Tatton Park Country Show , Cheshire	<ul style="list-style-type: none"> • Access • Awareness • Information 	n/a	Complete	
Sunday 28 May – Silloth Green Cumbria . 11am-4.30pm (set up: 10am)	<ul style="list-style-type: none"> • Access • Awareness / Stop and Think Before You Dial 999 initiative. 	n/a	Complete	
10th May 2017 Garstang Ladies Women’s institute Group, United Reformed Church, Garstang.	<ul style="list-style-type: none"> • Access • Awareness • Information 	Socio economic (30)	Complete	

16 th May 2017 Healthcare and Wellbeing Forum – Bolton Hub Bold St, Bolton BL1 1LS	<ul style="list-style-type: none"> • Access • Awareness • Information 	Diverse (40)	Complete	
June	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
Saturday 3 May – Askam and Irleth Carnival , Cumbria	<ul style="list-style-type: none"> • Access • Awareness • Information • Basic First Aid CPR 	Traveller, Socio – Economic (60)	Complete	
Saturday 10 & Sunday 11 June – Blackpool PRIDE (set up by 9.30 am) Winter Gardens, the stall registration desk will be near the Floral Hall entrance	<ul style="list-style-type: none"> • PRIDE Parade • Stand in Marquee - Awareness • Access 	Members of the public from LGB & Transgender (100)	Complete-shared in the trust SRB	
15 th June 2017 Ashton Deaf Club Tameside Deaf Association . 225 Mossley Road Ashton -under-Lyne OL6 6LY	<ul style="list-style-type: none"> • Access • Awareness • Information 	Deaf Community Group (30)	Action to develop poster BSL friendly. Revisited Sept.	
Saturday 17 June Lancashire Science Festival PE Themed Event Burnley College	<ul style="list-style-type: none"> • Access • Awareness • Information • Basic First Aid CPR 	Young Persons (100)	Complete	
July	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
Saturday 15 July 17 – Carnforth Health Mela -Carnforth High School, Kellet Road,	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Race (80)	Complete –	

Carnforth, Lancashire, LA5 9LS set up by 10am				
Sunday 16 July - Disability Awareness Day 9am to 5pm Walton Lea Rd, Higher Walton, Warrington, Cheshire WA4 6SN	<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 Shared on Yammer and in SRB	
Saturday 22 July Penrith Agricultural Show Brougham Hall Farm, Penrith, Cumbria, CA10 2DE	<ul style="list-style-type: none"> • Access • Awareness 	n/a	Complete	
Sunday 23 July - Coniston Country Fair Coniston Hall Haws Bank Coniston Cumbria LA21 8AS	<ul style="list-style-type: none"> • Access • Awareness 	n/a	Complete	
Saturday 29 and Sunday 30– Liverpool PRIDE St Georges Hall, Liverpool L1 1JJ ... For Queen Square multi-storey car park, the nearest parking facility, enter postcode L1 1RH	<ul style="list-style-type: none"> • Awareness • Access • FT membership 	LGB & T members public (200)	Complete Share in staff RB & Yammer	
<u>August</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
4 th August 2017 Bury Breathe Easy Group (Patient Experience Board Game)	<ul style="list-style-type: none"> • Access • Awareness • Information 	Disability – Breathing Problems (16)	Complete	
15 th August 2017 Bolton Dementia Support Group PE Board Game	<ul style="list-style-type: none"> • Access • Awareness • Information • Co-design 	Mental Health – Dementia (18)	Complete	
19 th August 2017 Chester Pride Castle Square	<ul style="list-style-type: none"> • Access • Awareness • Information 	LGBT (100)	Complete	

26,27, August – Manchester PRIDE	<ul style="list-style-type: none"> Awareness Access CFR Volunteering Stop and Think information 	LGB & T communities (300)	Complete Shared in SRB & Yammer & LGBT Leads	
September	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
Wednesday 6 th September 'BAND' Social Hub YMCA, 125 Deansgate, Bolton BL1 1HA	<ul style="list-style-type: none"> Awareness Access Information 	Mental Health – (10)	Complete	
Saturday 09 September – Cheadle Mosque (9am to 5pm) 377 Wilmslow Rd, Heald Green, Cheadle SK8 3NP	<ul style="list-style-type: none"> Stand in Marquee Awareness Access 	Race (10) & Religion (140)	Attendance to be agreed	
Thursday 21 st September - Ashton Deaf Club Tameside Deaf Association . 225 Mossley Road Ashton -under-Lyne OL6 6LY	<ul style="list-style-type: none"> Awareness Access Information 	Deaf Community Group (30)	Complete To discuss further easy read production of PE poster.	
23 September, Chorley Health Mela	<ul style="list-style-type: none"> Access Awareness 	Race (20) Disability (10) YP (30) OP (25)	Complete	
October	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
6th October	<ul style="list-style-type: none"> Awareness 	Dementia (50)	Complete	

SURF Liverpool Gift Cafe - Anfield Community Centre Lower Breck Road L6 0AG	<ul style="list-style-type: none"> • Access • Information 			
10 Oct - World Mental Health Day Rochdale Market Smith Street Rochdale OL16 1HB	<ul style="list-style-type: none"> • Calling 999 doesn't always mean an Ambulance • Access • Awareness • Stop and Think 	<ul style="list-style-type: none"> • Mental Health (40) • Race (80) • Phys Disability (10) <p>(130)</p>	Complete	
Saturdays 14th October 2017 LEYLAND HEALTH MELA at Worden Academy, Westfield drive, Leyland, PR25 1QX.	<ul style="list-style-type: none"> • Access • Awareness • Information 	Race (20) Disability (10) YP (30) OP (25)	Complete	
17 th October Northern Fells Group Northern Fells Group, Millhouse, CUMBRIA CA7 8HT	<ul style="list-style-type: none"> • Awareness • Access • Information 	Frailty (20)	Complete	
25 th October Galloways Society for the blind, 1A Barrington Street, Chorley PR7 1DY	<ul style="list-style-type: none"> • Awareness • Access • PTS Information 	Visual Impairment (20)	Complete	
29 October - Black History Month Event – Manchester Richmond House M13	<ul style="list-style-type: none"> • Access • Awareness • Stop and Think • FT Membership 	Race – Black African Caribbean (40)	Complete	
November	Objectives /Reason for	Protective Characteristic	Update	RAG

	<u>Engagement</u>	<u>(user group)</u>		
13 th November Crosby Older Peoples Forum, Crosby Library, Crosby Road North, Liverpool L22 0LQ	<ul style="list-style-type: none"> • Access • Awareness • Information 	Frailty (40)	Complete	
21 st November Bolton ETAG (Equality Target Action Group) (PE)	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Racial groups (5), Physical Disability (5), Deaf (5), LD (5), Mental Health (5)	Complete	
28 th November Maghull Older Peoples Forum St Andrews Church, Damfield Lane, Maghull, L31 6DD	<ul style="list-style-type: none"> • Access • Awareness • Information 	Frailty (20)	Complete	
<u>December 17</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
<u>January 18</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
23 January 18 - Manchester People First (Patient Experience Board Game) 3 Broughton St, Manchester M8 8RF	<ul style="list-style-type: none"> • Access • Awareness • PTS Information 	Learning Disability (10)	Complete	
15 th June 2017 Ashton Deaf Club Tameside Deaf Association . 225 Mossley Road Ashton -under-Lyne OL6 6LY	<ul style="list-style-type: none"> • Access • Awareness • Information 	Deaf Community Group (30)	Ongoing work with PE recommendations poster BSL friendly. We visited group again in to discuss further.	

<u>February 18</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
28 th February Southport Older Peoples Forum Lord Street West Church, Duke Street, Southport PR8 2BH	<ul style="list-style-type: none"> • Access • Awareness • Information 	Frailty (20)	Complete	
<u>March 18</u>	<u>Objectives /Reason for Engagement</u>	<u>Protective Characteristic (user group)</u>	<u>Update</u>	<u>RAG</u>
02 March, Armed Forces Insight Day – Ladybridge Hall	<ul style="list-style-type: none"> • Access • Awareness • Information 	Veterans / older persons	Complete	
07 March, Community Cafe - Patient Experience Stand Brookvale Children’s Centre, Woodhatch Road, Runcorn. WA7 6BJ	<ul style="list-style-type: none"> • Access • Awareness • Information 	Young persons (25) Maternity (10)	Complete	
20th March Formby Older Peoples Forum Formby Luncheon Club, L37 3HA	<ul style="list-style-type: none"> • Access • Awareness • Information 	Frailty (20)	Complete	
Patient Experience Board Game Engagement - Warrington Road, Family Group Naylor Road, Widnes, WA8 0BS	<ul style="list-style-type: none"> • Access • Awareness • Information 	Young persons (25)	Complete	

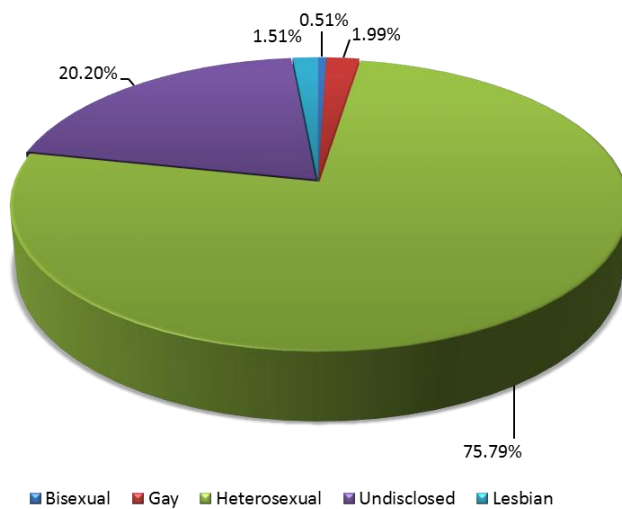
Appendix 1b: Widening Access and Positive Action events 2017-2018

05/04/2017	Future Aspirations: Insights from Military Veterans and their families	Bolton
07/04/2017	Armed Forces Information Session	Bolton
11/04/2017	Positive Action 'On the street' Day – Oldham	Oldham
26/04/2017	NHS Recruitment Fair (DWP)	Preston
27/04/2017	Crewe Community Network Meeting	Crewe
09/05/2017	Positive Action 'On the street' Day – Toxteth	Liverpool
16/05/2017	Blackburn Community Jobs Fair	Blackburn
17/05/2017	Toxteth Jobs Fair	Toxteth
19/05/2017	Oldham Mosque information stand	Oldham
23/05/2017	Oldham Drop-In Event - Millennium Centre (Bespoke)	Oldham
25/05/2017	Toxteth Drop-in Event - Kuumba Imani Millennium Centre	Liverpool
31/05/2017	Positive Action 'On the street' Day - Moss Side/Whalley Range/Hulme	Manchester
01/06/2017	Oldham Jobs Fair - Oldham Library (10 am - 2 pm)	Oldham
02/06/2017	Positive Action 'On the street' session - Toxteth	Toxteth
07/06/2017	Moss Side Information stand – Asda	Moss Side
08/06/2017	Toxteth Drop-in Event - Kuumba Imani Millennium Centre	Liverpool
13/06/2017	Moss Side Drop-in Event - Millennium Power House (Bespoke)	Moss Side
20/06/2017	Wirral Tranmere event	Wirral
21/06/2017	Manchester Jobs Fair - Central Library	Manchester
04/07/2017	Big Bang – Liverpool	Liverpool
05/07/2017	Manchester Jobs Fair - Central Library	Manchester
06/07/2017	Toxteth Drop-in Event - Kuumba Imani Millennium Centre	Liverpool
11/07/2017	Halliwel UCAN Information Session	Bolton
13/07/2017	Holly Lodge Girls' College	Liverpool
26/07/2017	Collabor8	Bury
31/07/2017	Burnley DWP Bespoke event	Burnley
03/08/2017	Trafford Centre 999 event	Manchester
27/09/2017	Tameside Jobs Fair	Tameside
06/10/2017	Service & Ex-Service Personnel & Family Insight Day	Wythenshawe
16/10/2017	National Apprenticeship Fair	Manchester
17/10/2017	National Apprenticeship Fair	Manchester
01/10/17	Cumbria event (recruitment)	Kendal
15/11/2017	Eden Boys School Careers/Information Evening	Bolton
28/11/2017	Health Sector Skills Show	Liverpool
28/11/2017	Bolton NHS Foundation Trust Armed Forces Insight Day	Bolton
29/11/2017	999 Emergency Services event - Ghazali Trust	Oldham
18/01/2018	Manchester Jobs Fair	Manchester
15/01/2018	Equality Target Action Group	Bolton
23/01/2018	GM Speed Networking Event	Trafford
26/01/2018	Back on Track - information session	Manchester
02/02/2018	Parkland Schools Careers Fair	Chorley

07/02/2018	Preston Muslim Girls School Speed Networking	Preston
15/02/2018	CTP Armed Forces Day	Salford
25/02/2018	Sri Guru Gobind Singh Gurdwara - Whalley Range	Manchester
27/02/2018	Meet the Employer - Keswick School	Cumbria
02/03/2018	NWAS Armed Forces Insight Day	Bolton
06/03/2018	Bolton Muslim Girls School - careers event	Bolton
07/03/2018	Albion Academy - speed networking event	Salford
08/03/2018	Whiston (NHS) Insight Day	Whiston
10/03/2018	Central Gurdwara, Manchester - 999 recruitment day	Manchester
19/03/2018	Blackburn Careers Event	Blackburn
21/03/2018	Skills North West, Event City	Manchester
22/03/2018	Skills North West, Event City	Manchester

Appendix 2: Annual Employment Monitoring Information

Current Staff: Sexual Orientation By %



	No	%
Bisexual	31	0.51%
Gay	121	1.99%
Heterosexual	4614	75.79%
Lesbian	92	1.51%
Undisclosed	1230	20.20%
Total	6088	

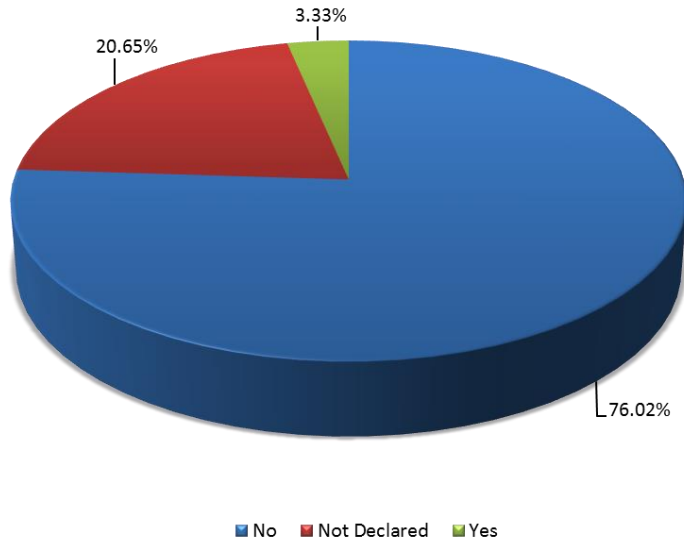
Recruitment : Sexual Orientation

	Lesbian	Gay	Bisexual	Heterosexual	Undisclosed	Total
Applicants	300	475	161	12929	591	14456
	2.1%	3.3%	1.1%	89.4%	4.1%	
Shortlisted	149	248	64	5611	228	6300
	2.4%	3.9%	1.0%	89.1%	3.6%	
New Starters	17	26	5	609	91	748
	2.3%	3.5%	0.7%	81.4%	12.2%	

Sexual Orientation - There was an increase in disclosure relating to sexual orientation monitoring again but there is still slightly over 20% of staff who have not disclosed. Rates for those not declaring as heterosexual remain lower than the 1 in 10 generally assumed within the UK but not far from national governmental public disclosure rates for employment.

With regards to recruitment, lesbian and gay candidates are being appointed in slightly higher percentages than are applying; the opposite is happening for bisexual applicants and heterosexual applicants this year. There is a similar % of bisexual applicants each year looking over the last 5 years but the numbers overall are fairly small making trends difficult. Those who have not disclosed their sexual orientation (4% of applicants) have accounted for 12% of new starters.

Current Staff: Disability By %



	Number	%
No	4628	76.0%
Yes	203	3.3%
Not declared	1257	20.6%
Total	6088	

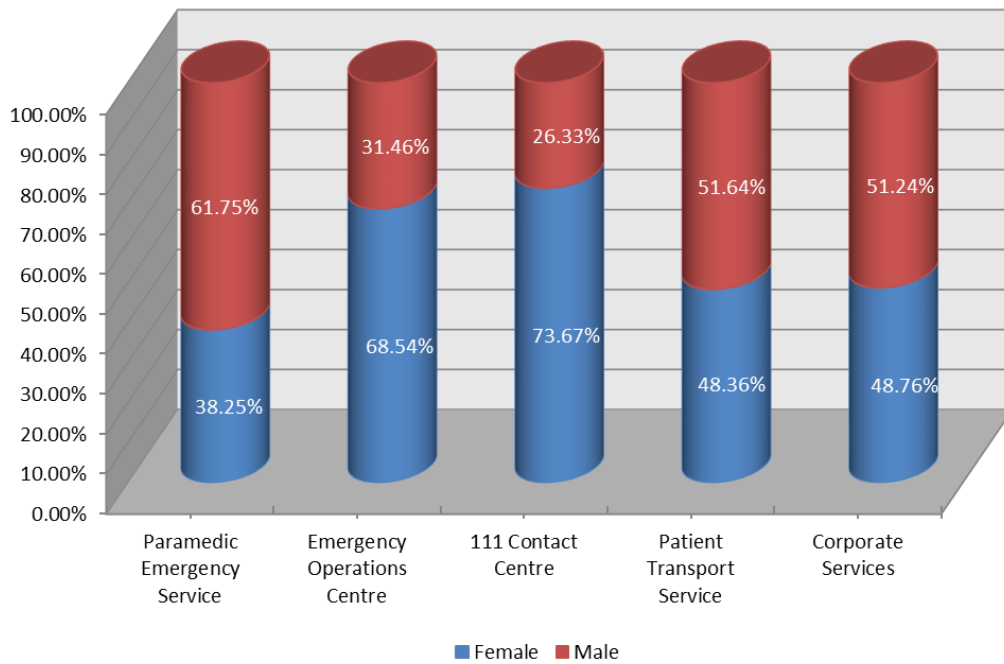
Recruitment : Data disability

	Yes	No	Undisclosed	Total
Applicants	725	13497	234	14456
	5.0%	93.4%	1.6%	
Shortlisted	389	5810	101	6300
	6.2%	92.2%	1.6%	
New Starters	38	611	99	748
	5.1%	81.7%	13.2%	

Disability – There has been an increase in the number of staff who are recorded by the trust as having a disability from 183 to 203 individuals. This is in part from an increase in those recruited, from 4% of new starters last year to 5% of new starters this year. There has also been proactive data cleanse work of personnel files within the HR Hub which has reduced the number of staff recorded as ‘not declared’ from 25% to 20% of the workforce. This work is ongoing and scheduled for completion December 2018.

Success rates of those ‘undisclosed’ applicants rises from 1.62% at application to 13% of new starters. Last year, 5.02% applications were from disabled applicants; this led to 5.08% new starters.

Current Staff: Gender By Service Lines



	Paramedic Emergency Service	Emergency Operations Centre	111 Contact Centre	Patient Transport Service	Corporate Services
Male	2238	218	114	441	248
Female	1386	475	319	413	236
Total Headcount	3624	693	433	854	484

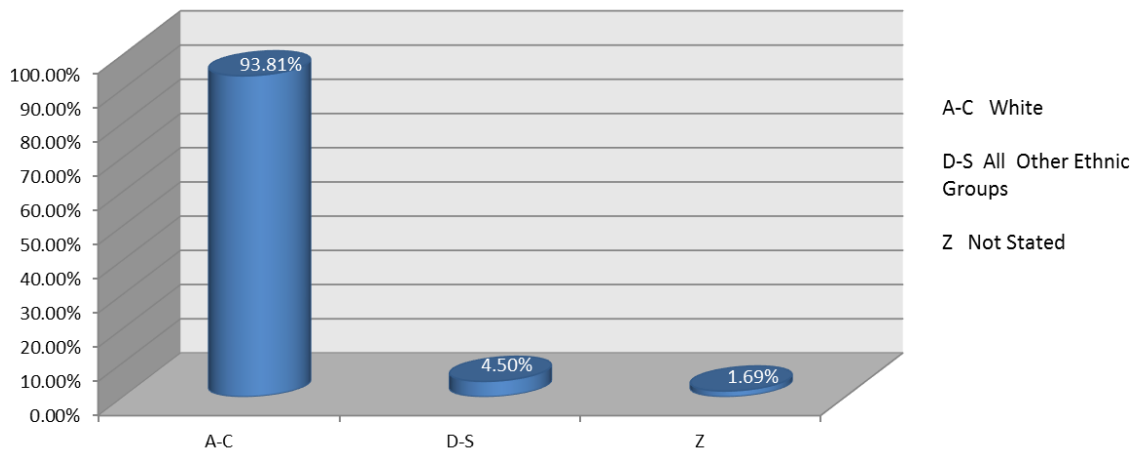
Recruitment: Gender data				
	Male	Female	Undisclosed	Total
Applicants	5967	8466	23	14456
	41.3%	58.6%	0.2%	
Shortlisted	2699	3589	12	6300
	42.8%	57.0%	0.2%	
New Starters	334	414	0	748
	44.7%	55.3%	0.0%	

Gender – Once again, there was an increase in the percentage of female staff within the workforce, from 45.62% to 46.46%. This is a much larger increase (0.84%) than the previous year (0.04% increase). There has been an increase of 2.87% over the last 5 years, from 43.59% of female staff back in 2013. Nationally the female employment rate remains below that of male workers (70.8% compared with 79.7% respectively), so the NWAS figures are positive. There have been increases seen in the female workforce across all parts of the service except 111, for which the male workforce has increased by 0.67%.

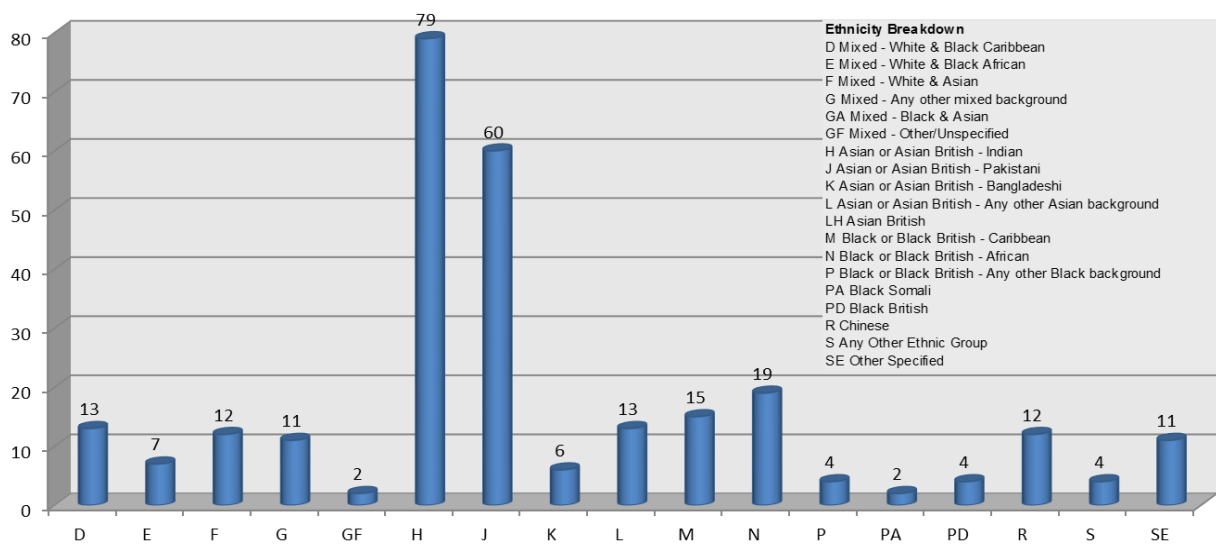
With regards to recruitment, 55.35% of new starters were female. This is from an initial application rate of 58.56%.

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. 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



Breakdown of current staff from non-white groups



Recruitment: Ethnicity Data

Ethnicity	A-C	D-S	Z	
Applicants	12604	1719	133	14456
	87.2%	11.9%	0.9%	
Shortlisted	5655	587	58	6300
	89.8%	9.3%	0.9%	
New Starters	637	81	30	748
	85.2%	10.8%	4.0%	

Ethnicity – Fewer staff within NWS are now recorded as ‘not stated’; this is due to a data cleanse exercise within the HR Hub and an overall reduction in the number of new starters who do not declare ethnicity. This has seen an increase in the percentage of staff who inform NWS that they identify with an ethnic group; for reporting purposes here and to assist with other workforce data to be reported on later in the year [i.e. Workforce Race Equality Standard (WRES)], these are split into categories A-C White categories and D-S All Other Ethnic Groups.

Staff who identify with an ethnicity, but not a White category, have increased from 3.53% to 4.5%, which is an additional 65 staff out of a total increase of 174 WTE for this year. Increases were seen across virtually all ethnic groups.

With regards to recruitment, there was a slight reduction in the likelihood of being appointed from the number of applications received for all groups, except for those who did not declare. However there was a different pattern relating to shortlisting between White category applicants and those from other ethnic groups with the former having a slightly higher chance of being shortlisted. New starters disclosing their ethnicity as D-S All Other Ethnic Groups made up 10.83% of new starters this year, compared with 7.44% the previous year. 10% is comparable with the overall population of the North West disclosing their ethnicity, which is positive for the trust. Further interrogation of the recruitment data will take place as part of the WRES to explore whether staff from minority ethnic groups are being appointed to a range of roles across the trust footprint, or similar roles within limited parts of the trust.

Other monitoring data

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

<https://www.nwas.nhs.uk/talking-to-us/equality-and-inclusion-in-the-work-place/employment-monitoring/>

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

Religion – Non-disclosure rates for religion have reduced to 25.43% from 26.58%. Overall rates for staff from various faiths and none have remained fairly static, barring a significant

increase in the relative number of Muslim staff at the trust (from 97 individuals last year to 131 staff this year). We are exploring whether these staff are employed in a range of roles across the wider trust footprint or whether they have been mainly recruited to similar roles in a particular part of the trust.

With regards to recruitment, those not declaring their religion at application (8.36%) are showing the best relative rate of being appointed (18.05%). Applications from those of Buddhist, Hindu, Jainism, Judaism and Sikhism faiths are low, 184 applications from these religions in total out of 14456 applications, resulting in 6 new starters. This compares with last year when there were 150 applications from the same groups resulting in 9 appointments.

Marital Status – There has been a small increase in the number of staff who are in a civil partnership; this reflects a growing number in the general population too. The number of staff for whom the trust does not know their marital status has reduced from 449 to 402 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 by employees.

Age – The age of the workforce in various parts of the trust has shown a similar pattern to last year. All ages showed an increase overall in staff numbers except for age 35-44 which showed a reduction of 38 WTE staff. The largest increase was in the 25-34 range which added 109 individuals to the group. The 45-54 age range again has the highest proportion of staff at 1779 individuals, which equates to almost 30% of staff. Employment in the 55+ age group also remains significant at 15% of our workforce.

With regards to recruitment, those from the age group 20-24 had the most new starters with 172 successful applicants. Those in the age group of being under 20 had the best chance of being appointed from the number of applications submitted for their age group, with a 1 in 8 chance of being appointed from applying. The same went from looking at their rates once shortlisted; shortlisted candidates in this group had little more than 1 in 2 chance of becoming a new starter.

Data source

All data has been taken from the national NHS Employee Staff Record system at 31st December 2017.

Appendix 4: Equality Delivery System ratings

These represent the assessment ratings of the trust against the NHS Equality Delivery System goals following stakeholder engagement. This also show progress since 2013 when the last full assessment was completed.

EDS Goal	Title of Outcome	Overall Grading 2012/2013	Final trust view of grading – 2017 following stakeholder engagement
Better Health Outcomes	1.1 Services are commissioned, procured, designed and delivered to meet the health needs of local communities	Achieving	Achieving
	1.2 Individual people's health needs are assessed and met in appropriate and effective ways	Developing	Developing
	1.3 Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed	Developing	Achieving
	1.4 When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse	Achieving	Achieving
	1.5 Screening, vaccination and other health promotion services reach and benefit all local communities	Achieving	Achieving
Improved patient access and experience	2.1 People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds	Achieving	Achieving
	2.2 People are informed and supported to be as involved as they wish to be in decisions about their care	Developing	Achieving
	2.3 People report positive experiences of the NHS	Achieving	Achieving
	2.4 People's complaints about services are handled	Developing	Developing

	respectfully and efficiently		
A representative and supportive workforce	3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	Developing	Developing
	3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations	Achieving	Achieving
	3.3 Training and development opportunities are taken up and positively evaluated by all staff	Developing	Developing
	3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source	Developing	Developing
	3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives	Achieving	Achieving
	3.6 Staff report positive experiences of their membership of the workforce	No equivalent	Developing
Inclusive Leadership	4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations	Developing	Developing
	4.2 Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed	No equivalent	Developing
	4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination	Undeveloped	Developing

